

**Practical
Guide to
Environmental
Management**

11th Edition

Frank B. Friedman

ENVIRONMENTAL LAW INSTITUTE

Washington, D.C.

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To my wife, Esta, and to my daughters, Amy and Emily.

Acknowledgements

Any truly “practical guide” rests on the experiments and experiences of others. The dedication, experience, and effort required to develop, test, and manage a successful environmental program for a major corporation cannot come from only one individual. The ideas set forth in this book come from a great many teachers and colleagues who have applied their knowledge to a wide variety of specific situations.

Professionals in the environmental area generally do not hold ideas for improvement of policies and programs close to their vests. This is a group willing to share ideas and solutions. It includes environmental managers, governmental employees, citizen advocates, lawyers, consultants, and other specialists.

Few people get the opportunity more than once—if at all—to develop state-of-the-art programs and to work with respected and enlightened executives. I was one of the fortunate few.

Successful programs depend on competent, professional staff. My staff at Elf Atochem impressed me with their dedication and creativity. I am also grateful to my former staff at Occidental Petroleum Corporation, particularly the late Jerry Wilkenfeld, whose creative ability in initiating and implementing many programs played a major role in the success of our department. I also want to thank my clients, who continue to force me to continue to be creative and productive.

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—F.B.F.

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Foreword

Frank Friedman's *Practical Guide to Environmental Management (PGEM)* has earned its place among the classic texts on environmental management. *PGEM* provides readers with the firm grounding in history necessary to put environmental issues in context and a practical survey of the management systems and tools to produce good environmental performance. *PGEM* now enters its 11th edition after a thorough editing and updating with new material on practical implementation of sustainability as a management strategy, the implications of environmental justice concerns for business operations, current trends in enforcement, and ways to maintain environmental management effectiveness in an era of cost-cutting. This edition of *PGEM* retains its focus on the practical, while also surveying the developing trends in environmental management. As Mr. Friedman notes, environmental management systems (EMS) and corporate behavior, particularly in developing countries, increasingly serve as the de facto system of environmental governance and are key to ensuring environmental protection goals are met. In this new edition, Mr. Friedman does a superb job of orienting the environmental manager in this new era.

As a former environmental executive in federal and state government as well as two corporations, I would stress that Frank Friedman's book has much to offer to both public and private-sector environmental lawyers and managers. Professionals in both sectors contend with the day-to-day demands of promoting compliance with laws and encouraging management foresight to head off new problems. In the end, they can succeed only by building environmental awareness, responsibility, and competence in the other disciplines and operations in their organizations. That is true whether they work in a corporation, a municipal water treatment agency, or a big department of state or federal government. Mr. Friedman's book contains good advice on what and how to communicate about environmental objectives inside organizations to achieve broader support and stronger performance by business and government.

Mr. Friedman's long history in the environmental management arena has served only to inform, not date, *PGEM* as he has kept it current with this quickly developing field. After graduating from Columbia Law School in the mid-1960s, he joined what was then the Lands Division (now known as the Environment and Natural Resources Division) of the U.S. Department of Justice. He moved to Atlantic Richfield Corporation in 1970, when major companies began responding to the cleanup challenges presented by the new federal pollution control laws. Mr. Friedman also served as Vice President of Occidental Petroleum Corporation, and later as Senior Vice President at Elf Atochem North America, Inc. He also served as a

partner with the law firm of McClintock, Weston, Benschhoff, Rochefort, Rubalcava & MacCuish. He now heads a successful consulting business.

Few people could have written *PGEM* with Mr. Friedman's depth of understanding and clarity. Frank is an exemplar for the modern environmental manager, with his focus set firmly on the goal of achieving commonsense environmental protection without being swept away by the politics and controversies of the day. In that way, he typifies the goals and aspirations of the Environmental Law Institute (ELI). This is no coincidence; ELI turned to Mr. Friedman to write *PGEM* in 1988 because of these qualities. While the opinions and content of *PGEM* are Mr. Friedman's alone, the book advances ELI's mission to foster innovative, just, and practical law and policy solutions for leaders in all sectors, including the business community.

ELI has long recognized that corporations play a central role in ensuring environmental protection and natural resource conservation. Many corporations have been leaders in operationalizing sustainability in their organizations and achieving better environmental, economic, and social outcomes in their communities. The Institute is proud to have some of the foremost domestic and international corporations as members of ELI and represented on its Board of Directors. We are enormously grateful to Frank for his many contributions to the field of environmental protection as a lawyer, manager, author, colleague, ELI board member, and friend. We are proud to publish this 11th edition of *PGEM*, and hope you will find it a useful guide and reference.

—Leslie Carothers, President
Environmental Law Institute