



# **Instructions for Biosolids Management Program Town of Anytown**

Effective Biosolids Management for Smaller Communities Using the EMS Framework

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Welcome to the NBP's Anytown Example Biosolids Management Program – Effective Biosolids Management for Smaller Communities Using the EMS Framework. As a participant in the NBP's EMS program, you understand the benefits an EMS can provide, but getting started on creating your EMS may seem challenging. The purpose of this package of documents is to provide small agencies with a simple and straightforward approach to building an EMS that will meet your needs as well as the NBP's requirements. Documents include:

***The Anytown Biosolids Management Program*** – This is an MS Word document that, when completed, will be your NBP EMS Manual. Most of the text is already written - all you have to do is fill in the blanks with information specific to your agency.

***The Anytown Biosolids Management Program Example*** – This is an example of how a typical, small agency might fill out the *Anytown Biosolids Management Program*, providing you with an idea of the level of detail and type of information you need.

***The Anytown Biosolids Management Program Instructions*** - The instructions provide a brief description of how to fill out the *Anytown Biosolids Management Program (EMS Manual)*.

***Example SOPs and ERPs*** – This document provides examples of Standard Operating Procedures (SOPs) and Emergency Preparedness Plans that are associated with the EMS Elements.

Remember, an EMS requires that you “say what you do” – and this Biosolids Management Program using the EMS framework will help you do that – and that you also “do what you say”. You will probably need to take other actions, such as writing SOPs or preparing emergency response plans, so that you actually do what your EMS says you do. The NBP has many resources available to help you find examples or answer your questions, and your Account Executive can help you each step of the way.

## **How do I know if the *Anytown Biosolids Management Program* is right for my agency?**

This *Anytown Biosolids Management Program* is intended for small agencies participating in the NBP EMS program. Large agencies may use this as a guide but should inquire with the NBP for additional resources. The *Anytown Biosolids Management Program* includes language to cover the roles of contractors in biosolids management and the EMS. If your agency does not use a contractor, the *Anytown Biosolids Management Program Instructions* will identify what text to delete.

## ***The Anytown Biosolids Management Program***

This document meets the NBP's requirements for an EMS Manual, with blank sections for you to insert information about your agency and operations. As you work with the *Anytown*

*Biosolids Management Program* we suggest that you complete the Elements in the order shown in Table 1 below. We have selected these groupings so that you will be working on similar, or linked, topics at the same time, and to balance the level of effort so you can make steady progress.

As you are completing sections of the *Anytown Biosolids Management Program*, do not worry about formatting, page numbering, or similar details. Focus on getting the information down and your Account Executive will work with you to get the formatting correct.

**Table 1 – Suggested Order for Completing EMS Elements**

<b>Elements</b>	<b>Topics Addressed</b>
Element 3 – Critical Control Points Element 10 – Operational Controls	Quality Management Practices
Element 1 – EMS Manual Element 2 – Biosolids Management Policy Element 17 – Management Review	Management Support
Element 5 – Goals and Objectives Element 13 – Monitoring and Measurement	Continual Improvement
Element 6 – Public Participation in Planning Element 9 – Communication	Relations with Interested Parties
Element 4 – Legal and Other Requirements Element 7 – Roles and Responsibilities Element 8 – Training Element 11 – Emergency Preparedness	Roles, Responsibilities and Competencies
Element 12 – Documentation, Document Control and Recordkeeping Element 15 – Performance Reporting	Documentation and Reporting
Element 14 – Nonconformances and Preventive and Corrective Action Element 16 – Internal Audit	Continual Improvement

## ***The Anytown Biosolids Management Program*** **Instructions and Examples**

As stated above, these are short and straightforward instructions on how to fill out the *Anytown Biosolids Management Program*. The instructions will tell you the minimum conformance requirements for each element as well as how to fill out the required information for each the Introduction and Procedure section of each element. These instructions are intended to complement, but not replace, the NBP’s *EMS Guidance Manual*. As you have questions about the EMS requirements you should consult the NBP’s *EMS*

*Guidance Manual* (available at [http://biosolids.org/ems\\_main.asp?sectionid=48&pageid=188&pagename=EMS%20Guidance%20Manual](http://biosolids.org/ems_main.asp?sectionid=48&pageid=188&pagename=EMS%20Guidance%20Manual)) and check with your Account Executive.

The examples illustrate how a typical small agency might fill out the *Anytown Biosolids Management Program*. The examples should help you understand the level of detail and type of information needed to fill out each element, but don't expect the examples to match your agency's operations exactly. You will need to make the EMS Manual reflect what you do and how you do it.

## Reminders

1. Don't forget to call your Account Executive – they are there to help you.
2. Periodically check the NBP's website for resources, instructions and examples:  
<http://biosolids.org>
3. Call other agencies to learn from their experiences; most will be happy to share lessons learned, examples and advice.
4. Set aside time to work on the EMS – for example, consider working through a group of EMS elements shown in Table 1 every month.
5. Remember why you are doing this: to protect and enhance the good name of your agency by demonstrating that you consistently use and improve best practices in processing and reusing biosolids.
6. Have fun!

# ***NBP Anytown Biosolids Management Program Instructions***

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## **Introduction**

As you begin developing your EMS for Biosolids, think about your biosolids product and program. What are you trying to achieve? What needs to be done right, consistently, to ensure success? What is the quality of the biosolids that you need to consistently produce to meet the regulatory and your end user's needs. What do you need to do in the treatment plant to consistently produce this product? This "beginning with the end in mind" approach will help you identify and avoid potential regulatory or public acceptance problems and routinely use best practices.

This guidance is intended to provide a brief summary for using the *NBP's Anytown Biosolids Management Program* to develop your own Biosolids Management Program. Detailed guidance for developing an EMS for biosolids consistent with the NBP EMS standards can be found in the NBP's *EMS Guidance Manual* at:

[http://biosolids.org/ems\\_main.asp?sectionid=48&pageid=188&pagename=EMS%20Guidance%20Manual](http://biosolids.org/ems_main.asp?sectionid=48&pageid=188&pagename=EMS%20Guidance%20Manual)

# ***Instructions***

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## **Element 1 – EMS Manual**

### **Purpose and Requirements**

The EMS Manual will contain the policies, programs, plans, procedures, and management practices of your EMS. Element 1 in your manual will orient the reader to your biosolids management program.

Your EMS should:

1. tell the reader all the positives about your biosolids management program (remember that this will be the first thing the auditors will read when evaluating your EMS so use it to familiarize them with your system and your biosolids program)
2. state your commitment to quality biosolids management
3. contain the procedure you will use to keep your EMS manual current and available to your staff and interested parties.

Keep this element to a maximum of 1 to 1 ½ pages as shown in the EMS Manual. The text that is already in place is a suggestion of how to present this information, but feel free to edit it in order to present the information you believe is important.

### **Instructions**

#### **Introduction Section**

Fill in the required information in Element 1.

#### **Procedure Section**

Fill in the required information in Element 1 with your utility's information, including who will be responsible for activities called out in the procedure.

## **Element 2 – Biosolids Management Policy**

### **Purpose and Requirements**

Element 2 will serve as the guiding principles for your biosolids management program.

Your EMS should:

1. contain the Policy Statement that commits your organization to following the principles of conduct set forth in the *Code of Good Practice*
2. communicate the policy to employees, contractors and interested parties
3. incorporate the policy into your biosolids programs, procedures and practices.

### **Instructions**

#### **Introduction Section**

Fill in the required information in Element 2.

The EMS Policy Statement that is included in Element 2 is an example of a policy statement that meets the NBP's requirements. You may use this policy statement or you may edit it to fit your agency's needs as long as it still meets the requirements listed above.

#### **Procedure Section**

Fill in the required information in Element 2.

## Element 3 – Critical Control Points

Consider your desired biosolids quality and determine which plant processes can affect this outcome.. These processes are “critical control points”. Also consider how biosolids are managed after they leave your plant, and how these practices can affect the success of your program. These processes are also critical control points. For example, if your biosolids must be more than 15 % solids delivered to the farmer because anything less would result in a product that could not be used in a manure spreader, biosolids drying/dewatering would be a critical point for control to ensure consistently good quality.

Once you have identified your critical control points, consider the procedures you use to manage these plant processes. These are your operational controls. For example, regulations control many of your processes, so you manage your processes to meet regulatory limits. This guidance will help you fill out Elements 3 and 10 of your EMS Manual. If you have questions as you are developing these elements contact your Account Executive for assistance.

### Purpose and Requirements

Element 3 will describe how you identify, review and update your critical control points. The purpose of identifying these critical control points is to know **what** in your biosolids program and operations needs to be managed to ensure consistent biosolids quality at the end use site.

Your EMS should:

1. identify and document the critical control points in your biosolids management activities consistent with those identified in Appendix F of the *National Manual of Good Practice* (<http://www.biosolids.org/docs/23261.pdf>)
2. identify the quality of the biosolids for the end use site and critical control points that need to be managed to achieve that desired quality
3. identify potential or actual environmental impacts at each critical control point
4. keep current information on your critical control points
5. maintain records that link each critical control point with the corresponding operational controls
6. provide notification to the NBP (and your third-party auditor) when changes are made to critical control points.

### Instructions

#### Introduction Section

Fill in the required information in Element 3.

#### Procedure Section

Fill in the required information in Element 3.

### Table 3.1

- A. Select the critical control points listed in Table 3.1 that apply to your operations. These critical control points include those listed in Appendix F of the *National Manual of Good Practice*. **Delete those that do not apply. Document the reason why they do not apply.** Review your selections with your Account Executive to ensure they meet NBP requirements. Make sure you include at footnote in your table that states that the critical control points you did not use do not apply to your operation (as shown in Table 3.1)
- B. After you have selected your critical control points, go to the last column of Table 3.1 and select the potential environmental impacts from the list of impacts that are applicable for your agency. Although most should apply to the critical control points listed, delete any that are not applicable to your agency. Add other potential environmental impacts applicable to your operations that are not included on the lists.

Keep in mind that the critical control points in Table 3.1 are just examples. It is not expected that all of the critical control points will apply to every utility.

Contact your Account Executive if you have any questions as you are working on Table 3.1. Your Account Executive can also help you with formatting the table and other details.

## **Element 4 – Legal and Other Requirements**

### **Purpose and Requirements**

Element 4 will describe how you identify, track and determine the impact of regulatory, legal and legislative initiatives that may impact your biosolids program and related parts of its operation.

Your EMS should:

1. identify existing legal and other requirements that impact the various aspects of your biosolids management program
2. select approaches and/or tools that are used to identify and track new regulatory, legal and legislative initiatives
3. assign a responsible person for the overall coordination of tracking functions and communicating and implementing the changes.

While you are probably familiar with federal and state legal requirements, don't forget to consider "other" requirements. Other requirements could include local agreements, such as an agreements with the county to avoid driving trucks on unpaved roads during winter months.

### **Instructions**

#### **Introduction Section**

Fill in the required information in Element 4.

#### **Procedure Section**

Fill in the required information in Element 4.

#### **Table 4.1**

- A. Identify the legal and other requirements specific to your biosolids land application program in Table 4.1. These regulations may include federal and state regulations and/or guidance.

## **Element 5 – Goals and Objectives**

### **Purpose and Requirements**

Element 5 in your manual will contain the procedure you will use to set your goals and objectives and to track your progress towards achieving your goals and objectives. The purpose of the goals and objectives is to help you to continually make improvements to your biosolids management program.

Your EMS should:

1. establish and periodically review measurable biosolids program goals and objectives
2. reflect, in program goals and objectives, identified priorities for improving environmental performance of biosolids management activities based on critical control points, identified or potential environmental impacts, legal and other requirements, and applicable best management practices
3. consider, when developing program goals and objectives, input from interested parties developed through proactive public participation
4. integrate goals and objectives with other elements of the EMS and biosolids management activities
5. develop program goals and objectives using SMART criteria (i.e., be Specific, Measurable, Achievable, Relevant, and Time-bounded)
6. update program goals and objectives on a regular basis
7. establish an action plan that describes the improvement activities you are pursuing to achieve biosolids program goals and objectives. Designate, in the action plan, schedules, milestones, resources, and responsibilities for achieving biosolids program goals and objectives.

### **Instructions**

#### **Introduction Section**

Fill in the required information in Element 5.

#### **Procedure Section**

Fill in the required information in Element 5.

#### **Action Plan and Tracking Template**

Fill in the Action Plan and Tracking Template with your goals, objectives, target dates, persons responsible, and resources available. You will fill out the information for interim status, and date completed as you make progress towards achieving your goals. You should review your goals and objectives with your account executive to ensure that they meet the SMART criteria (i.e., be Specific, Measurable, Achievable, Relevant, and Time-bounded).

## **Element 6 – Public Participation in Planning**

### **Purpose and Requirements**

Element 6 will describe how you consider public input in your planning activities such as goal and objective setting.

Your EMS should:

1. select and implement a proactive public participation approach to involve interested parties in its Biosolids Management Program and EMS planning process
2. reflect, in the selected approach, the organization's commitments to the ten principles in the *Code of Good Practice*, including a plan for independent third-party verification of conformance with the *EMS Elements*
3. select an approach that is consistent with the degree of current public interest, history of public involvement, method of biosolids management, and related local circumstances
4. provide interested parties with meaningful opportunities to express views and perspectives relative to biosolids management activities
5. consider input from interested parties in developing program goals and objectives during EMS implementation and in updating them as part of periodic review of biosolids management program performance.

### **Instructions**

#### **Introduction Section**

Fill in the required information in Element 6.

#### **Procedure Section**

Fill in the required information in Element 6.

#### **Formal and Informal Participation Mechanisms**

The “participation mechanisms” shown in the example below are provided only as an example of formal and informal participation opportunities to help you get started with identifying the participation mechanisms your agency provides.

- A. Review the example formal participation mechanisms in Table 6.1. Keep and edit the mechanisms that are applicable to your agency, delete those that are not applicable to your agency. Add any other formal participation mechanisms that your agency offers.

B. Review the example informal participation mechanisms in Table 6.1. Keep and edit the mechanisms that are applicable to your agency, delete those that are not applicable to your agency. Add any other informal participation mechanisms that your agency offers.

Review your participation mechanisms with your Account Executive to ensure they meet NBP requirements.

## **Element 7 – Roles and Responsibilities**

### **Purpose and Requirements**

Element 7 will clearly identify the roles and responsibilities of various individuals that are specific to the EMS and your biosolids operations, including those of contractors. The purpose of well-defined roles and responsibilities is to ensure the success of both the biosolids management program and the EMS.

Your EMS should:

1. identify, review and update roles and responsibilities for various individuals that are specific to the EMS and biosolids management program
2. review and revise existing roles and responsibilities on an annual basis and whenever significant operation changes are made.

### **Instructions**

#### **Introduction Section**

Fill in the required information in Element 7.

#### **Procedure Section**

Fill in the required information in Element 7.

The Element 7 section of the EMS Manual includes examples of common responsibilities in wastewater systems. Edit these descriptions to fit the responsibilities and positions at your agency. Add as many responsibility titles as necessary to capture who is responsible for the management of your biosolids.

## **Element 8 – Training**

### **Purpose and Requirements**

Element 8 will demonstrate the importance your agency places on training and will describe the training mechanisms that are used by your agency.

Your EMS should:

1. identify the training needs for various employees based on performance needs;
2. designate a responsible person to coordinate training activities and document employee participation
3. identify types of training mechanisms to ensure that both employees and contractors have a general awareness of the biosolids management program and the EMS, and how their jobs relate to these areas
4. identify relevant training opportunities for contractors, including general EMS awareness training.

### **Instructions**

#### **Introduction Section**

Fill in the required information in Element 8.

The Element 8 section of the EMS Manual includes an example agency statement demonstrating commitment to safety training. You may insert an existing statement your agency has about the importance of training.

The Element 8 section of the EMS Manual includes examples of common training activities. Keep those that are applicable to your agency, delete those that are not applicable, and add any others for your agency that are missing.

#### **Procedure Section**

Fill in the required information in Element 8.

## **Element 9 – Communication**

### **Purpose and Requirements**

Element 9 will describe how you communicate information about your biosolids program both within your organization and with interested parties outside your organization.

Your EMS should:

1. establish and maintain a proactive Communications Program that provides ongoing information about the Biosolids Management Program and EMS to interested parties and the public, consistent with local circumstances, the method of biosolids management, public communications history, and degree of current interest in its biosolids management activities
2. include a procedure for receiving inquiries and requests for information from interested parties about its biosolids management activities and EMS. The procedure shall define a process for assuring a timely and complete response to inquiries by interested parties
3. make the following information about the organization's biosolids management program and activities available to interested parties:
  - a. the Biosolids Management Policy
  - b. applicable legal and other requirements
  - c. biosolids program goals and objectives for continual improvement
  - d. the periodic Biosolids Management Program Performance Report
  - e. a detailed report of the independent, third party EMS verification audit results.
4. Define roles and responsibilities of outside contractors in the Communications Program
5. Communicate relevant information about biosolids management activities and the Biosolids Management Policy, and all seventeen (17) elements of the EMS to employees and outside contractors, consistent with assigned roles and responsibilities.

### **Instructions**

#### **Introduction Section**

Fill in the required information in Element 9.

## **Procedure Section**

Fill in the required information in Element 9.

### **Internal and External Communication Tools and Approaches**

Each of these lists provides an example of internal and external communication tools and approaches to help you get started with identifying the communication tools your agency utilizes.

- A. Review the example internal communication tools and approaches in Element 9. Keep and edit the approaches that are applicable to your agency and delete those that are not applicable to your agency. Add any other internal communication tools your agency utilizes.
- B. Review the example external communication tools and approaches in Element 9. Keep and edit the approaches that are applicable to your agency and delete those that are not applicable to your agency. Add any other external communication tools that your agency utilizes.
- C. Review your communication tools with your Account Executive to ensure they meet NBP requirements.

# Element 10 – Operational Controls

## Purpose and Requirements

Element 10 will describe how you identify, review and update your operational controls. The purpose of identifying the operational controls is to define **how** you manage your biosolids critical control points to ensure biosolids quality, and to ensure suitable management after the biosolids leave your plant.

Your EMS should:

1. ensure the development and implementation of standard operating procedures (SOPs), effectively manage your biosolids quality and potential environmental impacts for all critical control points
2. incorporate requirements of regulations
3. consider best management practices as defined in authoritative sources on biosolids management (such as the NBP's *National Manual of Good Practice*)
4. include appropriate preventative maintenance procedures for process control systems associated with biosolids management activities.

## Instructions

### Introduction Section

No additional information is required.

### Procedure Section

Fill in the required information in Element 10.

### Table 3.1

Select the operational controls that align with the critical control points that you have already selected. **Delete those that do not apply. If you have other operational controls not listed here consult your Account Executive about how to include them.**

After you have listed operational controls in Table 3.1, go to the SOP column and list the SOPs your agency has (or is developing) that correlate to each of the operational controls.

Contact your Account Executive if you have any questions as you are working on Table 3.1. Your Account Executive can also help you with formatting the table and other details.

# **Element 11 – Emergency Preparedness & Response**

## **Purpose and Requirements**

Element 11 will describe your emergency preparedness and response procedures associated with your biosolids program. The purpose of having well defined procedures is to minimize the risk associated with unusual or emergency situations involving biosolids that can potentially impact human health or environmental quality.

Your EMS should:

1. identify formal review and update frequency/schedule for your emergency response plans and assign responsible person for coordinating the review process and revisions
2. establish clear protocol for how different situations are handled, and identify the locations where the emergency response manual should be kept
3. identify how the testing and training frequency is determined with respect to safety and emergency response
4. identify the relevant portions of your emergency response plans that are applicable to contracted activities, and determine whether or not the contractors performing work related to biosolids activities need to develop their own Emergency Response and Preparedness Plans.

## **Instructions**

### **Introduction Section**

Fill in the required information in Element 11.

### **Procedure Section**

Fill in the required information in Element 11.

# Element 12 – Documentation, Document Control & Recordkeeping

## Purpose and Requirements

Element 12 will describe the procedures involved to establish and maintain documentation for the biosolids management program. The purpose is to ensure that the documentation is readily available, has been created following established document creation protocols, and is kept up to date through periodic reviews and revisions.

Your EMS should:

1. identify the “controlled” documents related to your EMS program or relevant biosolids management activities
2. identify how the master document will be maintained and the method of version control
3. identify the document control information that will be used for SOPs and the EMS manual, and specify storage location for SOPs and the EMS manual
4. identify the document control information that will be used for policy statements
5. specify record retention periods and the need for retention period extension
6. identify the document control program that any contractor working with your biosolids reuse program will follow
7. identify method of storage for any data resulting from monitoring and measurement activities
8. identify responsible person for updating/revising the EMS manual to reflect current practices.

## Instructions

### Introduction Section

Fill in the required information in Element 12.

### Procedure Section

Fill in the required information in Element 12.

## Element 13 – Monitoring and Measurement

### Purpose and Requirements

Element 13 in your manual will contain the procedure you will use to measure progress toward goals and objectives, performance of your critical control points and the meeting of regulatory requirements.

Your EMS should:

1. establish and maintain regular monitoring and measurement procedures and practices for all biosolids management activities to assure compliance with applicable legal and other requirements, measure biosolids program performance at critical control points, and track progress toward achieving program goals and objectives
2. record monitoring and measurement results and maintain records as established in the record keeping procedures under Element 12
3. require contractors to establish and maintain regular monitoring and measurement procedures and practices for all their assigned biosolids management activities, as defined in their service agreement.

### Instructions

#### Introduction Section

The Element 13 example includes an explanation of how the monitoring data might be stored. Write a 2-3 sentence description of your data management system. This description should cover whether your data management system is electronic or on paper, the names of any types of electronic systems you use, and any other information that you think would help a reader or an auditor understand how you manage your data.

#### Procedure Section

Fill in the required information in Element 13.

#### Table 3.1

Select the monitoring and measurement activities that align with the critical control points that you have already selected. **Delete those that do not apply. If you have other operational controls not listed here consult your Account Executive about how to include them.**

After you have listed monitoring and measurement activities in Table 3.1, go to the SOP column and list the SOPs that your agency has (or is developing) that correlate to each of the monitoring and measurement activities.

Contact your Account Executive if you have any questions as you are working on Table 3.1. Your Account Executive can also help you with formatting the table and other details.

# **Element 14 – Nonconformances – Preventive & Corrective Action**

## **Purpose and Requirements**

Element 14 will establish, document and maintain your procedures for investigating noncompliance with legal/regulatory and other requirements. Conformance issues that may arise from monitoring/measurement activities, EMS protocols, or nonconformances noted as a result of internal and external EMS audits will be addressed in this Element.

Your EMS should:

1. identify procedures for investigating any noncompliance with legal/regulatory requirements
2. establish, document and maintain procedures for investigating EMS nonconformances identified during internal audits
3. establish, document and maintain procedures for investigating EMS nonconformances identified during 3<sup>rd</sup> party audits.

## **Instructions**

### **Introduction Section**

Fill in the required information in Element 14.

### **Procedure Section**

Fill in the required information in Element 14.

# **Element 15 – Biosolids Management Program Report**

## **Purpose and Requirements**

Element 15 will describe how you will prepare a performance report that summarizes information on activities associated with the biosolids management program and the EMS.

Your EMS should:

1. designate a responsible person who will prepare a written report on an annual basis;
2. identify the report completion date for each year;
3. establish the minimum information that will be included in the performance report; and
4. explain how the performance report will be made available (paper copies, web-site, etc.).

## **Instructions**

### **Introduction Section**

Fill in the required information in Element 15.

### **Procedure Section**

Fill in the required information in Element 15.

## **Element 16 – Internal EMS Audit**

### **Purpose and Requirements**

Element 16 will describe the periodic internal audits of the EMS program in order to maintain the elements of the system and to ensure necessary changes/updates are included.

Your EMS should:

1. identify the frequency and completion date of internal audits of the EMS program;
2. identify the members of the internal audit team
3. identify the audit responsibilities of each internal audit team members
4. establish the procedure, documents and records related to the internal audit
5. identify the guidance documents that will be made available as a resource to the audit team
6. identify how the nonconformances will be addressed
7. designate a responsible person who will prepare a written report summarizing the internal audit results and corrective actions necessary to address any nonconformances.

### **Instructions**

#### **Introduction Section**

Fill in the required information in Element 16.

#### **Procedure Section**

Fill in the required information in Element 16.

## **Element 17 – Management Review**

### **Purpose and Requirements**

The purpose of Element 17 is to ensure that your management is kept up-to-date on the progress made in biosolids management, is aware of audit findings and what has been done to address them and to ensure that they continue to provide the necessary resources to maintain the EMS.

Your EMS should:

1. identify a periodic management review of the EMS and its performance relative to policy commitments, goals, objectives and established performance measures to ensure its continuing stability, adequacy and effectiveness and to implement any needed changes;
2. maintain the following:
  - a. schedule and scope for review
  - b. documentation of findings, evaluation, and follow-up actions
  - c. documentation of changes to policies, plans, procedures, practices and other EMS elements that occur as a result of the management review findings, evaluation, or follow-up actions.
3. assign a lead person or persons to be responsible for organizing and conducting the review.

### **Instructions**

#### **Introduction Section**

Fill in the required information in Element 17.

#### **Procedure Section**

Fill in the required information in Element 17.

The Element 17 section of the EMS Manual establishes an annual interval for the management review. While the NBP allows agencies to establish any management review interval that is appropriate to their agency, most agencies have found the annual interval is best as it allows them to coordinate the EMS management review with annual budgeting to ensure that management provides the necessary resources for the maintenance of the EMS. If you are interested in a different interval for your management review, discuss it with your Account Executive to ensure that it will meet the requirements of the NBP.