



SUSTAIN THE MISSION.

SECURE THE FUTURE.



THE ARMY

STRATEGY FOR THE ENVIRONMENT







OCT 1 2004

The Army Strategy for the Environment
“Sustain the Mission – Secure the Future”

The United States Army has long recognized that our mission is only accomplished because America entrusts us with its most precious resources – its sons and daughters. It is our obligation to ensure that our Soldiers today – and the Soldiers of the future – have the land, water, and air resources they need to train; a healthy environment in which to live; and the support of local communities and the American people.

The new *Army Strategy for the Environment: Sustain the Mission – Secure the Future* establishes a long-range vision that enables the Army to meet its mission today and into the future. Sustainability is the foundation for this Strategy and a paradigm that focuses our thinking to address both present and future needs while strengthening community partnerships that improve our ability to organize, equip, train, and deploy our Soldiers as part of the joint force.

Sustainability connects our activities today to those of tomorrow with sound business and environmental practices. We have learned over the past decades that simply complying with environmental regulations will not ensure that we will be able to sustain our mission. We must strive to become systems thinkers if we are to benefit from the interrelationships of the *triple bottom line* of sustainability: mission, environment, and community. To sustain the future Army we must implement effective policies and practices that safeguard the environment and our quality of life in a manner that our nation expects of us.

The Army Strategy for the Environment does not pretend to dictate all the answers. It is only the starting point that commits Army leaders at all levels to certain goals and challenges them to develop innovative methods to achieve these goals. Achieving the vision outlined in this strategy will require a deep and personal commitment from every member of the Army team – every leader, every Soldier, every civilian, and every family member. For the Army to be successful on its quest toward sustainability we must all do our part to *Sustain the Mission, Secure the Future!*

Peter J. Schoomaker
General, United States Army
Chief of Staff

R.L. Brownlee
Acting Secretary of the Army

THE ARMY STRATEGY FOR THE ENVIRONMENT

VISION



SECURE THE FUTURE

The Army Strategy for the Environment is designed to strengthen the Army today and into the future. It establishes the long-range vision for a sustainable Army, and the goals upon which the vision is based.

This Strategy transitions the Army's compliance-based environmental program to a mission-oriented approach based on the principles of sustainability. This document explains why this change is so important to the Army and how this sustainability-based Strategy improves the Army.

The term "sustainability" may have different meanings in different contexts. For the purposes of this Strategy, a sustainable Army simultaneously meets current as well as future mission requirements worldwide, safeguards human health, improves quality of life, and enhances the natural environment.

SUSTAIN THE MISSION

This Strategy is inspired by the need to address global factors influencing our Nation's security and stability. These factors have dramatically changed since the Army last published a comprehensive environmental strategy in 1992. America's potential enemies are no longer exclusively established states with physical assets at risk. Advances in technology, ever-increasing global population, and urbanization have effectively made the world smaller. They have placed greater stresses on the world's interconnected human, economic, and natural systems. Local and regional issues, such as famine, natural disasters, ecological degradation, economic decline, political upheaval, and disputes over precious and sometimes scarce natural resources are evolving into global issues that influence how the United States must respond and interact – through political, economic, and when necessary, military engagement.

Although much is changing, certain things remain constant. The Army's primary mission is to defend the United States – its people, its land, and its heritage. Our core values endure.

While remaining true to our primary mission and these values, the Army must continually evolve to remain relevant and ready to meet these global challenges. In this rapidly changing environment, meeting mission requirements worldwide will increasingly require both safeguarding the natural systems, upon which our quality of life depends, and more effective partnering at the global, federal, state, and local levels.

MEET THE CHALLENGES

To meet these challenges, we are transforming how we fight, how we train, how we do business, and how we interact with others in order to continually improve and provide for the Nation's security. More importantly, we are changing the way we think and act. Doctrines that prepared us for conflict, peacekeeping, humanitarian operations, and homeland defense are rapidly evolving as we adapt to a complex operational environment.

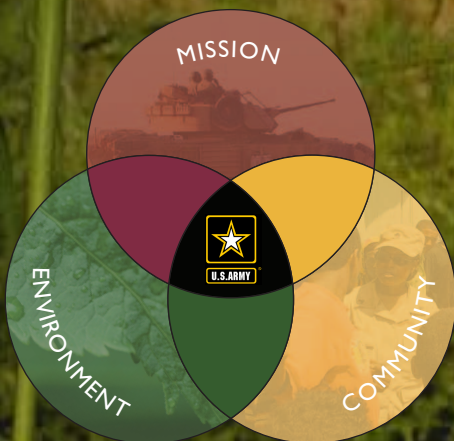


MISSION

SUSTAINABILITY IS KEYSTONE

This Army Strategy for the Environment represents such a change in Army thinking. It represents a major advancement in the Army's appreciation of the interdependence between our mission, the community, and the environment. It builds on the knowledge and experience gained since the Army's last environmental strategy was published in 1992 – a strategy based on the four pillars of conservation, restoration, pollution prevention, and compliance. This Strategy applies a community, regional, and ecosystem approach to managing natural resources on our installations. It incorporates the principles of sustainability across the Army and into all functional areas.

This is a strategy for a Campaign Quality Army with Joint and Expeditionary Capabilities that is dominant across the full spectrum of operations. The Army will continually incorporate environmental considerations in all contingency and combat operations, as our environmental stewardship inevitably becomes a contributing factor in achieving stability. This is a strategy for a homeland that is protected, an environment that is sustained, and waterways and ecological resources that are preserved as natural and economic assets, and an Army that is trusted by the public.



SUSTAIN THE ENVIRONMENT TO ENABLE THE ARMY MISSION AND SECURE THE FUTURE.



This is a strategy for a sustainable Army: it sustains and supports the Army in all its missions and applies to all Army units, organizations, personnel, suppliers, support contractors, and partners.

This Strategy is designed to accelerate the Army's potential to successfully innovate and improve operations. It provides a continuing return on Army investment by more effectively applying resources to meet the Army's mission. It commits to a focus that meets today's needs and anticipates tomorrow's challenges.

THE PURPOSES OF THIS STRATEGY ARE TO:

- Strengthen the Army contribution to joint operational capability
- Meet current and future training, testing, and other mission requirements
- Improve our ability to operate installations, to include growing joint interdependency
- Reduce costs and minimize impacts so the Army can do more, and do it better
- Enhance human health, safety, and well-being
- Be an active citizen within our communities, as well as a good neighbor

GOALS

We have adopted the following goals in order to achieve an enduring Army enabled by sustainable operations, installations, systems, and communities. These are the building blocks of Army sustainability, and they spring from the internal processes in the Army's Strategic Readiness System. These goals create the structure to provide a clear linkage between the Army's strategic objectives and the actions needed to achieve those objectives as envisioned and directed under the Government Performance and Results Act and the Chief Financial Officers Act.

These are long-term goals. They will not be realized in the short-term. They will guide the Army into the future. These goals require policy, planning, programming, implementation, and time to bring us closer to the promise and benefits embodied herein.

GOAL: FOSTER A SUSTAINABILITY ETHIC

Foster an ethic within the Army that takes us beyond environmental compliance to sustainability.

Strategically, a sustainable Army is an innovative Army that can rapidly adapt to future challenges, and an Army that has the support of the Nation it defends, whether in war or peace. In essence, the foundation for such a sustainability ethic is already embedded in the Army core values that inspire us to act with integrity: doing what is right — legally and morally. We are protectors of freedom, and we are warriors with integrity.

Achieving and maintaining this ethic of sustainability requires that Army leaders foster a climate in which the Army community embraces the reality that the Earth's resources, while essential to military operations, are not inexhaustible. Such a mind-set protects military readiness, advances sustainability, and builds trust.

Through education and setting the example, we inspire each other to take proactive measures and achieve excellence. The Army will provide the necessary training in sustainable environmental principles and practices to better use our resources. We must comply with all laws and continually build the trust of the American public by responsibly addressing past and present contamination resulting from unsustainable practices. Our Army's future mandates that we have the foresight to continue addressing yesterday's problems while respecting today's assets for tomorrow.

GOAL: STRENGTHEN ARMY OPERATIONS

Strengthen Army operational capability by reducing our environmental footprint through more sustainable practices.

The Army will employ sustainable practices such as water conservation, and fuel and energy efficiency to minimize our logistical tail. This will enable us to deploy faster, travel farther, and sustain as long as required. Zero emissions – heat, light, noise, waste – reduce the operational signature, environmental footprint, and logistical support tail.

“Doing the right thing is good. Doing the right thing for the right reason and with the right intention is even better.”

– Army Leadership Manual

Situational awareness includes human health and environmental conditions on and beyond the battlefield. We will have the capability to assess the total environment before deployment, to monitor and protect during deployment, and to leave a positive legacy upon redeployment. Protecting our Soldiers from environmental harm is a vital component of protecting the force.

GOAL: MEET TEST, TRAINING AND MISSION REQUIREMENTS

Meet current and future training, testing, and other mission requirements by sustaining land, air, and water resources.

Our Army, as a part of the Joint Force, is committed to providing relevant and ready land power capabilities to the Combatant Commanders. We train Soldiers, grow leaders, and forge them into cohesive units through tough, realistic training in a multitude of climates and conditions. Sustaining our diverse environmental resources is a critical component of maintaining Soldier readiness.

The Army will sustain its ranges so that they are always available to meet our mission requirements. The Army will sustain our test and training lands' natural resource base in quantity, quality, and configuration to meet current and future requirements. The Army will manage range activities to maintain the resiliency and buffering needed to protect the environment and the surrounding communities from impacts of training and testing.

We will apply an ecosystem-based approach to manage natural resources and will collaborate with stakeholders to protect ecosystems. We will be a leader in sustainability — this is crucial to the success of our mission as we meet current and future challenges.

GOAL: MINIMIZE IMPACTS AND TOTAL OWNERSHIP COSTS

Minimize impacts and total ownership costs of Army systems, materiel, facilities, and operations by integrating the principles and practices of sustainability.

The Army will reduce impacts on the environment and the true cost of doing business. Many of our costs are hidden or transparent while others are not yet internalized or quantified. These life cycle costs, which include impacts on resources and the environment, occur from concept through use to regeneration or disposal. We will more effectively and efficiently manage by integrating sustainable practices into our systems, materiel, facilities, and operations.

We will integrate sustainability into all activities by using the ISO 14001 Environmental Management System Standard as a framework to improve performance and compliance. We will leverage our purchasing power to favor environmentally sustainable products that lower total ownership costs, and employ other tools to continually improve effectiveness and better manage total ownership costs. We will also expect the same ethics and business practices of sustainability from our support contractors and corporate partners.

GOALS

“Learning organizations operate in the sunshine, sharing their work with a broad network and rapidly processing feedback as it is received. They actively seek views and suggestions from industry and intelligentsia, private citizens, and politicians, thereby creating a constructive, two-way communication process.”

– BG David A. Fastabend, Training and Doctrine Command Futures Center, *Adapt or Die*

GOAL: ENHANCE WELL-BEING

Enhance the well-being of our Soldiers, civilians, families, neighbors and communities through leadership in sustainability.

The Army will honor our commitment to the American people and to future generations. We will sustain our natural resources for our Soldiers, their families, Army civilians, our contract workforce, and our neighbors. We will celebrate our heritage through responsible management of our cultural resources. We will honor our treaty and trust responsibilities to Indian tribes, native Alaskans and Hawaiians, and our obligations abroad.

The sustainable futures of our installations and our communities are inextricably connected. We are active members in our communities, promoting the well-being of Army families and our neighbors, worldwide.

The public has a collaborative stake in our decisions, and we value their involvement as partners in sustainability and environmental stewardship. The Army will foster open relationships to increase understanding by all. We will communicate the Army’s readiness requirements and environmental initiatives, while at the same time, listening to our neighbors’ needs and concerns to build win-win situations together. We will ensure fair treatment and meaningful involvement for all.

We will strengthen and build new community partnerships to achieve sustained and sound environmental stewardship and a ready military force through communication, coordination, consultation, and collaboration.

GOAL: DRIVE INNOVATION

Use innovative technology and the principles of sustainability to meet user needs and anticipate future Army challenges.

The Army’s ability to seize opportunities afforded by technology depends upon a culture of shared purpose, mission, vision, and a commitment to innovation. The Army will match its capability to innovate and adapt with its need to do so in order to train, equip, sustain, and operate. This requires that we accelerate the transfer of technologies in a timely and cost effective manner to meet current and future requirements. The Army will seek solutions and tools that improve efficiency and reduce cost while protecting human health and the environment.

To achieve this goal, the Army will need professionals in all fields who are familiar with the principles of sustainability, including a capable environmental science base. We will develop partnerships with other government agencies, the private sector, academia, and international organizations to further leverage our environmental science and technology base to mitigate current and future impacts on the Army.



Sustainability Enables the Army Mission

VISION

Common Objectives Creating Consistency and Accountability

STRATEGY

Program Objectives, Targets and Success Indicators

STRATEGIC PLAN

Detailed Plans, Goals, Status Reporting in Specific Focus Areas

IMPLEMENTATION PLAN A
IMPLEMENTATION PLAN B
IMPLEMENTATION PLAN C
IMPLEMENTATION PLAN D

IMPLEMENTATION OF OUR STRATEGY

The Army Strategy for the Environment is designed to guide the Army well into the 21st Century. To implement the aggressive goals of this Strategy, the Army will initiate an integrated planning process that identifies objectives, initiatives, monitoring and assessment tools, while making the necessary procedural changes to assure progress toward these aggressive goals. Where tools and management initiatives already exist, they will be applied; where they do not, we will develop them. An accompanying funding policy – based on those core principles of sustainability outlined in this Strategy – will replace the current, reactive-type funding approach. By doing so, commensurate with other Army requirements, the Army will plan, program, budget, and execute to better support the Army mission through more sustainable operations, installations, systems, and communities.

Implementation of this Strategy is vital to the Army's continued relevance, especially in support of the Army Campaign Plan. Our readiness and security are at stake. We will Sustain the Mission – Secure the Future!

*“We must strive to become systems thinkers if we are to benefit from the interrelationships of the **triple bottom line** of sustainability: mission, environment, and community.”*

– R. L. Brownlee, Acting Secretary of the Army

– Peter J. Schoomaker, General, United States Army, Chief of Staff



FOR MORE INFORMATION ABOUT THE ARMY STRATEGY FOR THE ENVIRONMENT, CONTACT:

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