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## **FORT CARSON 25-YEAR SUSTAINABILITY GOAL PLAN**

### **GOAL: SUSTAINABLE PROCUREMENT**



#### **25-Year Vision**

The long-term goal for this Twenty-Five Year plan is to ensure that all Department of Defense (DoD) and Fort Carson procurement actions support sustainability by 2027. Although Fort Carson does not control all purchases for use on Fort Carson by organizations of the Department of Defense, it will exert all possible influence to ensure DoD purchases for use at Fort Carson are sustainable.

#### **Ownership and Involvement (Resources, Roles and Authority)**

**Goal Proponent:** Director, DFMWR

**Goal Lead & Fort Carson Garrison Partners:**

DFMWR: Chief, Supplies & Services, DFMWR  
Mission and Installation Contracting Command: Deputy Director  
MSEG4;4<sup>th</sup> ID G4 (Logistics)  
Network Enterprise Center: Chief, Business Management Branch  
DOL: Supply Industrial Engineer  
PAIO: Director  
DPW: Chief, Operations Division  
ISRO: Sustainability Planners

**Non-garrison and Off-post Partners:**

Envision (Fort Carson store)  
Southeastern Colorado Chambers of Commerce and economic development organizations  
AAFES: Regional Manager, AAFES  
State of Colorado: Governor's Energy Office  
Colorado Association for Recycling  
Pikes Peak Sustainable Business Network  
Regional US military and Federal government agencies  
DoD Agencies  
US DoE and National Renewable Energy Lab  
US EPA  
US GSA  
Defense Logistics Agency (DLA)

#### **Fort Carson SEMS – Significant Aspects and Impacts**

Sustainable Procurement affects all significant aspects and impacts, but is most concerned with the following:

- Solid Waste
  - Packaging
  - Cleaning supplies, appliances, food, grease
  - Water bottles/MREs & plastic/cardboard
  - Building debris: concrete, wood, new materials.
- Cost/Budget
  - Salary & expenditures to public and private entities;

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- Appropriated and non-appropriated funds & Life Cycle Analysis;
  - Life Cycle Analysis & leasing/funding;
  - Total Cost

### **Legal and Other Requirements**

- EO 13423
  - A requirement for “use of sustainable environmental practices” in agency acquisitions of goods and services – including bio-based, energy efficient, water-efficient and recycled-content products and paper with a minimum of 30% post-consumer fiber content.
  - See: Federal Government Leadership and Requirements section below
- EO 13514
  - “...The Executive Order builds on and expands the energy reduction and environmental requirements of Executive Order 13423....
  - Advance sustainable acquisition to ensure that 95% of new contract actions including task and delivery orders, for products and services with the exception of acquisition of weapon systems, are energy-efficient, water-efficient,”
  - See: Federal Government Leadership and Requirements section below
- DOD and Federal Government Policies/Regulations
  - “Green Procurement Strategy” and “Strategic Sustainability Performance Plan
  - Federal Acquisition Regulations (FAR)
  - Government purchase card regulations
  - Contract specifications
  - EPEAT standards
  - Energy Star standards
- Fort Carson
  - Sustainability Goals
    - Energy and Water
    - Transportation
    - Hazardous Air Pollutants
    - Zero Waste
    - Training Lands
    - Sustainable Development
  - Fort Carson Sustainable Procurement Plan (in process)
  - Fort Carson Hazardous Material Management Program

### **Background**

The original procurement goal from the 2002 Fort Carson Sustainability Conference that established the Installation’s 25-year Sustainability Goals was:

**100% of Fort Carson and DOD procurement actions support sustainability.**

This goal was developed to address not only sustainability, but also compliance and zero waste. By purchasing products that do not create compliance issues, Fort Carson can eliminate problems resulting from spills, expensive tracking, and negative results from compliance inspections.

The desired end state from the 2002 Sustainability Conference is that all forms of purchasing have best value considerations that include sustainability principles. Specifically:

- Decrease “off-the-shelf” purchases.
- Educate personnel on sustainable purchases.
- Base procurement on life-cycle assessment.
- Manage procurement with Government Purchase Cards (GPCs).
- Better centralize and oversee purchasing.
- Create more procurement flexibility (evaluate more than just what costs the least).
- Provide direction for environmentally friendly purchasing.
- Consider transportation impacts when purchasing.
- Create a more consistent procurement process with regards to suppliers’ standards (e.g. environmental, quality, cost, etc.).

By purchasing products which are durable and/or reusable, designed to be easily recycled and/or compostable, Fort Carson can better progress towards its Zero Waste Goal as well. The Sustainable Procurement Goal also supports the Zero Waste Goal by creating a demand for recycled goods, thereby closing the circle of products, creating more robust markets for recycled materials and a sensitivity to purchasing materials that can easily be reused or recycled.

Sustainable purchases are socially and environmentally responsible. This means, on the environmental side, products and services that are not hazardous, do not cause materials to be extracted or harvested in ways that damage ecosystems, are made from recycled and nontoxic materials, are easily recycled, accomplish the service of the product with least amounts of materials, are energy efficient in manufacture and use, and use renewable resources that are sustainably harvested (i.e. quickly replenish themselves).

On the socially responsible side, sustainable products are also protective of the people making and using them – protecting human health, promoting human education/training, promoting livable compensation of workers, and workplace rights.

Sustainable purchases also concern the sustainability practices of the companies making them, including whether the provider is working throughout the entire lifecycle of the product/service to maximize sustainability performance, use of environmental, health and safety and social impacts management systems (preferably a combined Sustainability, Health and Safety and Environmental Management System) and the vendor’s public reporting systems (e.g. complying with US or global standards for sustainability reporting).

It is expected when Fort Carson vendors begin to understand these are the products the Installation desires, they’ll become more competitive with pricing and search for more sustainable sources and/or ways to make their products.

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### **Federal Government Leadership and Requirements**

Sustainable procurement is the end result of a path begun by the federal government and DoD through executive orders and policies of the past twenty years. The executive orders and policies of greatest import to the Fort Carson Sustainable Procurement Goal are the following:

In 2004 and updated in 2008, the DOD adopted its “Green Procurement Strategy” – calling for systematic efforts to meet the following objectives:

- Educating all employees on federal green procurement preference programs and opportunities
- Increasing green product and service purchases...with continual improvement towards Federal goals
- Reduce the amount of solid waste generated
- Reduce the consumption of energy and natural resources
- Expand markets for green products and services

Through these strategies, the DoD aimed to enhance its credibility and demonstrate its commitment to environmental stewardship by “becoming a model consumer of green products and services.”

The DoD system includes typical components of the environmental management systems which have become common practice in the world’s best managed organizations – including self-assessments of effectiveness and routine management reviews.

However, Fort Carson recognizes that its goal of 100% sustainable procurement is likely to be a higher standard than what presently would fulfill “environmentally-preferred products.” This includes the important concept that for Fort Carson to achieve its zero waste goals, sustainable procurement includes the recyclability of the product, which is not specifically mentioned in other Federal environmentally-preferred product standings including in EO13514.

Therefore, this five-year goal plan includes exploration of more comprehensive (i.e. including the social aspect of sustainability) and measurable standards for sustainable procurement; Fort Carson anticipates being a pilot project for such standards for the DoD and the federal government. Fort Carson’s higher sustainable product/service standards will be developed with collaboration of other federal agencies and local/state governments to ensure the maximum consistency, compliance and cost-effectiveness.

Presidential Executive Order (EO) 13423 was issued January, 2007 and became Public Law 111.8 in April 2009. It commits Federal agencies to be environmentally-sound consumers that was initiated by EOs issued in the 1990s (and supersedes them). EO13423/Public Law 111-8 specifically declares it to be the policy of the government that federal agencies conduct environmental, energy and transportation activities in a sustainable manner. Specific goals for agencies include:

- Improve energy efficiency and greenhouse gas emissions by 3% annually through reduction of energy intensity
- Reduce water consumption intensity 2% annually through life-cycle cost-effective measures
- Ensure that half of required renewable energy use comes from new sources

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- A requirement for “use of sustainable environmental practices” in agency acquisitions of goods and services – including bio-based, energy efficient, water-efficient and recycled-content products and paper with a minimum of 30% post-consumer fiber content.

The goal of [EO 13514](#) is to establish an integrated strategy towards sustainability within the Federal Government. EO 13514 lays out the following numerical targets for agencies:

- Reduce petroleum consumption by 2% per year through FY2020 (applies to agencies with fleets of more than 20 vehicles) (Baseline FY2005).
- Reduce by 2% annually:
  - Potable water intensity by FY2020 (26% total reduction) (Baseline FY2007).
  - Industrial, landscaping, and agricultural water intensity by FY2020 (20% total reduction) (Baseline FY2010).
- Achieve 50% or higher diversion rate:
  - Non-hazardous solid waste by FY2015.
  - Construction and demolition materials and debris by FY2015.
- Ensure at least 15% of existing buildings and leases (>5,000 gross sq ft) meet the Guiding Principles by FY2015, with continued progress towards 100%.
- Ensure 95% of all new contracts, including non-exempt contract modifications, require products and services that are energy-efficient, water-efficient, biobased, environmentally preferable, non-ozone depleting, contain recycled-content, non-toxic or less-toxic alternatives.

This EO also sets non-numerical targets that agencies must reach, including:

- Increase renewable energy and renewable energy generation on agency property.
- Pursue opportunities with vendors and contractors to reduce GHG emissions (i.e., transportation options and supply chain activities).
- Reduce building energy intensity.
- Ensure all new Federal buildings that enter the planning process in 2020 and thereafter are designed to achieve zero-net-energy standards by 2030.
- Use low GHG emitting vehicles, including AFVs, and optimize the number of vehicles in agency fleets.
- Implement water management strategies including water-efficient and low-flow fixtures.
- Implement source reduction to minimize waste and pollutant generation.

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- Decrease use of chemicals directly associated with GHG emissions.
  - Participate in transportation planning and recognize existing infrastructure in regions/communities.
  - Ensure procurement preference for EPEAT-registered electronic products.

Beyond targets, EO 13514 calls for specific management strategies to improve sustainability including:

- Develop and implement innovative, agency-specific policies and practices to reduce scope 3 GHG emissions in agency operations.
- Manage existing buildings to reduce energy, water, and materials consumption.
- Implement and achieve objectives in EPA's Stormwater Management Guidance (§14).
- Reduce paper use and acquire paper containing at least 30% postconsumer fiber.
- Minimize the acquisition, use, and disposal of toxic and hazardous materials.
- Employ environmentally sound practices for the disposition of all agency excess or surplus electronic products.
- Procure Energy Star and FEMP-designated electronic equipment.
- Continue implementation of existing EMS programs.

### **Challenges & Barriers**

- Customer and contractor support
- Availability of initial cost-competitive sustainable products
- Technology limitations
- Perceptions about new and "green" products
- Enforcement of Sustainable Procurement Plan
- Available organizational time/manpower
- Limited access to purchasing databases
- Challenges of training all Fort Carson purchasers given high turnover, Installation expansion and numbers of purchasers as well as ways to purchase

### **Training**

- Garrison wide SEMS Competency Training
- Garrison wide SEMS Awareness Training
- Sustainable Procurement Training

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- For Purchase Requests
  - For Government Purchase Card Training

### **Communication**

- External to the Installation
  - The goal proponent will coordinate with the PAO to issue press releases or other information regarding significant procurement news or opportunities.
- Internal to the Installation
  - The primary methodology of communications will be the soon to be reviewed and released Fort Carson Sustainable Procurement Regulation and the required training within the document.
  - Agencies with FaceBook, Twitter or similar accounts will vet information via PAO and then post as appropriate
  - Agencies will attempt to publish articles within their professional community magazines, websites and other written documentation

### **Document Control**

Purchasing SOPs, contract requirements and purchasing records are kept by each organization's contracting representatives

### **Operational Controls – if there are any**

Each organization maintains their GPC SOPs and GSA Credit Card SOPs

### **Monitoring & Measurement**

Environmental Reporting Logistics System (ERLS) operated by the Defense Logistics Agency; EPCRA Report; Air Emissions inventory; MSDS; HM Management software; GPC purchasing data

### **Evaluation of Compliance**

Annual GPC Audit; ECAT (for unauthorized HAZMAT); GPC approval processes (and other contract approvals); FAR and contract requirements

### **Nonconformity**

SEMS Audit Corrective/Preventive Actions

### **Records**

Individual purchases will be filed as appropriate for the originating office. Approved GPC purchase requests; Monthly credit card reports; GSA vehicle use records; award fee records & other contract reports; GPC audit checklists; ERLS reports; HMMC monthly reports; other applicable records and reports

### **Annual Review**

An annual review of this goal will be completed by team members with a focus on updating information, reviewing current and new directives from various levels of government as well as

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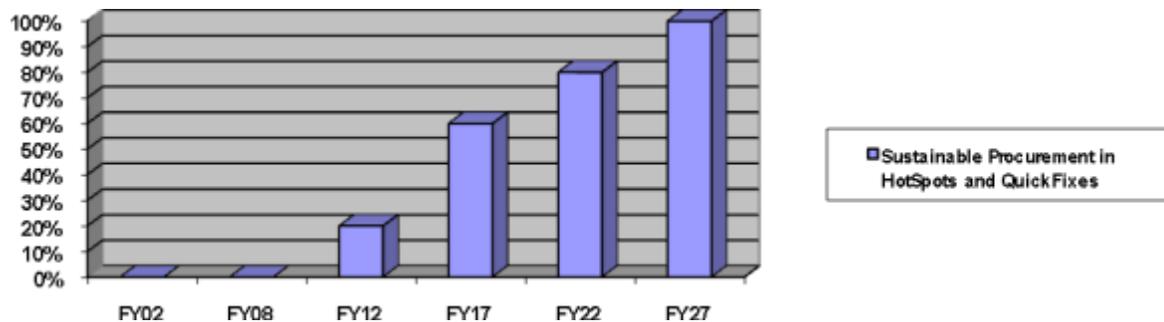
refining the monitoring and measurement process. Annual Garrison Commander Breakfast is focused on providing the annual metrics review for tracking performance.

## Goal Objectives and Targets

**Objective 9.1: Improve sustainable procurement levels as identified by HotSpot and QuickFix progress towards more sustainable procurement performance.**

**Target by FY12: Fifteen HotSpots and QuickFixes identified, baselined and five HotSpots addressed with sustainable procurement plans that comply with EO13514 and at minimum trial substitutions of sustainable products/services aiming for 20% sustainable products measured by units purchased.**

**Target by FY17: HotSpots and QuickFixes achieve 60% improvement from baselines or 2012 levels of sustainable product/service units purchased .**



### Details on Objective Target Graph 9.1

**Measure:** Units purchased that meet sustainability standards set by HotSpot or QuickFix Plans.

**Scope:** Purchases under control/guidance of the Fort Carson Sustainable Procurement Plan (see 9.2 below)

**Source:** MICC and other relevant agencies with HotSpot or QuickFix procurement data.

**Baseline:** To be established in FY2012

**Limitations:** Federal regulations.

**Verification & Validation:** To be determined by Installation Sustainable Procurement Plan (see 9.2 below).

### **Initiatives in support of Obj. 9.1 FY10/11**

HotSpots and QuickFixes project work.

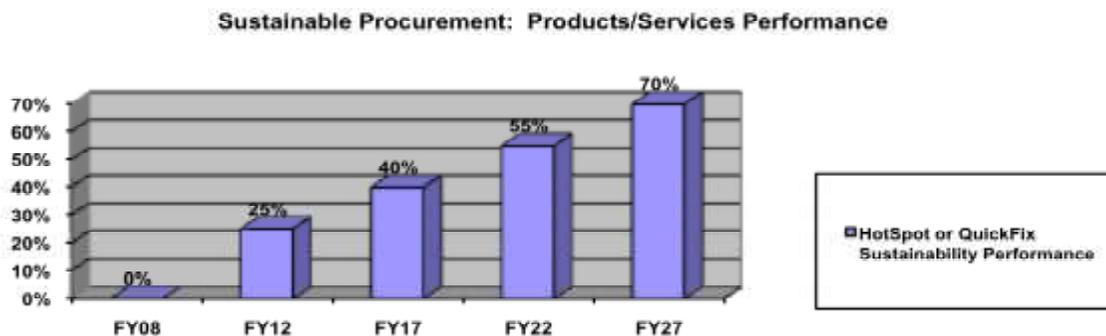
Participants involved:

**Objective 9.2: Increase Fort Carson sustainability performance of procured products/services under its control through an installation-wide Sustainable Procurement Plan designed to meet the goals of EO13514, the DoD Green Procurement Strategy of 2008 and other relevant Federal procurement goals.**

ISRO sustainability planners and specific HotSpot or QuickFix procurement teams.

**Target by FY12: 25% improvement in sustainability performance of selected HotSpots and QuickFixes, and reduction of ownership costs compared to unsustainable products/services where measurable.**

**Target by FY17: 40% improvement in sustainability performance of selected HotSpots and QuickFixes and reduction of ownership costs compared to unsustainable products/services where measurable.**



Details on Objective Target Graph 9.2

**Measure:** Sustainability performance of products/services measured by Fort Carson Sustainability Performance Management System ratings.

**Scope:** HotSpots or QuickFixes or procured items designed for sustainability performance management by Fort Carson Sustainable Procurement Plan.

**Source:** Internal ratings

**Baseline:** Ratings of HotSpots or QuickFixes in FY2011

**Limitations:** Information about product lifecycle provided by manufacturers.

**Verification & Validation:** To be addressed in Sustainable Procurement Plan.

**Initiatives in support of Obj. 9.2 FY10/11**

Adoption of Fort Carson Sustainable Procurement Plan.

Participants involved:

Sustainable Procurement goal lead and garrison partners.