Army Sustainability Campaign Plan

Sustainable Operations For A Secure Future

May 2010

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FOREWORD

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The blueprint for us to achieve new levels of effectiveness as the land component member of the joint war-fighting team is Army Vision 2010. To that end, as we fulfill our mission in support of the Combatant Commanders meeting their global commitments, we are ever cognizant of the National Security nexus between sustainability and the conduct of our mission.

With the advent of the Presidential Executive Order 13514 – Federal Leadership in Environmental, Energy, and Economic Performance, the Army has prepositioned itself to address the Administration's strategic goals and statutory drivers. For example, we have already promulgated key policy and guidance to include the Army Strategy for the Environment; the Army Installation Energy and Water Campaign Plan; the Army Energy Strategy for Installations; the Army Green Procurement Guide; and the Army Energy Security Implementation Strategy.

Going forward we will build off of this successful foundation using the Army Sustainability Campaign Plan as our roadmap and organizing principle integrated across the Department's missions and functions to:

- Institutionalize sustainability in doctrine, policy, training, operations, and acquisitions
- Implement enterprise-wide approaches that leverage our collective throw-weight, maximize efficiencies, and enable us to focus our resources and efforts
- Increase cross-functional awareness, cooperation, and support for sustainable practices
- Enable up-front investments that will result in lower total operating costs
- Instill a sustainability ethic and personal commitment, from Soldiers and Civilians through the highest Army leadership

Our vision for a "Sustainable, Secure Future" will be a challenging undertaking, but worthy of our Nation and the Army men and women serving throughout our global contingencies. We remain heartened, as it is through their service we are - Army Strong!

Peter W. Chiarelli
General, United States Army
Vice Chief of Staff

Joseph W. Westphal
Under Secretary of the Army

EXECUTIVE SUMMARY

Over the past decade the Army has moved toward implementation of a sustainability framework by promulgating key initiatives to include the Army Strategy for the Environment; the Army Installation Energy and Water Campaign Plan; the Army Energy Strategy for Installations; the Army Green Procurement Guide; and, the Army Energy Security Implementation Strategy. To further focus and coordinate the Army's sustainability efforts, on 4 December 2009, the Secretary of the Army appointed the Under Secretary as the Army Senior Sustainability Official with responsibilities and authorities in accordance with Presidential Executive Order (EO) 13514 - Federal Leadership in Environmental, Energy, and Economic Performance.

We will use this Army Sustainability Campaign Plan (ASCP) as our roadmap to align and integrate these ongoing efforts with the new and necessary plans and programs to address the Department of Defense's objectives in implementing EO 13514. To achieve our vision for a Sustainable and Secure Future our Army efforts will be shaped and prioritized through the "Army Lens" – Giving primacy for mission and combat effectiveness that is evaluated with a life cycle cost benefit analysis.

This ASCP will cross four lines of operation (materiel, readiness, human capital, and services and infrastructure) to strengthen our national security role and provide direct support to the Army's Strategic Imperatives: Sustain, Prepare, Reset, and Transform. Identification and delegation of tasks to offices of primary and coordinating responsibility (OPR/OCR) ensures that sustainable practices will be instilled and managed throughout the appropriate levels of the Army, while also maximizing operational capability, resource availability and well-being. To accomplish this and to monitor, evaluate, report progress, and enable the Army to take corrective actions if warranted, the ASCP will guide us to:

- *Institutionalize sustainability in Army doctrine, policy, training, operations, and acquisition*
- *Move from individual initiatives to enterprise-wide synchronization across multiple lines of operations*
- *Enable assessment of risks and impacts across the Army's core enterprise areas to focus efforts and resources where they will the greatest effect*

- *Increase cross-functional awareness of programs to leverage successful initiatives and maximize efficiencies*

- *Develop processes that recognize where our "up-front" investments in more efficient designs will result in lower total life-cycle costs*

- *Develop programs where Soldiers, Civilians, and Family members have a personal commitment to sustainability and are active participants in programs that enhance readiness and extend our operational capabilities*

- *Allow Commands to develop supporting goals and objectives, along with metrics to measure performance and drive resource decisions*

Implementation of this ASCP will be supported by its three annexes:

- **Annex A:** *Contains the synchronization matrix which identifies the strategic tasks, and assigned OPRs and OCRs, required to implement sustainability executive orders, regulatory drivers, and policy current at the time of preparation. The synchronization matrix will be updated as needed to meet current and future sustainability drivers.*

- **Annex B:** *Provides a template for the OPR to prepare an Action Plan to identify, define, and monitor Policy-DOTMLPF-Resource subtasks and associated activities and outputs.*

- **Annex C:** *Contains additional regulatory and policy drivers that influence and/or direct sustainable practices.*

As a leader in sustainable practices, the Army is accelerating its actions to protect the environment; conserve energy, water, and other resources; support human capital; and partner with our communities. These actions will result in increased military readiness, lower life-cycle costs, and improved quality of life for our Soldiers and their Families.

1. (U) Situation.

a. (U) The *Army Campaign Plan* (ACP) details a national security environment and strategic realm of "protracted confrontation among state, non-state, and individual actors that are increasingly willing to use violence to achieve their political and ideological ends."[1] The future threatens continued conflict where "globalization combined with technology, rising resource demands due to population growth and a decreasing supply of natural resources, climate change and natural disasters, proliferation of weapons of mass destruction, and the consequences of failed or failing states-create a volatile environment."[2] Threats of this nature place unique demands on the Army. For the short to medium term, most of our requirements will be weighted in stability operations. As the Secretary of Defense noted, "We also know that over the next 20 years and more, certain pressures – population, resource, energy, climate, economic, and environmental – could combine with rapid cultural, social, and technological change to produce new sources of deprivation, rage, and instability"[3]. The Army will continue to build an expeditionary force suited for campaigns in support of combatant commander requirements in a joint, multinational, or coalition force, while concurrently sustaining the readiness of our all-volunteer force.

b. (U) The ACP addresses the readiness challenge for the 21st century through its four imperatives: sustain, prepare, reset, and transform. Sustainability is a common element and recurring theme in meeting current and future demands in support of these imperatives. Our future readiness rests on the actions we take today to use resources efficiently, protect our training areas, employ technology, and improve quality of life. While the Army has already made great strides in these areas, the execution of this Army Sustainability Campaign Plan will further improve our ability to meet operational requirements today and in the coming decades.

c. (U) Sustainability is an organizing principle that is being instilled throughout everything the Army does, including planning, training, equipping, and operations, to ensure our Soldiers are capable of achieving any task given them, now and in the future. In the context of this campaign plan, the Army's four tenets of sustainability are:

(1) (U) Developing, producing, fielding, and sustaining materiel that is more energy efficient, is capable of using renewable energy resources, minimizes the use of hazardous materials, and generates less waste.

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[1] U.S. Department of the Army, *Army Posture Plan 2009*, May 7, 2009.
[2] See Note 1.
[3] Robert M. Gates, (Remarks at U.S. Global Leadership Campaign Tribute Dinner, Washington, DC: July 15, 2008).

(2) (U) Ensuring the Army has sufficient access to training and testing resources, and incorporating sustainability into operational planning and execution, so the Army can continue to effectively train today and in perpetuity.

(3) (U) Expanding our commitment to sustainability by instilling sustainable practices into all levels of our Soldier and Civilian education programs.

(4) (U) Providing services and operating facilities in a manner that reduces consumption of energy, water, and other resources, promotes the use of renewable energy sources, enhances quality of life, and continues to protect the environment.

d. (U) Sustainability is a means to addressing the significant physical, statutory, and regulatory requirements that affect and can encumber the Army's ability to train Soldiers at ranges and maneuver areas across the United States. With hundreds of imperiled species proposed for federal protection in the next few years, threatened and endangered species and sensitive habitat will continue to be a concern. Similarly, forthcoming federal legislation and Executive Orders will set new standards for operational efficiencies, energy and water conservation, use of renewable energy sources, and waste minimization.

e. (U) Sustainable practices will enable us to eliminate inefficiencies and maintain our operational capabilities while achieving the strategic goals of the Administration. Executive Order 13514 – Federal Leadership in Environmental, Energy, and Economic Performance, issued on October 8, 2009, is one of multiple drivers for implementing sustainable practices throughout the Federal government. Executive Order 13514 establishes specific goals and an integrated strategy toward sustainability, including:

(1) (U) Reducing use of fossil fuels by using low greenhouse gas-emitting vehicles, optimizing the number of fleet vehicles, and reducing fleet consumption of petroleum products.

(2) (U) Promoting energy efficiency by ensuring that, beginning in or after 2020, all new buildings that enter the planning design process are designed to achieve zero-net energy by 2030.

(3) (U) Establishing reporting requirements for greenhouse gas emissions, and greenhouse gas reduction targets to be met by 2020.

(4) (U) Increasing the use of renewable energy and implementing renewable energy generation projects on Federal property.

(5) (U) Reducing potable water consumption by 26% by FY2020.

f. (U) Recognizing that energy plays a significant role with global security implications, the Army is leveraging strategic energy initiatives already underway to reduce dependence on petroleum, degradation of air quality, and global climate change. Water security and global competition for other natural resources pose similar challenges and require similar changes in approach. Our continued operational capability is dependent upon our ability to simultaneously reduce consumption of energy, water, and other resources; use sources of renewable energy; and counter encroachment and improve habitat. Improving our land management practices and adopting innovative training practices will ensure continued access to the land and water assets needed to maintain readiness. Employing new technologies will further enable us to conserve and generate energy, reduce waste and natural resource depletion, improve our environmental posture, enhance national security, reduce supply chain vulnerability, and set a standard for others to follow.

g. (U) Building upon our existing sustainability efforts and successes will enable the Army to more efficiently and effectively work across the Lines of Operation (Materiel, Readiness, Human Capital, and Services and Infrastructure) to further institutionalize sustainable practices. The *Army Energy and Water Campaign Plan for Installations*[4] is an example of an existing plan with actionable sustainability initiatives, sequential objectives, and milestones. The *Army Energy Security Implementation Strategy*[5] establishes energy security goals and provides updated guidance for achieving them. These and other plans and initiatives, including existing and future Command- and installation-level plans (e.g., comprehensive energy and water master plans, sustainability plans), materially aid subordinate entities in planning and execution by establishing baselines, increasing visibility, and overcoming inertia. They will be executed in support of, and parallel to, those directed by this Army Sustainability Campaign Plan to maximize efficiencies and outcomes.

h. (U) Given the relevance and applicability of sustainable practices across our organizations, the Secretary of the Army has designated the Office, Office of the Under Secretary of the Army as the Army Senior Sustainability Official with responsibility for the direction and oversight of the Army's development, implementation, and annual reporting of its integrated Strategic Sustainability Performance Plan that will prioritize the Army's actions. The Office of the Under Secretary of the Army will set the overall strategic goals and objectives and issue broad lines of operation and allow subordinate Commands to determine the specific actions that must be accomplished to achieve the Army's overarching sustainability policies. This approach accommodates the differing progress of Army organizations and encourages adaptation to distinct organizational competencies that is necessary to effectively achieve sustainability outcomes. As such,

[4] U.S. Department of the Army, *The U.S. Army Energy and Water Campaign Plan for Installations, The Army's 25 Year Plan in Support of POM FY2010-2015*, December 1, 2007

[5] U.S. Department of the Army, The Army Senior Energy Council and the Office of the Deputy Assistant Secretary for Energy and Partnerships, *Army Energy Security Implementation Strategy*, January 13, 2009.

this Army Sustainability Campaign Plan will institutionalize sustainability by communicating the desired outcomes, identifying and assigning strategic tasks (Annex A), and providing an implementation framework for the Lines of Operation to develop action plans that leverage enterprise collaboration to achieve their assigned strategic tasks.

2. (U) Mission. Integrate sustainability into Army planning, training, equipping, and operations in order to ensure future operational capabilities, lower life cycle costs, reduce impacts, and conserve resources.

3. (U) Execution.

a. (U) The Army Intent

(1) (U) Our challenge is to restore balance between the current demands on the force and the imperative to transform and increase readiness in a sustainable manner. The new generation of Army Soldiers and Civilians already appreciate and understand the many long-term benefits of sustainable practices and resource conservation (i.e., "going green'). It is incumbent on all leaders to make sustainability an integral part of our Army culture and values so that we can continue to meet our operational requirements while using fewer resources, preserving them for future generations. Just as the Army developed and institutionalized the "Commander's Safety Program," we will do the same with sustainability.

(2) (U) The Army is making great strides in implementing sustainable practices for our materiel, facilities, and operations. Initiatives vary from installation-level grass roots efforts to improve energy and water efficiency, to programmatic goals that reduce energy consumption and toxic and hazardous material usage in major acquisition programs. We will institutionalize sustainability in the Army by moving from individual initiatives to an enterprise-wide synchronization of efforts across multiple lines of operation. This will enable Army Commands, staff, and policy proponents to assess risks and impacts across the Army's Lines of Operation and develop strategic plans that focus our efforts and resources where they will achieve the greatest effect. This strategic evaluation and planning, along with increased cross-functional awareness of programs and efficiencies, will allow us to leverage successful initiatives and maximize efficiencies. Commands will develop supporting sustainability goals and objectives, along with metrics to measure performance and drive resource decisions. We will develop processes wherein up-front investments in more efficient designs, technologies, equipment, or services, will result in lower total life-cycle costs. We will reach out to stakeholders and partners to gain their input and leverage their capabilities. We will also develop programs where Soldiers, Families, and Civilians have a personal commitment to sustainability and are active participants in programs that enhance readiness and extend our operational capabilities.

(3) (U) The Army approach to sustainability must balance outcomes and oversight with objectives and management. With policy oversight from the Headquarters, Department of the Army (HQDA), higher-level Commands and staff will coordinate across the interagency community, establish the general outcomes to be accomplished, and provide resources and oversight of the sustainability programs. At lower levels, leaders determine the specific objectives that will be accomplished and then manage the programs to achieve those objectives. This sound application of centralization and decentralization provides the framework to achieve the most progress. It facilitates cross-functional situational awareness, enables assessment of risks and impacts, establishes an enterprise approach, and enables leaders at every level to develop innovative plans to achieve specific objectives based on the varying factors related to their unique climate, infrastructure, size, and mission. To reinforce these efforts, we will integrate sustainability into Army training and education programs to realize a cultural commitment to excellence. We also will work to eliminate barriers to innovation and provide incentives for the development and sharing of best practices, techniques, and technologies across Commands and organizations.

b. (U) End State. Sustainability is an organizing principle and framework for decision making and an ongoing institutional process that reflects total commitment to excellence, with continuous improvement to achieve policy goals and national priorities. There is no fixed result to be achieved at a set time, thus there is no end state.

c. (U) Outcomes

(1) (U) General. Implementation of this plan will institutionalize sustainability through enterprise-wide synchronization of efforts across multiple lines of operation. This enterprise approach is consistent with the imperatives of the ACP to sustain, prepare, reset, and transform to meet current and future challenges. With designated leads and collaboration across lines of operation, we will achieve:

(2) (U) Doctrine that supports Soldiers, Civilians, and leaders trained and educated to integrate sustainability into planning and decision making.

(3) (U) Sustainable services and infrastructure enhanced by leveraging public and private partnerships.

(4) (U) Improved utilization of resources, including renewable energy sources, to support the future availability of energy, water, and other raw materials essential to the mission.

(5) (U) Continued access to air, land, and water assets to station units, develop and test materiel and train Soldiers.

(6) (U) Enhanced operational capability and reduced total ownership costs of Army systems, materiel, facilities, and operations.

(7) (U) Enhanced well-being for Soldiers, Families, Civilians, neighbors, and communities.

(8) (U) Continued protection of human health and the environment.

(9) (U) Compliance with energy, environmental, and other applicable statutory, regulatory, and policy requirements, while being adaptable and poised to meet future mandates. (See Annex C for more information on existing drivers.)

d. (U) Operational Design/Lines of Operation

(1) (U) General. This Army Sustainability Campaign Plan directs those strategic tasks (Annex A) necessary to support Army Transformation through actions that enable our forces to achieve more, while optimizing the use of our resources. As a leader in sustainable practices, the Army is accelerating our actions to protect the environment; conserve energy, water, and other resources; support human capital; and partner with our communities. These actions will result in increased military readiness, lower life-cycle costs, and improved quality of life for our Soldiers and their Families. To improve coordination and instill sustainability across the Army, the operational design is developed along four simultaneous Lines of Operation: Materiel, Readiness, Human Capital, and Services and Infrastructure.

(2) (U) Materiel Line of Operation. The equipment upon which our Soldiers depend in combat must meet the highest standards for performance. Beyond standard measures of agility, lethality, durability, capacity, commonality, Joint interoperability, and survivability, we are instilling sustainability through life cycle analysis and decision making. This approach enables us to develop, produce, field, and sustain materiel that is more energy efficient, that minimizes the use of hazardous materials, and that minimizes waste and other negative impacts to the welfare of our Soldiers, our workers, and our environment. Accelerating the migration of new and modified systems and equipment based on common platforms and that employ innovative technologies will reduce fuel consumption and waste generation and become more sustainable over the entire life cycle, while also reducing legacy costs. Materiel is also a key element in deploying sustainable practices in contingency operations. It will reduce the amount of fuel that is stored, uploaded on tankers, and transported on the battlefield. This reduction of our logistics footprint will improve our operational security and put fewer Soldiers at risk, while reducing operational costs. The U.S. Army Materiel Command (AMC) provides superior technology, acquisition support and logistics to ensure dominant land force capability for Soldiers, and the United States and its allies. Accordingly, AMC is the Army Command (ACOM) lead for the Materiel Line of Operation, in coordination with HQDA.

(3) (U) Readiness Line of Operation. Readiness considers systems that achieve victory across a spectrum of operations. These systems incorporate people, equipment, and the training that occurs on our installations. Readiness results in Landpower (i.e., the ability to achieve decisive results on land), which is central to any national security strategy. In order to maintain and improve readiness, our access to realistic testing and training areas must be unimpeded. The Army is taking the necessary measures to ensure that our personnel and equipment can continue to conduct challenging unit training that properly prepares them for any type of 21st century conflict. The U.S. Army Forces Command (FORSCOM) trains, mobilizes, deploys, sustains, transforms, and reconstitutes assigned conventional forces, providing relevant and ready land power to Combatant Commands worldwide in defense of the Nation at home and abroad. Accordingly, FORSCOM is responsible for the Readiness Line of Operation, in coordination with HQDA.

(4) (U) Human Capital Line of Operation. Human capital is our most important resource. Our Army relies on people at every level to operate as a team in order to accomplish the mission. Leadership is the catalyst that makes the decisive difference. Our Army commitment to sustainability is reflected throughout this Army Sustainability Campaign Plan. It will be further reflected in our culture, through incorporation of sustainability into the Army Values, and Soldier and Civilian education programs at every level, from basic training to senior service colleges. Our leaders will ensure that the principles of sustainability inform in what they say and do, and they will recognize their subordinates' activities and efforts that increase the Army's sustainability. Civilian training and advancement are also essential elements to integrating sustainability into the daily decisions of our workforce. The U.S. Army Training and Doctrine Command (TRADOC) recruits and trains Soldiers and Civilian leaders, designs the modular force and future combat force, and institutionalizes lessons learned as an integral component of training for the generating force in support of Army Force Generation (ARFORGEN). TRADOC is responsible for the Human Capital Line of Operation, in coordination with HQDA.

(5) (U) Services and Infrastructure Line of Operation. Our installations are an essential component in maintaining the premier Army in the world. These installations are the platforms from which we rapidly mobilize and deploy military power, while sustaining our military Families. Installations also play a vital role in training the force and reconstituting it upon return from deployment. Considering our installations have tens of thousands of people working and living on them, they exact huge demands on energy and water resources (which we share with surrounding communities), and have significant impacts on the environment – land, water, and air. We have already made great progress in adopting sustainable practices at many of our installations, and we will continue to improve resourcing and incentivizing approaches that reduce consumption of energy, water, and other resources; better protect the environment; and improve quality of life. Army leadership will work to share innovation across this Line of

Operation to further support our installations with information, resources, and oversight. Accordingly, ACSIM is responsible for the Services and Infrastructure Line of Operation, in coordination with HQDA.

(a) (U) The U.S. Army Installation Management Command (IMCOM) provides the Active Army the installation capabilities and services to support expeditionary operations in a time of persistent conflict, and to provide a quality of life for Soldiers and Families commensurate with their service. The U.S. Army Reserve Command and the U.S. Army National Guard provide these capabilities for the Army's Reserve Component.

(b) (U) The U.S. Army Corps of Engineers (USACE) provides engineering, real estate, research and development, and environmental services support across the Services and Infrastructure Line of Operation. In addition, USACE executes engineering and construction programs as a designated Military Construction agent for the U.S. Army.

(c) (U) As a subset of the Services and Infrastructure Line of Operation, we must also promote, sustain and enhance Soldier health; train, develop and equip a medical force that supports full spectrum operations; and deliver leading edge health services to our Warriors and military family to optimize outcomes. Implementation of sustainable health care practices enables the Army to sustain readiness, improve quality of life for patients and personnel, strengthen community relationships, better protect the environment, and reduce the total costs of ownership. The U.S. Army Medical Command (MEDCOM) ensures that military forces are deployed in a state of optimal health, deploying units are capable of supporting the medical requirements of deployed forces, and the health care of Soldiers, Families, and military alumni is optimally managed. MEDCOM will work in conjunction with ACSIM and the Office of the Surgeon General to support the Services and Infrastructure Line of Operation.

e. (U) Risk. The main vulnerability is failing to implement and fund sustainability with an adaptable and continual improvement platform to ensure long-term military readiness. Failure to obtain the necessary commitment will cause us to lag rather than lead. Without the innovation and drive to obtain greater operational benefits with fewer resources, we will be unable to mitigate future challenges and adapt to meet our national security mission.

f. (U) Tasks. Annex A of this Plan establishes strategic tasks and responsibilities necessary to integrate sustainability into Army operations, to include determining policy - doctrine, organization, training, materiel, leader development and education, personnel, and facilities – resource (Policy-DOTMLPF-Resource) requirements with regard to particular functions within the established Lines of Operation. The integration of sustainability, and the Army enterprise architecture, require that assigned proponents

within the Lines of Operation coordinate Policy-DOTMLPF-Resource processes and share information between each other and with HQDA, as appropriate, to efficiently execute tasks and achieve the desired outcomes in concert with existing programs and evolving strategies that relate. The strategic tasks identified in Annex A will be synchronized by Lines of Operation and Areas of Coordination and Execution. Primary and coordinating responsibilities, milestones, and linkages of the tasks will be indentified for implementation tracking. Each designated Office of Primary Responsibility (OPR)/Line of Operation Owner will be responsible for preparing and maintaining an Action Plan (see Template in Annex B) to identify, define, and monitor Policy-DOTMLPF-Resource subtasks and associated activities and outputs. Progress on the strategic tasks will be reported to the Army Enterprise Board, using the approved enterprise management system, in accordance with Paragraph 5 – Command and Control.

(1) (U) The Department of Defense (DoD) Planning, Programming, Budgeting, and Execution System (PPBES) will be the primary method for addressing Army sustainability requirements. Commanders, program, and resource managers of organizations serving as sustainability OPRs must be engaged at every level to make sustainability a priority within their Program Objective Memorandum (POM) and requirements building process. Potential funding sources other than appropriated funds may also be available to implement sustainability.[6]

(2) (U) This Plan does not supersede, modify, or infringe on any duty or responsibility established by law; Executive Order; Department of Defense Directive, Instruction, or policy; or Headquarters, Department of the Army General Order, other Army regulation, or policy.

(g) (U) Areas of Coordination and Execution.

(1) (U) General. Through the enterprise approach, each Line of Operation, under their respective HQDA oversight, will work collaboratively to share information and jointly support cross-functional efforts to achieve the previously stated outcomes. Inherent in those outcomes are areas of coordination and execution (ACE) associated with specific elements of sustainability. Each ACE will be considered individually and collectively, within each Line of Operation and across the Lines of Operation, to maximize efficiencies in executing tasks that support sustainability. By integrating sustainability into the business practices that are common across all Lines of Operation, the Army will transform its culture. The synchronization matrix contained at Annex A illustrates the relationships of the Lines of Operation to the ACEs. Many of the concepts, programs, and initiatives described herein are not new. It is the objective of

[6] See Assistant Secretary of the Army, Financial Management and Comptroller [ASA(FM&C)] document: "Sources of Funds for Army Use" (http://www.asafm.army.mil/rabp/suf/sof.pdf).

this Plan to institutionalize sustainability to complement previous and ongoing efforts and create a framework to further promote and advance these concepts and practices. Through the performance of the strategic tasks, and in consideration of the ACEs, responsible organizations must be cognizant of existing strategies, plans, programs, and initiatives and leverage them to most efficiently achieve the desired outcomes.

(2) (U) Main Effort. EO 13514 establishes goals for federal agencies to increase energy efficiency; measure, report, and reduce their greenhouse gas emissions from direct and indirect activities; conserve and protect water resources through efficiency, reuse, and storm water management; eliminate waste through recycling, and pollution prevention; and other goals. The ASCP will move the Army forward addressing these goals. Because resources such as land, air, water, and energy pose continued challenges for the Army world-wide and present significant global security risks, it is prudent for us to weight these efforts. Current and future statutory mandates, increasing global competition for these scarce resources, and the destabilizing effects of draught and global climate change will only make the challenge greater. Transforming business practices, enhancing current management procedures, and developing innovative technologies and approaches, leveraged across the Army enterprise, will enable us to improve operational capabilities while achieving greater efficiencies that result in cost avoidances and a reduced environmental footprint.

(a) (U) Energy. Energy is essential to Army operations at home and abroad, whether it is energy to power our barracks, offices, and depots, mobility fuels for our tactical equipment, or fuels to support our expeditionary forces. The availability, cost, and transportation requirements of fossil fuels create a substantial financial and logistical burden and energy security concern. Providing fuel support to combat operations also puts Soldiers at risk. Energy conservation and use of renewable energy sources also support energy independence and long-term energy security, while reducing the Army's contribution of greenhouse gases that contribute to global climate change. The Army has already begun to increase our energy efficiency and reduce our energy demand by producing more efficient materiel; designing, constructing, and operating more efficient facilities; utilizing renewable sources of energy (e.g., wind, solar, biomass) where available; and incorporating energy considerations into Army doctrine. These initiatives reduce our operating costs, increase operational readiness, and reduce the potential for casualties. Through acquisition, training, doctrine, and base operations, the Army will accelerate our efforts to increase energy efficiency, utilize alternate energy sources, improve energy security, and incorporate "clean" and intelligent strategies in acquisition and procurement, infrastructure planning, design, and construction.

(b) (U) Water. As with energy, water is essential to sustaining troops, producing materiel, and operating and maintaining combat/support/service systems. The provision of water in combat scenarios creates a substantial financial and logistical burden and also puts Soldiers at risk. Developing and fielding water

conserving combat/support/service systems results in significant improvements to readiness by increasing operating times of troops in the field and reducing the quantity of water that must be transported, thus reducing overall operational costs and the potential for casualties. At permanent installations, providing a safe and adequate supply of water, and the ability to collect, treat, and recycle sanitary and industrial sources of wastewater are key functions of installations in stationing Soldiers and producing materiel. Designing, constructing, operating, and maintaining water conserving housing, maintenance, and production facilities reduces water demand and wastewater generation, the associated regulatory burden, and the cost of operations. Additionally, the need to acquire permits and mitigate water quality concerns can impact installation operations. Low impact development and other management practices can effectively prevent soil erosion and mitigate water quality impacts from stormwater runoff. Through acquisition, training, doctrine, and base operations, the Army will accelerate our efforts to conserve water and protect surface water and groundwater resources to reduce water consumption and degradation of water resources, enhance readiness, and improve water security.

(3) (U) Planning and Conservation. Integrated planning that incorporates sustainable approaches to natural and cultural resource management is crucial to continued access to the land, air, and water assets. This will enable us to station troops, produce and test materiel, and train our personnel. The research, development, testing, and evaluation (RDT&E) of combat/support/service systems requires sufficient access to these resources for safety and security. Readiness also requires well-trained personnel, who rely on realistic and representative training environments. Threatened and endangered species and their habitats, the presence of items of cultural significance or encroachment of surrounding communities limits the timing, scope, and duration of operational activities. These constraints also can affect the ability to position and station troops. The Army has a mandate to support biodiversity conservation and to protect our cultural heritage, along with the need to effectively manage its assets to ensure their continued access for maintaining readiness. Integrated planning of mission requirements and land management is crucial to balancing unit stationing, closures and realignments, training, testing, infrastructure, housing, and the preservation of our natural and cultural environment.

(4) (U) Waste. The generation of solid and hazardous waste is a by-product of producing materiel and operating and maintaining combat/support/service systems. Depots, arsenals, and industrial plants generate significant quantities of waste associated with manufacturing processes, maintenance activities, shipping, and other materiel-related functions. Troop installations and contingency operations generate refuse from food, administration, and personnel housing and sanitary wastes. Construction and demolition driven by stationing or closures and realignment also generate significant quantities of debris and other wastes. These wastes pose significant health and safety issues and involve substantial financial, logistical, and regulatory burdens. Disposal of solid waste in on-post landfills uses land that would

otherwise be available to support the Army mission. Developing and fielding materiel that generates less waste, uses and produces less toxic materials, incorporates recycled materials and is recyclable, along with implementing improved procurement practices, will reduce the quantity of raw materials used and minimize the quantity of waste generated and disposed. These practices will result in significant improvements to readiness, health and safety, and public perception, and will reduce operational costs.

(5) (U) Air. Particulates, toxics, and greenhouse gas emissions are by-products of operating installations, producing materiel, operating and maintaining combat/support/service systems, and training. Greenhouse gases and other pollutants are generated from stationary sources such as energy production facilities and mobile sources such as vehicles, aircraft, and tactical equipment. Toxic pollutants and greenhouse gases are emitted from production and maintenance facilities. Particulates are emitted from training and earth-moving activities. Reducing these emissions will minimize degradation of local air quality that affects the health of military and civilian communities, decrease contributions to global climate change, and help to avoid operational disruptions necessitated by air quality permits and restrictions.

(6) (U) Interagency, Intergovernmental, Public, and Private Cooperation. The Army cannot achieve desired outcomes alone. We recognize the need to communicate effectively and to develop, strengthen, and leverage public, private, and intergovernmental relationships at the local, state, regional, national, and international levels. Academia and the communities surrounding our installations can also play a pivotal role in implementing sustainable practices on our installations. We will build new community partnerships and strengthen existing community partnerships, while listening to our neighbors' needs and concerns to build win-win solutions. We will also develop partnerships with other private sector, academia, and international organizations to further leverage our technology base to mitigate current and future impacts on the Army. These partnerships will enable us to advance innovative technologies and approaches to improve our operational capabilities, and preserve our ability to test and train in consideration of surrounding communities. At the same time, we recognize that we must coordinate across the four Lines of Operation to designate responsibilities at appropriate levels and to ensure consistent approaches in our public and private partnerships.

(7) (U) Contingency Operations. Sustainable solutions in contingency operations enhance operational capability by improving efficiencies, reducing resource needs, and generating less waste. Collectively, this reduces the vulnerability associated with logistical support. As an example, improving energy efficiency during contingency operations reduces the need for fossil fuel resupply and enables us to conduct operational sustainment functions (i.e., the provision of logistics and personnel services) more effectively, while reducing our operational logistics footprint, increasing our velocity, and improving force protection. It also reduces waste and carbon

emissions, and reduces our operational costs. We will accelerate our efforts to develop and field deployable solutions that employ the most efficient and reliable technologies, and to emphasize doctrine that enables Soldiers and leaders to fully utilize these sustainable solutions in contingency operations. We will also continue to look for opportunities to promote sustainability through outreach and interaction with other governments, military partners, and civilian populations.

(8) (U) Acquisition and Procurement. Through weapon systems acquisition or procurement of installation goods and services, the Army can drive innovation and promote sustainability while reducing costs. By mandating that energy and resource efficiency and other sustainability criteria are included in our acquisition and procurement decisions, we will reduce long-term operation and maintenance costs, conserve resources, and continue to expand innovation throughout the supply chain.

4. (U) Administration and Logistics. To be determined by the Office of the Under Secretary of the Army.

5. (U) Command and Control.

a. (U) Governance. As directed by the Secretary of the Army on 4 December 2009, the Under Secretary of the Army serves as the Senior Sustainability Official (SSO). The Under Secretary also serves as the Army's Chief Management Official (CMO) and in that CMO role, the Under Secretary will oversee the senior governance necessary to implement this Army Sustainability Campaign Plan, its strategic tasks, and their associated investment strategies integrated with The Army Plan (TAP) and synchronized with the DoD budget formulation process. The Under Secretary will also oversee and direct the strategic management, internal/external strategic communications, and Departmental reporting as required by DoD under EO 13514 and by applicable statutory drivers.

b. (U) Management Process.

(1) (U) Management and Oversight. This Army Sustainability Campaign Plan is oriented across Lines of Operation consistent with Army enterprise architecture. The management process for this plan will rely on the governance framework, which is consistent with the assignment of functions and responsibilities within HQDA. Annex A identifies strategic tasks to implement this plan, and assigns primary and coordinating responsibilities and timelines for each task. The completion of these strategic tasks will be reported, monitored, and tracked using the HQDA approved strategic management system to monitor ACP execution.

(a) (U) Army Secretariat. The Office of the Under Secretary of the Army will provide direction and oversight to the Lines of Operation and HQDA Staff for development of policy, planning, resource management, and fiscal and program

evaluation in support of implementing the strategic tasks assigned in Annex A, through operational design (Section 3.d).

(b) (U) Office of Primary Responsibility (OPR). OPRs have been designated for each strategic task identified in Annex A. To ensure the Under Secretary's strategic goals and objectives are met, and conform with DoD's requirements for implementing EO 13514, the OPRs will assume responsibility for identifying, planning, programming, budgeting, and completing specific DOTMLPF requirements consistent with the strategic tasks identified, in coordination with HQDA. Each OPR is responsible for preparing and maintaining an Action Plan (see Template in Annex B), or an automated equivalent, to identify, define, and monitor Policy-DOTMLPF-Resource subtasks and associated activities and outputs. OPRs will develop plans to achieve assigned objectives and identify and synchronize objectives, essential tasks, and required decision points. In developing their plans, OPRs will evaluate the applicable legal, regulatory, and policy drivers (Annex C) and ensure completion of the strategic tasks conform to the applicable drivers. OPRs also will identify and coordinate with appropriate organizations designated as Offices of Coordinating Responsibility (OCRs).

(c) (U) Office of Coordinating Responsibility (OCR). The designated OCR will coordinate with the OPR and other involved organizations, as appropriate, to efficiently complete the strategic tasks. Additional OCRs may be identified during the development of the Action Plans for each strategic task.

(d) (U) Army Staff. The Vice Chief of Staff of the Army (VCSA) will coordinate with the Under Secretary of the Army for implementation of this plan. The VCSA will assign Army Staff responsibility for coordinating and tracking implementation status of the Army Sustainability Campaign Plan and associated strategic tasks. The Army Staff also will be responsible for identifying synchronization and implementation issues that cannot be resolved through established channels and keeping the VCSA informed of the status of the strategic tasks and outcomes.

ACRONYMS

ACE	Area of Coordination and Execution
ACP	Army Campaign Plan
ACSIM	Assistant Chief of Staff for Installation Management
AMC	U.S. Army Materiel Command
ARFORGEN	Army Force Generation
ASA(ALT)	Assistant Secretary of the Army (ASA) for Acquisition, Logistics, and Technology
ASA(I&E)	Assistant Secretary of the Army for Installations and Environment
ASA(M&RA)	Assistant Secretary of the Army for Manpower and Reserve Affairs
DCS	Deputy Chief of Staff
DOTMLPF	Doctrine, Organization, Training, Materiel, Leader Development/Education, Personnel, and Facilities
FORSCOM	U.S. Army Forces Command
G-1	Deputy Chief of Staff for Personnel
G-3/5/7	Deputy Chief of Staff for Operations & Plans
G-4	Deputy Chief of Staff for Logistics
HQDA	Headquarters, Department of the Army
IMCOM	U.S. Army Installation Management Command
MEDCOM	U.S. Army Medical Command
OCR	Office of Coordinating Responsibility
OPR	Office of Primary Responsibility
TRADOC	U.S. Army Training Command
USACE	U.S. Army Corps of Engineers
VCSA	Vice Chief of Staff of the Army

Annex A -- Synchronization Matrix

TASK #	TASK TITLE	OPR	OCR	SUSPENSE	STATUS	COMMENTS	LINKAGE TO ARMY IMPERATIVE	AREAS OF COORDINATION & EXECUTION							
								Energy	Water	Planning & Conservation	Waste	Air	Interagency & Intergovernmental Cooperation	Contingency Operations	Sustainable Acquisition
10-1	Establish a Sustainability Coordinator on the Enterprise Task Force (ETF), then integrate the Army Sustainability Campaign Plan (ASCP) into the Army Campaign Plan.	ACSIM	ASA(I&E)	Estab Coordinator: Jan 2010 Estab Annex to ACP: NLT Oct 2010			Transform	X	X	X	X	X	X	X	X
10-2	Implement the sustainability Strategic Communications Plan	HQDA & all applicable ACOMs, ASCCs, DRUs, & Reserve Component	OCPA	FY10			Transform	X	X	X	X	X	X	X	X
10-3	Develop fiscal policy that incentivizes sustainability investments and include sustainability in the POM	ASA(FMC)	ABO & applicable PEG owners	Oct 2010			Transform	X	X	X	X	X	X	X	X
10-4	Incorporate sustainability language into all appropriate Army regulations, DA PAMS, TCs, and FMs as they are updated	HQDA	OAA	Oct 2012			Transform	X	X	X	X	X	X	X	X
10-5	Develop subordinate goals, objectives, & metrics consistent with the Army Sustainability Campaign Plan	AMC, FORSCOM, TRADOC, & ACSIM	All Echelons	Oct 2012			Transform	X	X	X	X	X	X	X	X
10-6	Incorporate sustainability considerations into their organizational plans (e.g., strategic plans, business plans, human resource plans, IT and knowledge management plans, real property plans)	All ACOMs, ASCCs, DRUs, & Reserve Component	All Echelons	Oct 2010			Transform	X	X	X	X	X	X	X	X
10-7	Implement the Army Energy Security Implementation Strategy	Army Senior Energy Executive	ACOMs, ASCCs, DRUs, & Reserve Component	2025	ongoing		Sustain, Reset, Prepare, Transform	X	X	X	X	X	X	X	X
10-8	Incorporate sustainability into all appropriate professional military and civilian training	TRADOC	G-1 & ASA(MR&A)	Apr 2011			Sustain	X	X	X	X	X	X	X	X
10-9	Establish/leverage partnerships with academia and surrounding communities to support a sustainable workforce	TRADOC & ACSIM	IMCOM, AMC, ARNG, & USARC	Oct 10			Sustain						X		
10-10	Revise acquisition and procurement policy & practices to instill sustainbility principles; establish a Key Performance Parameter (KPP) for sustainability	ASA(ALT)	AMC, FORSCOM, TRADOC, & ACSIM	Oct 10			Reset	X	X	X	X	X	X		X

Annex A -- Synchronization Matrix

TASK #	TASK TITLE	OPR	OCR	SUSPENSE	STATUS	COMMENTS	LINKAGE TO ARMY IMPERATIVE	AREAS OF COORDINATION & EXECUTION							
								Energy	Water	Planning & Conservation	Waste	Air	Interagency & Intergovernmental Cooperation	Contingency Operations	Sustainable Acquisition
10-11	Develop and fully implement green procurement policies that enable the purchase of sustainable products and services	ASA(ALT)	AMC, FORSCOM, TRADOC, & ACSIM	Oct 10			Reset	X	X	X	X	X	X	X	X
10-12	Utilize the sustainability KPP & life-cycle costing in all acquisition and procurement decisions	ASA(ALT)	AMC, FORSCOM, TRADOC, & ACSIM	Apr 11			Transform	X	X	X	X	X	X	X	X
10-13	Develop and promulgate enterprise planning processes that integrate sustainability principles across organizational lines and throughout functional plans (e.g., integrated logistics support plans, depot maintenance plans, fielding plans, new equipment training plans, test plans, etc.)	ASA(ALT)	AMC	Oct 11			Reset	X	X	X	X	X	X		X
10-14	Implement the EO 13423-driven Toxic & Hazardous Chemical Reduction Plan for Army materiel, and subsequent EO 13514 adjustments.	AMC	ASA(I&E) & ACSIM	Dec 09	ongoing		Sustain			X	X	X	X		X
10-15	Review and evaluate additional chemicals for inclusion in the Army's Toxic & Hazardous Chemical Reduction Plan. Establish baseline and targeted reductions for a minimum of three additional chemicals per CY.	ACSIM	AMC	Annually, beginning in Oct 10			Sustain			X	X	X	X		X
10-16	Determine the proponent for Sustainable Contingency Operations	TBD	ASA(I&E) & ACSIM	Jan 2010			Prepare			X				X	
10-17	Develop Sustainable Contingency Operations through Policy - DOTMLPF – Resources	TBD	ASA(I&E) & FORSCOM	Dec 2012			Prepare							X	
10-18	Incorporate sustainability in policy and plans for support to COCOMs	ASCCs	ASA(I&E) & FORSCOM	Dec 2012			Prepare							X	
10-19	Consolidate and republish existing Army policy, criteria, and guidance on sustainability for new construction and major renovations	ASA(I&E)	ACSIM	Sep 2010			Sustain	X	X	X			X		
10-20	Fully implement the Army Cleanup Strategy, with a focus on green remediation wherever cost effective	ACSIM	ASA(I&E), DAIM-ODB-D, USACE, IMCOM, & ARNG	Apr 10			Sustain	X	X	X	X	X	X		
10-21	Achieve the EO 13423 water conservation goals, and expand to address EO 13514 requirements for potable, industrial, landscaping, and agricultural water use, as well as stormwater management (including low impact development)	ACSIM	IMCOM, AMC, ARNG, & USARC	2% annually through 2020		Reported via Annual Energy Report	Sustain		X	X					

Annex A -- Synchronization Matrix

TASK #	TASK TITLE	OPR	OCR	SUSPENSE	STATUS	COMMENTS	LINKAGE TO ARMY IMPERATIVE	AREAS OF COORDINATION & EXECUTION							
								Energy	Water	Planning & Conservation	Waste	Air	Interagency & Intergovernmental Cooperation	Contingency Operations	Sustainable Acquisition
10-22	Incorporate sustainability into Installation Strategic Plans and other installation plans as they are updated	IMCOM, AMC, ARNG, & USARC	All Echelons	Jan 13			Sustain	X	X	X	X	X	X		X
10-23	Incorporate sustainability and incentivize and resource sustainability solutions in appropriate Services & Infrastructure contracts as they are awarded or modified	ACSIM	ASA(I&E)	Initiate in Jan 10			Transform	X	X	X	X	X			X
10-24	Complete greenhouse gas assessments and prepare/submit annual reports (beginning in FY10)	ACSIM	ASA(I&E)	8 Jan 2011 & annually (on 31 Jan) thereafter		Report via Annual Energy Report	Sustain	X				X			
10-25	Achieve greenhouse gas reduction goals	ACSIM	ASA(I&E) & AMC, ARNG, & USARC	TBD		New goals, timeframes, & guidelines are being established by EPA & OSD	Sustain	X				X			
10-26	Review and update the Army's Pollution Prevention (P2) strategic plan and revise implementation guidance to align with sustainbility principles	ACSIM	ASA(I&E) & AMC	Oct 2010			Sustain	X	X	X	X	X	X	X	X
10-27	Develop guidance for: (a) conducting installation/facility-level Vulnerability and Risk Assessments to analyze Global Climate Change (GCC) impacts to mission, and (b) programming for GCC adaptation and mitigation measures.	ACSIM	ASA(I&E)	Sep 2010			Sustain	X	X	X	X	X	X		X
10-28	Complete the Vulnerability and Risk Assessments during scheduled updates of installation/facility-level management plans. Program for GCC adaptation and mitigation measures in future POM cycles.	ACSIM	AMC, IMCOM, MEDCOM, ARNG, & USARC	next Management Plan update/ revision cycle			Sustain	X	X	X	X	X	X		X

Annex B -- Action Plan Template

TASK #	TASK	OPR	OCR	SUSPENSE	STATUS	COMMENTS
INSERT TASK #	*INSERT TASK TITLE*	*INSERT OPR*	*INSERT OCR*	*INSERT SUSPENSE*		*INSERT COMMENTS*

FINDING: *DESCRIBE CONDITION/NEED (Include discussion of operational, legal, regulatory, or policy drivers)*

TASK DESCRIPTION: *DESCRIBE THE TASK*

TASK OUTCOME: *DESCRIBE THE OUTCOME OF THE TASK*

SUBTASK	Policy (Po)	Doctrine (D)	Organization (O)	Training (T)	Materiel (M)	Leader Development/ Education (L)	Personnel (P)	Facilities (F)	Resources (R)	LEAD	SUSPENSE	ACTIVITIES & OUTPUTS
INSERT SUBTASK										*INSERT ORG.*	*INSERT DATE*	*DESCRIBE ACTIVITY OR OUTPUT*
INSERT SUBTASK										*INSERT ORG.*	*INSERT DATE*	*DESCRIBE ACTIVITY OR OUTPUT*
INSERT SUBTASK										*INSERT ORG.*	*INSERT DATE*	*DESCRIBE ACTIVITY OR OUTPUT*
INSERT SUBTASK										*INSERT ORG.*	*INSERT DATE*	*DESCRIBE ACTIVITY OR OUTPUT*
INSERT SUBTASK										*INSERT ORG.*	*INSERT DATE*	*DESCRIBE ACTIVITY OR OUTPUT*

CONSTRAINTS: *LIST CONSTRAINTS*

FOLLOWUP: *IDENTIFY FOLLOWUP*

ANNEX C -- DRIVERS THAT SUPPORT SUSTAINABLE PRACTICES

DRIVER	REQUIREMENTS	RELEVANT LINES OF OPERATION [1]			
		MATERIEL	READINESS	HUMAN CAPITAL	SERVICES AND INFRASTRUCTURE
Laws					
American Indian Religious Freedom Act (AIRFA)	Protects the traditional religious rights of American Indians, Eskimos, Aleuts, and Native Hawaiians. Requires consultations and resolutions to address identification and access to sacred sited for tradtional rites and ceremonies.	*	*		*
Archaeological Resources Protection Act (ARPA)	Protects archaeological resources and sites that are on public lands and Indian lands, and fosters increased cooperation and exchange of information regarding archaeological resources and data which were obtained before October 31, 1979.	*	*		*
Bald and Golden Eagle Protection Act	Prohibits anyone, without a permit issued by the Secretary of the Interior, from "taking" eagles, including their parts, nests, or eggs. The Act defines "take" as "pursue, shoot, shoot at, poison, wound, kill, capture, trap, collect, molest or disturb."	*	*		*
Base Closure and Realignment Act (BRAC)	Requires DOD agencies to comply with a variety of laws and associated regulations to effect real property disposal at BRAC installations. Realignments and closures also influence the Army's energy use patterns.		*		*
Clean Air Act (CAA)	Regulates air emissions from stationary and mobile sources to protect public health and welfare from airborne pollutants.	*	*		*
Clean Water Act (CWA)	Regulates discharges of pollutants into waters from direct sources (e.g., pipes) and indirect sources (e.g., stormwater runoff) and establishes quality standards for surface waters. Also establishes requirements for protecting wetlands.	*	*		*
Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA)	Otherwise known as Superfund, provides for the clean up of uncontrolled or abandoned hazardous waste sites as well as responses to accidents, spills, and other emergency releases of pollutants and contaminants into the environment.				*
Emergency Planning and Community Right to Know Act (EPCRA)	Designed to help local communities protect public health, safety, and the environment from chemical hazards. Requires the inventory and reporting of chemicals stored on facilities and annual reporting of releases of toxic chemicals.	*			*
Endangered Species Act	Protects threatened and endangered plants and animals and the habitats in which they are found. Requires federal agencies to ensure that actions they authorize, fund, or carry out are not likely to jeopardize any listed species or critical habitats.	*	*		*
Energy Independence and Security Act (EISA)	Supports energy independence and security through through increased energy efficiency and the availability of renewable energy. Includes provisions affecting vehicle fuel economy, production of biofuels, energy efficiency standards, energy savings in public and government institutions, research and development, carbon capture and sequestration, management of energy policy, international energy programs, green jobs, energy transportation and infrastructure, small business programs, and grid modernization. Requires new federal buildings and major renovations to achieve a 55% reduction in fossil fuel energy use by 2010 (from a 2003 baseline), and a 100% reduction by 2030.	*			*
Energy Policy Act	Established a number of energy management goals for federal facilities and fleets. It also amended portions of the National Energy Conservation Policy Act (NECPA). It sets Federal energy management requirements in several areas, including: metering and reporting, energy-efficient product procurement, energy savings performance contracts, building performance standards, renewables energy requirement, and alternative fuel use	*			*
Federal Facility Compliance Act	Amends RCRA and establishes that federal facilities do not have sovereign immunity from state enforcement of state environmental laws, including obligations to pay fines and penalties. In addition, Federal facilities must reimburse EPA for yearly inspections and states may assess service charges for permitting and inspections of Federal facilities.				*
Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA)	Regulates the distribution, sale, and use of pesticides.				*
Federal Noxious Weed Act	Established a Federal program to control, eradicate, or prevent the spread of noxious (undesirable) weeds.		*		*
Marine Mammal Protection Act (MMPA)	Protects marine mammals. The MMPA prohibits, with certain exceptions, the "take" of marine mammals in U.S. waters and by U.S. citizens on the high seas, and the importation of marine mammals and marine mammal products into the U.S.	*	*		*

ANNEX C -- DRIVERS THAT SUPPORT SUSTAINABLE PRACTICES

DRIVER	REQUIREMENTS	RELEVANT LINES OF OPERATION [1]			
		MATERIEL	READINESS	HUMAN CAPITAL	SERVICES AND INFRASTRUCTURE
Marine Protection, Research, and Sanctuaries Act (MPRSA)	Also referred to as the Ocean Dumping Act, MPSRA regulates the dumping of wastes in the ocean.	*			*
Migratory Bird Treaty Act	Implements various treaties and conventions between the U.S. and Canada, Japan, Mexico and the former Soviet Union for the protection of migratory birds.	*	*		*
Native American Graves Protection and Repatriation Act (NAGPRA)	Provides a process for museums and Federal agencies to return certain Native American cultural items -- human remains, funerary objects, sacred objects, and objects of cultural patrimony - to lineal descendants, culturally affiliated Indian tribes, and Native Hawaiian organizations.	*	*	*	*
National Defense Authorization Act of 2009	Authorizes appropriations for fiscal year 2009 for military activities of the Department of Defense, for military construction, and for defense activities of the Department of Energy, to prescribe military personnel strengths for such fiscal year, and for other purposes. Includes provisions and authorities associated with alternative fuels, greenhouse gases, procurement, and other environmental, energy, and operational elements of sustainability.	*	*	*	*
National Energy Conservation Policy Act (NECPA)	Serves as the underlying authority for Federal energy management goals and requirements.	*			*
National Environmental Policy Act (NEPA)	Establishes a national decision making process for assessing environmental impacts of significant actions and undertakings. Assures that all branches of government give proper consideration to the environment prior to undertaking any major federal action that could significantly affect the environment.	*	*	*	*
National Historic Preservation Act (NHPA)	Preserves historical and archaeological sites in the US. Created the National Register of Historic Places, the list of National Historic Landmarks, and the State Historic Preservation Offices. Among other things, the act requires Federal agencies to evaluate the impact of all Federally funded or permitted projects on historic properties (buildings, archaeological sites, etc.) through a process known as Section 106 Review.	*	*		*
Oil Pollution Act (OPA)	Established to improve the prevention and response to catastrophic oil spills. Requires oil storage facilities and vessels to submit to the Federal government plans detailing how they will respond to large discharges. Also requires the development of Area Contingency Plans to prepare and plan for oil spill response on a regional scale.				*
Pollution Prevention Act (PPA)	Established the national policy that pollution should be prevented or reduced at the source whenever feasible.	*	*		*
Public Buildings Cooperative Use Act	Preserves buildings of historical or architectural significance through their use for federal public building purposes.				*
Resource Conservation and Recovery Act (RCRA)	Regulates hazardous waste from "cradle-to-grave," including the generation, transportation, treatment, storage, and disposal of hazardous waste. Also sets forth a framework for the management of non-hazardous solid wastes and underground tanks containing petroleum and other hazardous substances. Includes provisions for waste minimization and corrective action.	*			*
Safe Drinking Water Act (SDWA)	Ensures the quality of drinking water to protect public health. Requires public water systems to comply with health-related standards and encourages attainment of nuisance-related standards. Also establishes programs to protect underground sources of drinking water.	*	*		*
Sikes Act Improvement Act	Mandates implementation of Integrated Natural Resource Management Plans (INRMPs) to maintain no net loss of training lands.	*	*		*
Toxic Substance Control Act (TSCA)	Establishes requirements for the production, importation, use, and disposl of chemical substances to protect human health and safety (e.g., asbestos, lead, radon and PCBs).	*			*

ANNEX C -- DRIVERS THAT SUPPORT SUSTAINABLE PRACTICES

DRIVER	REQUIREMENTS	RELEVANT LINES OF OPERATION [1]			
		MATERIEL	READINESS	HUMAN CAPITAL	SERVICES AND INFRASTRUCTURE
Executive Orders					
EO 11990, Protection of Wetlands	Provides for avoidance of long and short term adverse impacts associated with the destruction or modification of wetlands and to avoid direct or Indirect support of new construction in wetlands wherever there is a practicable alternative.	*	*		*
EO 12114, Environmental Effects Abroad of Major Federal Actions	Establishes procedures for Federal agencies to consider the significant effects of their actions on the environment outside the United States, its territories and possessions. Enables decisionmakers of federal agencies to be informed of pertinent environmental considerations, and factor such considerations in their decisions; however, such decisionmakers must still take into account considerations such as foreign policy, national security, and other relevant special circumstances.	*	*		*
EO 13031, Federal Alternative-Fueled Vehicle Leadership	Reaffirms intent to provide leadership in the adoption of alternative-fuel vehicles and sets forth reporting requirements to ensure that agencies comply with the requirements of the Energy Policy Act.				
EO 13007, Indian Sacred Sites	Requires federal land managers, to the extent practicable, permitted by law, and not clearly inconsistent with essential agency functions, (1) accommodate access to and ceremonial use of Indian sacred sites by Indian religious practitioners and (2) avoid adversely affecting the physical integrity of such sacred sites. Where appropriate, agencies shall maintain the confidentiality of sacred sites.	*	*		*
EO 13112, Invasive Species	Established to prevent the introduction of invasive species, provide for their control, and minimize the economic, ecological, and human health impacts that invasive species cause.	*	*		*
EO 13150, Federal Workforce Transportation	Issued to reduce Federal employees' contribution to traffic congestion and air pollution and to expand their commuting alternatives.	*		*	*
EO 13175, Consultation and Coordination With Indian Tribal Governments	Calls for establishing regular and meaningful consultation and collaboration with tribal officials in the development of Federal policies that have tribal implications, to strengthen the United States government-to-government relationships with Indian tribes, and to reduce the imposition of unfunded mandates upon Indian tribes.				
EO 13186, Responsibilities of Federal Agencies to Protect Migratory Birds	Migratory bird conventions impose substantive obligations on the United States for the conservation of migratory birds and their habitats, and through the Migratory Bird Treaty Act (Act), the United States has implemented these migratory bird conventions with respect to the United States. This Executive Order directs executive departments and agencies to take certain actions to further implement the Act.	*	*		*
EO 13212, Actions to Expedite Energy-Related Projects (and Amending Executive Order 13212, Actions to Expedite Energy-Related Projects)	States the policy that executive departments and agencies shall take appropriate actions, to the extent consistent with applicable law, to expedite projects that will increase the production, transmission, or conservation of energy.				
EO 13221, Energy Efficient Standby Power Devices	Calls for Federal agencies to purchase products that use minimal standby power when possible.	*			*
EO 13287, Preserve America	Advances the protection, enhancement, and contemporary use of the historic properties owned by the Federal Government and promotes intergovernmental cooperation and partnerships for the preservation and use of historic properties.		*		*
EO 13327, Federal Real Property Asset Management	Promotes the efficient and economical use of America's real property assets and management accountability for implementing Federal real property management reforms.				*
EO 13352, Facilitation of Cooperative Conservation	Ensures that the Departments of the Interior, Agriculture, Commerce, and Defense and the Environmental Protection Agency implement laws relating to the environment and natural resources in a manner that promotes cooperative conservation, with an emphasis on appropriate inclusion of local participation in Federal decision making, in accordance with their respective agency missions, policies, and regulations.				*
EO 13423, Strengthening Federal Environmental, Energy, and Transportation Management	The order sets goals in the areas of energy efficiency, acquisition, renewable energy, toxics reductions, recycling, renewable energy, sustainable buildings, electronics stewardship, fleets, and water conservation. In addition, the order requires more widespread use of Environmental Management Systems as the framework in which to manage and continually improve these sustainable practices.	*			*
EO 13514, Federal Leadership in Environmental, Energy, and Economic Performance	The order extends the EO 13423 goals (e.g., energy efficiency, acquisition, renewable energy, toxics reductions, recycling, renewable energy, sustainable buildings, electronics stewardship, fleets, and water conservation). This EO also establishes requirements for setting greenhouse gas (GHG) reduction targets, completion of GHG inventories, and annual GHG reporting, as well as a requirement for federal agencies to prepare Agency Strategic Sustainability Performance Plans.	*		*	*

ANNEX C -- DRIVERS THAT SUPPORT SUSTAINABLE PRACTICES

DRIVER	REQUIREMENTS	RELEVANT LINES OF OPERATION [1]			
		MATERIEL	READINESS	HUMAN CAPITAL	SERVICES AND INFRASTRUCTURE
DoD Directives (DoDD) and Instructions (DoDI)					
DoD 4150.07-M, Volume 1, DoD Pest Management Training: The DoD Plan for the Certification of Pesticide Applicators, 12 December 2008	It establishes training goals and provides a uniform training process, training standards, and procedures to prepare DoD pest management personnel to meet DoD pest management policy objectives.			*	*
DoD 4150.7-M, DoD Pest Management Training and Certification, 24 April 1997	This Manual is issued under the authority of DoD Instruction 4150.7, "Pest Management Program," April 22, 1996. It prescribes procedures on DoD pest management training and certification of pesticide applicators.			*	*
DoD 4160.21-M, Chapter 10: Environmentally Regulated and Hazardous Property	Ensure compliance with DOD 4160-21-M, at all DoD installations, which concerns the handling, processing, and disposing of DoD excess, surplus, and Federal Excess Personal Property (FEPP) that may be hazardous to human health and the environment in accordance with applicable environmental, safety, and other pertinent laws and regulations. DLA/DRMS is responsible for the disposal of HW for the DoD and is the preferred method of disposal for DoD.				*
DoD 4715.05-G, Overseas Environmental Baseline Guidance Document, 1 May 2007	This Guide provides criteria, standards, and management practices for environmental compliance at DoD installations overseas.				*
DoD 7000.14-R, Department of Defense Financial Management Regulations (FMRs), Volumes 1-15, date varies per volume	Provides DoD policy for financial management.	*	*	*	*
DoDD 3200.15, Sustainment of Ranges and Operating Areas (OPAREAs), 10 January 2003	Establishes policy and assigns responsibilities under title 10, United States Code, for the sustainment of test and training ranges and OPAREAs in the Department of Defense.		*		*
DoDD 4140.25, DoD Management Policy for Energy Commodities and Related Services, 12 April 2004	Manage energy commodities (i.e., petroleum, natural gas, coal, electricity, steam, propellants, chemicals, pure gases, and cryogenic fluids), quality assurance and quality surveillance, storage, and associated facilities. Minimize the number and complexity of fuels required, and maximize the use of commercial fuels.	*			*
DoDD 4165.06, Real Property, 13 October 2004 (current as of 18 November 2008)	Policy on the acquisition, management, and disposal of real property.				*
DoDD 4715.1E, Environment, Safety, and Occupational Health, 19 March 2005	Established policies on Environment, Safety, and Occupational Health (ESOH) to sustain and improve the DoD mission.	*	*	*	*
DoDD 4715.11, Environmental and Explosives Safety Management on Operational Ranges Within the United States, 10 May 2004 (current as of 24 April 2007)	Policy for the sustainable use and management of operational ranges located within the United States, and the protection of DoD personnel and the public from explosive hazards on operational ranges located within the United States.	*	*		*
DoDD 4715.12, Environmental and Explosives Safety Management on Operational Ranges Outside the United States, 12 July 2004 (current as of 24 April 2007)	Policy for the sustainable use and management of operational ranges located outside the United States, and the protection of Department of Defense (DoD) personnel and the public from explosive hazards on operational ranges located outside the United States.		*		*
DoDD 4060.7, Environmental Effects Abroad of Major Department of Defense Actions, 31 March 1979	Provides policy and procedures to enable DoD officials to be informed and take account of environmental considerations when authorizing or approving certain major federal action that do significant harm to the environment of places outside the United States.	*	*	*	*
DoDD 5000.01, The Defense Acquisition System, 12 May 2003 (current as of 20 November 2007)	Provides management principles and mandatory policies and procedures for managing all acquisition programs.	*	*	*	*
DoDI 4000.19, Interservice and Intragovernmental Support, 9 August 1995	Implements policy and updates responsibilities and procedures for interservice and intragovernmental support (i.e., agreements between United States Federal Government activities).	*	*	*	*
DoDI 4001.01, Installation Support, 19 January 2008	Prescribes installation management policy to enhance DoD use of national infrastructure assets to effectively support the warfighter through the efficient delivery of installation support.				*
DoDI 4150.7, DOD Pest Management Program, 29 May 2008	Implements policy, assigns responsibilities, and prescribes procedures for the DoD Integrated Pest Management (IPM) Program.				*
DoDI 4165.3 , Department of Defense Facility Classes and Construction Categories, 24 October 1979	This Instruction establishes uniform Facility Classes and Construction Categories together with a numerical code, for use in identification and classification of real property.				*

ANNEX C -- DRIVERS THAT SUPPORT SUSTAINABLE PRACTICES

DRIVER	REQUIREMENTS	RELEVANT LINES OF OPERATION [1]			
		MATERIEL	READINESS	HUMAN CAPITAL	SERVICES AND INFRASTRUCTURE
DoDI 4165.14, Real Property Inventory and Forecasting, 31 March 2006	This Instruction assigns responsibilities and prescribes procedures for collecting, submitting, and forecasting the Department of Defense (DoD) real property inventory (RPI).				*
DoDI 4165.56, Relocatable Buildings, 13 April 1988	Policy and procedures for the authorization, acquisition, use, and disposition of relocatable buildings.	*			*
DoDI 4165.57, Air Installations Compatible Use Zones, 8 November 1977	Policy on achieving compatible use of public and private lands in the vicinity of military airfields.				*
DoDI 4165.63, DoD Housing, 21 July 2008	Establishes policy to consolidate policy guidance and procedures for the DoD Housing Management Program.				*
DoDI 4165.69, Realignment of DoD Sites Overseas, 6 April 2005	Prescribes procedures for the realignment of sites used, controlled, and maintained by the Department of Defense outside the United States.				*
DoDI 4165.70, Real Property Management, 6 April 2005	Implements policy and assigns responsibilities for managing real property.				*
DoDI 4165.71, Real Property Acquisition, 6 January 2005	This Instruction implements policy and assigns responsibilities for the acquisition of real property.				*
DoDI 4165.72, Real Property Disposal, 21 December 2007	Implements policy and assigns responsibility for the disposal of real property.				*
DoDI 4170.10, Energy Management Policy, 8 August 1991	Updates DoD policy, assigns responsibilities, and prescribes procedure for DoD energy management.	*			*
DoDI 4170.11, Installation Energy Management, 22 November 2005	Policy to provide guidance, assign responsibilities, and prescribe procedures for DoD installation energy management.				*
DoDI 4715.3: Environmental Conservation Program, 3 May 1996	Policy for the integrated management of natural and cultural resources on property under DoD control. Includes publication of "A Resource Manager's Guide to Volunteer and Partnership Programs" and "A Guide to Integrated Natural Resources Management."				*
DoDI 4715.4, Pollution Prevention, 18 June 1996	Policy for pollution prevention programs throughout the Department of Defense. Designates Executive Agents to lead DoD implementation of key pollution prevention programs.	*			*
DoDI 4715.5, Management of Environmental Compliance at Overseas Installations, 22 April 1996	Environmental compliance standards for protection of human health and the environment at DoD installations in foreign countries	*	*	*	*
DoDI 4715.6, Environmental Compliance, 24 April 1996	Implements policy, assigns responsibility, and prescribes procedures for achieving compliance with applicable EOs and Federal, State, inter-state, regional, and local statutory and regulatory environmental requirements. Designates DoD Executive Agents to lead DoD implementation of key environmental issues.	*	*	*	*
DoDI 4715.7, Environmental Restoration Program, 22 April 1996	Policy for the Defense Environmental Restoration Program (DERP), funded by the environmental restoration accounts; and the Base Realignment and Closure (BRAC) environmental restoration program, funded by the BRAC account.				*
DoDI 4715.8: Environmental Remediation for DoD Activities Overseas, 2 February 1998	Policy for remediation of environmental contamination on DoD installations or facilities or caused by DoD operations outside the United States.				*
DoDI 4715.9, Environmental Planning and Analysis, 3 May 1996	Implements policy and assigns responsibilities for integration of environmental considerations into DoD activity and operational planning.	*	*	*	*
DoDI 4715.14: Operational Range Assessments, 30 November 2005	Policy to assess the potential environmental impacts of military munitions use on operational ranges, including release of munitions constituents from an operational range to an off-range area.	*	*		*
DoDI 4715.16: Cultural Resource Management, 11 December 2006	Policy for the integrated management of cultural resources on DoD-managed lands.				*
DoDI 6055.05, Occupational and Environmental Health (OEH), 11 November 2008	Expands risk management procedures to anticipate, recognize, evaluate, and control health hazards associated with occupational and environmental exposures to chemical, physical, and biological hazards in DoD workplaces to include military operations and deployments.	*	*	*	*
DoDI 6055.06, DoD Fire and Emergency Services (F&ES) Program, 21 December 2006	Establishes policy and criteria for the allocation, assignment, operation, and administration of the DoD Fire and Emergency Services (F&ES) Program.	*			*
DoDI 6055.1, DoD Safety and Occupational Health (SOH) Program, 19 August 1998	Updates policies, procedures, and responsibilities for administering a comprehensive DoD Safety and Occupational Health (SOH) program.	*	*	*	*
Army Regulations					

ANNEX C -- DRIVERS THAT SUPPORT SUSTAINABLE PRACTICES

DRIVER	REQUIREMENTS	RELEVANT LINES OF OPERATION [1]			
		MATERIEL	READINESS	HUMAN CAPITAL	SERVICES AND INFRASTRUCTURE
AR 5-1, Total Army Quality, 15 March 2002	Establishes policy, procedures, and responsibilities for Total Army Quality (TAQ) Management. The regulation emphasizes the Army's commitment to performance excellence through leadership and vision, mission and customer focus, employee empowerment, and continuous improvement.			*	*
AR 5-4, Department of the Army Productivity Improvement Program, 1 August 1982	Establishes the Department of the Army Productivity Improvement Program (DAPP).			*	
AR 5-24, Management Improvement and Productivity in the Department of the Army, 13 September 2002	Establishes the Army management improvement and productivity enhancement philosophy and related policies and responsibilities for the Total Army.	*	*	*	*
AR 11-2, Management Control, 1 August 1994	This regulation prescribes policies and guidance for the Army management control process.	*	*	*	*
AR 37-49, Budgeting, Funding, and Reimbursement for Base Operations Support of Army Activities, 15 October 1978	This regulation prescribes the budgeting, funding, and reimbursement policies and responsibilities to be followed by Army activities in connection with intra-Army base operations support.				*
AR 40-5, Preventive Medicine, 25 May 2007	Establishes measures for preservation and promotion of health and the prevention of disease and injury.			*	
AR 40-10, Health Hazard Assessment Program in Support of the Army Acquisition Process, 27 July 2007	This regulation describes the Army’s Health Hazard Assessment Program in support of the Army acquisition process.	*			*
AR 70-1, Army Acquisition Policy, 31 December 2003	It governs research, development, acquisition, and life-cycle management of Army materiel to satisfy approved Army requirements. It applies to major weapon and command, control, communications, and computers / IT systems, nonmajor systems, highly sensitive classified acquisition programs, and clothing and individual equipment.	*			
AR 200-1, Environmental Quality, Environmental Protection and Enhancement, 13 December 2007	This regulation covers environmental protection and enhancement and provides the framework for the Army Environmental Management System.	*	*	*	*
32 CFR 651, Army Analysis of Army Actions (AR 200-2)	Requires environmental analysis of Army actions affecting human health and the environment; providing criteria and guidance on actions normally requiring Environmental Assessments (EAs) or Environmental Impact Statements (EISs), and listing Army actions that are categorically excluded from such requirements, provided specific criteria are met.	*	*	*	*
AR 210-20, Real Property Master Planning for Army Installations, 16 May 2005	Defines the real property master planning concept and requirement and establishes policies and responsibilities for implementing the real property master planning process for Army communities.		*		*
AR 350-1, Army Training and Leader Development, 3 August 2007	This regulation consolidates policy and guidance for Army training and leader development and supports a full-spectrum, force projection, expeditionary Army.			*	
AR 350-19, Army Sustainable Range Program, 30 August 2005	Assigns responsibilites and provides policy and guidance for managing and operating U.S. Army ranges and training lands to support their long-term viability and utility to meet the National defense mission; planning, programming, funding, and executing the core programs; integrating program functions to support sustainable ranges; assessing range sustainability; and managing the automated and manual systems that support sustainable ranges.	*	*		*
AR 360-1, The Army Public Affairs Program, 15 September 2000	This new regulation is a consolidation of several regulations that provide guidelines for command and public information, including information released to the media, and community relations programs intended for internal and external audiences with interest in the United States Army.	*	*	*	*
AR 385-10, The Army Safety Program, 23 August 2007	This regulation provides new policy on Army safety management procedures with special emphasis on responsibilities and organizational concepts.	*	*	*	*
AR 385-63, Range Safety, 19 May 2003	Provides range safety policy for the U.S. Army and USMC.	*	*		*
AR 405-10, Acquisition of Real Property and Interests Therein, 14 May 1970	This regulation sets forth the authority, policy, responsibility, and procedures for the acquisition of real property and interests therein, for military purposes by the Department of the Army.				*
AR 405-45, Real Property Inventory Management, 1 November 2004	This regulation provides policy for the managing and accounting of Army real property.				*

ANNEX C -- DRIVERS THAT SUPPORT SUSTAINABLE PRACTICES

DRIVER	REQUIREMENTS	RELEVANT LINES OF OPERATION [1]			
		MATERIEL	READINESS	HUMAN CAPITAL	SERVICES AND INFRASTRUCTURE
AR 405-80, Management of Title and Granting Use of Real Property, 10 October 1997	This regulation states the policy on managemetn of title, unauthorized use and granting use of Army controlled real property. It consolidates and delegates authority to issue, execute, manage, renew, supplement or revoke outgrants authorizing the use of Army real property and to perform certain management activities.				*
AR 405-90, Disposal of Real Estate, 10 May 1985	This revision updates the policy of disposing of Army controlled real estate.				*
AR 415-18, Military Construction Responsibilities, 1 December 1982	This regulation establishes policy and responsibilities for use of DOD construction agents in the design or construction of military facilities, including military family housing.				*
AR 420-1, Army Facilities Management, 12 February 2008	This regulation addresses the management of Army facilities. Specifically, it describes the management of public works activities, housing and other facilities operations and management, military construction program development and execution, master planning, utilities services and energy management, and fire and emergency services. Also, it identifies and synopsizes other regulations that provide detailed faciliteis management policy.				*
AR 420-41, Acquisition and Sale of Utilities Services, 15 September 1990	This regulation establishes policy, responsibilities, and procedures for the acquisition and sale of utility services.				*
AR 700-136, Tactical Land-Based Water Resources Management, 10 May 2005	Establishes policy and assigns responsibility for the management of water resources in support of tactical operations.		*		*
AR 702-11, Army Quality Program, 2 March 2007	Sets forth policies and responsibilities in development, implementation, and sustainment of an Army quality program as an integral component of Department of the Army acquisition, logistics, and technology business areas.	*			
AR 710-1, Centralized Inventory Management of the Army Supply System, 20 September 2007	This regulation is a consolidation of several regulations that set policy and procedural guidance for management of secondary and major items, stockage categories, retention levels, financial management, operational and repair cycle float, Army war reserve, and the Automatic Return Item Program.	*			
AR 710-2, Supply Policy Below the National Level, 28 March 2008	This regulation updates supply policy below the national level throughout the U.S. Army. It is used in both automated and manual supply operations.	*			
AR 710-3, Inventory Management Asset and Transaction Reporting System, 25 February 2008	Establishes policy, responsibilities, and procedures for Department of the Army asset and transaction reporting systems, and focuses on reporting requirements at all levels.	*			
AR 725-50, Requisitioning, Receipt, and Issue System, 15 November 1995	This regulation prescribes uniform procedures, codes, formats, forms, and time standards for the interchange of logistics information in the Army supply system.	*			
AR 750-1, Army Materiel Maintenance Policy, 20 September 2007	Covers DA policy for general maintentance operations, commodity-oriented maintenance operations, maintenance management systems, interservice and contract maintenance support, Sustainment maintenance including national maintenance, maintenance support during acquisition, maintenance programs and depot maintenance.	*			*
Other Relevant Drivers					
Army Campaign Plan 2008 EXORD	Among other provisions, the ACP directs ASA(I&E) to provide HQDA staff oversight for integration of sustainability across all Army missions, functions, and installations.Also directs ASA(I&E) to improve Facilities, Infrastructure, and Environmental support to Soldiers/Families on Installations by developing and implementing barraks modernization and residential communities initiatives. Also directs the integratinon of NEPA requirements into plan execution and accomplishment of NEPA requirements to support various actions.	*	*	*	*
Army Energy Security Implementation Strategy, 13 January 2009	Establishes five strategic energy goals and outlines a broad approach for accomplishing them. The strategy also focuses on creating a culture of energy awareness throughout the Army.	*	*	*	*
Army Green Procurement Guide, Version 1, August 2006	DA headquarters will oversee the Army GPP, but implementing green procurement at the Major Command, installation, and unit levels is necessary to achieve compliance with mandatory purchasing requirements. Therefore, it is vital that each Army installation develop and maintain its own GPP. Procurement preference programs for recovered material, biobased products, energy efficient products, ozone-depleting substances, alternative fuels and alternatively-fueled vehicles (AFVs), environmentally preferable products, and priority chemicals.	*			*

ANNEX C -- DRIVERS THAT SUPPORT SUSTAINABLE PRACTICES

DRIVER	REQUIREMENTS	RELEVANT LINES OF OPERATION [1]			
		MATERIEL	READINESS	HUMAN CAPITAL	SERVICES AND INFRASTRUCTURE
Army Land Management through the Agricultural/Grazing Program, authorized by 10 USC 2667, Army Forestry Programs, authorized by 10 USC 2665	Provide ecosystem-level management that supports and enhances the land's ability to support each installation's respective military missionscape, while simultaneously obtaining ecologically responsible results that satisfy all federally mandated requirements for natural resources.				*
Army Memorandum, Army Energy Conservation, 22 June 2007	Provides guidance for Army civilian and military personnel to eliminate energy waste, reduce dependence on fossil fuels, and improve energy security.			*	*
Army Memorandum, Sustainable Design and Development Policy Update - SPiRiT to LEED Transition, 05 January 2006	Updates the Army strategy for integrating principles and practices of sustainability on installations. Directs the trransition from the Sustyainable Project Rating Tool (SPiRiT) to the U.S. Green Building Council Leadership in Energy and Environmental Design (LEED) rating system.				*
Army Memorandum, Installation Design Guide (IDG) Compliance and Military Construction (MILCON) Transformation, 23 February 2007	Clarifies Installation Design Guide requirements that require each installation to develop and maintain an Installation Design Guide (IDG). The IDG guides planning, programming, design, and construction for all facilities on Army installations.				*
Army Memorandum, Reissuance and Clarification of Army Environmental Management System Policy, 23 September 2005	Clarifies EMS policy to promote mission readiness through continual improvement of environmental performance.				*
Army Memorandum, Sustainable Design and Development Policy Update - Life Cycle Costs, 27 April 2007	Updates the sustainable design and development (SDD) policy for Army facilities.	*			*
Army Memorandum, Sustainable Management of Waste in Military Construction, Renovation, and Demolition Activities, 06 February 2006	Establishes requirements sustainable management of waste in military construction, renovation, and demolition activities, including a 50 percent minimum diversion rate (by weight).				*
Army Posture Statement (2008)	The Army Posture Statement recognizes an Army goal to improve long-term sustainability through effective stewardship of human, financial, and natural resources. Examples include: adjusting national and global footprint to improve efficiency and syustainability; transforming installations, depots, arsenals, and the information network that connects them to become more effective, energy efficient, and environmentally conscious; transforming the Army's training, structure, systems, and processes to better sustain and prepare the force; and adapting activities to protect the environment.	*	*	*	*
Chief Financial Officer Act, DoD Financial Management Regulation (7000.14-R) Volume 4, Chapter 13, Federal Financial Management Improvement Act, Government Reform Act.	Require financial accounting and management and environmental liabilities.	*	*	*	*
DoD Memorandum, Energy Savings Performance Contracts and Utility Energy Service Contracts, 24 Jan 08	Addressess the use of Energy Savings Performance Contracts (ESPC) and Utility Energy Service Contracts (UESC).				*
Future Combat Systems	The Future Combat Systems (Brigade Combat Team) is the cornerstone of Army modernization. FCS provides Soldiers and leaders with leading-edge technologies and capabilities allowing them to dominate in asymmetric ground warfare while allowing the Army to build a force that can sustain itself in remote areas. The FCS “system of systems” will require new technologies and an integrated energy approach to support an array of electric/hybrid manned and unmanned vehicles; deployed sensors; electric weapons and active protection systems.	*	*	*	*
Grow the Army Initiative	In 2007, Congress authorized a 74,200 Soldier increase in end strength for the Regular Army by the end of 2012 and by 2013 for the Army National Guard (ARNG) and United States Army Reserve (USAR). The end dates for achieving the growth were later accelerated to the end of 2010 for the Regular Army and ARNG. Housing these forces and providing for their readiness, the Army is building additional infrastructure such as homes, barracks, and training ranges.	*	*	*	*
Expeditionary Force	The Army force structure is transforming from a forward-deployed model with units permanently stationed overseas to an expeditionary model with units stationed within the United States and deployed overseas on a rotational basis. Significant shifts in energy supply and use are only one of the consequences of this transformation. More agile energy operations will be necessary.		*	*	*

ANNEX C -- DRIVERS THAT SUPPORT SUSTAINABLE PRACTICES

DRIVER	REQUIREMENTS	RELEVANT LINES OF OPERATION [1]			
		MATERIEL	READINESS	HUMAN CAPITAL	SERVICES AND INFRASTRUCTURE
ISO 14001 standard for Environmental Management Systems and Executive Order 13423, *Strengthening Environmental, Energy, and Transportation Management*	Army policy requires the installation EMS to focus on mission requirements, be installation-wide in scope, and to conform to the ISO 14001 standard for Environmental Management Systems. The President also reaffirmed support for EMS through Executive Order 13423, *Strengthening Environmental, Energy, and Transportation Management* , by requiring EMS at all appropriate organizational levels, expanding the scope of the EMS, and imposing new EMS auditing requirements.	*	*	*	*
Redeployment and Rebasing	About 380,000 Soldiers, Families and Civilians will be moved during the next three years in what is expected to be the largest Army re-basing since World War II. This is in concert with the Army's detailed planning for significant redeployment of its overseas forces in Kuwait, Iraq, Afghanistan and elsewhere.	*	*	*	*
The Army Strategy for the Environment, 2004	Establishes a long-range vision that enables the Army to meet its mission. Sustainability is the foundation for the strategy.	*	*	*	*
The U.S. Army Energy and Water Campaign Plan for Installations - The Army's 25 Year Plan in Support of POM 2010-2015, 1 Dec 07	The Campaign Plan implements the Army Energy Strategy for Installations and sets forth goals. The plan defines actions and the short, mid, and long-term methods, tools technologies, and projects required to ensure the Army successfully achieves long range energy and water goals.				*

Note:

1. Identifies Lines of Operation that may, directly or indirectly, affect or be affected by the driver. Note that this Annex may become incomplete or outdated. Organizations are strongly advised to consult legal counsel and the appropriate documentation to determine the applicability and requirements of any given driver.