

Sustainable Fort Bragg Annual Report



May 2003

Sustainable Fort Bragg

Annual Report June 2003

What will Fort Bragg look like 25 years from now? Will it be a place where we can still provide premier training for the world's best Army? Will it be a place that you would want to live, or have your son or daughter stationed? Will it be a place where we interact with our neighboring communities as partners and not as adversaries?

Garrison staff members across this installation have spent a considerable amount of time over the last two years to develop a blueprint for "Sustainable Fort Bragg." This includes the development of goals and objectives and linking those goals and objectives to resource requirements over a projected 25-year period.

In the sustainable society, nature is not subject to systematically increasing...

- concentrations of substances extracted from the Earth's crust,
- concentrations of substances produced by society,
- Degradation by physical means;
-

and in that society...

- Human needs are met worldwide.

- The Natural Step Four System Conditions



Fort Bragg Sustainability Team members have used the Four System Conditions of The Natural Step™ to guide the development of sustainable practices.

Sustainability is the concept of living within our means -- and includes all of our resources - energy, air, water, materials, and land. Being sustainable is not just the responsibility of the installation environmental staff, but all of us, if we want to ensure Fort Bragg remains a viable installation that can still conduct its mission to train and deploy troops in the future. The Fort Bragg Sustainability Initiative is one of the installations' key processes in our Strategic Plan.

New endeavors often require checking and correction. Sustainable Fort Bragg gained momentum in 2003 and installation planners knew it was necessary to evaluate the progress of the program. Key installation, business center, and goal team leaders gathered on 20 February 03, immediately following the Sustainable Sandhills kick-off luncheon, to focus again on the goals of Sustainable Fort Bragg. Almost two years after the initial goal-setting conference, leaders looked to the future and articulated a shared vision for the future of Fort Bragg that captured its accomplishments and assured a firm direction for success.

The entire group received an overview of sustainability as it applies to Fort Bragg, presented by the world-class speakers Brian and Mary Nattrass (authors of "The Natural Step for Business" and "Dancing with the Tiger"). Fort Bragg business center managers and sustainability goal team leaders continued to work throughout the day to evaluate the 10 original goals and to make adjustments as necessary.

In the end, the group took ownership of a new vision for Sustainable Fort Bragg. An 11th goal was created to address issues that were not fully captured in the original 10 goals. (Goal #11 - To implement a scientifically based conservation program for natural and cultural resources compatible with military readiness and training.) In addition, suggestions for minor modifications to the existing 10 goals were captured. The revised goals, including Goal 11, were reviewed and approved by the Garrison Commander in March 2003.



Fort Bragg Team Members Move Forward on 10 Sustainability Goals.

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COL Gregory B. Bean, Director, Public Works Business Center, accepts the North Carolina Save Our State Sustainability Award. October 2002

From compiling a comprehensive baseline document, to establishing a regional sustainability organization, Fort Bragg has set the pace for Army sustainability programs. Installation leaders and members of the Sustainable Fort Bragg Goal Teams have moved the installation forward on all fronts this past year. Water Resources, Waste Reduction, Energy Conservation, and other goal teams have made significant progress toward transforming Fort Bragg into a truly sustainable installation. Teams continued to meet throughout the year, working to maintain the initial momentum from the May 2001 Executive Sustainability Conference. In October 2002, the North Carolina Save Our State organization presented Fort Bragg with an award in recognition of its great efforts and considerable progress in the area of sustainable development. This document will highlight the early successes that the teams and installation have achieved and the ambitious long-term planning that is included in the *Fort Bragg Integrated Strategic Sustainability Plan: Resource Requirements – FY04-FY11*.

The Cornerstone: Fort Bragg's Twenty-five Year Sustainability Goals

1. Reduce amount of water taken from the Little River by 70 percent by 2025.
2. All water discharged from Fort Bragg will meet or exceed North Carolina State High Quality Water (HQW) Standard by 2025.
3. Landfill waste to be aggressively reduced toward zero by 2025.
4. Meet minimum platinum standard for all construction by 2020, and renovate 25 percent of all existing structures to at least a bronze standard by 2020 (using SPIRiT standards).
5. Adopt compatible land use laws/regulations with local communities by 2005.
6. Reduce energy use in accordance with Executive Order 13123 and reduce energy use by 30 percent by 2005 and 35 percent by 2010.
7. Develop and implement an effective regional commuting program by 2015.
8. Reduce the use of both gasoline and diesel in the non-tactical fleet by 70 percent by 2015 and 99 percent by 2025.
9. Develop an integrated environmental education program for Fort Bragg, the surrounding communities, and interested parties.
10. Work towards 100 percent Environmentally Preferred Purchases by 2025 for all purchases, including government Purchase Cards, contracts, and military requisitions.

Sustainable Fort Bragg Vision

In order to maintain the Fort Bragg legacy and to continue to train troops to standard, it is necessary to integrate long-term sustainable planning into the day-to-day operations of the installation. Our vision for Sustainable Fort Bragg is an installation that will:

- Provide soldiers with the necessary training to ensure mission success without compromising local or regional environmental quality;
- Be recognized as a world leader in practicing global citizenship and promoting sustainability values;
- Continuously seek new technologies, share lessons learned, and promote the exchange of ideas within the region and communities;
- Restore and protect these valuable assets for future generations, as nationally recognized stewards of significant cultural and natural resources; and
- Be an integral part of a healthy and thriving region, where all enjoy a high quality of life and access to vital resources.

Water Resources Strategic Goal and Supporting 5-Year Objectives

Strategic Goals 1 and 2 relate to Water Resources

Strategic Goal #1

Reduce amount of water taken from the Little River by 70 percent by 2025.

Strategic Goal #2

All water discharged from Fort Bragg will meet or exceed the North Carolina State High Quality Water (HQW) standard by 2025.

5-Year Objectives

- Develop and implement a comprehensive water resources management program (quality and quantity).
- Design/upgrade facilities to protect and enhance water quality and quantity.
- Develop and implement a water education program.
- Reduce potable water use/waste.
- Perform Opportunity Assessments to identify projects that conserve water resources (quality and quantity) through conservation, reuse, and reclamation.

Team Leaders:

Dave Heins, Chief, Environmental Sustainment Division, PWBC, Fort Bragg 910-396-5830 ext 587, heinsd@bragg.army.mil

Craig Lantz, Water Team Leader, Environmental Sustainment Division, PWBC, Fort Bragg 910-396-7506 ext 118 lantz@bragg.army.mil

Water conservation during the severe drought of 2002 resulted in a 30 percent reduction in potable water usage. Some water conservation measures have remained in place throughout the winter and spring (of 2003), with the implementation of a year-round water conservation policy on 1 May 2003.

The Water Resources Team has already begun finding ways to meet the long-term water resources goals. Development of a water reuse plan at the wastewater treatment plant was funded under the Corps of Engineers Construction Engineering Research Laboratory (CERL) and managed by the Western Environmental Technology Office (WETO). Deliverables within this project include a feasibility study for wastewater reuse in irrigation as well as its preliminary system design. This system, if constructed, will replace use of treated drinking water as an irrigation source on a golf course. The golf course under consideration currently uses approximately 8 percent of the total amount of treated drinking water daily.

In addition, the Water Resources Team has concurrent projects underway to develop a rapid assessment method to determine stream silt loads, to create input into the updated Installation Design Guide, and to provide low impact development (LID) training for key installation staff.



This bio-island with curb cuts is an example of Low Impact Development Practices to manage storm water.

Looking Ahead:

The Water Resources Team continues to address day-to-day issues that have the potential to affect either the quality or quantity of water available. New and ongoing construction projects continue to provide opportunities for improvement. The Sandhills region soils require specific management practices during land disturbing activities because they are highly susceptible to erosion. The Water Team has developed a hands-on inspection approach to ensure that the large numbers of very diverse construction projects remain in compliance and enhance the overall water quality.

Waste Reduction Strategic Goal and Supporting 5-Year Objectives

Strategic Goal 3 relates to Waste Reduction

Strategic Goal #3

Landfill wastes will be aggressively reduced toward zero by 2025.

5-Year Objectives

- Improve waste management and diversion.
- Implement soil reuse and recycling program.
- Implement wood and yard waste reuse/recycling technologies.
- Implement municipal solid waste reuse/recycling technologies.
- Implement hazardous waste reuse/recycling technologies.

Example Target Projects

- Update the Installation Design Guide to reflect waste minimization practices during construction and demolition and translate to contract specifications by 2009.
- Investigate partnerships for waste management, reduction, and recycling with Pope Air Force Base (AFB), Fayetteville, and surrounding counties and communities.
- Develop and implement a concrete reuse program by 2003.
- Develop and implement a building salvage program by 2004.
- Develop and implement a recycling program for cardboard, paper, aluminum and other commodities throughout the installation by 2009.

Team Leader:

Paul Wirt, Chief, Environmental Compliance Branch, Environmental Sustainment Office, Public Works Business Center, Fort Bragg 910-396-3341 ext 358, wirtp@bragg.army.mil

Projects identified by the Waste Reduction Team have helped Fort Bragg significantly improve recycling, increasing the recycling rate from 12 percent in 2000 to over 59 percent in 2002. This good news story has a bad news side, too. While the installation was able to increase the recycling rate, the overall tonnage of solid waste actually tripled from 200,000 tons in 2000 to over 690,000 tons in 2002. The increase in tonnage resulted from a rapid and aggressive construction program for new barracks and administrative areas for the soldiers. Upcoming construction budgets remain robust and continue to challenge this team to find new ways to do old business.

Successful projects include the conversion of concrete and masonry from old buildings into usable road aggregate. Over 100 tons of products have been used on the roads and ranges throughout the installation this past year -- and consequently has saved valuable landfill space for less easily managed waste streams.

Fort Bragg also continues to offer curbside recycling to over 5000 Army Family Housing quarters. Although the municipal solid waste stream from housing is small relative in comparison to total tonnage, the Command recognizes the importance this program plays in the overall education and the future commitment by each participant.



Collection of separated recyclable items from Family Housing.

Looking Ahead:

The installation is currently developing a comprehensive Integrated Solid Waste Management Plan (under contract in 2003) that will identify target waste streams and will establish protocols and procedures to manage them.

Sustainable Design Strategic Goal and Supporting 5-Year Objectives

Strategic Goal 4 relates to Sustainable Building Design and Development.

Strategic Goal #4

To meet minimum platinum standard for all construction by 2020, and renovate 25 percent of all existing structures to at least a bronze standard by 2020 (using SPIRiT).

5-Year Objectives

- Develop a strong organizational management system that institutionalizes sustainable design concepts.
- Improve the process for site selection and development for all construction projects.
- Optimize water efficiency in facilities.
- Optimize energy efficiency and reduce atmospheric impacts in facilities.
- Optimize materials and resources used in facilities.
- Optimize indoor environmental quality.

Example Target Projects

- Host a Sustainable Charrette for the 2007 Military Construction Program to identify sustainable options at the beginning of the building design process.
- Train all project managers, contracting staff, and quality assurance inspectors on sustainable design.

Team Leader:

Rob Harris, Chief, Construction Management Division, PWBC, Fort Bragg, 910-396-2308 ext 526
harrisr1@bragg.army.mil

The Sustainable Design Team kicked off fiscal year 2003 continuing to work on the update of the Installation Design Guide and applying sustainable design concepts in new construction projects.

The use of the Sustainable Project Rating Tool (SPIRiT) has been included in all Requests for Proposals (RFP's), originated in 2002. This requires the contractors to use the SPIRiT standards, to achieve bronze, silver, or gold ratings on the facilities and to document the progress. Currently, the application of the rating system is occurring on large military construction (MILCON) projects and to smaller Operations and Maintenance (OMA) projects (<\$750,000).

The first Fort Bragg Gold facility is currently under construction. This \$7.6 million 36,720-ft² facility will house the US Army Golden Knights Parachute Team. This Savannah District Corps of Engineers project is scheduled for completion in 2004.

Project managers have used smaller projects to demonstrate sustainable technologies and to identify the most efficient means of specifying and contracting for these technologies.



Construction Site for the new "Golden" Knights Parachute Team.

Looking Ahead:

The Sustainable Design Team is looking ahead to 2003 and 2004 as pivotal years in the integration of sustainable design at Fort Bragg. Necessary steps include training for all of the project managers as well as awareness and education at all levels within the design-build process. This includes contracting officers, prime, and sub-contractors, quality assurance inspectors, and, most importantly, the future occupants for these "high performance" facilities.

Sustainable Training Areas Strategic Goal and Supporting 5-Year Objectives

Strategic Goal 5 relates to Sustainable Training Areas.

Strategic Goal #5

Adopt compatible land use laws/regulations with local communities by 2005.

5-Year Objectives

- Implement and maintain up-to-date Joint Land Use Study/Plan.
- Initiate and lead state and regional planning forums.
- Develop state and community relations/education program.
- Determine potential long-term encroachment issues and develop criteria for prioritizing planning efforts.
- Sustain the installation to ensure units can train to doctrinal standards.

Example Target Projects

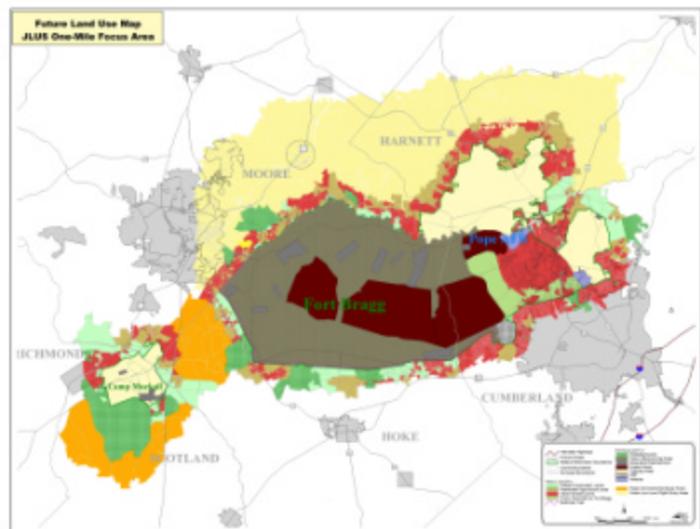
- Develop and implement a modeling database to predict future land uses and encroachment issues around the installation boundary over the next 5, 10, 15 and 25 years.
- Update and maintain regional (7-county) GIS database beginning in 2006.
- Identify erosion and run-off issues that degrade training lands/running trails.

Team Leader:

Glen Prillaman, Chief, Real Property Planning Branch, PWBC, Fort Bragg, 910-396-6760 ext 571
prillamg@bragg.army.mil

The Sustainable Training Areas Team is also the Regional Land Use Advisory Council (RLUAC). This diverse organization includes local, county, and municipal representatives and planners, and, as the RLUAC, develops and implements Joint Land Use Studies (JLUS) for the areas directly adjacent to Fort Bragg. The Fort Bragg JLUS is under completion through a contract with the NC Department of Commerce.

The dual nature of this team has led to dynamic events over the past year. The completion of an ongoing JLUS was highlighted in May 2003. This is the first update to the original JLUS in over 10 years. The critical planning component of compatible land use has been information. The creation of a seven county planning database within the NC Department of Commerce provides a powerful tool that is now accessible to all of the counties. This database contains parcel-size information on a wide variety of areas, including zoning, infrastructure, natural resources, and protected habitat, wetlands and waterways, and population densities. In addition, Fort Bragg successfully obtained funding to secure database management and training to support this program in the surrounding counties.



Future Land Use Map

Looking Ahead:

The Land Use Team is looking ahead to the next phase of the JLUS – working with the local communities to ensure the formal adoption JLUS recommendations (for zoning and land use) by the counties and municipalities. In addition, the Team is working to identify a predictive model for future land uses that can be easily deployed at the installation.

Energy Conservation Strategic Goal and Supporting 5-Year Objectives

Strategic Goal 6 relates to Sustainable Energy Usage and Conservation.

Strategic Goal #6

Reduce energy use in accordance with Executive Order 13123, reducing use by 30 percent by 2005 and by 35 percent by 2010.

5-Year Objectives

- Reduce energy consumption.
- Increase the percentage of renewable energy use.
- Provide incentives to energy users to conserve.

Example Target Projects

- Implement a load management program for natural gas and for electrical power.
- Identify and implement natural gas initiatives for distributive generation.
- Implement cogeneration projects.
- Develop and integrate an incentive program with the installation's training program.
- Develop and implement energy conservation incentives for all Fort Bragg activities.

Team Leader:

Steve Smith, Chief, Operations Office, PWBC, Fort Bragg, 910-396-3951 ext 212 smiths@bragg.army.mil

Fort Bragg has begun several demonstration projects for Energy Conservation. In partnership with the Corps of Engineers Construction Engineering Research Laboratory (CERL), the Public Works Business Center is currently using a 5-kilowatt hour (KW) natural gas fired fuel cell on one of its facilities.

The Sustainable Design Team has begun addressing future energy requirements by including updated requirements and specifications in the new Installation Design Guide. The document will affect design and materials in all future facilities.

The installation engineers have also begun using a solar and wind-powered exterior light in place of the traditional electric lights. Currently these lights are at a remote access control point. If successful, off-grid lighting will be used in all force protection projects, saving money and offering lighting even when power is unavailable.



Solar/wind powered hybrid lights are being tested at the Longstreet Security Checkpoint.

Looking Ahead:

Several upcoming projects will lead to reduced energy usage and sustainable practices at Fort Bragg in partnership with CERL.

The first project will result in the development of a Sustainable Energy Usage training packet, for use by a wide variety of installation customers. The second project will be a demonstration cogeneration project with a natural gas fueled 30-KW micro-turbine that will generate both electricity and heat.

Sustainable Transportation and Air Quality Strategic Goal and Supporting 5-Year Objectives

Strategic Goal 7 and 8 relate to Sustainable Air Quality and Transportation.

Strategic Goal #7

Develop and implement an effective regional commuting system.

Strategic Goal # 8

Reduce the use of gasoline and diesel by 70 percent by 2015, and by 99 percent by 2025.

5-Year Objectives

- Develop and implement an effective regional commuting system.
- Develop and implement compatible land use and transportation strategies to decrease automobile dependency.
- Develop and implement strategies to decrease regional air emissions.
- Develop and implement strategies as alternatives to travel.

Example Target Projects

- Develop a comprehensive transportation plan to support the master plan by 2004.
- Develop recommendations for regional transportation alternatives starting in 2004.
- Develop a plan for converting all non-tactical vehicles to alternative fuels

Team Leader:

Doug Flowers, Chief,
Transportation Branch, Readiness
Business Center, Fort Bragg, 910-
396-1919,
flowersdg@bragg.army.mil

In 2002, the team performed extensive research on currently available alternative fuels and their applicability for non-tactical vehicles (NTVs). As a result, in the beginning of 2003, Fort Bragg developed and adopted a Plan for converting over 1,500 NTVs into alternative fueled vehicles (AFVs). In April of 2003, Range Control became the first agency on post to start using biodiesel B10 (90 percent diesel and 10 percent soybean-based oil). The team is now actively working on implementing biodiesel post wide for all diesel-powered NTVs. In the meantime, the team is also working on developing fueling infrastructure for Ethanol E85 (85 percent Ethanol and 15 percent gasoline) and converting gasoline-powered NTVs into E85.



Fort Bragg soldiers using the new shuttle system, helping to improve local air quality.

In an effort to support the current mobilization mission and offer alternative to driving, Fort Bragg developed and implemented an intra-installation shuttle bus program. The shuttle takes passengers around the installation and connects with the Fayetteville city bus. The target population for the shuttle service is reserve soldiers, most of whom who do not have private vehicles. However, other units also expressed their keen interest in the shuttle service and now the team is actively working on expanding the service to accommodate active duty soldiers as well.

For the decrease of the overall automobile dependency on-post, another important initiative was the development and incorporation of both pedestrian and bicycle facility requirements into all construction projects on the installation. These requirements were included in the Installation Design Guide and the team has worked closely with the Master Planning office to ensure that more sustainable communities are built on the installation.

The team is also proactive in working with local, regional, and state transportation and air quality agencies. One of the examples of such collaboration is the Cumberland County Early Action Compact. Fort Bragg is part of Cumberland County, which entered into an Early Action Compact Agreement with EPA in 2002 in an effort to postpone the non-attainment designation. The county's ozone level exceeds the EPA standard. The Early Action Compact will allow all the stakeholders in Cumberland County to work collaboratively on improving air quality. Fort Bragg is a key player in this process.

Sustainability and Environmental Training Strategic Goal and Supporting 5-Year Objectives

Strategic Goal 9 relates to Sustainability Training and Public Outreach.

Strategic Goal #9

Develop an integrated environmental education program for Fort Bragg, the surrounding communities, and interested parties.

5-Year Objectives

- Develop a training-needs assessment.
- Implement a training program for the Fort Bragg community.
- Periodically evaluate the effectiveness of the training program.
- Develop and implement a public outreach/information program for the Sandhills Region.

Example Target Projects

- Identify curricula development needs from 2003 and 2007.
- Build an integrated “tool chest” of environmental and sustainability educational materials and resources from 2003 and ongoing.
- Develop and distribute outreach materials and activities in the surrounding communities.

Team Leaders:

Mike Lynch, Chief, Training Division, Readiness Business Center, Fort Bragg, 910-396-4532, lynchmich@bragg.army.mil

And

George Frank, Coordinator, Integrated Training Area Management Program, Readiness Business Center, Fort Bragg, 910-907-4374 frankgr@bragg.army.mil

The Sustainability and Environmental Training Team has achieved several milestones. The first Training Plan has been developed and over 50 of the installation’s ongoing courses have been identified for review to determine the areas where sustainability can be included. These courses included all of the installation in-processing systems, the employee development training plan and courses in the 82nd Airborne Division. Courses currently under review include the Environmental Compliance Officer’s course and the 18th Airborne Corps Pre-Command Course. As courses are reviewed, recommendations are made to the course administrators for updating the periods of instruction (POIs).

In addition to updating existing courses, the Training Team has identified three significant gaps where sustainability should be instituted. These three areas are the training courses for senior commanders, installation civilian management, and the school age programs. The current recommendations include re-instituting an annual Senior Leaders’ Environmental Orientation, developing a program for DA civilian supervisors, and the addition of sustainability lesson-plans for the DoD schools.



Environmental Compliance Staff read “The Lorax” (by Dr. Seuss) to 3rd grade students at a Fort Bragg school.

Looking Ahead:

The Training team is looking to the next year as a critical point for integrating sustainable concepts into the Fort Bragg ethos. In addition to re-instituting the Senior Leaders’ Conference, they plan to develop and distribute curricula that teach global citizenship and sustainability to the DoD Schools and to begin training the civilian workforce within the Garrison Business Centers.

Environmentally Preferred Purchasing Strategic Goal and Supporting 5-Year Objectives

Strategic Goal 10 relates to Purchasing Environmentally Preferred Products.

Strategic Goal #10

To work toward 100 percent environmentally preferable products (EPPs) by 2025 for all purchases, including government purchase cards, contract, and military requisitions.

5-Year Objectives

- Perform opportunity assessments to identify EPP Candidates.
- Encourage the local market to produce, stock, and promote EPPs.
- Develop tools to measure and increase program success.

Example Target Projects

- Identify EPPs and sources of supply for use on Fort Bragg by 2005.
- Insert EPP requirements into installation policies, regulations, and contract procedures by 2005.
- Train ordering officials, procurement personnel, credit card holders, and approving officials on affirmative procurement and EPP procurement requirements by 2006.
- Develop partnerships with local companies to provide EPPs by 2005.

Team Leaders:

Rob Dozier, Chief, Logistics Division, Readiness Business Center, Fort Bragg, 910-396-5700, dozierrob@bragg.army.mil
And

Jeanette Davis, Army Contracting Agency, Installation Business Office, Fort Bragg, 910-396-4362, davisj2@bragg.army.mil

The Materials Procurement Team has achieved several successes over the past year. A local partner, Fayetteville State University, received a Region IV EPA grant for an affirmative procurement project. This project focuses on the items most commonly purchased by Fort Bragg and will identify the local sources of procurement or manufacture for those items. This highlights one of the aspects of sustainable products – local manufacturing – to reduce the transportation impacts associated with moving products from distant locations. Purchase of locally manufactured items has an additional positive impact on the local economy.

Another project undertaken by the Materials Procurement Team has been the development of an Affirmative Procurement Program and “green filter.” This “green filter” will map the wide range of procurement methods and systems used by the installation to obtain products and services (local contracts, services, credit cards, military requisitions, required set asides, etc.). The “green filter” will then divide these procurement paths into two groups – those through which the installation can immediately affect the types of products and services procured and those through which the installation currently has very little ability to affect the types of products and services received. This “green filter” will provide the first area of focus for the identification of environmentally preferred product substitutions.



Possible Environmentally Preferred Alternatives are on display at SSSC.

Looking Ahead:

The Materials Procurement Team will continue to look for opportunities to procure environmentally preferred items. This interdisciplinary team has strong support in both the logistics and the contracting offices – the owners of the process. In addition, team members are working with the Sustainable Design Team to identify environmentally preferred products for use in the construction, maintenance, and furnishing of the installation facilities. In addition, an intern through the FSU grant partnership, will begin working with the installation’s SSSC store to help identify and highlight environmentally preferred products stocked on-post.

Sustainable Sandhills Goals from 5-8 May 2003 Workshop and Training

Materials Use and Waste Team

Desired End State: Zero Waste --
Leave No Trace.

Water Team

Desired End State: Regional
community committed to valuing,
protecting, and enhancing water
quality and quantity for the future.

Energy Team

Desired End State: The Sustainable
Sandhills offers an excellent quality
of life through reliable, affordable,
and renewable energy.

Land Use Team

Desired End State: In a Sustainable
Sandhills, land use is the intentional,
harmonious integration of the
natural and built environment
ensuring environmental integrity and
supporting a flourishing economy,
vibrant communities, and a high
quality of life.

Air Team

Desired End State: To "AIR" is
human: We need and desire
excellent health, green
transportation choices, preservation
of natural resources, and a thriving
economy.

In working to change the way Fort Bragg does day-to-day business, leaders realized the installation could not succeed alone. The issues that affect readiness and the military quality of life are the same issues facing the Sandhills Region of North Carolina, home to Fort Bragg. Clean air, clean and plentiful water, land use, and related issues such as economic development, tourism and transportation, do not stop or start at the installation fence line.

In February 2003, city, municipal, and county officials from the six counties surrounding Fort Bragg, as well as state and federal executives, joined forces to take the initial steps to ensure a high quality of life for the region well into the future by attending the Sustainable Sandhills Executive Seminar and Luncheon. Co-hosted by the North Carolina Secretary of the Department of Environment and Natural Resources and Fort Bragg's Garrison Commander, more than 165 participants were asked to envision what Sustainable Sandhills would look like and then act as change agents for their communities to commit to that vision. Over 35 seminar participants volunteered to sit on the steering committee of the newly founded initiative.

Essential to the success of the Sustainable Sandhills Initiative, a four-day sustainability training workshop was held in May 2003, giving regional planners, commissioners, engineers, council members and other community leaders from the six surrounding counties



Attendees at the Sustainable Sandhills Natural Step Workshop and Training.

the opportunity to learn the framework for sustainability and become stakeholders in their future. Through a series of exercises, more than 80 participants developed an outline for a regional vision, listed some of the future challenges, and created a series of objectives to meet those challenges. The objectives, centered on air, water, land-use, and transportation, were presented to members of the Steering Committee on the final day of the workshop. The Steering Committee will meet to discuss the outcomes of the workshop and will formally adopt a vision and regional objectives that will be presented to the communities at an Executive Conference in August 2003.

In a time when environmental regulations impact military training and installation land use, Fort Bragg has worked successfully at striking a balance between being good stewards of its resources while maintaining the readiness of the world's Premier Power Projection Platform. Fort Bragg was the impetus for the Sustainable Sandhills Initiative, but the future of the region lies on the shoulders of the regional leadership with Fort Bragg as an equal partner in the venture. The seeds have been planted. The products of the training workshop proved that a diverse group of individuals with different points of view could come together to recognize and enable the changes necessary for the future of their communities — the future of their children and grandchildren.