

**DLA TROOP SUPPORT
SUBSISTENCE SUPPLY CHAIN
GREEN PROCUREMENT PROGRAM
OVERVIEW AND STRATEGY**



**DLA TROOP SUPPORT
PHILADELPHIA, PA**

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TABLE OF CONTENTS

| Section | Page |
|---|------------|
| 1. GREEN PROCUREMENT PROGRAM PURPOSE AND SCOPE..... | 1-1 |
| 1.1 PURPOSE AND SCOPE..... | 1-1 |
| 1.2 HISTORY OF GREEN PROCUREMENT INITIATIVES WITHIN SUBSISTENCE | 1-1 |
| 2. INTEGRATING GREEN PROCUREMENT INTO THE GO GREEN PROGRAM | 2-1 |
| 3. PROGRAM ROLES AND RESPONSIBILITIES..... | 3-1 |
| 3.1 GO GREEN PROGRAM RESOURCES..... | 3-1 |
| 3.2 SUBSISTENCE RESOURCES | 3-1 |
| 3.3 SUPPORT ORGANIZATIONS | 3-3 |
| 4. COMPETENCY TRAINING | 4-1 |
| 4.1 COMPETENCY TRAINING | 4-1 |
| 4.2 EDUCATIONAL DEVELOPMENT AND DELIVERY SERVICES..... | 4-1 |
| 5. COMMUNICATION..... | 5-1 |
| 5.1 COMMUNICATION TO SUBSISTENCE SENIOR LEADERS | 5-1 |
| 5.2 COMMUNICATION THROUGH-OUT SUBSISTENCE DIRECTORATE..... | 5-1 |
| 5.3 COMMUNICATION TO CUSTOMERS/SUPPLIERS..... | 5-2 |
| 6. STANDARD OPERATING PROCEDURES & BEST PRACTICES..... | 6-1 |
| 7. TRACKING GREEN PROCUREMENT..... | 7-1 |
| 8. PROGRAM REVIEW | 8-1 |

LIST OF ACRONYMS

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| ACES | U.S. Army, Center for Excellence -Subsistence |
| CAS | Customer Accounts Specialist |
| CFT | Cross Functional Team |
| CRM | Customer Relationship Management |
| DLA | Defense Logistics Agency |
| DLIS | Defense Logistics Information Service |
| DSS | Distribution Standard System |
| DTC | DLA Training Center |
| EBS | Enterprise Business Support/System |
| EMR | Environmental Management Representative |
| EMS | Environmental Management System |
| ENAC | Environmental Attribute Code |
| FAC | Federal Acquisition Circular |
| FLIS | Federal Logistics Information System |
| GPP | Green Procurement Program |
| GPR | Green Procurement Reporting |
| ICE | Interactive Customer Evaluation |
| IDP | Individual Development Plan |
| KO | Contracting Officer |
| LMS | Learning Management System |
| LSN | Local Stock Number |
| MRE | Meal, Ready-to-Eat |
| NSN | National Stock Number |
| QAR | Quality Assurance Representative |
| SOP | Standard Operating Procedure |
| TVLS | Tailored Vendor Logistics Specialist |
| UGR | Unitized Group Ration |
| USAPHC | U.S. Army Public Health Command |
| USA NATICK | U.S. Army Natick Research, Development and Engineering Center |
| USDA | U.S. Department of Agriculture |

1. GREEN PROCUREMENT PROGRAM PURPOSE AND SCOPE

1.1 PURPOSE AND SCOPE

The Subsistence Green Procurement Program (GPP) plan seeks to incorporate green procurement concepts and evaluations into the existing acquisition process including Acquisition Planning, Evaluation and Award, and Post Award. Once implemented, this program will ensure that “green products” are considered throughout applicable Subsistence procurement processes.

In an effort to comply with Executive Order 13423, and Defense Logistics Agency Troop Support’s (DLA) Environmental Management System (EMS) objectives, the DLA Subsistence Supply Chain has developed a plan for a GPP. The GPP will support the EMS objective of increasing green procurement at DLA and will assist in meeting the DLA Strategic Plan goals. The EMS is now known as the Go Green Program (GGP).

For the purposes of this plan, the term “green products” refer to designated items in the following categories for which Federal procurement preferences have been mandated:

- Recovered or recycled content (www.epa.gov)
- Environmentally preferable (www.epa.gov)
- Energy efficient (www.eere.energy.gov/femp/)
- Biobased (www.usda.gov)
- Alternative fuels/alternative fueled vehicles (www.eere.energy.gov)

The scope of this plan includes only those acquisition activities related to green procurement performed and managed by the Subsistence Supply Chain.

1.2 HISTORY OF GREEN PROCUREMENT INITIATIVES WITHIN SUBSISTENCE

Subsistence completed its first screening for possible “green items” in 1999. Despite the challenge posed by the supply chain’s product offerings (98% of the items of supply are food

items), the following biobased or biodegradable items were identified as potential “green items” that could be offered:

- Biodegradable garbage bags
- Biobased cutlery
- Biobased combs, toothbrushes and razors (Health and Comfort Pack)
- Biobased compartmental trays (Unitized Group Ration (UGR) modules)
- Biodegradable disposable cups
- Biobased MRE spoon
- Biobased Arctic Supplement-UGR Styrofoam clamshell

The first “green” items to enter the Subsistence pipeline were recycled plastic, biodegradable garbage bags in 2006, followed shortly by the biodegradable compartmental tray. Both of these items are components of the UGR program.

However, the most notable success, over an eight year process (1999-2007) was the introduction of biobased cutlery. The Subsistence Supply Chain, in partnership with USDA, US Army Natick and long term contractor/supplier LC Industries, started in 1999 on extensive research, development and testing for an alternative cutlery product to the petroleum-based plastics items. Biobased cutlery was successfully introduced into the Subsistence Supply Chain in February 2007. The biobased cutlery replaced conventional plastic utensils in some UGRs used to feed troops worldwide. This success took over eight years to achieve and was awarded the 2008 White House Closing the Circle Environmental Award. This Award is designed to recognize achievement of federal employees and their facilities for efforts which result in the promotion of environmental stewardship.

Due to the changing commercial marketplace and advancements in biobased resins and biodegradables, a rescreening of the marketplace for potential green products was performed again in 2008 by the Subsistence Technical Branch. Additional green product alternatives were identified as having the potential for incorporation into the Subsistence Supply Chain and included:

- UGR Heater tray
- UGR serving utensils
- Disposable Gloves in UGR-Express
- Biobased water bottles
- Biobased hair and beard nets

In addition to the biobased initiatives, the Subsistence Supply Chain also procures qualified Energy Star equipment through the Food Service Equipment (FSE) group. Most of FSE manufacturers that supply Subsistence customers are members of the Consortium for Energy Efficiency (CEE). CEE is a nonprofit corporation that is developing strategies for a market transformation that will include structural and behavioral changes in the marketplace through an increased use of energy-efficient technologies.

Although FSE currently procures Energy Star-rated equipment, many of the products are not specifically identified as energy efficient options. Examples of energy efficient products procured by FSE include commercial refrigerators and ice machines. Commercial refrigerators that have earned the Energy Star rating are, on average, 25% more energy efficient and 25% more water efficient than standard models. Commercial ice machines that have earned the Energy Star rating are, on average, up to 15% more energy and water efficient than standard models.

2. INTEGRATING GREEN PROCUREMENT INTO THE GO GREEN PROGRAM

The Go Green Program is the management framework designed by DLA to conform to the International Organization of Standardization's ISO 14001 Standard. The framework can be used to help manage programs designed to help DLA achieve its environmental goals. The primary focus of the Go Green Program is green procurement and sustainability and currently, DLA is positioned to use the Go Green Program process to optimize the GPP. The Go Green Program framework will be applied during the design and implementation of Subsistence's GPP to ensure that the program has defined goals, a means to achieve those goals, controls to ensure green procurement considerations are incorporated into existing processes, and a method to measure the progress and success of the program.

Some of the benefits of using the Go Green Program to implement Subsistence's GPP include:

- The basic Go Green Program framework is already in place but is easily customized for Subsistence's use.
- The Go Green Program is designed to foster an integrated process to promote teamwork within, and collaboration among, Business Units and Staff Offices.
- The Go Green Program provides a method to monitor and measure progress towards achieving overarching DLA environmental objectives as well as Subsistence-specific green procurement goals.
- Using the Go Green Program framework will enable Subsistence to document existing practices and successes, and to improve upon them in the area of green procurement.

3. PROGRAM ROLES AND RESPONSIBILITIES

This section defines the resources, roles, responsibilities, and authority that are necessary to ensure the successful development and implementation of the GPP. The following sections describe what roles and responsibilities are required for successful design, implementation and maintenance of Subsistence's GPP.

3.1 GO GREEN PROGRAM RESOURCES

Two resources are available for use in integrating the GPP into the Go Green Program: the Environmental Management Representative (EMR) and the Go Green Program Cross Functional Team (CFT).

The EMR is responsible for ensuring that the Go Green Program meets the requirements of applicable standards and facilitates CFT meetings. The EMR can provide guidance to the Supply Chain on the development of a GPP.

The CFT consists of a cross-section of personnel across DLA. Its members meet several times per year to discuss environmental and sustainability activities within DLA, as well as within their respective Supply Chains or Staff Offices. CFT members act as conduits of information about the Go Green Program throughout the organization.

3.2 SUBSISTENCE RESOURCES

Subsistence Supply Chain Leadership

Subsistence Senior Leaders understand the importance of implementing a GPP and are committed to dedicating adequate resources for the development, implementation, and improvement of a GPP using the Go Green Program framework. Senior Leaders approve and periodically reviews the GPP approach to ensure that the GPP is in-line with the DLA Mission and Strategic Plan.

Subsistence GPP Team

The Biobased Cutlery Team has been in operation for over 10 years. After a briefing of Subsistence Senior Leadership in June 2009, the Cutlery Team's scope was expanded to become the Subsistence Green Procurement Team. The team was created to document existing green procurement efforts, design a GPP plan, identify additional "green" product opportunities, and to identify outside input required to ensure successful integration of "green" considerations into existing business processes. The team is comprised of representatives from both the supplier (Subsistence-FT) and customer Subsistence-QT) sides of the supply chain.

Members of the Subsistence Go Green Team are responsible for working with the EMR to ensure that all documentation and records related to the Subsistence GPP initiatives are kept in accordance with requirements set forth in the Go Green Program.

Subsistence Supplier Support Division

Subsistence Supplier Support Division is divided into three Branches: Standardization and Cataloging Branch, the Quality Audit and Food Defense Branch, and the **Technical and Equipment Branch**. Representatives from each of the branches will eventually be asked to collaborate with the Green Procurement Team.

The Technical Branch communicates with Services, other Federal customers and industry to find new products and new processes. The Technical Branch screened and evaluated the technical/quality portion of green product offerings with input from US Army Natick, Joint Culinary Center for Excellence (JCCOE) and USDA. However, in the future, it will be important for representatives in each Branch to contribute to the GPP and to be on the look-out for Green Procurement opportunities.

Subsistence Customer Support Division

Subsistence Customer Support Division facilitates better communication between the Customer and Supplier sides of the Subsistence Supply Chain. Representatives from various offices within the Customer Operations Directorate will collaborate with the Green Procurement Team to work toward creating customer awareness and enthusiasm for "Going Green".

Subsistence Customer Support Division corresponds directly with customers and has the opportunity to field requests for green products and coordinate customer outreach related to Green Procurement. The Division will communicate with customers in order to learn of any requirements, interests, or opportunities related to Green Procurement.

Contracting Officials

Contracting Officers (KOs), Contract Specialists (Buyers), Food Technologists and Product Specialists within the Subsistence Supply Chain will be expected to incorporate green procurement specifications, clauses, regulations, and provisions into the solicitations and contracts, wherever possible.

Subsistence Personnel

Subsistence personnel are responsible for understanding the basic concepts of the DLA Environmental Policy Statement, completing the Go Green Program General Awareness Training, and following the guidelines and requirements of the DLA Go Green Program and the Subsistence GPP. All employees are encouraged to provide input for continual improvement of the Go Green Program and GPP. Employees are also expected to follow all GPP-related operational controls associated with their work activities.

3.3 SUPPORT ORGANIZATIONS

In order to be successful, Subsistence may require coordination with and input from outside organizations, such as the Procurement Process Support, Business Process Support, and DLA Customer Operations Directorates. The Subsistence Green Procurement Team will continue to

investigate opportunities or needs associated with designing, implementing, and maintaining a GPP.

Procurement Process Support Directorate

The Procurement Process Support Division has five sub-divisions that support DLA's Supply Chains: Pricing and Strategy, Contract Administration and Compliance, Programs, Contract Review, and Systems and Procedures.

4. COMPETENCY TRAINING

4.1 COMPETENCY TRAINING

Competency training for Subsistence staff involved in the procurement process will be managed within the supply chain. Training for those staff members involved in the green procurement process, may be included on the Individual Development Plans (IDPs) to help employees identify and develop training. The criteria for identifying whether or not green procurement related training is required for an individual may be identified by the Subsistence Green Procurement Team through established program goals and/or an employee's immediate supervisor. To manage personnel training requirements, the Learning Management System (LMS) is used to help employees track and identify training courses that are needed as related to their job function. LMS is found on eWorkplace. Also, employees have access to the DLA Training Center (DTC), which is the DLA Workforce Development organization.

4.2 EDUCATIONAL DEVELOPMENT AND DELIVERY SERVICES

DTC has many courses in a variety of formats from which to choose to obtain technical, professional, and managerial training. In addition to educational development and delivery services, DTC provides a full range of multimedia products and services to meet employee training needs. Training resources regarding green procurement are available and include, but are not limited to:

- **Buying Green: A Multi-Functional Approach** (offered through DTC under Environmental Protection/Hazardous Materials).
- **On-line Green Purchasing Training.** “What is ‘Green’ Purchasing, Anyway?” is an on-line green purchasing training course for contracting personnel, purchase card holders, facility personnel, and product specifiers. Designed in modules, it can be used both for introductory training and for refresher training. It is available on the Office of the Federal Environment Executive website: <http://ofee.gov/gp/gptraining2007.ppt>
- **DLA Acquisition Forums** are scheduled monthly by the Procurement Process Support Office, Programs Division.

- Green Procurement Seminar: The U.S. Army Public Health Command offers onsite Green Procurement training to credit card buyers, procurement request originators, and contracting personnel. Visit website: <http://phc.amedd.army.mil>.

5. COMMUNICATION

The Subsistence Green Procurement Team is comprised of representatives from the Supplier and Customer Operations Directorates to discuss Green Procurement Activities within the Subsistence Supply Chain. Team members are conduits of information to Subsistence Senior Leaders and staff. This team will communicate with other Business Units, Staff Offices and EMR to optimize the GPP.

5.1 COMMUNICATION TO SUBSISTENCE SENIOR LEADERS

The Subsistence GPP Team will periodically brief Subsistence Senior Leaders as needed to ensure leadership has the opportunity to make suggestions and to foster continual improvement of the Subsistence GPP. DLA leadership is responsible for understanding the goals of the green procurement process and supporting the Subsistence Green Procurement Team and staff in its design, implementation, and maintenance. Potential topics to be covered during each briefing:

- Review of GPP status and successes
- Adequacy and allocation of resources (people and funding)
- Progress towards achieving Subsistence GPP goals
- Potential improvements to enhance the GPP

5.2 COMMUNICATION THROUGH-OUT SUBSISTENCE DIRECTORATE

Subsistence Staff Meetings are used as a means of internal communication of environmentally-related information among the various levels and organizations within Subsistence.

Other means of communication may include, but are not limited to:

- Posters
- Intranet communications
- Subsistence GPP eWorkplace site
- Memorandums
- Emails used to update employees/customers regarding the GPP
- Periodic Green Tips

5.3 COMMUNICATION TO CUSTOMERS/SUPPLIERS

Subsistence's Customer Operations Directorate communicates with customers and suppliers via phone, email, and Conference/Expo participation. The following may apply to communicating green procurement information to Subsistence's customers and vendors:

- For New & Existing Customers – A customer out-reach approach is currently in place using Customer Relationship Management (CRM) as a means to track and analyze the successfulness and awareness of the GPP efforts.
- Customer Accounts Specialist (CAS) & Tailored Vendor Logistics Specialist (TVLS) Personnel – Personnel, while visiting current and new customers, will have the opportunity to educate these customers on the GPP.
- For Suppliers – Subsistence has been and will continue to inform suppliers of governmental changes in regulations through Suppliers Conferences and electronic media.

The Subsistence Green Procurement Team will work with Subsistence's customer outreach personnel to ensure environmentally friendly items managed by Subsistence are advertised to its customers.

6. STANDARD OPERATING PROCEDURES & BEST PRACTICES

Documented standard operating procedures (SOPs) are necessary to ensure business activities are conducted in a way to minimize environmental impacts. SOPs and best practices are meant to standardize various processes so that employees, both new and experienced, understand the correct protocol for accomplishing a specific task. Effective day-to-day SOPs will help optimize the GPP by providing standard methods for integrating environmental considerations into the procurement process.

Subsistence must evaluate the various steps of the procurement process and develop appropriate SOPs that ensure environmental considerations are addressed appropriately within the process. For example, a SOP has been developed for ensuring national stock numbers (NSNs) and/or local stock numbers (LSNs) are appropriately coded with Environmental Attribute Codes (ENACs). Another example is a SOP could include Subsistence's process for regularly screening the marketplace for new "green" items.

7. TRACKING GREEN PROCUREMENT

Tracking green procurement efforts is important to proactively assess the effectiveness of Subsistence's GPP. As part of the Go Green Program, a baseline was established that identified the number of environmentally preferable products (those identified by an ENAC) managed by Defense Logistics Information Service (DLIS) in the Federal Logistics Information System (FLIS) database and/or by DLA in the EBS database.

Subsistence already regularly tracks the number of green products managed within the supply chain and ensures items are assigned an ENAC designation in the appropriate databases. This information is regularly updated and posted to the external Subsistence Web page. Subsistence also maintains a database of green procurement data (for example, sales volume), for NSNs used within Subsistence and managed within the DLA EBS.

Potential metrics to be considered by the Subsistence Green Procurement team may include:

- Number of green products available from the Subsistence Supply Chain
- Sales Volume of green product offerings
- Identification of items that have been replaced by ENAC coded items
- Incorporation of green product offerings and supply processes (i.e., packaging, manufacturing, transportation) into Prime Vendor Contracts
- Interactive Customer Evaluations (ICE) could be customized to evaluate green product satisfaction
- Percentage of employees trained in green procurement concepts.

8. PROGRAM REVIEW

It is the responsibility of the Subsistence Supply Chain to implement and maintain a GPP to support the overarching Go Green Program objectives and targets. As a supporting program, the Subsistence GPP will be eligible for audit during internal and external Go Green Program audits. The EMR will facilitate resolution to any findings identified during these audits that may apply to the Subsistence Supply Chain. The Subsistence Supply Chain is responsible for developing and implementing corrective actions related to findings pertaining to Subsistence and/or the Subsistence GPP.