



U.S. ARMY

SUSTAINABILITY REPORT 2007

HIGHLIGHTS

SUSTAIN THE MISSION
SECURE THE FUTURE

The release of the *2007 Army Sustainability Report* marks an important milestone on the journey we started in 2004, when we issued *The Army Strategy for the Environment*. Through this strategy, Army leadership challenged the entire Army to incorporate our “triple bottom line” (TBL) of Mission, Environment, and Community into all of its plans, processes, and actions. The Army

leadership remains committed to achieving the goals outlined in *The Army Strategy for the Environment* (ASE) goals.

ASE GOALS:

- ❖ Foster a Sustainability Ethic
- ❖ Meet Test, Training, and Mission Requirements
- ❖ Strengthen Army Operations
- ❖ Minimize Impacts and Total Ownership Costs
- ❖ Enhance Well-Being
- ❖ Drive Innovation

The Army's 2007 Sustainability Report marks the first time a U.S. government agency is reporting its sustainability measure using the framework and indicators established under the Global Reporting Initiative (GRI).

We offer our first annual sustainability report to both inform and engage our primary shareholders on our progress to embody the principles of sustainability. We invite you to download the complete *Army 2007 Sustainability Report* at: www.aepi.army.mil.

Each year, we will continue to assess progress, seek partnerships, and improve our reporting to reflect the interests of the public and our mission priorities.

We also challenge all members of the Army team to do all they can to learn about sustainability and become active agents for change and innovation in their mission areas. At this critical point in the history of our nation, and its Army, we must do all we can to *Sustain the Mission, and Secure the Future!*



Select Key Army Sustainability Annual Performance Data

TBL	Metric Definition (units)
MISSION	Net Cost of Army Operations (\$ billions)
	Army End Strength (thousands) – Active
	Reserve End Strength (thousands) – Reserve and National Guard
ENVIRONMENT	Environmental Funding (\$ millions)
	% Facilities with Environmental Management System (EMS) in Place
	Installation Sustainability Plans (ISP)
	Army New Environmental Enforcement Actions
	Solid Waste (SW) and Construction and Demolition (C&D) Debris Generated (million tons)
	Overall SW and C&D Recycled Rate
	Hazardous Waste (HW) Generated (million pounds by Calendar Year (CY))
	Toxic Release Inventory (TRI) Releases (million pounds by Calendar Year (CY))
	Installations with Up-to-Date Integrated Natural Resource Management Plans (INRMP)
	% New Military Construction (MILCON) to Leadership in Energy and Environmental Design (LEED®) Standards
COMMUNITY	Army Facility Water Use (billion gallons)
	Facility Energy Use Intensity (Kilo British thermal units/Gross Square Foot)*
	Military Accident Fatalities Rate (per thousand service members)
	Army Civilian Lost Time Claims (per thousand civilians)
	Retention (thousands) – Active, Reserve, National Guard
	Recruiting (thousands) – Active, Reserve, National Guard

Please note the above data is a snapshot of information publicly available at the time this report was written. It is not intended to be a comprehensive list of all Army sustainability metrics.

WHY USE THE GRI'S SUSTAINABILITY REPORTING GUIDELINES (GRI)?



Since this is our first stand alone sustainability performance report, we chose to publish it in accordance with the world's most widely used sustainability reporting framework adopted by corporations and public agencies, the GRI's Sustainability Reporting Guidelines (Version 3.0 (G3)) in conjunction with the GRI's Sector Supplement for Public Agencies (Pilot Version 1.0) guide the process.

As you read our report, you will understand that the Army is a vast and complex enterprise that includes operational (training and war fighting) organizations, institutional



support organizations, and the Army's Civil Works Mission.

More than just highlighting our progress, the index to all 87 recommendations (Tables 6 through 8 in the report) provides a clear path forward. The Army is proud to be a leader in accordance with the GRI's Sustainability Reporting Guidelines (Version 3.0 (G3)) in conjunction with the GRI's Sector Supplement for Public Agencies (Pilot Version 1.0) guide the process.

For more information on the Global Reporting Initiative, please visit www.gri.org.

and Trends, FY04 to FY07

FY04	FY05	FY06	FY07	FY04-07 Change
135.78	146.43	164.61	168.92	24%
493.54	492.73	505.40	522.02	5.8%
547.05	522.18	536.26	542.59	-1%
1,456	1,467	1,454	1,493	2.5%
3%	38%	100%	100%	97%
7	12	13	16	129%
89	91	101	94	6%
2.76	1.95	2.33	2.61	-5%
57%	50%	59%	67%	10%
33.39	45.71	63.70	45.00	35%
21.48	18.87	18.76	23.87	11%
98%	99%	98%	98%	0%
n/a	n/a	n/a	78%	n/a
66.15	45.93	43.44	45.25	-32%
* FY03 = 99.6 FY04-FY06 not available; change calculated using FY03 and FY07 only				91.9 -8.4%*
0.37	0.44	0.36	0.37	0%
19.9	6.8	7.8	7.7	-62%
123.35	119.80	126.61	127.26	3%
148.09	142.99	175.06	174.06	18%

tended to be all inclusive or to render judgement of the data.

PORTING GUIDELINES?

and the United States Army Corps of Engi-
ion.
ating success stories, we provide a complete
ended GRI sustainability performance metrics
the Annex) and identify if we fully or partially
e data. Of the 87 GRI recommended
e, environmental, and social responsibility
nce metrics, we fully report data for 33 and
report data on another 13. This level of
enables the Army to issue this report in
ce with GRI Application Level B. We are
be the first U.S. federal agency to issue a report
ance with GRI.

it www.globalreporting.org

MISSION HIGHLIGHTS

Six years of war, the demands of repeated deployments as well as the largest base realignment and closure effort since World War II have stretched and stressed our institutions, support structures, equipment, Soldiers, Army Civilians, and Families. While the Army remains a resilient, committed, professional force, we are out of balance. From FY04 to FY07, our operations have increased by 24 percent (as measured by Net Operating Cost), but our Army End Strength only increased by 5.8 percent while our Reserve End Strength decreased by 1 percent. To restore balance, we are focusing on four imperatives in fiscal year 2008: implement a series of new programs and resources to support our Wounded Warriors, Army Families, and specifically the Spouses and Families who have lost their loved ones since September 11, 2001; prepare our forces to succeed in the current conflict; reset and repair units and equipment; and transform and grow the Army to be ready for current operations and future contingencies.

ENVIRONMENT HIGHLIGHTS

With increased mission demands, we have progressed in key areas though we have seen increasing toxic releases and hazardous waste generation. Some key highlights and trends during FY04 to FY07 include:

- Released the first Army-wide Annual Sustainability Report—the first of any major U.S. Federal Agency using the GRI sustainability reporting framework
- 16 Army installations have comprehensive Installation Sustainability Plans in place
- 100% (161) installations with an Environmental Management System (EMS) in place with 31% in conformance to International Organization for Standardization (ISO) 14001
- 78% (301) of FY07 Army Military Construction projects were designed to U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED®) new construction standards
- 8.4% reduction in facility energy use intensity, measured in Kilo British thermal units/Gross Square Foot (KBtu/GSF), between FY03 and FY07
- 35% increase in Hazardous Waste (HW) generation as reported for CY03 to CY06
- 11% increase in absolute Toxic Release Inventory (TRI) releases as reported for CY03 to CY06

COMMUNITY HIGHLIGHTS

The Army strives to enhance the well-being of its Soldiers, Civilians, Families, neighbors, and communities through leadership in sustainability. It does this by sustaining the natural resources entrusted to its care, both at home and abroad, and by taking an active role as a member of the local communities that coexist with and support our installations. The Army initiated many programs in FY07 to maintain the quality of our All-Volunteer Force and the many capabilities it provides to the Nation. We have taken a hard look at how we take care of our most valuable resource—our people—to determine what needs to change in terms of support and services.

Our objective is to ensure our Soldiers, our Families, and our Civilian workforce have meaningful programs available to them and that the Army community affords them the quality of life they deserve for the service that they render to the Nation. Some key highlights and trends during FY04 to FY07 include:

- 3% and 18% increases in total Army retention and recruitment, respectively
- Held steady military accident fatalities rate per thousand service members
- 62% decrease in Army civilian lost time injuries and fatalities rate per thousand civilians.



2007 AWARD HIGHLIGHTS

Already significant progress has been made as demonstrated by the numerous 2007 awards the Army has won in the area of sustainability including:

- ❖ The White House Closing the Circle Award, Special Category, "Sowing the Seeds of Change," *The Army Strategy for the Environment (ASE)*
- ❖ The GE Global Ecomagination Leadership Award for innovative partnership (*U.S. Army Garrison-Hawaii and Aqua Engineers*)
- ❖ Environmental Excellence Award from The National Association of Environmental Professionals (NAEP) (*Army G-3's Sustainable Range Program*)
- ❖ Telly Award, Bronze (*Sustainable Range Program Video*)
- ❖ Aurora Award, Platinum (*Sustain the Mission, Secure the Future Video*)



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The Army's Triple Bottom Line (TBL)—Plus

The "Plus" in the Army's TBL-Plus emphasizes how sustainable practices directly support our business transformation goals, because they seek to improve operational capabilities, drive innovation, and promote collaboration across the Army enterprise. Realizing water, fuel and energy efficiencies enable us to deploy faster, travel farther and sustain deployed units as long as required. Utilizing alternative energy sources provide the security buffer to protect our forces from disruption in petroleum supplies from foreign sources. Achieving zero emissions—heat, light, noise, waste—reduce our operational signature and logistical support tail.



America's Army – The Strength of the Nation

When thinking globally, there are few better examples of public service than the men and women serving in the United States Army. The Soldiers and the Families who support them are selflessly devoted to protecting America today while building an enduring peace that will sustain our Nation into the future. As stewards of a safe and secure future, they truly are the "Strength of the Nation."

While the Army is known for its efforts to promote stability through combat and humanitarian operations around the world, the Army Sustainability Report highlights its commitment to this end through sustainability. We issue this report to outline the Army's accomplishments in sustainability and to set the baseline from which to build our commitment to sustaining a healthy environment in the future.

This report details how the Army is learning to achieve its mission through the practice of transformational systems-thinking, as inspired by our applied concept of sustainability called the "Triple Bottom Line - Plus."

The "Triple Bottom Line - Plus" integrates the goals of accomplishing the mission while maintaining a healthy environment and a stable community, plus realizing the economic benefits that come from the efficiencies and economies of scale. By seeking solutions that maximize a focus on "mission, environment, and community," we build an enduring future and create synergies that make us more effective and efficient in our present operations.

We challenge ourselves and every one of our Soldiers, Family members, Army Civilians, contractors and suppliers to strive to cultivate our Nation's strength as we "Sustain the Mission - Secure the Future."

Peter W. Chiarelli
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Vice Chief of Staff

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