

Sustainability Management System Five-Year Plan

Sustainability Management System

Sustainability means using resources to support the current mission without compromising the ability to accomplish future missions.

Executive Order (EO) 13148, Greening the Environment Through Leadership in Environmental Management, 22 Apr 2002, requires government agencies to implement an Environmental Management System (EMS) by Dec 2005. Subsequent Department of Defense (DOD) and Department of the Army (DA) guidance requires an EMS be initiated by Dec 2005 and incorporated into management systems by Dec 2009. Although the DOD guidance is not specific to an EMS standard, the DA guidance specifically requires an EMS to be in conformance with International Organization for Standardization (ISO)14001 standards. The purpose of an EMS is to help a company or federal agency achieve and demonstrate improved environmental performance. The EMS must incorporate three basic elements: a commitment to environmental compliance; prevention of pollution, and; continuous improvement. Fort Carson intends to implement an ISO 14001 conforming EMS (incorporating sustainability) ahead of schedule and in recognition of the importance of sustainability to the continuing success of the Installation.

A Forces Command (FORSCOM) Installation Sustainability Program initiative was implemented at Fort Carson in Sep 2002. The purpose of the program is to determine the sustainability impacts of a military installation and to set goals and objectives to ensure the long-term viability of the Installation in a sustainable manner. Implementation of the program involved a stakeholder workshop in which preliminary sustainability goals were established. In the course of the workshop, Fort Carson Command committed to achieving the sustainability goals and adopted a Sustainability Management System (SMS) to ensure success.

The SMS adopted at the workshop integrates the elements of an EMS and the principles of The Natural Step (TNS)¹. TNS provides a framework² of basic scientific principles to articulate the minimum conditions necessary to achieve a sustainable society using a systems approach. It provides a compass against which an organization may analyze its impacts and prioritize options for continual improvement. The benefits of combining ISO 14001 and The Natural Step are beginning to be understood and documented in current management system literature.

¹ The Natural Step for Business, Brian Nattrass and Mary Altomare, New Society Publishers, Gabriola Island, British Columbia, Canada, 1999

² An Integrated Framework for Sustainability Management Systems (SMS), Jamie MacDonald, Dalhousie University, School for Resource and Environmental Studies, Halifax, Nova Scotia, November 4, 2001

The SMS will fulfill the requirements of an EMS required by EO, DOD and DA guidance, in addition to ensuring the sustainability of Fort Carson.

Achievement of the goals and objectives will move Fort Carson into alignment with the TNS system conditions.

The Natural Step System Conditions

1. Nature is not subject to systematically increasing concentrations of substances extracted from the earth's crust.
2. Nature is not subject to systematically increasing concentrations of substances produced by society.
3. Nature is not subject to increasing degradation by physical means.
4. Human needs are met worldwide.

Fort Carson Sustainability Vision

We envision Fort Carson 25 years from now as:

- ◆ Enduring, like a national treasure
- ◆ Inspiring as a model of sustainability
- ◆ Restoring the environment
- ◆ Returning Value to the community

Sustainability Management System Vision

Every soldier, civilian worker, contractor, and resident at Fort Carson engages in daily decision-making that models and fosters a sustainable Installation through shared vision, mission, and values aligned with personal passions while meeting the needs of the Army and the region.

Sustainability Management System Goal

Advance a sustainable mission and Fort Carson by adopting an SMS/EMS and by imparting (passing on) a personal commitment and enthusiasm for sustainability.

Challenges and Barriers

- **The Potential for Conflicting Priorities**

The newly activated Installation Management Agency (IMA) brings all installation support services under a regional agency. Military training and mission readiness retains alignment within Forces Command (FORSCOM). A potential exists for conflicting priorities between regional goals, mission, and local installation sustainability goals.
- **Integration and Alignment**

The Sustainability Management System and Goals must be integrated and aligned with the mission map(s), strategic plan, and balanced scorecard. There are many ways to integrate and align the SMS, but the challenge will be to create the most logical and visible method.
- **Infrequent Management Review**

Sustainability goals and the SMS require frequent review and improvement. Management review need to take place more than once or twice per year, which is the current Executive Steering Committee schedule.
- **Responsibility**

Meeting goals for sustainable activities needs to be the responsibility of the organizations with the authority and expertise to accomplish them. Several goals have “migrated” inappropriately to the Environmental Directorate inappropriately. Sustaining Fort Carson’s mission into the future is the responsibility of every directorate, command, and activity on the installation.
- **Buy-In and Perception**

All Installation organizations should be using practices and creating goals that ensure the long-term viability of Fort Carson. Unfortunately, in some quarters, sustainability is viewed as a responsibility exclusive to the Environmental Directorate; thus sustainability goals have low priority in those areas.
- **Funding Strategies**

Sustainability often requires life-cycle costing, which is not often used by the Army. Investments in sustainability initiatives and life-cycle costing must become standard practice in order to reach our Installation’s Sustainability goals.
- **Legal Requirements**

Some legal requirements conflict and impede with sustainability goals. These requirements include those set forth by the DA and federal, state and local regulations.
- **Education and Turnover**

With a typical turnover rate of two years, military personnel at all levels will need to be constantly trained.
- **Understanding of TNS**

TNS and sustainability can be difficult concepts to understand; thus the goals may seem unnecessary or incomprehensible to those not well versed in TNS and sustainability principles.

- **Communication and Deployment**
Most Fort Carson Sustainability Five-Year Plans are currently being written. The challenge lies in communicating the goals and purposes of sustainability management in a manner that creates willingness to fully deploy and take responsibility for sustainability at Fort Carson.
- **Culture and Attitude**
Frequent turnover, lack of awareness, mission focus and other factors inhibit achieving sustainability at Fort Carson. A culture of sustainability will be needed so that every individual on the Installation supports and contributes to implementing the concepts of TNS and sustainability.
- **Competitive Installations**
The Army, Congress and taxpayer want efficient, cost effective operations on military installations. Projects and activities that support sustainability concepts may be considered cost prohibitive because the financial benefits come over a longer period of time or come in the form of cost avoidance. As Installation's compete for financial resources to conduct and support military training, operational costs may be subject to increased scrutiny without regard to sustainability.

Strategies

- Awareness, education, and training
- Well-communicated, well-deployed sustainability/environmental policy
- SMS/EMS Implementation Plan
- Accomplish integration into existing processes (strategic planning, Balanced Score Card (BSC), Executive Steering Committee (ESC) management review process, etc) while full development of the SMS/EMS is in process
- Clear assignment of roles and responsibilities
- Process established and followed for programming, budgeting and funding sustainability initiatives and projects at all levels
- Identify, plan, prioritize, and implement sustainability solutions at process level
- Align Installation activities with TNS System Conditions
- Execute sustainability initiatives contained in this Five-Year Installation Sustainability Plan

Areas of Overlap

- Awareness, education and training
- Outreach and external communication
- Partnering

The Natural Step System Conditions

The SMS goal aligns with TNS System Conditions one through four by:

- Providing a set of guiding sustainability principles to act as a compass to guide management systems toward a sustainable state.
- Integrating the administrative tool of ISO 14001 with sustainability principles.
- Elevating EMS and sustainability to a more strategic level.

Objectives, Initiatives, Steps, and Resources

Objective 0.1: Demonstrate (make clear) top management commitment to sustainability and environmental stewardship.

The aim of this objective is to demonstrate and reinforce top management's commitment towards sustainability and environmental stewardship. It calls for the establishment and periodic review of a clear and compelling policy that is understood by and is available to all stakeholders. Furthermore, it begins to integrate and align sustainability with other management systems and processes.

Initiative 0.1.1: Sustainability/Environmental Policy established by 30 Sept 2003, will be reviewed at least semi-annually and validated/updated as needed by top management [ISO Std 4.2 and SMS Framework 3.3].

Lead: Garrison Commander (GC)

Action Agents: SMS Team, Environmental Quality Working Group (EQWG), and the Directorate of Environmental Compliance and Management (DECAM)

The SMS Framework and ISO standard require a policy articulated by top management that serves as a guiding statement about what the organization stands for and where it is going in regards to its sustainability journey and environmental stewardship, respectively. The policy provides a framework for action and setting objectives and targets.

Steps	Resources Needed	Time/Cost
SMS Team draft policy for presentation to the GC		
GC obtain Mission Commander/Commanding General signature on policy by 30 Sep 2003; Office of the Director of Environmental Programs (ODEP)		
Continually assess mission changes or other changing conditions that may influence the policy statement		
Review/Validate/Revise/Rewrite policy at CG Off-Site or ESC meeting		
Publish changes on Sharepoint and by E-mail		
Continuously communicate policy in existing meetings (e.g. Command and Staff, ESC, Colonel's Luncheon, etc.) and in special presentations		

Measures: Combined sustainability and environmental policy in place and deployed by top management by 30 Sep 2003; policy reviewed/validated at least twice per year.

Initiative 0.1.2: Integrate sustainability objectives into the Installation strategic planning, programming, budgeting, funding, contracting and management review processes.

Leads – For Strategic Planning, the Strategic Planning and Programs Office (SPPO); for funding, Directorate of Resource Management (DRM); for

contracting, the Directorate of Contracting, for Management Review Process, the SPPO

Action Agent: SPPO

A policy and plan must have follow through in order to achieve alignment with the system conditions and for Fort Carson to become sustainable. Integration of objectives and targets into the Installation strategic planning, implementation, and review process will ensure continuous management awareness of progress in achieving desired results and avoiding concurrent or duplicate systems. Financial resources will need to be linked to strategic sustainability initiatives and projects or the plan will lack the means to be accomplished. Life-cycle costing and other sustainability considerations will somehow need be factored into funding decisions because sometimes to be sustainable costs more at the outset, but less in the long-term. Since many Fort Carson products, services and construction are provided by contract, it will be imperative to begin to require that statements of work (SOW) and performance work statements (PWS) to be in alignment with sustainability principles and to consider a potential provider with a systematic approach to sustainability as a key competitor in new offerings.

Steps	Resources Needed	Time/Cost
Top management align objectives with Fort Carson strategic plan, mission map(s) and/or strategic readiness system		
Top management align funding with sustainability/strategic plan		
Top management document a management review process that incorporates sustainability at defined intervals, taking into account audit results and the extent to which objectives & targets have been met; continued suitability of the SMS/EMS to changing conditions and information; and concerns/input of stakeholders.		
Process owners and the Directorate of Contracting (DOC) incorporate sustainability into acquisition and contracting statements of work and past performance evaluations (see also procurement goal)		

Measures: Sustainability integrated and documented within key Fort Carson management, acquisition and contracting processes by 2005; Percentage of objectives and targets achieved by 2008.

Objective 0.2: Integrate sustainability principles into daily operations and decision - making using a systemic approach on a continuous basis.

This objective serves to ensure that action in support of this plan and sustainability as a whole takes place, bottom to top. Policy and management review may provide a framework for action, but managers and individuals at all levels will drive success. The first initiative in support of this objective provides for the routine review of our sustainability aspects and the determination of where we deviate the most from the TNS principles. The last two initiatives provide a framework for focusing specifically on the

processes most out of sync with the system conditions. The Installation may then begin to develop and implement strategies that will bring Installation activities into alignment with the TNS principles and ensure achievement of objectives and targets.

Initiative 0.2.1: Refine Installation wide self-assessment to validate baseline analysis by 30 Mar 2004, including environmental aspects; 2005 review and update annually [ISO std 4.3.1; SMS Framework 2.0] 2004

Lead: DECAM

Action Agents: Process Owners

The ISO standard requires an organization develop procedures to identify its environmental aspects. Aspects are defined as "elements of an organization's activities, products or services that can interact with the environment. Once the aspects are identified, the organization must establish which of them are significant. The organization must then ensure that the significant aspects and impacts are used to establish environmental objectives and targets."

The SMS Framework expands the traditional ISO guideline by adding a baseline analysis section so that the organization has a clear understanding where it stands in relation to the system conditions of TNS framework. "This section ensures an organization has a clear basis from which to systematically begin developing strategies to move toward sustainability."

Identification of environmental aspects within the SMS framework incorporates the TNS system conditions 1, 2 and 3. The SMS adds the 4th system condition aimed at getting to the social aspects of an organization, e.g. the aspects of the organization that impede or prohibit the ability of local to global communities and stakeholders to meet their current and future needs.

An initial baseline document was finalized in Sep 2002 in anticipation of the sustainability workshop. The baseline analysis highlighted significant sustainability and environmental aspects for Fort Carson operations. The Installation-wide self-assessment will re-examine the aspects and impacts using The Natural Step system conditions to clarify environmental and social aspects, significance, priorities and organizational roles and responsibilities for goal achievement.

Steps	Resources Needed	Time/Cost
Determine best method for proceeding forward to determine environmental and social aspects, significance and priorities		
Use the SMS Framework and system conditions to identify and list where the Installation significantly "violates" the system conditions; identify key leverage areas and priorities and communicate these to the Installation		
Determine roles and responsibilities for addressing priorities and strategies		

Prioritize strategy development based on significance (or degree, extent, and magnitude of violation of the system conditions)		
Report and document, integrate into SMS/EMS as appropriate		

Measure: Installation sustainability and environmental aspects defined and validated in accordance with the SMS Framework and ISO 14001 by Mar 2004.

Initiative 0.2.2: Execute sustainability initiatives and activities at the Installation level IAW the Five-Year Sustainability Plan [ISO Std 4.4.6 and SMS Framework 3.6 through 3.14].

Leads: Quality Management Boards (QMBs)/EQWG/Process Owners

Action Agents: Process Owners/Teams

Sustainability success will require leadership followed by action (e.g. planning, doing, checking, acting and repeating that pattern). This particular initiative recognizes the need to integrate or establish responsibility and accountability across the Installation in order to meet the Five-Year plan objectives and targets. While some initiatives within the plan will be led and implemented by a single entity, most will require a cross-functional, cross-organizational structure, and cooperative action and oversight, to be achieved. Integration of the actions and initiatives, which require the involvement of more than one organization, will be incorporated into the existing continuous improvement structure as much as possible. New teams, working groups and the like involving both internal and external stakeholders will likely be needed as well. This process will need to be established as a continual and ongoing process.

Steps	Resources Needed	Time/Cost
Owner/Lead reviews the Five-Year Installation Sustainability Plan especially objectives, measures, targets, initiatives		
Owner/Lead plans how to accomplish the initiatives, (e.g. in-house, contract, organization tasking, or Process Action Team); the plan provides a proposed outline of strategies, tasks and resources, but the plan is a guide not a directive		
Owner/Lead tracks, documents and reports progress to management (ESC, MC, GC)		
Owner/Lead makes adjustments, changes, documents procedures for incorporation into SMS/EMS, re-evaluates as needed according to management needs		

Measure: Percentage of objectives and targets from Five-Year Plans that are accomplished by 2008.

Initiative 0.2.3: Execute sustainability initiatives and activities at the process owner level IAW the Five-Year Sustainability Plan [ISO Std 4.4.6 and SMS Framework 3.6 through 3.14].

Lead: EQWG

Action Agents: Process Owners/Teams

Achieving the objectives and targets described in the Five-Year Sustainability Plan also requires action at process level (or lowest levels of the Installation) where the discrepancies with the system conditions exist within the processes themselves. This initiative defines steps for assisting organizations to develop the most appropriate and concrete actions to align their product and service delivery with the system conditions and the Installation priorities and strategies established in the plan. Different organizations will require emphasis on different strategies and not all will apply or be necessary in order for the organization to meet the conditions for sustainability. Other factors such as timeliness, cost, availability and the like will also be valid considerations when making decisions about process change. Gradual and systematic alignment with system conditions at the lowest levels will achieve overall Installation sustainability.

Steps	Resources Needed	Time/Cost
Establish a Sustainability Assistance Team in each base operation/support organization with 3-4 individuals per team		
Train teams in The Natural Step and process improvement		
Teams review Five-Year Installation Sustainability Plan and baseline document to determine aspects, impacts, and long-term sustainability goals		
Teams analyze and document processes using sustainability goals and system conditions to determine the extent, degree and magnitude of departure from sustainability principles within their organizations		
Teams prioritize and document processes with highest impact for review (upstream - in stream - downstream) and coordinate review with process owner		
Team and process owner set and document objectives and targets aligned with Installation sustainability goals and system conditions		
Team and process owner develop and document solutions and strategies (projects/initiatives/activities) including operational, procedural and administrative improvements		
Team and process owner link solutions and strategies with planning, programming, budgeting, funding and execution processes		
Process owner makes changes, documents procedures for incorporation into SMS/EMS, re-evaluates as needed according to management needs		

Measures: Organizational/Process Owner sustainability and environmental aspects defined, objectives and targets established, and internal management review processes, documented and operational by 2008; Percentage of organizational/process owner objectives and targets met by 2008.

Initiative 0.2.4: Support, assure and monitor progress of awareness level training (including households) by 30 Mar 2005 (ODEP) [ISO Std 4.4.2; SMS Framework 4.1].
 Leads: SMS Team, EQWG
 Action Agent: SPPO

The ISO standard requires that all personnel whose work may create a significant impact on the environment must receive appropriate training, including a) the importance of conformance with the environmental policy and procedures; b) the significant environmental impacts of their activities (actual or potential) and the benefits of improved personal performance; c) their roles and responsibilities in the successful functioning of the EMS, and; d) the consequences of departing from operating procedures. Personnel performing tasks that can cause significant environmental impacts must be competent through education, training and/or experience.

The SMS expands on the ISO standard in that the entire organization must understand sustainability and be able to communicate with a common vocabulary. In the case of Fort Carson, this would include furthering the knowledge of all personnel who live or work on the Installation about the minimum requirements for a sustainable society based on the four system conditions, and how these apply to the organization.

Tasks	Resources Needed	Time/Cost
Meet regularly with the Training and Awareness Team		
Provide Training and Awareness Team with data on indicators and progress		
Develop new or modify existing training courses to incorporate sustainability		

Measure: Percentage of Fort Carson personnel attending sustainability and environmental awareness training per year.

Objective 0.3: SMS/EMS in full conformance with ISO 14001 and fully integrated into Installation management systems by 31 Dec 2005.

The aim of this objective will be to have all aspects of a fully conforming SMS/EMS by 31 Dec 2005, ahead of the DA deadline. The achievement of the Environmental Protection Agency's (EPA) Self Declaration for Federal Facilities will ensure Fort Carson is progressing towards full conformance with ISO and the SMS Framework by Dec 2005.

Initiative 0.3.1: Complete an SMS/EMS Implementation Plan by 31 Dec 2003, ahead of ODEP requirements for a written plan by 30 Sep 2004 [SMS Framework 3.7].

Lead: GC

Action Agent: DECAM

The Plan will outline the process of developing and implementing an SMS/EMS through to completion. The SMS/EMS Implementation Plan will consist of a guiding document and agreed-upon scope that serves as a project management roadmap to ensure timely and systematic completion of the SMS/EMS.

Tasks	Resources Needed	Time/Cost
Responsibility for preparing the plan delegated		
Hold EMS training session for all interested and affected individuals to attend		
Determine the best course of action for completing the plan (e.g. in-house, contract, other) determined		
Resources requested, programmed and budgeted by top management to meet timeline		
Performance Work Statement (PWS) prepared/Request for Proposal (RFP) reviewed & accepted		
Contract awarded		
Initial implementation plan drafted		
Draft plan reviewed and revised		
Draft plan staffed for comment		
Comments considered and final draft staffed for approval by top management		
Publish and implement plan		
Top management receiving regular, documented progress reports on completion of the implementation plan		

Measure: SMS/EMS Implementation Plan approved by the Command by NLT 31 Dec 2003.

Initiative 0.3.2: Achieve the EPA Self Declaration for Federal Facilities by 31 Dec 2004.

Lead: DECAM

Action Agents: Process Owners

The purpose of self-declaration for EMS is to provide an objective evaluation of the system in lieu of more expensive third-party certification of the EMS system. The EPA has established a method by which self-declaration objectively demonstrates that the requirements of ISO 14001 have been met. Third party registration is commonly used by organizations that deal directly with customers with competitive pressures. Self-declaration is a way to provide verification of the EMS to the EPA and stakeholders, instill stewardship and responsibility for the EMS with Fort Carson personnel, give the Installation flexibility to implement the EMS in a way that best supports its mission, and ensure continuation of the EMS process through making self-declaration a part of that process.

The EMS Self-Declaration Protocol is still in draft phase and has not yet been approved. However, facilities that want to self declare their EMS before agency procedures are in place may adopt a third party registration for ISO 14001 or document the first three of the following steps and communicate it to external stakeholders in accordance with the procedures established.

Steps	Resources Needed	Time/Cost
Determine evaluation guide for use (e.g. Corps of Engineers Military Programs [CEMP], ISO 14001, etc.)		
Establish procedure for use of evaluation guide (frequency of review, qualification of reviewers, etc.)		
Establish procedure for documentation and use of results		
Establish procedure and schedule to review self-declaration procedures		
Communicate choice of guide and procedure		

Measure: EPA Self Declaration achieved by 31 Dec 2004.

Initiative 0.3.3: Initiate the SMS/EMS Implementation Plan in order to achieve a conforming SMS/EMS by 31 Dec 2005.

Lead: GC

Action Agents: To be determined, DECAM

Once the SMS/EMS Implementation Plan has been approved, it will need to be executed with responsibility delegated for oversight, leadership, and accomplishing various aspects of the plan. Resources - time, money, facilities and equipment - will need to be allocated as well. Management will need to track the implementation process in order to ensure the Dec 2005 deadline is achieved.

Steps	Resources Needed	Time/Cost
Responsibility delegated		
TBD within the SMS/EMS Implementation Plan		

Measures: SMS/EMS Implementation Plan in process by Feb 2004; conforming SMS/EMS achieved by Dec 2005.

Objective 0.4: Continually improve overall Installation sustainability using a 2001 baseline.

The purpose of this objective is to provide Fort Carson with a set of performance indicators that will tell how well the Installation is doing in achieving alignment with the system conditions and general sustainability over time. The indicators will exhibit trends that can be used to determine whether the sustainability profile is improving, or whether adjustments are needed to remain on track towards the ultimate vision and goals. Indicators will also help identify where the risks and barriers towards sustainability may be, resulting in the development and implementation of effective strategies to minimize or eliminate them. Lastly, it provides for an outside assessment or look at achievements as a means of identifying Installation status and areas for improvement.

Initiative 0.4.1: Create management indicators that focus on evaluating how actions comply with the overall plan; Sustainability Index or Performance Indicators by 2004 [SMS Framework 3.11].

Lead: EQWG

Action Agents: SMS Team with support from SPPO, DECAM, G3, Command Offices, Non-Government Organizations (NGOs), Contractors, QMBs and Process Owners

Performance indicators will be used to determine trends and areas of improvement. Indicators will be aligned with regional or community indicators as much as possible. Performance will be reviewed periodically by top management for tracking purposes.

Steps	Resources Needed	Time/Cost
Review management objectives, measures and targets		
Review regional or community sustainability indicators		
Create a set of performance indicators		
Top management review indicators at defined intervals		
Document process(es) and results		

Measure: Management indicators established by 2004 and used to determine improvement or decrement of Sustainability Index year by year.

Initiative 0.4.2: Document a whole system risk assessment process [Revised SMS Framework 2.4; FC Process Improvement Model].

Lead: SPPO

Action Agents: Process Owners

Fort Carson must identify and understand the risks that may cause the Installation to miss its objectives and targets. Once identified, strategies will be developed and action taken to overcome the risks.

Steps	Resources Needed	Time/Cost
Identify and understand risk (legal, safety & well-being, nature & environmental, social, economic, other)		
Determine how to accept, minimize or eliminate risk toward achieving objectives		
Document process(es) and results		

Measure: Process(es) to evaluate sustainability, environmental and other risk documented and operational by 2004.

Initiative 0.4.3: Identify barriers and develop a process and strategies to overcome [internal and external] barriers preventing the organization from moving into alignment with the system conditions (see also regional partnership) [SMS Framework 3.7 and 3.8].

Lead: EQWG

Action Agents: EQWG, Subject Matter Experts, Process Owners

We must identify and understand the internal and external barriers that may cause the Installation to miss its objectives and targets or prevent it from moving into alignment with the system conditions. Some of the primary barriers to be overcome include investment/reinvestment strategies and organizational culture within the Army. Once they are identified, strategies will be developed and action taken to overcome them.

Steps	Resources Needed	Time/Cost
Responsibility delegated		
Identify and understand barriers (QMBs, Process Action Teams [PAT], Process Owners)		
Improve communication to overcome barriers.		
Establish, document and communicate a Fort Carson process to present (internal DA/DOD and external) barriers through the chain of command and/or system		
Work with partners to create strategies to overcome barriers		
Incorporate strategies into strategic and action plans		
Use recent survey results to determine needs for culture changes		
Examine investment and reinvestment strategies for lifecycle costing potential		

Measure: Documented process(es) in place by 2005 for continual identification of barriers and strategies to overcome them.

Initiative 0.4.4: Improve sustainability and environmental management by using the Environmental Performance Assessment System (EPAS), Installation Status Report (ISR), Part II, Organizational Self-Assessment (OSA) and other processes to assess sustainability performance.

Lead: DECAM (EPAS & ISR II)

Action Agents: DECAM with DPW, Directorate of Plans, Training, and Mobilization (DPTM), Directorate of Logistics (DOL), Directorate of Community Affairs (DCA) (EPAS & ISR II)

Existing internal and external program assessments will be used to determine our point-in-time status and areas for improvement. This information will be communicated to leaders and process owners. Strategies will be developed where improvement is needed and initiatives formulated for action.

Steps	Resources Needed	Time/Cost
DECAM coordinate ISR, Part II submission (Apr 2003)		
DECAM coordinate EPAS review (Aug 2003)		
Incorporate results into the SMS/EMS		
SPPO coordinate OSA (April 2003)		

Measure: Assessments documented annually or as directed by higher authority; preventive and corrective action and continual improvement plans result to improve sustainability and environmental performance.

Goal 0 - Sustainability Management System: Advance a Sustainable mission and Fort Carson by adopting an SMS/EMS and by imparting a personal commitment and enthusiasm for sustainability.

Objective 0.1: Demonstrate (make clear) top management commitment to sustainability and environmental stewardship.

Measures:

Percent of Installation aware of sustainability policy statement by 2005
Percent of funding approved for sustainability programs compared to requests by 2007
Percent of contracting mechanisms with sustainability verbiage

Target 1-5 Years

Top management fully understands how sustainability supports mission
Individuals understand top management commitment and fully support policy and SMS/EMS
Sustainability incentives are being included and barriers being removed from Fort Carson's systems

Baseline 2001

Preliminary top management commitment to sustainability journey

Target: 6-25 Years

Top management fully understands and commits to sustainability in support of mission
Individuals understand top management commitment and fully support policy and SMS/EMS
Sustainability incentives have been fully integrated, barriers fully removed from Fort Carson's systems

Initiatives:

Sustainability Environmental Policy approved by top Command
Sustainability integrated into the strategic planning, funding, contracting, and management review processes

Goal 0 - Sustainability Management System: Advance a Sustainable mission and Fort Carson by adopting an SMS/EMS and by imparting a personal commitment and enthusiasm for sustainability.

Objective 0.2: Integrate sustainability principles into daily operations and decision making using a systematic approach on a continuous basis.

Measures:

- Number of areas where the Installation violates System Conditions in 2003 vs. 2008
- Percentage of objectives from Five-Year Sustainability Plans that are accomplished by 2008
- 5% growth in sustainability initiatives per year
- Percent of Fort Carson personnel who have attended sustainability awareness training

Target 1-5 Years

- Measureable, reportable sustainability principles from Installation level to process owner level
- Annual reporting of sustainability programs with line chart tracking

Baseline 2001

- No SMS or formal EMS in place
- Sustainability not fully integrated into existing Installation Management Systems
- Installation self-wide assessment does not include sustainability aspects
- Installation does not have sustainability awareness training

Target: 6-25 Years

- SMS/EMS seamlessly integrated into Fort Carson operational and community/regional systems
- Fort Carson's SMS/EMS is in synch with DA and other relevant sustainability systems

Initiatives:

- Refine Self-Assessment to document sustainability and environmental stewardship
- Execute sustainability initiatives and activities at the Installation level and the process owner level
- Support, assure and monitor Awareness Level Training

Goal 0 - Sustainability Management System: Advance a Sustainable mission and Fort Carson by adopting an SMS/EMS and by imparting a personal commitment and enthusiasm for sustainability.

Objective 0.3: SMS/EMS in full conformance with ISO 14001 and fully integrated into Installation management systems by 31 Dec 05.

Measures:

Number of individuals aware of the SMS/EMS Implementation Plan and aware of how it affects them by 2008

Percentage of EMS completed and agreed upon by command and the EPA, with Fort Carson's first self-declaration by Aug 04

Percentage of the SMS/EMS Implementation Plan approved by Command

EPA Performance Track

Target: 6-25 Years

SMS/EMS seamlessly integrated into Fort Carson, DA, and community ISO-based systems

SMS/EMS achieves global standards for EMS

Target 1-5 Years

Formal ISO 14001 conforming SMS/EMS by 31 Dec 05

EPA Performance Track Self-Declaration by 31 Dec 04

Baseline 2001

No SMS or formal EMS in place
Sustainability not fully integrated into existing Installation management systems

Initiatives:

SMS/EMS Implementation Plan completed

EPA Self-Declaration

SMS/EMS Implementation Plan initiated

Goal 0 - Sustainability Management System: Advance a Sustainable mission and Fort Carson by adopting an SMS/EMS and by imparting a personal commitment and enthusiasm for sustainability.

Objective 0.4: Continually improve overall Installation sustainability success using a 2001 baseline.

Measures:
Improvement or decrement of Sustainability Index per year
Number of objectives in Sustainability Five-year Plan with assigned risk index by 2004
Percent of barriers overcome by 2008

Target: 6-25 Years
100% sustainability goals, objectives, and targets achieved by 2027

Target 1-5 Years
20% goals, objectives and targets achieved by 2008
Baseline performance indicators established by FY04; improved 10% by 2008

Baseline 2001
Sustainability objectives adopted
Performance indicators as "Measures" in Five-year Plans

Initiatives:
Management, performance and environmental condition indicators including overall sustainability measure
Whole System Risk Assessment (legal, safety and well-being, nature and environment, social, economic, other) process documentation
Barrier identification and strategies
Program Assessment (ISR2, EPAS, compliance audits, regulatory inspections, OSA)
Organization, culture, structure change
Financial investment strategy

