

# INSTALLATION MISSION GROWTH

## Community Profile

November 2009

### Fort Bragg/Pope Air Force Base (AFB), North Carolina

#### Community Contact:

Paul R. Dordal  
Executive Director  
BRAC Regional Task Force  
P.O. Box 87129  
Fayetteville, NC 28304  
910-922-5571  
[pdordal@bracruf.com](mailto:pdordal@bracruf.com)  
[www.bracruf.com/](http://www.bracruf.com/)

#### Installation Contact:

Carrie Rice  
910-396-2121  
[carrie.rice@us.army.mil](mailto:carrie.rice@us.army.mil)  
[www.bragg.army.mil](http://www.bragg.army.mil)

#### State Contact:

Michael Alexander  
Military Advisor  
Office of the Governor  
20301 MSC  
Raleigh, NC 27699-0301  
919-715-0959  
[michael.alexander@nc.gov](mailto:michael.alexander@nc.gov)  
[www.nc.gov](http://www.nc.gov)

#### Community at a Glance

##### Growth Management Organization (GMO):

Fort Bragg/Pope AFB BRAC Regional Task Force (RTF)

##### Geographic area affected by military installation growth:

Eleven counties (Cumberland, Harnett, Hoke, Lee, Moore, Robeson, and Scotland Counties are Tier 1 and Bladen, Richmond, Montgomery and Sampson Counties are Tier 2)

##### Regional population for affected geographic area:

953,000 people (July 2009)

##### Top growth challenges:

- Transportation
- Education
- Public Safety/Emergency Communications
- Water/Wastewater Infrastructure
- Medical, Health, and Social Services

##### Outstanding Requirements in Support of Mission Growth:

Project Category	# of Projects	Sum of Project Cost	Sum of Funding Gap
Transportation	2	\$353.0M	\$242.0M
Education	21	\$231.1M	\$80.5M
Communications	1	\$85.0M	\$18.0M
Totals	24	\$669.1M	\$340.5M

##### Mission Growth at a Glance

**Growth Action:** Base Realignment and Closure, Grow the Army (GTA), Army Modular Force (AMF), Global Defense Posture Review

##### Personnel Baseline and Growth Projection for Fort Bragg/Pope AFB

	Baseline (January 2005)	Build-out Projection (2013)
Military Personnel	49,247	58,000
Dependents	69,130	84,590
Civilian Personnel	4,223	6,777
Contractors	4,613	7,844

Source: Army Stationing and Installation Plan

**Growth Factors affecting community planning:** Continual uncertainty about the number of personnel increases at Bragg and decreases at Pope while also not knowing how many workers and families will transfer to the region; Organizing an 11-county and 73-community regional growth Task Force and steering them toward a comprehensive consensus-based action plan for implementation including the dual focus on growth accommodation and regional workforce transformation.

## Background

BRAC RTF is a partnership of local governments, incorporated as a non-profit 501(c) (6), consisting of the 11 counties and 73 municipalities impacted by the growth at Fort Bragg (Figure 1). This partnership is planning and preparing for likely community impacts resulting from the BRAC 2005 actions, GTA, AMF, and other DoD realignment actions.

Over the next several years, Fort Bragg will see additional gains of 23,000 direct military and civilian personnel and their families as the Army moves U.S. Army Forces Command (FORSCOM) and the U.S. Army Reserve Command (USARC) from Fort McPherson, Georgia, to Fort Bragg.

The total population for the affected counties is expected to grow to 1.04 million by 2013 as a direct result of job creation and significant military construction spending. The total population in this region would grow significantly without the military initiatives: increases in local population (over a normal growth baseline) range from 9,713 in 2006 to about 40,815 in 2013. Expansion at Fort Bragg is expected to lead to even higher population growth

Mission growth is already underway. Realignment at Pope AFB, U.S. Army Special Operations Command (USASOC) (a GTA initiative) and others began in 2006 and 2007. Construction of the new FORSCOM/USARC headquarters building is underway. By March 2011 FORSCOM and USARC will begin moving to Fort Bragg. The relocation is scheduled for completion by September 15, 2011. BRAC RTF will continue to play a pivotal role shepherding this growth as well as preparing communities for its likely impacts.

With the influx of new mission growth personnel, school, transportation, and workforce needs will grow as will infrastructure, medical, and others. BRAC RTF provides a regional approach to the planning and implementation effort. The organization works with Federal and state agencies, Military Departments and the installation to support transition actions, minimize the negative impact on the community, and maximize the economic growth potential. BRAC RTF is working with existing organizations and agencies as much as possible to utilize current capabilities and relationships.

In response to mission growth at Fort Bragg, BRAC RTF evaluated the economic, employment, infrastructure, and social impacts associated with this expansion and to identify actions required to address future growth needs. With funding from the Office of Economic Adjustment (OEA), BRAC RTF hired a consultant to conduct this evaluation. The consultant also developed the Comprehensive Regional Growth Plan (CRGP) to project the probable impact of defense-related initiatives on the following areas: (1) economic impact; (2) education; (3) workforce development and higher education; (4) transportation; (5) information and communications technologies; (6) public safety; (7) social services; (8) health care; (9) hospitality; and (10) land use planning.

The CRGP assessed the impact of BRAC and mission-related growth within the 10 subject areas denoted above and suggested specific recommendations in response to the challenges identified in the assessment. The CRGP also provided county-level Action Plans that described specific actions, funding issues, responsible parties, and timelines.



Figure 1: BRAC RTF Member Counties

## Implementation and Partnering Strategies

In addition to Fort Bragg - Pope AFB and the 11 counties and 73 municipalities within the region, BRAC RTF has partnered with the region's economic development commissions, workforce development boards, kindergarten through -12<sup>th</sup> grade public school systems, community colleges, and public and private universities to engage in the community planning necessary for accommodating BRAC growth. Key partners include Sustainable Sandhills, the Regional Land Use Advisory Commission, North Carolina Military Business Center, Mid-Carolina Council of Governments, the Defense & Security Technology Accelerator (DSTA), and the North Carolina Military Foundation.

BRAC RTF has been directly involved with several state and Federal agencies in the course of its planning efforts and program development. At the state level, these efforts include technical assistance, coordination, provision of workforce development funds and contracted services through such entities as:

- Department of Commerce – facilitators for the stand-up of BRAC RTF and continuing involvement through their subordinate agencies
- Division of Community Assistance – regional mapping, planning assistance
- North Carolina Center for Geographic Information and Analysis – regional GIS database and modeling
- Division of Employment and Training – workforce program development
- Department of Environment and Natural Resources – compatible land use, coordination with Southeast Regional Partnership for Planning and Sustainability and the North Carolina Working Lands Group
- Department of Agriculture and Consumer Services – regional agriculture and sustainability issues
- Department of Transportation – regional transportation and Department of Defense (DoD) mandated road closures; transportation planning through metropolitan and rural planning organizations

## Project Needs Assessment

BRAC RTF has participated in the Growth Project Needs Assessment (G-PNA) with the most recent OEA visit conducted in September 2009. The top priority challenge categories are described below.

### Education

Additional funding is needed to augment county and state funds to expand existing education facility capacity to accommodate military-related student population increases. Cumberland, Harnett, and Hoke Counties are projected to experience the largest BRAC-related growth. Based on the CRGP and the school needs assessment updated in June 2009, an additional 5,980 students will be enrolled in the public schools by 2013. The significant increases will cause serious shortages in education resources: physical space, teachers and administrators, and per-student funding. An additional \$80.5 million in funding for new schools is needed to accommodate the military-related growth in these counties. The funding needs for each school system are different based on that community and the personnel who will be locating there. Overall, an additional \$231.1 million in funding is needed for new education capital facilities in the region to accommodate both normal growth and expected military-related growth. Failure to address this funding shortfall will result in overcrowded facilities and classrooms, decreased quality of education, and a decrease in the quality of life in local communities.

### Transportation

Fort Bragg is the largest Army post in the country in terms of personnel; yet as a major Army installation it lacks direct Interstate access. In 2008, more than 400 military convoys with troops and heavy equipment traveled from Fort Bragg through Fayetteville – on city streets – to reach Interstate 95 (I-95) and continue to ports of embarkation. Fort Bragg is America's Rapid Response Force and its heavy equipment capabilities are increasing, resulting in more heavy equipment convoys on public highways in the future. Two road projects are deemed critical: I-295 and Murchison Road.

I-295 is a future addition to the Interstate and Defense Highways System that, when completed, will connect Fort Bragg to I-95 with access north and south of Fayetteville. The existing I-295 segment ends at U.S. Route 410. The I-295 project, known as the Fayetteville Outer Loop, will be constructed in phases and will eventually connect the existing I-295 segment to Fort Bragg at several points, ending at Yadkin Road. This particular stage, at a cost of \$270 million, will provide interstate connectivity from I-95 (eight miles north of Fayetteville) to the All-American Freeway, which is the primary entrance to Fort Bragg and the largest access control point to the installation.

I-295 will also serve a critical function of connecting Murchison Road, a key entryway into Fayetteville, to the All-American Freeway, which continues south through Fayetteville to I-95 and Highway 87. This stage of the I-295 project, which was scheduled to begin last year, was delayed due to North Carolina Department of Transportation (NCDOT) budget shortfalls and placed on hold. However, stimulus funding from the American Reinvestment and Recovery Act (ARRA) was obtained to fund grading and clearing for construction of a segment of I-295 to begin at Murchison Road and end at Bragg Boulevard. This \$53 million grading and structure project is now underway and slated for completion in June 2012. Paving of the segment will begin in September 2012.

The Murchison Road project is currently being planned and designed by NCDOT in two phases: Phase I will widen Murchison Road to six lanes beginning at the new I-295 Fayetteville Outer Loop interchange and continue north to include a new interchange at Honeycutt Road. Phase II continues with widening Murchison Road from Honeycutt Road North to the Town of Spring Lake to the interchange with North Bragg Boulevard and Murchison Road and will build a new interchange at Randolph Road for an access control point to Fort Bragg. Total construction costs for the Murchison Road project are estimated at \$83.7 million. Phase I, with construction costs at \$30.7 million, is fully funded, and the project should be awarded during fall 2009. Funding sources include FY 2009 Military Construction Act (Army Portion, \$21.8 million) and NCDOT's portion of \$8.9 million (includes Right of Way, Mitigation, and Construction).

Phase II, estimated to cost \$53 million, is only partially funded. NCDOT is asking that the Army contribute \$35 million (two-thirds of the cost). Assuming NCDOT contributes one-third of the cost (\$18 million), the total project shortfall stands at \$35 million.

## Public Safety

In order to ensure security and continued public safety in the Fort Bragg region, it is necessary to establish a Voice Interoperability Plan for Emergency Responders (VIPER). Establishing VIPER will enable public safety officials to communicate directly with one another without having to relay messages through a communications center.

The substantial population growth brought about by BRAC will intensify the need for military, state, county, and local emergency responders to work together in an interoperable mode to ensure public safety in the region. Normal growth in the region is already impacting the capability of emergency response agencies to react to catastrophic accidents and natural disasters effectively. BRAC-related population growth will exacerbate gaps in interoperability of existing systems.

In addition to the increased population, the military expansion of Fort Bragg will significantly elevate the threat profile of the region as the number of general officer-level military personnel rises to a level exceeded only in the Pentagon.

In order to establish this interoperability and provide timely response to public safety incidents, law enforcement, fire departments and rescue squads in the Fort Bragg region that are not currently VIPER-compatible will require significant additional emergency services funds. Every one of the BRAC-impacted counties is rural, and many of them are among the poorest in the state. Without outside assistance, these county governments will not be able to absorb the additional cost of bringing their communications systems into compliance with the VIPER standards.

Fully funding the equipment needs and updating the 11-county region's emergency response and public safety measures will cost approximately \$18 million, though this cost can be phased in over a five-year period.

## Successes

Economic Impact: Employment by 2013: Growth at Fort Bragg will create 15,200 jobs, consisting of 1,320 active-duty military jobs; 2,186 civilian jobs; 3,788 embedded contractor jobs; and 1,000 indirect private defense contractors. Additional jobs will be created in the local economy to support increased population and military spending.

Economic Impact: Gross Regional Product: This statistic is analogous to Gross Domestic Product (GDP) used for benchmarking activities in the national economy. The impact of military installations in North Carolina is projected to be in excess of \$32.5 billion by 2013 (which includes approximately \$7.5 billion expected from Fort Bragg and Pope AFB pre-BRAC) with over \$1.1 billion from the planned military growth.

Economic Impact: Personal and Disposable Income: Personal income is projected to grow to \$44.95 billion by 2013. This includes \$1.28 billion from the planned military growth. Disposable income (personal income less taxes) is expected to be \$39.35 billion by 2013. This includes \$1.09 billion from the planned military growth.

### Economic Transformation Goals:

- Define and establish a Defense and Homeland Security (D&HS) Industry in North Carolina
- Establish a North Carolina Center for D&HS as a statewide authority for assessing, coordinating and connecting D&HS programs with North Carolina strengths
- Create partnerships and alliances between industry, universities and DoD programs
- Promote and market the All-American Defense Corridor to attract, build and expand companies in the region to create new high tech jobs

Workforce Demonstration Program: In July 2007, BRAC RTF was awarded a \$5 million grant from the U.S. Department of Labor for a Workforce Demonstration Program. The goal of the workforce demonstration program is to utilize the growth at Fort Bragg as the catalyst to integrate the region's workforce, economic and educational resources to support

emerging industry requirements. A portion of the grant (\$500,000) was used to create the All-American Center for Workforce Innovation (AACWI). The AACWI initiative is in addition to a number of other initiatives underway that are focused on education and workforce development.

Education: AACWI, with Fayetteville Technical Community College (FTCC) as the hub, is a world-class visualization center focused on learning how to create, build and deliver real-time, photo-realistic interactive three-dimensional (i3D) objects to present content to any person at any time and at any location. The Center will serve as a regional experience and discovery center and represents the establishment of North Carolina as the leader in i3D education and content development.

BRAC RTF initially purchased i3D theater hardware and software for each of the region's seven community colleges. FTCC also created a Visual Learning Object Repository of digital replicas which each community college and high school may access for teaching and learning in classroom settings or individual interactions.

FTCC was the recipient of a \$200,000 grant from the GoldenLEAF Foundation to expand the AACWI virtual network to 11 public high schools in the region. The grant request was developed by FTCC and BRAC RTF. Training for teachers and instructors in using i3D content was provided by FTCC as part of the grant.

BRAC RTF and its partners are currently expanding the AACWI to develop an i3D pilot circuit project and distributed learning network connecting public high schools, community colleges, local colleges and universities, and business partners in the eleven counties. The emphasis of the circuits is high growth defense and homeland security opportunities in the fields of science, technology, engineering, and mathematics (STEM).

In August 2009 the North Carolina Department of Commerce and the Division of Workforce Development (DWD) awarded BRAC RTF a \$800,000 grant from ARRA funds to expand the technology in 11 pilot high schools. Each enhanced technology high school classroom will be provided a fixed i3D theater, SMART board, video telepresence, HD cameras, and connectivity with a distributive learning network via the Internet.

Following the local funding of two Kenan Fellows in the BRAC region for the 2009-2011 class, the Kenan Fellows Program for Curriculum and Leadership Development at North Carolina State University was awarded a \$1.5 million National Science Foundation Robert Noyce Grant to fund 18 Fellows in the eleven counties for the 2010-2011 class. These individuals will serve as Kenan Fellows and Master Teachers in a unique five year professional development opportunity.

PipelineNC, in collaboration with Communities in Schools and the National Life/Work Center, has provided a two-year site license to launch Real Game Online for every middle school in the 11-county BRAC region beginning this fall. Fully digital, the Real Game Online immerses students in a career simulation weaving financial literacy, core academic skills, essential workplace skills, character traits, and environmental education into the learning experience.

BRAC RTF held a Regional Education Summit recently to create the model for a STEM Community Collaborative through AACWI. The group will pilot several 21<sup>st</sup> Century STEM distributed learning communities in the region utilizing the advanced visualization and connectivity of AACWI. Distributed learning will provide top quality industry-validated instructional resources cost effectively, and responsive to local economic opportunities and imperatives.

Based on the alignment of education initiatives with economic growth opportunities and integration of business and industry in educational planning, MCNC identified the BRAC region as one of three "ready to launch" STEM communities in the state. With a \$120,000 planning grant from the Gates Foundation and under the leadership of MCNC and the Teaching Institute for Excellence in STEM, the BRAC region is designing an Innovative Education Plan which will go forward in early 2010 as a proposal for Gates Foundation funding. Additional funding sources, such as the Kauffman Foundation, are being considered for support.

Workforce Development: PipelineNC – a regional career exploration and talent acquisition platform that will include self-assessment, career exploration, connection to training and education resources, and job posting and application capabilities. This platform will focus on helping separating/exiting military, wounded warriors and military spouses find jobs in the region and nation wide.

BRAC RTF is working on a study to determine what types of defense and homeland security industry sectors and jobs are priorities for our region. While the study is still ongoing, there are four major clusters that have been identified: (1) base construction, (2) base support services, (3) defense consumables, and (4) defense technologies. Results will be released in late October

BRAC RTF contracted with Fayetteville State University and University of North Carolina –Pembroke to conduct a research study assessing the BRAC impact on the region’s socio-economically disadvantaged population. Study results will be released in late October.

BRAC RTF, the North Carolina Department of Commerce, North Carolina Military Business Center, PipelineNC, and Hensel Phelps (prime construction contractor for FORSCOM/USARC headquarters) partnered on a construction employment Web site, [www.BuildBragg.com](http://www.BuildBragg.com), for construction employment and subcontracting work on the new combined headquarters building on Fort Bragg.

All-American Defense Business Association: Defense contractors and businesses in the Fort Bragg region and across the state now have a networking membership group to connect and grow the regional defense and homeland security industry cluster in support of the increasing mission requirements at Fort Bragg and Pope Air Force Base. More information can be found at [www.aadba.com](http://www.aadba.com).

Relocation Fairs: BRAC RTF has conducted four successful Relocation Fairs, most recently in September 2009, at FORSCOM/USARC Headquarters at Fort McPherson in Atlanta. RTF staff provided valuable information to military and civilian families considering relocation to the Fort Bragg region. These fairs have had a positive influence on civilian employees who were uncertain about relocating to the Fayetteville area. Initial estimates were that less than 30 percent of the 1,000+ FORSCOM civilian employees would actually relocate. Because of the success of BRAC RTF’s outreach efforts, FORSCOM now reports that over 50 percent of current employees plan to make the move.

All-American Defense Corridor: The Governor announced the All-American Defense Corridor (AADC) in September 2007. AADC’s objective is to establish a defense industry sector with high-technology, high paying jobs. The purpose of the AADC is to market and promote southeastern North Carolina. The AADC is attracting attention and defense-related companies to the Fort Bragg region. An ongoing assessment is targeting industries for relocation to the area.

AADC’s campaign emphasizes the region’s strengths: (1) six major military installations in eastern N.C.; (2) world-class research & development capabilities; (3) motivated and skilled talent pool; (4) an outstanding quality of life; and (5) excellent transportation systems.

Regional Planning and Sustainability: BRAC RTF has partnered with Sustainable Sandhills, North Carolina Department of Environment and Natural Resources, Fort Bragg, and the Sandhills Conservation Partnership to develop a regional growth strategy based on sustainable land uses. The regional strategy emphasizes natural resource preservation, protection of ‘working lands’ (farms and forests), and integrated infrastructure investment to focus economic development in existing urban/town centers and along strategic transportation corridors. The strategy seeks to implement a ‘quadruple bottom line: preserving land resources, ensuring social equity; fostering sustainable economic growth; and protecting the viability of the mission at Fort Bragg.

BRAC RTF originated a Working Lands Protection Program and convened Land Teams in each of its 11 counties (consisting of County Planning, Extension, Soil and Water Conservation, Forestry, and Economic Development) to create a plan to preserve critical farmland and forestland, particularly in areas adjacent to Fort Bragg. Plans will describe strategies for landowners and recommendations to enhance economic viability of agriculture and forestry in

the region. This project is funded by a \$400,000 grant from the North Carolina Agricultural Development and Farmland Preservation Trust Fund.

Feed the Forces (FTF): BRAC RTF received a \$203,100 grant from the North Carolina Tobacco Trust Fund to develop the Feed the Forces concept originated by Sustainable Fort Bragg. The goal of FTF is to link the food, fiber and (bio)fuel requirements of the installation to the region's capacity to fulfill them. This will achieve multiple goals: (1) help provide a secure, local supply chain for vital supplies to the Installation; (2) provide a premier market for the region's resource landowners; (3) keep forestland and farmland in production, thereby reducing substantially the encroachment of incompatible land uses that would hinder the mission of Fort Bragg.

BRAC RTF and its partners, including the Military Growth Task Force for Eastern North Carolina, recently submitted a \$5.6 million proposal to the North Carolina Department of Agriculture for ARRA (stimulus) funds to create the infrastructure (consolidation, processing, and distribution) necessary to implement FTF.

## Lessons Learned

BRAC RTF strives to maintain (and expand) its successful collaborations and partnerships throughout the region. Continued success requires vigilance, flexibility, and a willingness to let others take credit for it, when warranted. Lessons Learned include:

Regional coordination requires constant care: Stay abreast of new economic development and/or planning initiatives launched by your partners and strive to avoid duplication.

Get out of the blocks fast with implementation actions: Early 'success stories' will keep interest high among your partnership – find those 'metrics for success' where you can take (some) credit.

Lead, follow, or get out of the way: Identify key leaders early on. Take charge when you can leverage your strengths effectively.

Careful with those coattails: Everybody enjoys and appreciates being associated with successful endeavors, but take care to avoid being all things to everyone.

Make Customer Service the top priority: Follow up every lead, reply to every message. You never know when a simple inquiry will lead to breakthrough success and innovation.

Stay humble and remember for whom you work: A photo hanging in the BRAC RTF conference room says it all. It shows an Army couple, both in uniform with child in tow, enjoying one last, quiet moment before one of them boards a military transport for deployment. Making our communities better for the soldiers who defend us and the families who support them is the driving motivation to achieve the best outcomes possible.