

# Economic Adjustment Committee Senior Leadership Visit to Fort Bragg, NC



8 September 2010

## BACKGROUND

**PURPOSE:** This effort seeks to improve understanding of the impacts of military mission growth on education; workforce; transportation; infrastructure; health, public, and social services; and other quality of life issues at selected military installations. The trip's purpose is to:

- Provide program stakeholders with on-the-ground knowledge of issues surrounding mission growth (*stakeholders include the Executive Agencies of the Economic Adjustment Committee and the states, communities, businesses, and workers impacted by Defense program changes*);
- Improve communications among all partners; and
- Provide the Administration an opportunity to;
  1. Assess and document state and local capacities to respond, absorb and support the projected mission growth, and
  2. Identify any needs for assistance

During this site visit, you will meet with representatives from each of these stakeholders; discuss issues with the installation commander or their representative; discuss issues with the affected community and state leaders; and tour the impacted area.

**BACKGROUND:** The Office of Economic Adjustment, part of the Department of Defense, is sponsoring this trip through its role as executive staff for the Economic Adjustment Committee (EAC). The EAC supports the Defense Economic Adjustment Program; is Chaired by the Secretary of Defense and co-vice Chaired by the Secretaries of Commerce and Labor; comprised of 22 Federal Departments and Agencies at the Cabinet level; and works to afford priority consideration to requests for assistance from Defense-affected states, communities, businesses and workers.

In today's economy, communities and states with growing installations face challenges in accurately projecting and funding requirements in response to Defense program changes. Congress has expressed concerns, in hearings and in recently published reports, about Federal, state and community plans and capacities to successfully address economic quality of life issues impacting military families. These include "hard" issues such as built infrastructure and "soft" issues such social and medical services.

In recent years, OEA has partnered with the cognizant stakeholders to arrange EAC site visits to the following locations to better understand the economic impacts and quality of life issues facing military families and the areas that support them:

- Fort Drum, New York
- Fort Riley, Kansas
- Fort Bliss, Texas
- Fort Benning, Georgia
- Fort Carson, Colorado
- Fort Bragg, North Carolina
- Joint Base Lewis McChord, Washington

# **Meeting Notes from**

# **Mission Growth**

# **Senior Leadership**

# **Visit to Fort Bragg**

This Section Includes:

- Meeting Notes
- List of Federal Attendees
- List of Regional Attendees
- Agenda
- Garrison Command Brief
- BRAC RTF EAC Presentation

**Economic Adjustment Committee  
Mission Growth Senior Leadership Visit  
To  
Fort Bragg, North Carolina**

**September 8, 2010**

**EXECUTIVE SUMMARY**

On September 8, 2010, senior leadership from the Secretary of Defense's Office of White House Liaison, Office of Economic Adjustment (OEA), Military Community and Family Policy (MC&FP), and Installations and Environment (I&E); the U.S. Army; the Department of Transportation (DOT); the Department of Labor (DOL); the Department of Education (ED); the White House National Security Council; Fort Bragg; and the BRAC Regional Task Force (BRAC-RTF) met in Fayetteville, North Carolina, to discuss military quality of life issues related to the Fort Bragg mission growth.

Key discussion points that emerged from meeting include:

- The Fort Bragg region is facing a future growth of 5,980 students that is directly related to Base Realignment and Closure (BRAC) and other mission-related growth at the installation. Local educational agencies (LEAs) have limited resources available for school construction, and it would be difficult to raise additional capital through bond referendums in the current economic environment. The Fort Bragg region faces an estimated \$219 million (\$68.5 million military-related) funding gap for capital improvements related to education. Temporary solutions to accommodate student growth have led to increased security concerns at local schools and higher transportation costs for the LEAs. Funding related to Impact Aid is also an issue in the Fort Bragg region.
- Transportation issues stemming from mission growth impacts will be significant for Fort Bragg. The I-295 Fayetteville Outer Loop and the Murchison Road expansion are two major road projects that will help ease traffic and security concerns on the installation upon completion. These projects are essential to the quality of life for residents that commute to or near Fort Bragg.
- Communication interoperability is another concern for the Fort Bragg region. Neither the Fort Bragg installation nor the county and municipal entities in this region have the capability to allow emergency responders to rapidly communicate directly across local jurisdictions. This shortfall could lead to confusion among critical responders in times of emergency, potentially resulting in additional loss of life and limb. The Fort Bragg region has asked for additional Federal funding of \$12.5 million to equip the counties in the Fort Bragg region with VIPER-compatible emergency response radios.
- The Fort Bragg region is facing significant workforce shortfalls in industries needed to support the growth that is occurring. The current local workforce will be unable to meet the forecasted labor demand in construction, medical services, and professional services. The Fort Bragg region currently has 1,500 individuals on a Workforce Investment Act (WIA) waiting list requesting additional training.

- Access to health care is increasingly becoming an issue in the Fort Bragg region. A local shortage of primary care physicians, specialists, physical therapists, dentists, and nurses in the region has created a situation where residents experience long wait times or travel significant distances for treatment. Contributing to this shortage is a lack of local medical providers that accept or fully participate in TRICARE.

## MEETING SUMMARY

### Background and Purpose

The increase in military personnel and Department of Defense (DoD) civilian employees at installations presents a variety of growth-related challenges for state and local stakeholders. This is further compounded by today's current economic climate. Yet Federal, state, installation, and community partners are working to develop and implement plans and responses to address the "inside and outside the fence" impacts of mission growth on the warfighters, DoD civilians, and their family members.

Fort Bragg, in particular, has been facing growth due to BRAC 2005 and other Army initiatives. For example, the headquarters of both the U.S. Army Forces Command (FORSCOM) and the U.S. Army Reserve Command (USARC) are moving from Fort McPherson, Georgia to Fort Bragg, North Carolina. The number of military and civilian personnel and their family members in this region is expected to increase by nearly 40,000 people compared to pre-BRAC 2005 levels. This increase presents both opportunities and challenges to the region's economy and infrastructure.

On September 8, 2010, senior leadership from the Secretary of Defense's Office of White House Liaison, Office of Economic Adjustment (OEA), Military Community and Family Policy (MC&FP), and Installations and Environment (I&E); the U.S. Army; Department of Transportation (DOT); the Department of Labor(DOL); the Department of Education (ED); and the White House National Security Council met with state, local and installation leadership to better understand the impacts of military mission growth on education; workforce; transportation; infrastructure; health, public, and social services; and other quality of life issues at selected military installations. The trip's purpose was to:

- Provide program stakeholders with on-the-ground knowledge of issues surrounding mission growth (*stakeholders include the Executive Agencies of the Economic Adjustment Committee and the states, communities, businesses, and workers impacted by Defense program changes*);
- Improve communications among all partners; and
- Provide the Administration with an opportunity to:
  1. Assess and document state and local capacities to respond, absorb and support the projected mission growth, and
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A list of meeting participants is included as Attachment 1.

## **Meeting Summary**

The following summary describes the key points made and issues raised during the meeting. The meeting agenda is included as Attachment 2.

Mr. Tim McNeill, Chairman of the Board of the BRAC-RTF and Chairman of the Harnett County Board of Commissioners, gave opening remarks and welcomed the EAC Senior Leadership Visit participants. Major General Rodney Anderson, U.S. Army, followed Mr. McNeil and also welcomed the participants to Fort Bragg. General Anderson stated that over the last decade Fort Bragg has grown by 40,000 (including soldiers and their families); however, this unprecedented growth has brought challenges to the installation and the local community.

Mr. Patrick O'Brien, OEA, had the members of the center table introduce themselves. Mr. O'Brien also gave some background on the EAC senior leadership visit, and explained the protocol for the morning sessions.

Colonel Stephen Sicinski presented a briefing on the status of mission growth at Fort Bragg and the challenges the installation is facing due to the growth (Attachment 3). Once the BRAC moves and overseas contingency deployments are completed, Fort Bragg will be home to nearly 10 percent of the Army's active duty population. This installation currently supports 261,000 military and civilian personnel, has 130,000 vehicles entering the installation every day and has a total daytime population 150,000. Most BRAC and other Army mission-related changes for active duty soldiers have already taken place. These changes created a significant demographic shift in the base population from junior to more senior military and civilian personnel. Currently, 50 percent of the military population lives off post; however, when military families are considered this number increases to 80 percent of Fort Bragg-associated military families living off post.

Colonel Sicinski stated that even though most of the growth in authorized positions at Fort Bragg has already occurred, the effects of this growth are just now being felt in their entirety. He stated that for the first time since September 11, 2001, almost all of Fort Bragg combat units are home (that is, not forward deployed), and the installation has reached its steady state population (meaning an average of about 5,000 troops, but not more, will be deployed at any one time). This means an increase in both soldiers and their family members, who are moving to the local area to be with them.

There is also a large retiree population in the area. There are an estimated 97,000 retirees associated with Fort Bragg, and that number is continuing to grow. The installation plays a primary role in the local economy, with an estimated economic impact of \$9.5 billion annually. The largest portion of this impact is in the form of salaries for military and civilian personnel. Installation growth and mission changes have strained the local infrastructure and has depleted land available for development within the fence line. For example, Fort Bragg is 50 percent short of space for company operations and physical fitness facilities. Additionally, it is short of motor pool space because of the doubling of requirements for such space under the new organization and composition of Army units. Camp Mackall is the only area associated with Fort Bragg that has room for internal growth. In spite of these challenges, Fort Bragg won the 2010 Gold Medal for the Army Chief of Staff/Commander-in-Chief's (CSA/CINC) Community of Excellence Award.

Mr. Greg Taylor, Executive Director of the BRAC-RTF, presented a briefing on the BRAC growth impacts facing the Fort Bragg region (Attachment 4). Mr. Taylor began by giving an overview of BRAC and the community impacts that are driven by the changes at Fort Bragg. The Fort Bragg region is expected to experience a growth of 40,000 residents by the year 2013, compared to its pre-BRAC 2005 level.

Mr. Taylor stated that mission growth brings both opportunities and challenges, and that the region needed assistance in meeting the challenges.

Growth impacts to education were the first critical issue discussed by Mr. Taylor and the participants of the EAC Senior Leadership Visit. The Fort Bragg region is facing a growth of 5,980 students that is directly related to mission growth. Local educational agencies have limited resources available for school construction and it would be difficult for them to raise additional capital through bond referendums in the current economic environment. To accommodate student growth, 10 new schools have been approved in the Fort Bragg region since 2007. To date, six have already been completed. Additionally, many local schools have been expanded and/or renovated existing facilities and use mobile units to accommodate student increases. Even with this expanded capacity, the Fort Bragg region still faces an estimated \$219 million (\$68.5 million military related) funding gap for the currently scheduled capital improvements related to education. To accommodate rapid growth in the number of new students, local schools will have had to add additional mobile units and to bus students to less crowded schools. These temporary solutions have led to increased security concerns at local schools; higher transportation costs for local education authorities; and lower parental involvement due to busing students from their neighborhoods.

To address funding issues related to school construction, the BRAC-RTF requests Federal assistance for school construction appropriations, identification of additional funding vehicles, assumption of debt under existing Qualified School Construction Bonds (QSCB), additional funding from Impact Aid, and approval of additional U.S. Department of Agriculture (USDA) grants to Harnett and Hoke counties. Mr. Taylor also expressed Hoke County's need for \$90,000 to complete a long-term school capacity needs analysis.

U.S. Department of Education's Impact Aid funding is also an issue. The local community members appreciate the Impact Aid funding, but note that the program is not fully funded and currently applies a formula which denies the local region millions in potential Impact Aid funds.

Mr. Eric Waldo, Department of Education, stated that local educational agencies around the country were facing similar difficulties with Impact Aid funding. He also stated that the Obama Administration has announced a blueprint for revising the Elementary and Secondary Education Act, commonly known as the No Child Left Behind Act of 2001. As part of this revision, the Department of Education reached out to military families and communities to better identify their current needs. The Department of Education is examining forward funding Impact Aid to diminish the lag between LEAs eligible student counts and payout as well as considering priority funding to local educational agencies with military families.

Mr. Waldo asked whether there was anything in the Race to the Top competition application related to schools impacted by military growth. Mr. Marvin Lucas, North Carolina House of Representatives, responded that the Race to the Top application did not address funding of school construction related to military growth. Mr. McNeill, BRAC-RTF, also responded that currently there is no Federal funding available for school construction. Additionally, local taxpayers are unable to burden another millage increase to pay for more schools.

Mr. Patrick O'Brien, OEA, asked if there were prospects for other venues to raise funds for school construction. Mr. McNeill responded that the local county commissioners were waiting for a Federal response and that it would take a millage increase of 20 cents to meet the increased capacity demands in Harnett County alone. Harnett County School's current \$100 million annual budget already includes \$12 million to pay debt service for school construction. Mr. Tim Kinlaw, Associate Superintendent of Cumberland County Schools, said that all current capital outlay funds were being used to pay long term debt. Furthermore the local community has been doing everything it can to meet the needs of the increasing student population.

Ms. Michele Jones, Special Assistant to the Secretary of Defense for White House Liaison, stated that there were some discrepancies between projected new enrollment figures in the presentation. For consistency, the BRAC-RTF should clearly define what the terms "military children" and "military related" are referring to. It would also be helpful to know what the actual customer base is.

Ms. Donna McNeill, Harnett County Board of Education Chair, commented that Impact Aid funds only cover a small amount of what is needed to educate a child (\$76 per child last year, and \$94 per child this year). The current amounts are only fund enough to educate a child for a day and a half. Mr. Patrick O'Brien, OEA, asked the BRAC-RTF and Cumberland, Harnett and Hoke county local education authorities to state what their total Impact Aid payments currently are and what they would be if Impact Aid was fully funded. Mr. O'Brien also encouraged the participants not to underestimate the political difficulties in changing existing Impact Aid distribution formulas.

Mr. O'Brien asked the local participants what the growth in residential taxes was. He also inquired about the projected cost to educate the new members of this community. Mr. Tim McNeill, BRAC-RTF Board, responded that most of the new residents were young families who purchased more affordable homes. The majority of these homes would only generate enough tax revenue to educate one child per home. Colonel Sicinski stated that Harnett County is now supporting 50 percent of the military students in the region and Harnett County is taking overflow from DoDEA schools on Fort Bragg. He also stated that the military population at Fort Bragg is typically more long-term than most other installations because personnel often choose to do multiple tours there, which greatly impacts the local schools.

Mr. O'Brien stated that he would like to follow up with Hoke, Harnett, and Cumberland Counties to better understand how growth affects local tax revenues and the costs of providing services to an increased number of residents.

Mr. Eric Waldo, Department of Education, asked whether there was competitiveness over which schools were best. Mr. Tim Kinlaw, Cumberland County Schools, responded that there was competition among schools, but it existed before the latest round of BRAC-related growth. Additionally, new facilities drive competition among schools. Mr. McNeill added that Harnett County doesn't currently have the retail base to capture sales tax like Cumberland County does. This puts the county at a competitive disadvantage when it comes to school funding.

Mr. O'Brien asked Mr. Randall Gore, USDA Rural Development, about the agency's position on Fort Bragg. Mr. Gore responded that USDA Rural Development has allocated about \$2 billion for North Carolina, and is currently working on a \$21 million grant to help build a new wastewater facility in Hoke County. The agency is also working on additional funds for school and hospital construction. Mr. Gore also stated he believes that USDA Rural Development may have the answer to most of the shortfalls that local communities have related to growth impacts. Mr. O'Brien added that OEA would like to collaborate with USDA on the capital improvement plans for the local communities.

Mr. Scott Dorney, Executive Director of the North Carolina Military Business Center, commented that North Carolina has the third highest DoD presence in the nation; however, it is 26<sup>th</sup> in amount of money the DoD spends within the state. Mr. Dorney also commented that his agency was working to address this imbalance.

Mr. Greg Taylor, BRAC-RTF, gave a briefing on the transportation and public safety issues related to local BRAC growth impacts. During the course of the briefing, Mr. Taylor discussed transportation issues facing the Fort Bragg Community including road construction, aviation connection, and regional communication interoperability.

Mr. Taylor requested Federal assistance for completing the I-295 and Murchison Road transportation projects and for working with the Federal Aviation Administration to approve direct flights between Fayetteville Regional Airport and Ronald Reagan Washington National Airport.

Mr. O'Brien commented that issues related to the communication interoperability of VIPER must be addressed by the Department of Homeland Security (DHS). OEA will contact DHS to discuss the possibility of Federal assistance. Mr. Gore added that funding to help with the communication interoperability would be available from USDA Rural Development for counties with populations less than 20,000. Mr. O'Brien proceeded to ask if the meeting participants could go back and revisit the issues presented regarding impacts to transportation.

Mr. Greg Taylor, BRAC-RTF, commented that local communities must make sure that funds appropriated for local transportation projects actually make it to the Fort Bragg region. Mr. Joseph Calcara, Office of the Assistant Secretary of the Army (Installation and Environment), responded that funding for the Murchison Road had made it into the FY12 budget, but have not yet received final Administration approval or Congressional appropriations.

Mr. O'Brien asked the senior leaders in attendance whether they had any questions about the I-295 Fayetteville Outer Loop funding gap which Mr. Taylor indicated was \$83.5 million. Mr. Joseph Peraino, DOT, responded that it appeared the local community was getting cooperation from the State of North Carolina as well as the military. He also stated that a key to Federal funding for the local transportation projects would be the reauthorization of the Surface Transportation Act. Colonel Sicinski added that the I-295 Fayetteville Outer Loop will shorten commute time and lessen traffic issues, as well as also shorten vehicle lines at the gate. The local region is currently short on funding that would directly connect Fort Bragg to I-295. Ms. Ethel Clark, Mayor of Spring Lake, also added that there was a significant need for upgrades to local roads to handle traffic inflow resulting from the Murchison Road expansion.

Mr. Taylor gave an overview of workforce issues related to mission growth impacts. While several BRAC-RTF and/or regional k-20 and Workforce Development Board interventions have been implemented, the severe shortage of highly skilled labor in the region remains particularly significant. Mr. Taylor noted that 1,500 people are on the WIA waiting list for training – partly due to capacity issues.

Ms. Jane Oates, DOL Employment and Training Administration, responded that ETA would like to talk to the BRAC-RTF about targeting the individuals on the WIA waiting list for training. She added that ETA is particularly interested in how these individuals can meet local employment needs. The goal is to think about training local people for local needs, not to train individuals for jobs two hours away. Ms. Oates also affirmed that she was looking forward to working with the local communities to address their workforce issues.

Mr. McNeill noted that adult illiteracy was a major problem in this region, preventing many residents from being able to enter into the workforce. Ms. Oates stated that both DOL and the Department of Education will work together to develop programs that integrate literacy training with workforce training. Mr. McNeill added that issues with adult illiteracy can be traced back to low literacy rates at local schools. Mr. Harris responded that the state will use funds from Race to the Top to address literacy and reading testing issues in primary and secondary education. Mr. Waldo also added that soon there will be a new Federal initiative to help local educational agencies recruit quality teachers.

Mr. Robert Gordon, the Deputy Under Secretary of Defense for Military Community and Family Policy, announced that \$4,000 per applicant would be available for military spouses as part of *My Career Advancement Account* (myCAA) for education and training. The Fort Bragg region has a large number of military families. Therefore, it is a good match for this program. Mr. O'Brien advised the BRAC-RTF to meet with the DOL Employment and Training Administration regional representatives regarding the waiting list.

Mr. Taylor provided an overview on the issues related to mission growth impacts on local health care providers. Mr. O'Brien offered to facilitate conversations with the Department of Health and Human Services (HHS) to explore what could be done locally as a result of the Affordable Care Act. Mr. Taylor added that a limited number of health care providers in this region fully accept TRICARE patients. Mr. O'Brien responded that OEA is working with the TRICARE North Region office regarding mission growth related health care impacts in eastern North Carolina. OEA can facilitate a similar dialogue between the BRAC-RTF and TRICARE to better meet Fort Bragg regional medical needs. Ms. Jones asked for a clarification on whether TRICARE only covers physical therapy (PT) performed by physical therapists, but not therapy performed by PT assistants. Ms. Jones also asked whether there had been any rationale given for this policy. Local community representatives responded that they were unaware of any rationale given for the exclusion of PT assistants in TRICARE plans.

Mr. Michael Harasimowicz, Director for Homeland Defense National Security Council, affirmed that the Obama Administration is focused on military families. This commitment includes making initiatives for training for military spouses and resources such as psychiatrists and behavioral therapists available for military children. Mr. Harasimowicz asked whether local schools have enough counselors to meet the needs of local military children. Ms. Donna McNeill, Harnett County Board of Education, responded that there are counselors on staff for military children, which has been a tremendous help. Unfortunately, the program uses an adult model, where counselors have to change schools often although children may grow attached and wish to see them longer. Ms. Jones asked who gave the directive to use the adult model for school-aged children. Ms. McNeill responded that she did not know who gave the direction.

Mr. Taylor concluded the morning's proceedings by thanking the participants. Mr. Taylor also noted that he will be in Washington, DC the week of September 13, 2010, and would be available to meet with the EAC Senior Leadership Visit participants.

Following the morning session, the EAC senior leaders had a working lunch followed by a bus tour of the I-295 Fayetteville Outer Loop and Murchison Road expansion projects.

## **Round Table Discussion at Fayetteville Community College with Local Community and EAC Representatives**

Mr. Greg Taylor, BRAC-RTF, welcomed everyone and had the round table participants introduce themselves. Mr. Patrick O'Brien, OEA, explained that the purpose of the round table discussion was to learn about the participants' experiences living in the Fort Bragg community.

The participants responded that the overall experience has been positive and that the quality of life and community support for the military are great. A key issue for the local participants is access to health care, in particular the limited number of health care providers who accept TRICARE. Other participants commented that education opportunities for military spouses are good, but finding suitable employment is difficult and job fairs on the installation have not been helpful. One soldier responded that he has spent 21 years in the community. Although he has traveled all over the world, he wants to retire locally.

Ms. Michele Jones, Special Assistant to the Secretary of Defense for White House Liaison, asked the participants if they thought difficulty finding employment was related to being military spouses. One military spouse responded that was true because many employers ask whether you are a military spouse and may believe that military spouses will not be in the local community for long. A soldier responded that his wife was able to find a job by using the Army Career and Alumni Program (ACAP).

Mr. O'Brien asked if there were enough resources available to help spouses and families deal with deployments. The participants affirmed that there were resources available to them and that the Family Readiness Groups were very helpful.

Mr. O'Brien asked whether the military spouses present were taking advantage of the military spouse *My Career Advancement Account* (myCAA) or DOL/DoD CAA program. Several of the participants stated they had used the myCAA program to obtain degrees. The participants responded that myCAA is great, but they would like some help in getting a job after completion. One military spouse stated that the myCAA program rules prevented her from being eligible for reimbursement for a course because it started just days after a myCAA deadline. Mr. Gordon responded that his office is responsible for myCAA and that he would look into the matter.

Mr. O'Brien asked the participants how many of them commute to base every day. Those who commute to base daily commented that traffic stalls during peak hours between 6:30 a.m. and 9:30 a.m. and is also unpredictable. Typically, getting on the installation at peak times should only take 10 minutes; however, it often takes 30 minutes. They also predicted that infrastructure and parking issues will only get worse as more personnel and their families arrive. Lack of connectivity to I-95 is also a concern, along with traffic on the north side of the installation. One of the participants suggested that the installation institute a rapid gate pass.

Mr. O'Brien asked the participants about the main issue they hear from soldiers and families coming to Fort Bragg. One military spouse responded that generally the soldiers enjoy their time here and believe that Fort Bragg is a good place for their families. Yet, it is important to note that the Army is very young. Therefore, anything that can be done to help make spouses more independent would be welcome.

Mr. O'Brien also asked what issues local students were facing. A participant from E.E. Smith High School has said there had previously been problems with the image of the school. Mr. Robert Gordon, Deputy Under Secretary of Defense for Military Community and Family Policy, asked whether teachers knew which of their students were from military families. A participant responded that she believed that the teachers knew which students had parents in the military and that the local schools take extra steps to make sure that those students are accommodated. Mr. Harasimowicz, Director for Homeland Defense National Security Council, asked what had been done to change the image at E.E. Smith High School. A participant responded that the school was fortunate to have a very dynamic principal, a "zero tolerance" for discipline issues, and a "dropout prevention" counselor. Mr. Eric Waldo, Department of Education, asked whether any of the participants had heard of any issues between on-base and off base-schools. The general response was that they had not heard of any. Mr. Gore, USDA Rural Development asked whether it was the soldier's preference to purchase homes in new areas, not the E.E. Smith service area, which consists of well established neighborhoods. A participant responded that growth was largely occurring in newer areas, not in the E.E. Smith service area.

Mr. O'Brien asked whether there had been any issues related to emergency services. A participant representing local emergency services responded that they needed the capability to communicate with multiple jurisdictions. Ms. Jones asked how often they have emergencies on the installation. A participant responded that it fluctuates, but they have had three fires this year. Mr. Gore added that USDA Rural Development gives loans and grants on emergency service communication upgrades for rural areas. Dr. Dorothy Robyn, Deputy Under Secretary of Defense for Installations and Environment, stated that the communication interoperability issue at Fort Bragg is part of a national issue.

Mr. O'Brien asked about some of the other issues facing the local community. A participant with the local business community, whose company is a member of the Defense Business Association, added that they were working to create more and higher paying local jobs, as well as to make sure that more local firms get jobs from Federal contracts. Currently, there are many barriers to achieving this goal including a lack of skilled labor and individuals with Federal contracting experience. Mr. O'Brien added that Fayetteville Technical Community College could consider offering a program that would help develop individuals with Federal contracting skills.

Ms. Jane Oates asked whether anyone was using the public workforce system. The participants responded that they were not. Ms. Jones stated that there were two issues—the perception that military spouses will not be around for long and that the salaries do not match the skill set of military spouses. A participant noted that the salaries on the civilian side were very low; however, spouses on new permanent change of station (PCS) orders receive priority for some on-post positions. Additionally, underemployment in the area is a major problem that leads to high competition for only a few positions. Many firms are looking to the area because military spouses are considered as low-skilled and therefore, low-wage sources of labor. Often, these firms are disappointed to find that military spouses are both highly skilled and highly competitive sources of labor.

Mr. O'Brien asked whether the current health care systems meet the needs of the warfighter. The participants responded that access to health care is an issue. Fort Bragg has a lot of returning soldiers with post traumatic stress and traumatic brain injuries. It would be helpful for these soldiers to have local outlets available to help with their therapy and recovery. Mr. Gordon added that his office was creating initiatives to bring in non-governmental organizations to help fill service voids for wounded warriors. Military OneSource is also a great resource for local needs. Colonel Sicinski added that there is a large wounded warrior transition unit on the installation. Only one-third of injuries occur in combat action, the rest are from accidents and training. Therefore, the installation doesn't need another wounded warrior transition program. It should be able to work with what it has. A participant commented that it would be beneficial to try new communications approaches to the Fort Bragg community about Military OneSource and related services, and suggested having local billboards to let the public know about the web site.

Mr. O'Brien asked whether the health care infrastructure is enough to support the Fort Bragg community. A soldier responded that it currently takes three to seven weeks to get an appointment on base. The wait can be extremely long at medical facilities if you show up without an appointment.

Mr. O'Brien asked if the issue was whether or not there were enough doctors and dentists available or whether or not they accept TRICARE. The participants responded that the number of health care providers that take TRICARE was the main issue. There may be several policy issues involved that cause local health care providers to not accept TRICARE. Among them are the facts that TRICARE often takes a long time to reimburse providers for services and the reimbursements rates are often too low. Premium rates may have to be raised in order to meet the community's needs. Mr. Harasimowicz added that credentialing is another issue that limits the number of providers.

Mr. O'Brien asked the BRAC-RTF whether it had done a health care assessment. Mr. Taylor responded that it had not done an extensive health care study. Mr. O'Brien added that OEA has done health care studies with other communities and would be willing to look into funding one here. A participant commented that when personnel return from deployments, the demand on health care systems increases beyond capacity.

A soldier commented that including military families in deployment processing would be helpful and that communicating what services were available to them would be beneficial as well. There should also be more programs available to help retiring soldiers and wounded warriors prepare for their futures post-Army.

Mr. O'Brien asked whether there were additional concerns. A participant responded that there were great programs at FTCC to help get individuals ready for employment, but the Fort Bragg community needed more ways to connect military spouses with potential employers.

Mr. Harasimowicz asked how the local military spouses networked to find employment. A participant responded that she knew many other spouses who were having the same issue. She stated that she found out about myCAA through "word of mouth." Ms. Oates advised the participants to reach out to the public workforce system for their employment searches and acknowledged the need to do a better job of reaching out to military spouses from the public workforce system.

Mr. Harasimowicz asked the participants how they liked to receive information. One soldier responded that the installation needed to do a better job getting information to all community members. Colonel Sicinski added that a good family readiness group would be able to get information out quickly. He also stated that the installation currently has an active Facebook page.

A participant responded that the local community was excited about the growth that was occurring, but that it required help to meet the immediate needs that resulted from growth impacts. Another participant stated that he was concerned about soldiers that get injured and can't continue their military careers, yet cannot qualify for wounded warrior transition programs. His concern is that these discharged soldiers may become stranded in Fayetteville with little options for career advancement.

Mr. O'Brien asked whether there was anything that the participants would like to say to the EAC senior leaders who were present. The participants acknowledged that they appreciate the myCAA program, the Enhanced Technology Classrooms, and the continued interest of the attendees present.

Ms. Jones asked whether there was anyone that the community felt was missing from the meeting. The participants noted representatives from DHS, HHS, and the State of North Carolina weren't present.

Mr. O'Brien closed by stating that the EAC senior leaders had very extensive conversations with the BRAC-RTF during the morning session and would be sharing the day's record with agencies that were in attendance. Mr. O'Brien remarked that he welcomed these round table discussions because it let EAC senior leaders see impacts of growth that go beyond facility and infrastructure needs.

At the conclusion of the session, the BRAC-RTF provided a demonstration of the 3-D remote learning capabilities that they developed locally with FTCC, under Federal grants, to increase students' interest in science, technology, engineering, and mathematics, and to reach students who find it difficult to travel to existing educational facilities and /or where subject matter expert faculty may not exist.

Federal Participant Attendee List  
Fort Bragg Mission Growth Senior Leadership Visit  
8 September 2010

|              |           |      |  |
|--------------|-----------|------|--|
| Oates        | Jane      | Ms.  | Assistant Secretary (USDoL)  |
| Hammack      | Katherine | Ms.  | Assistant Secretary of the Army for Installations and Environment  |
| Harasimowicz | Michael   | Col. | Director of Homeland Defense (WH)  |
| Jones        | Michele   | Ms.  | Special Assistant to the Secretary of Defense, White House Liaison (OSD)   |
| Vasquez      | Victor    | Mr.  | Deputy Under Secretary for Rural Development (USDA)  |
| Robyn        | Dorothy   | Ms.  | Deputy Under Secretary of Defense for Installations & Environment (OSD)  |
| Gordon       | Robert    | Mr.  | Deputy Under Secretary of Defense for Military Community & Family Policy (OSD)   |
| O'Brien      | Patrick   | Mr.  | Director, Office of Economic Adjustment (OSD)<br>Executive Director of the President's Economic Adjustment Committee (EAC) |
| Reich        | Jay       | Mr.  | Deputy Chief of Staff & Special Assistant to the Secretary (USDoC)   |
| Calcara      | Joseph    | Mr.  | Deputy Assistant Secretary for Installations & Housing (Army)  |
| Waldo        | Eric      | Mr.  | Special Assistant to the Secretary (ED)  |
| Brindley     | Brian     | Col. | Army Military Community & Family Policy  |
| Bullock      | Rossie    | Mr.  | Area Director Rural Development (USDA)   |
| Chimienti    | Elizabeth | Ms.  | OEA Project Manager  |
| Duff         | Donald    | Mr.  | Department of Commerce   |
| Gore         | Randy     | Mr.  | State Director Rural Development (USDA)  |
| Jones        | Mark      | Mr.  | Army Installations and Housing   |
| Parker       | Helen     | Ms.  | Region III Administrator US Department of Labor<br>ETA   |
| Perez        | Carlos    | Col. | OEA Military Liaison-Army  |
| Toth         | Charles   | Mr.  | Deputy Director of DoDEA Schools   |
| Willis       | Gary      | Mr.  | OEA Program Lead (IGA)   |
| Wilson       | Mike      | Mr.  | OEA Project Manager  |



**Economic Adjustment Committee**  
**Site Visit Schedule Fort Bragg/Pope Community**  
*September 8, 2010*

| <b>Time</b>         | <b>Event</b>   | <b>Location</b>           |
|---------------------|--|---------------------------|
| 5:30 AM – 5:45 AM   | Arrive 400 Army Navy parking lot   | Arlington                 |
| 5:45 AM – 6:00 AM   | Depart for Andrews Air Force Base  |                           |
| 6:30 AM – 6:40 AM   | Arrive at Andrews AFB (in processing)  | Maryland                  |
| 7:00 AM – 7:15 AM   | Depart Andrews AFB for FT Bragg  |                           |
| 8:00 AM - 8:15 AM   | Arrive at Pope; Bus from protocol will provide transportation  | Fort Bragg, NC            |
| 8:30 AM – 9:00 AM   | Closed door Breakfast and informal discussion with installation and congressional leadership   | Fort Bragg Officers' Club |
| 9:05 AM - 9:15 AM   | Welcoming statements from congressional members (TBD), installation and community leaders  |                           |
| 9:15 AM - 9:30 AM   | Statement(s) from EAC Leaders about Site Visit purpose, method, and goals (EAC Executive Director)   |                           |
| 9:30 AM - 10:00 AM  | Installation update on mission growth activities   |                           |
| 10:00 AM - 10:30 AM | Community briefing on mission growth issues (e.g., education, transportation, labor, infrastructure and economic development).                                 |                           |
| 10:30 AM – 11:45 AM | Facilitated discussion of growth issues. Discussion among EAC Leaders, State and Local Participants  |                           |
| 11:45 AM to Noon    | Summary of morning session (EAC Executive Director)  |                           |
| Noon to 12:15 PM    | Break  |                           |
| 12:15 PM - 1:30 PM  | Working Lunch, Break   |                           |
| 1:30 PM – 2:00 PM   | Board bus and transport to afternoon venue   |                           |
| 2:00 PM– 3:45 PM    | Roundtable discussion with community leaders; service members and spouses; local school, workforce, transportation, business, and economic development leaders |                           |
| 3:45 PM – 4:00 PM   | Break  | Fort Bragg                |
| 4:00 PM – 4:45 PM   | Bus tour of key sites on base and in community; Ends at Pope Air Field   |                           |
| 4:45 PM – 5:00 PM   | Arrive at Pope Air Field   | Fort Bragg                |
| 5:00 PM – 5:30 PM   | Break and board plane for 5:35 PM departure  |                           |
| 5:30 PM – 7:00 PM   | Arrive Andrews AFB   | Maryland                  |
| 7:30 PM – 8:00 PM   | Return 400 Army Navy/Pentagon lot  | Arlington, VA             |

\*Agenda subject to change.

# Garrison Command Brief

# Fort Bragg

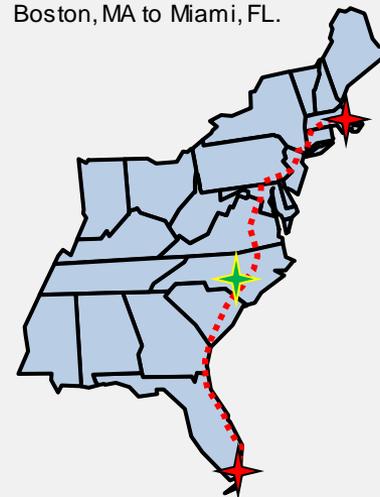


*Home of the Airborne & Special Operations*

# Fort Bragg – More Than a City

| Metric                     | Fort Bragg                         | Other Installations                         |
|----------------------------|------------------------------------|---|
| ✓ Supported Population     | 261,091                            | 218,003 Fort Hood,                          |
| ✓ Soldiers                 | 51,439                             | 50,343 Fort Hood                            |
| ✓ Civilians                | 18,714                             | 8,909 Fort Hood                             |
| ✓ Size                     | 232 M <sup>2</sup> (162,932 Acres) | 340M <sup>2</sup> (214,968 Acres) Fort Hood |
| Economic Impact            | \$9.3B Annually                    | 7.1B Annually                               |
| ✓ Museums                  | 3 (63,300 SF)                      | 1 (190,000 SF) Fort Benning                 |
| ✓ Libraries                | 2 (135,000 Books)                  | 1 (85,000 Books) Fort Benning               |
| ✓ Medical Center           | 1 (1,020,359 SF)                   | 1 Walter Reed (1,216,332 SF)                |
| ✓ Airfields (C-17 Capable) | 3                                  | 2 Fort Campbell                             |
| ✓ Railroad Lines           | 20 Miles                           | 17 Miles Fort Campbell                      |
| Paved Roads                | 1,462 Miles                        | 554 Miles                                   |
| Retail (AAFES) Facilities  | 112 (535K SF)                      | 106 Fort Hood                               |
| ✓ Number of Structures     | 5,273                              | 7,307 Fort Hood                             |
| PX                         | 2                                  | 1 Fort Benning                              |
| AAFES Sales                | \$251M                             | Fort Hood,                                  |
| DECA Sales                 | \$115M                             | Fort Hood                                   |

- Fort Bragg has approx 1,500 miles of paved road, same driving distance as Boston, MA to Miami, FL.



- Fort Bragg (232sq mi) is almost twice the size of Las Vegas, NV (131sq mi).
- Fort Bragg is slightly larger than the island of Guam.

✓ = #1 ranking in Army



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# ***An Average Day in the Fort Bragg Garrison***

## ***Supporting a population of 261,000 personnel***

- **130,000** vehicles processed entering the Installation
- **300** police, fire, and medical emergency responses are performed
- **200** patients are treated in the medical center emergency room
- **10,370** pieces personal/official mail are processed
- **400** Soldiers are issued Organizational Clothing and Individual Equipment
- **1,400** children at **8** facilities are provided child and youth services
- **4,766** students at **10** on-post schools are provided elementary and secondary education
- **9,140** meals are served in **20** dining facilities
- **340** engineering service/work orders are processed
- **2,300** personnel are serviced for retirements, ETS, ID cards, ACAP, eMILPO transactions
- **800** personnel are provided Education and Personnel services (testing, eArmyU counseling, in/out processing, and Wounded Warrior counseling)
- **22,700** housing units are managed and serviced (16,250 single Soldier and 6,450 Family)
- **450** housing assignments, terminations, and inspections are conducted
- **10,000** Soldiers are trained using simulators, ranges, drop zones, and training areas
- **1,250** meals are served in MWR facilities
- **\$1.1 Million** in sales are generated (AAFES \$687,000/DeCA \$415,000)
- **\$26.03 Million** in economic impact is generated in local economy



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# Average Day at Womack (FY 10)

|                                     |       |
|-------------------------------------|-------|
| Clinic Weekday Encounters           | 2,633 |
| Babies born                         | 8     |
| Beds occupied:                      | 88    |
| – Avg percentage occupied beds FY09 | 51%   |
| Surgical procedures                 | 26    |
| X-rays, CT Scans and MRI's          | 1,017 |
| Pathology procedures                | 3,202 |
| Prescriptions filled                | 5,879 |
| ER Visits                           | 171   |

Deployed Individuals

72

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# **FORT BRAGG SUPPORTED POPULATION**

| <b>Fort Bragg Population</b> AISP COP Data (30 Jul 10)    | <b>FY10</b>    | <b>FY16</b>    |
|---|----------------|----------------|
| Active Duty Military (Army, Other Services, PCS Students) | 49,209         | 51,301         |
| Training Military (TDY Students, Transient & Rotational)  | 2,626          | 2,605          |
| Reserve Component Military (Assigned at Fort Bragg)       | 1,755          | 3,317          |
| Civilian Employees (Assigned at Fort Bragg)               | 11,314         | 13,615         |
| Contract Employees (Working at Fort Bragg)                | 5,926          | 7,198          |
| Military Family Members (Active Duty Military)            | 74,798         | 77,978         |
| <b>Total Fort Bragg Population</b>                        | <b>145,628</b> | <b>156,014</b> |

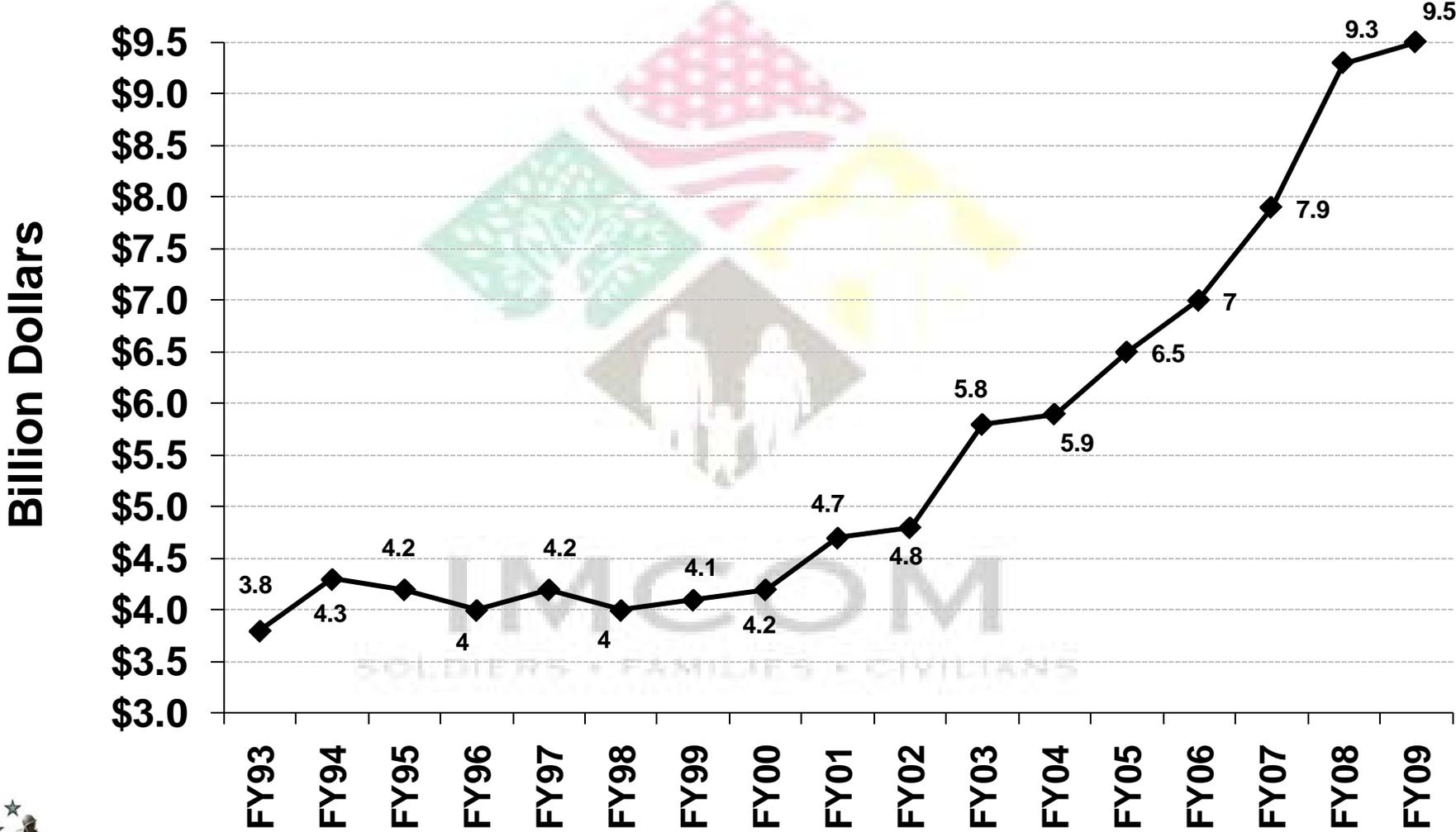
| <b>Surrounding Area Population</b> (within 40 miles)                            | <b>FY10</b>    |
|---|----------------|
| Surrounding Area Active Duty Military (All Services Not Assigned at Fort Bragg) | 4,076          |
| Reserve Component Military (USAR & NCNG Not Assigned at Fort Bragg)             | 3,362          |
| Surrounding Area Military Family Members (Not Assigned at Fort Bragg)           | 6,196          |
| Reserve Component Family Members (Not Assigned at Fort Bragg)                   | 6,257          |
| Military Retirees & Family Members  | 96,378         |
| <b>Total Surrounding Area Population</b>  | <b>116,269</b> |

|   |                |
|---|----------------|
| <b>Total Supported Population</b> (Fort Bragg + Surrounding Area) | <b>261,897</b> |
|---|----------------|



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# ECONOMIC IMPACT 11 County Area

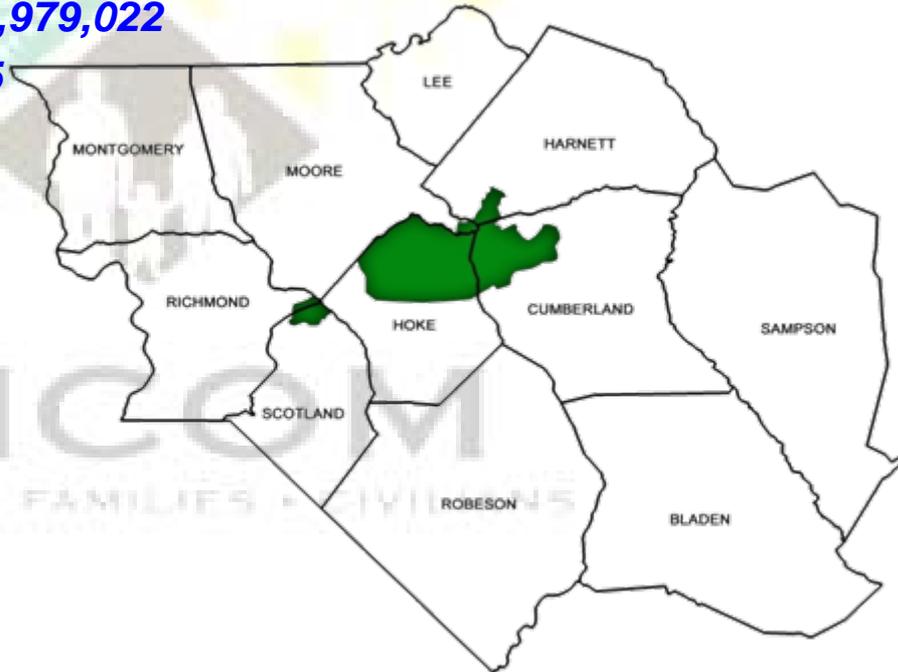


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# Economic Direct/Indirect impact

- *Eleven counties include: Bladen, Cumberland, Harnett, Hoke, Lee, Montgomery, Moore, Richmond, Robeson, Sampson and Scotland*
- *Military Pay \$2,361,489,421*
- *Civilian Pay \$408,214,403*
- *NAF/MWRAPF Employee Pay \$22,979,022*
- *AAFES Employee Pay \$18,740,875*
- *On-Post Business Pay \$3,292,661*

**\$9.5B Annually**  
**\$26.03M Daily**



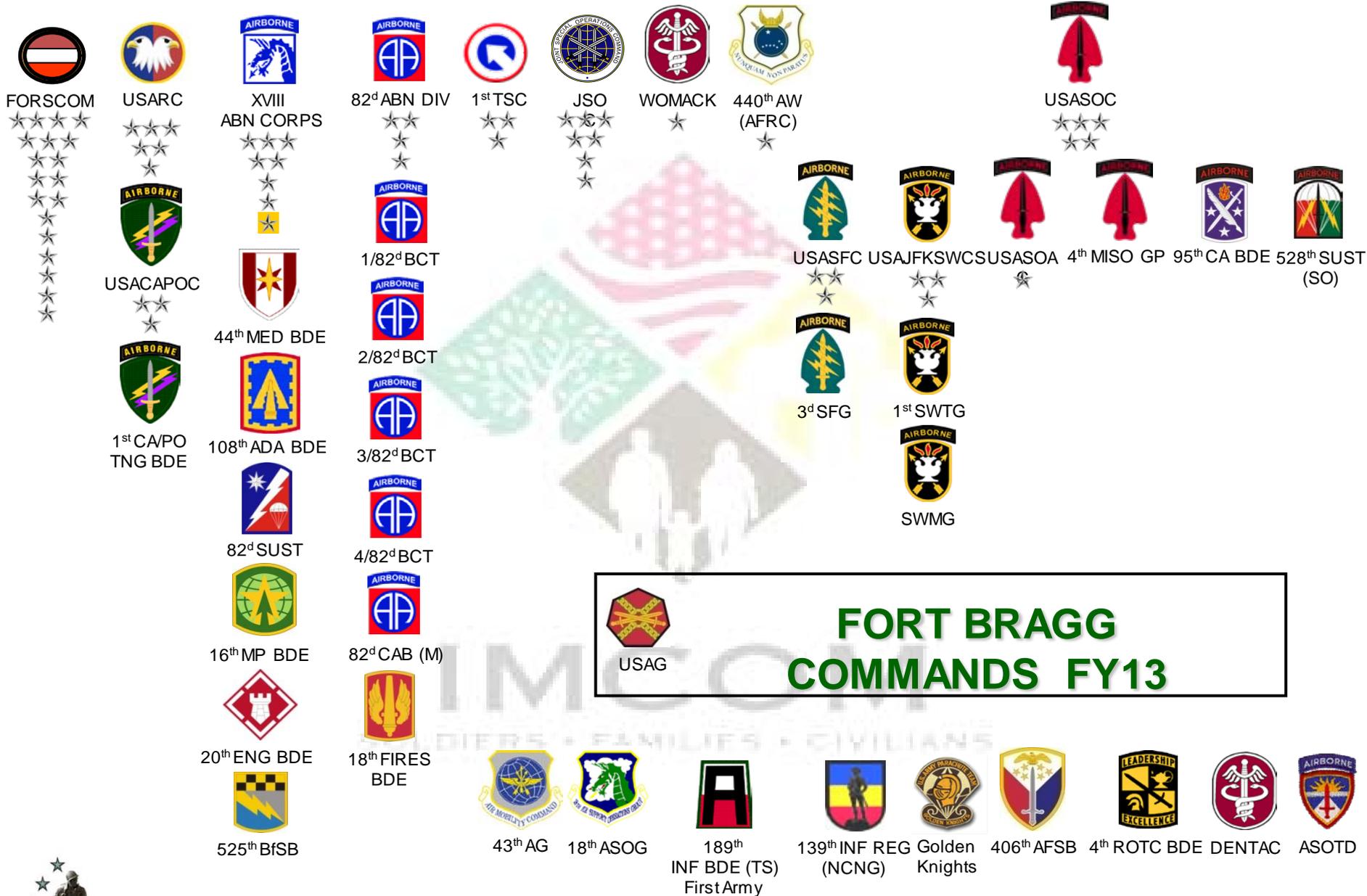
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**FORT BRAGG  
COMMANDS FY10**



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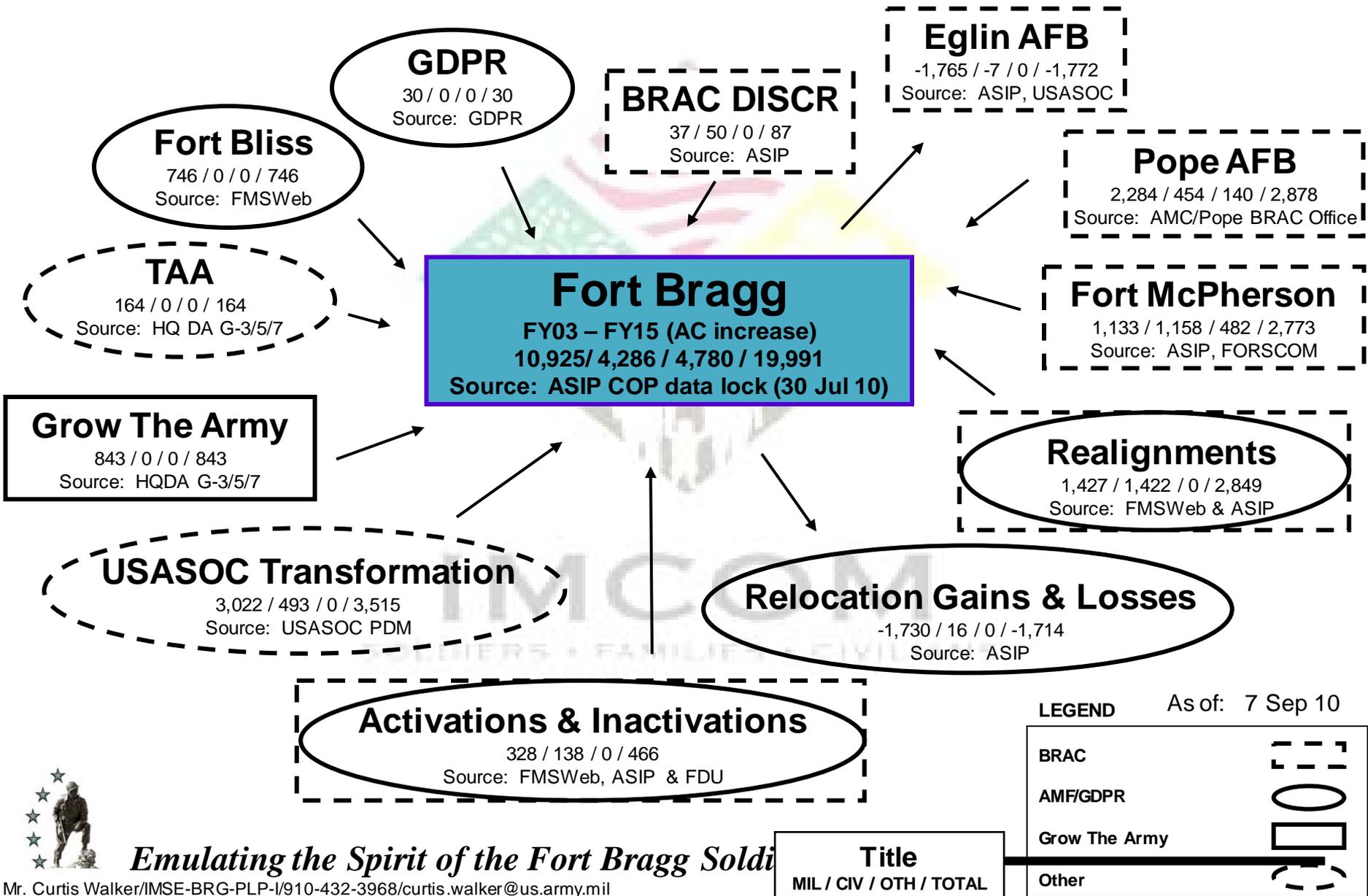
  
**FORT BRAGG  
 COMMANDS FY13**



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As of: 23 Jul 10

# TRANSFORMATION MIGRATION CHART



LEGEND As of: 7 Sep 10

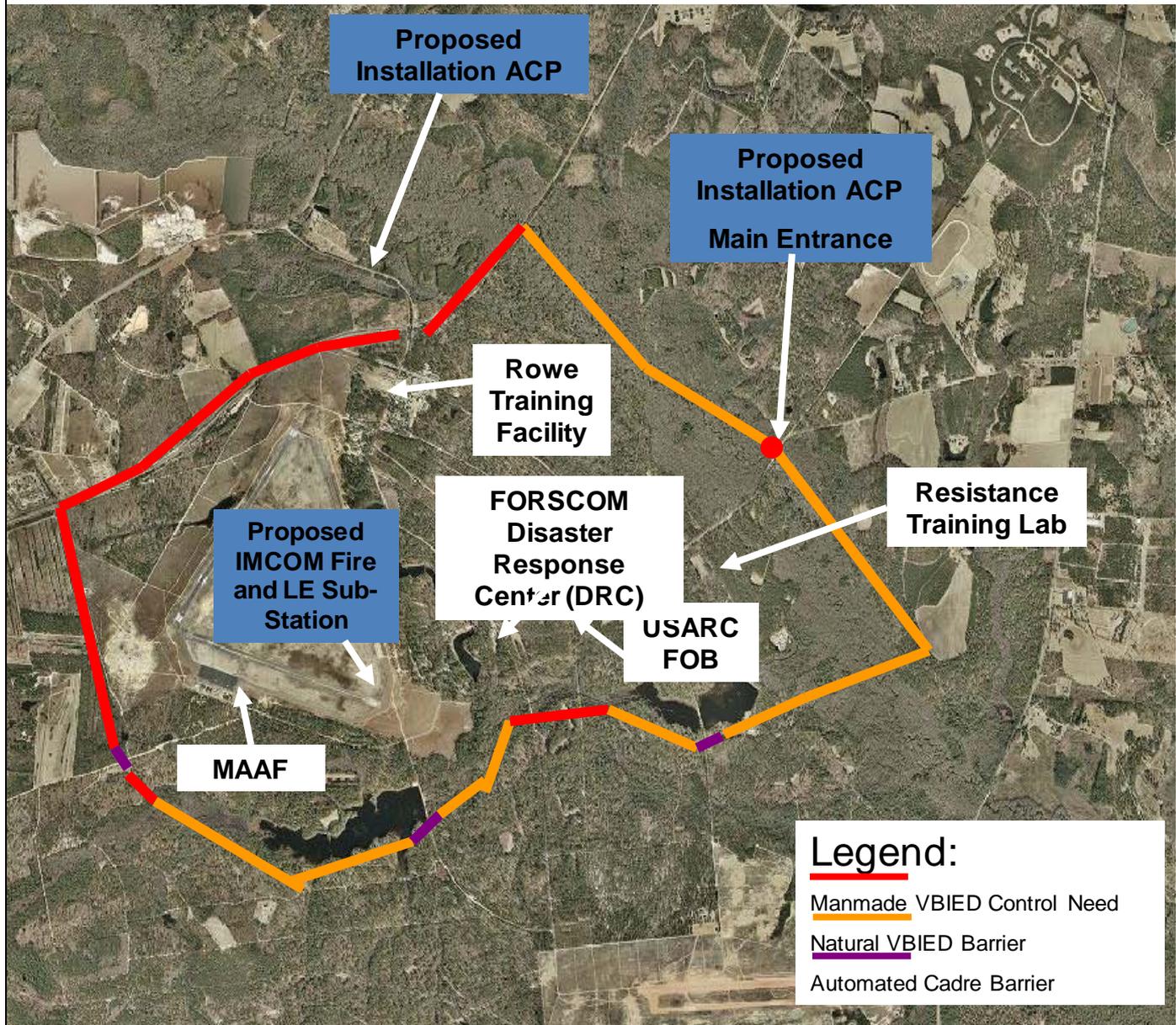
|               |  |
|---------------|--|
| BRAC          |  |
| AMF/GDPR      |  |
| Grow The Army |  |
| Other         |  |

| Title                   |
|-------------------------|
| MIL / CIV / OTH / TOTAL |

### Current population estimates.

# Camp Mackall

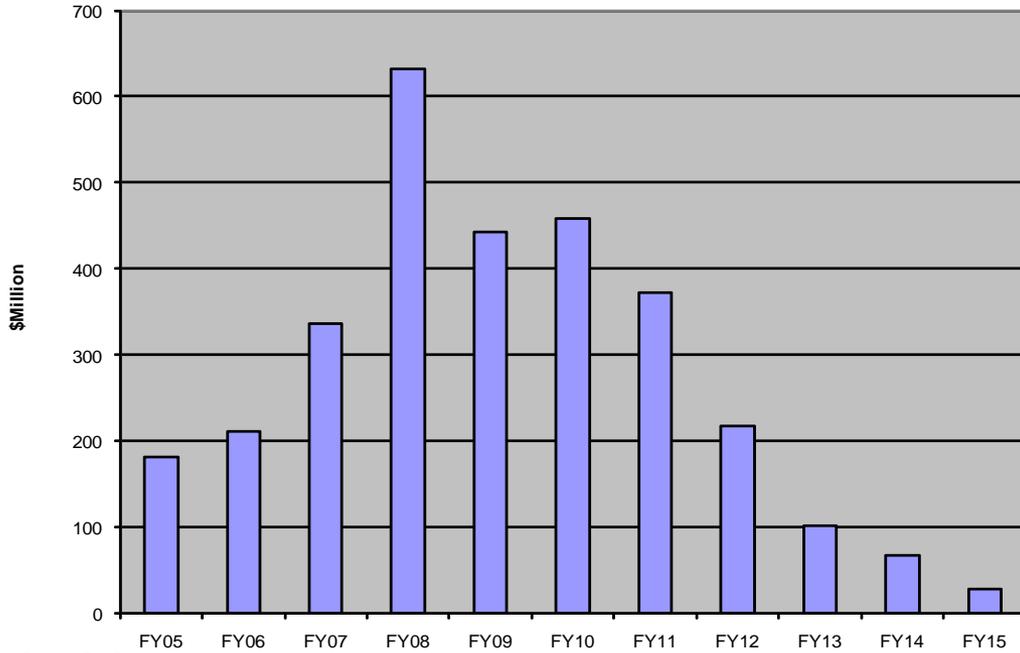
- a. 625 permanent party personnel associated with Camp Rowe.
- b. 7,832 students attend training annually at Camp Rowe and FOB Freedom with an anticipated significant FOB increase—perhaps as much as 1,500-- due to all Army deployable brigades requiring CMF 37/38 personnel as part of transformation.
- c. 83 structures currently in use (1- 3 story & several 2 story BLDGS) —does not include tent city and FOB Freedom.
- d. 13 Acres of Camp Rowe has a cantonment fence with three Access Control Points (ACPs). Two of three ACPs are staffed with contract security guards (CSGs) funded by USAJFKSWC&S.
- e. Fort Bragg and local law enforcement response times average 45 minutes; the Army standard to respond to an alarm such as the FORSCOM DRC is 15 minutes.
- f. Fire response time is as follows: announced aircraft one minute; un-announced aircraft three minutes and structure 7 and 12 minutes. ARFF trucks have minimal water for structure fire (1000/1500 gal respectively)



*Spirit of the Fort Bragg Soldier*

2-3968/curtis.walker@us.army.mil

# MILCON PROGRAM



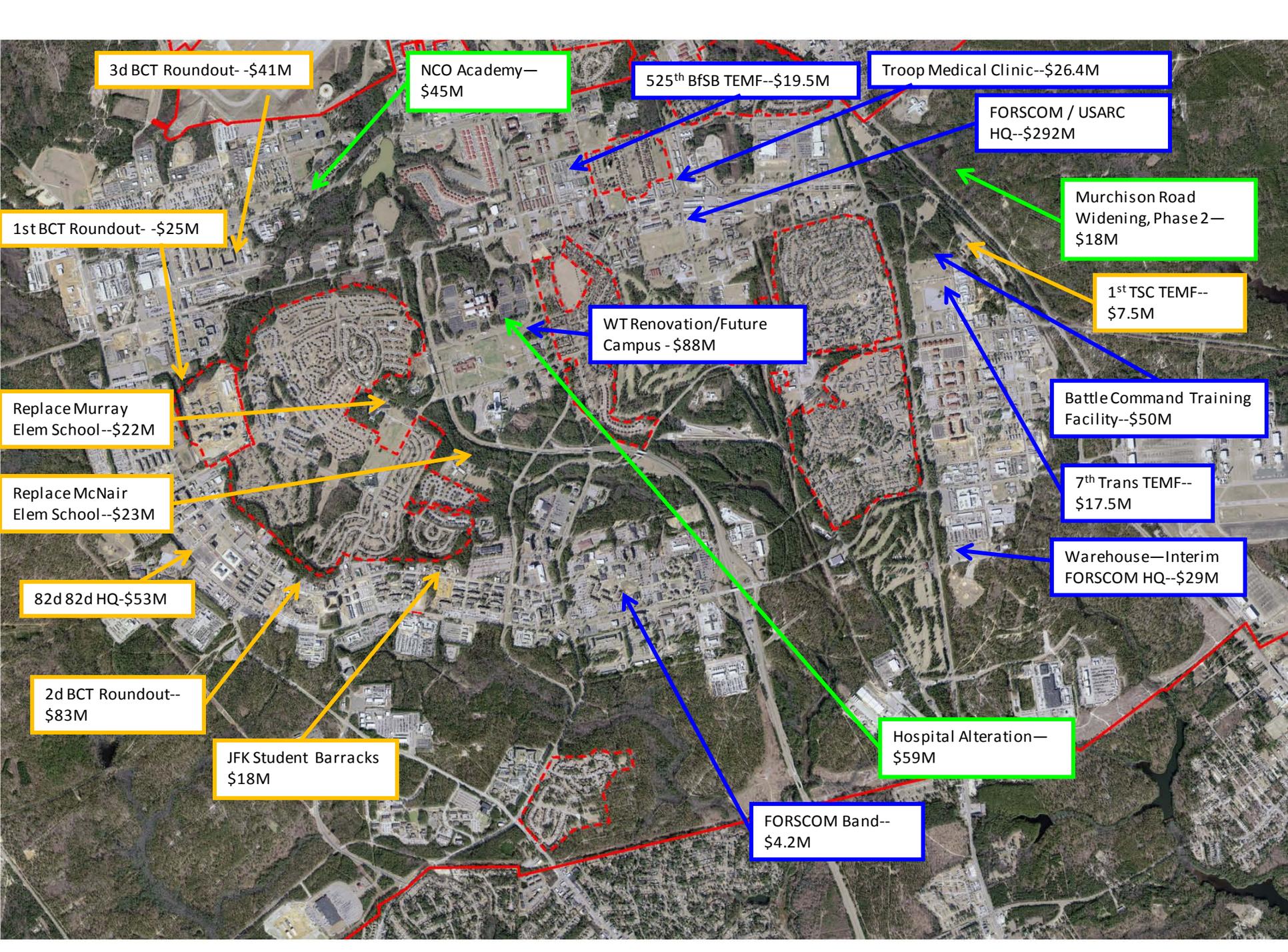
## Priorities:

- Transportation Infrastructure (On/Off Post)
- Pope Transfer/Maintenance
- Vehicle Maintenance Shops
- Company Operations Facilities
- Physical Fitness Centers



*Emulating the Spirit of the F*

Mr. Curtis Walker/IMSE-BRG-PLP-I/910-432-3968/curtis.walker@us.a



3d BCT Roundout- -\$41M

NCO Academy—  
\$45M

525<sup>th</sup> BfsB TEMF--\$19.5M

Troop Medical Clinic--\$26.4M

FORSCOM / USARC  
HQ--\$292M

Murchison Road  
Widening, Phase 2—  
\$18M

1<sup>st</sup> TSC TEMF--  
\$7.5M

WT Renovation/Future  
Campus - \$88M

Battle Command Training  
Facility--\$50M

7<sup>th</sup> Trans TEMF--  
\$17.5M

Warehouse—Interim  
FORSCOM HQ--\$29M

Hospital Alteration—  
\$59M

FORSCOM Band--  
\$4.2M

1st BCT Roundout- -\$25M

Replace Murray  
Elem School--\$22M

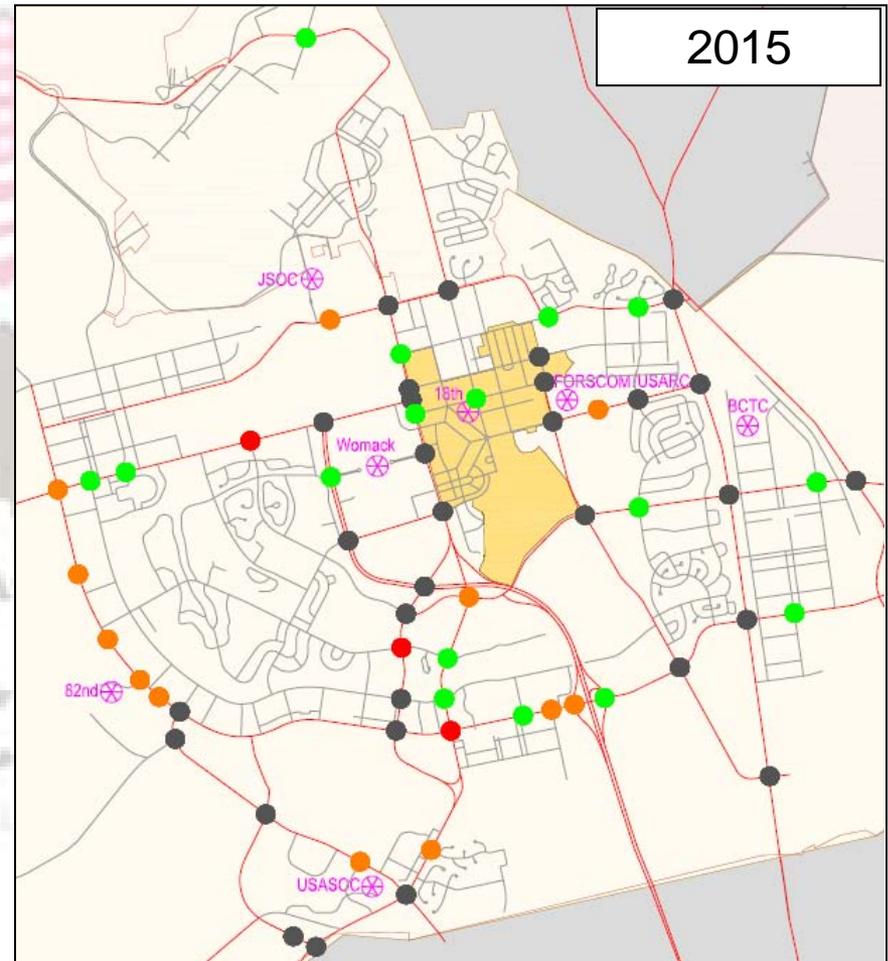
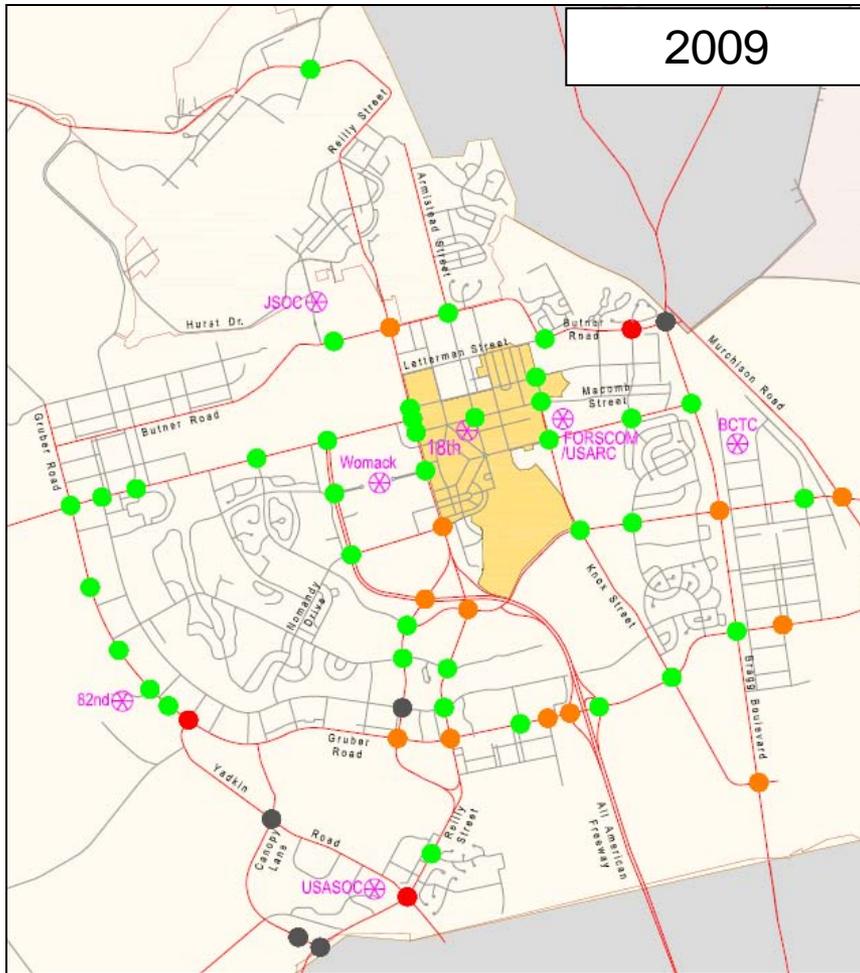
Replace McNair  
Elem School--\$23M

82d 82d HQ-\$53M

2d BCT Roundout--  
\$83M

JFK Student Barracks  
\$18M

# Transportation Infrastructure Level of Service Analysis



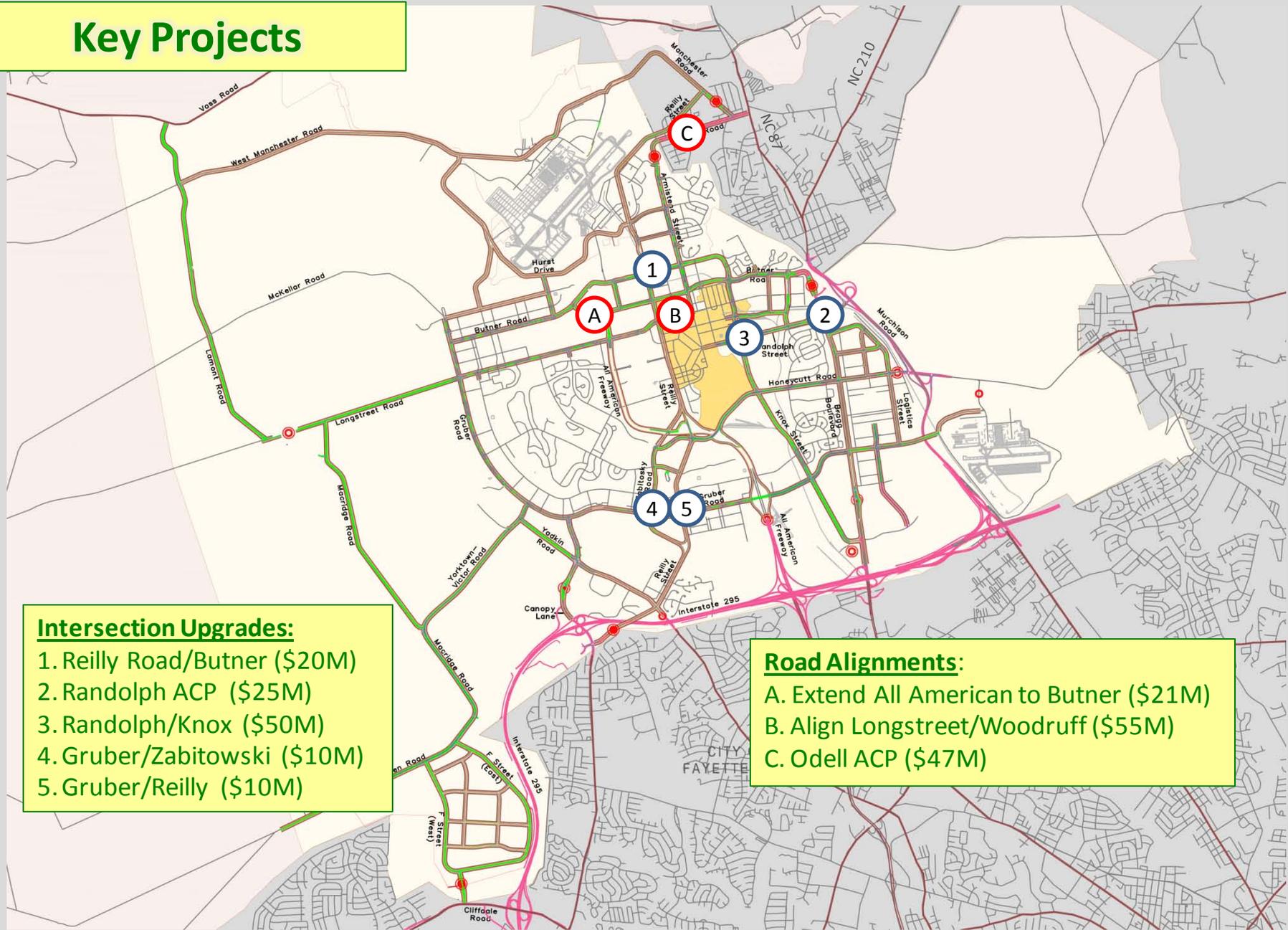
### LEGEND

- Intersection LOS C or Better
- Intersection LOS D
- Intersection LOS E
- Intersection LOS F

**Failed/Failing Intersections:**

- Current: 19 of 57 (9 of 11 Thoroughfares)
- Projected: 42 of 57

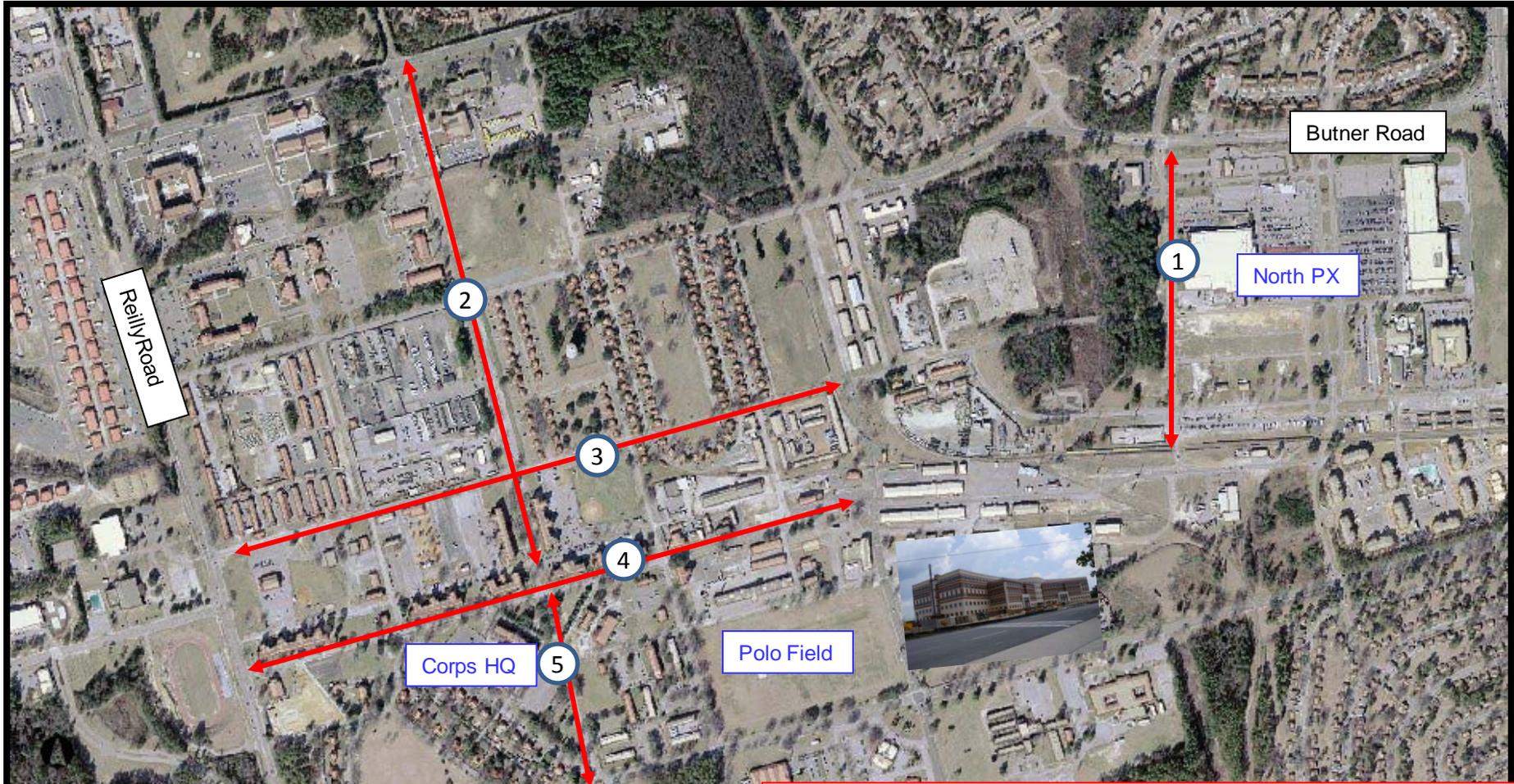
# Key Projects



- Intersection Upgrades:**
- 1. Reilly Road/Butner (\$20M)
  - 2. Randolph ACP (\$25M)
  - 3. Randolph/Knox (\$50M)
  - 4. Gruber/Zabitoski (\$10M)
  - 5. Gruber/Reilly (\$10M)

- Road Alignments:**
- A. Extend All American to Butner (\$21M)
  - B. Align Longstreet/Woodruff (\$55M)
  - C. Odell ACP (\$47M)

# How FORSCOM Can Help Fort Bragg Shovel Ready Repaving Projects



Created by Fort Bragg GIS/CADD Office - Copyright 2005 -2010

- 1: **Resurface Chute Street - \$4M**
2. **Repave Armistead (Butner to Maccomb - \$2.2M**
3. **Resurface Woodruff (Reilly to Knox) - \$2.8M**
4. **Resurface Armistead (Maccomb to Randolph) – \$1.2M**
5. **Resurface Maccomb (Reilly to Knox) \$3.5M**

★  
★  
★  
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Mr. Curtis Walker/IMSE-BRG-PLP-I/910-432-3968/curtis.walker@us.army.mil

# 2010 Fort Bragg Accomplishments

## Activities & Individuals

- 2010 Gold Medal Winner of the CSA/CINC Army's Community of Excellence Award
- DA Best Large ACS Program – ACS
- DA Family Morale Welfare Recreation Command of the Year – ACS
- IMCOM Regional Fire Department of the Year – DES
- CSA Deployment Excellence Award – Runner Up – DOL
- CSA Large Category Maintenance Excellence Award – DOL
- NC Sustainable Transportation Winner for Policy and Organization-DES
- Fort Bragg Operation and Maintenance Executive of the Year – DPW
- Fort Bragg DPW Garrison Support Executive of the Year – DPW
- ★ DA OPSEC Program First Runner-up - DES



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# QUESTIONS

# Fort Bragg



**IMCOM**  
SOLDIERS + FAMILIES + CIVILIANS

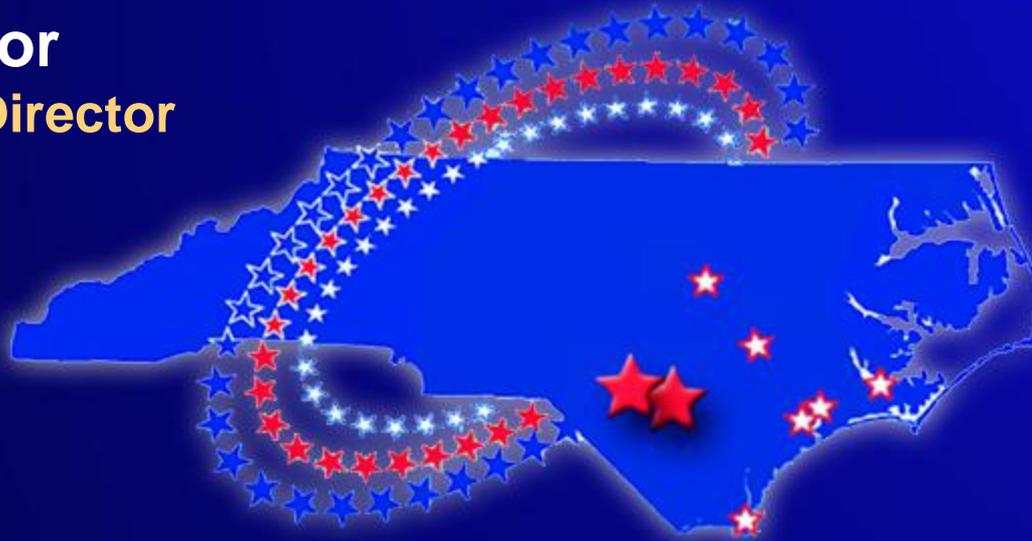
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FORT BRAGG AND POPE AIR FORCE BASE

# BRAC REGIONAL TASK FORCE

COMMUNITY PLANNING FOR BRAC IMPLEMENTATION

**Greg Taylor**  
**Executive Director**



---

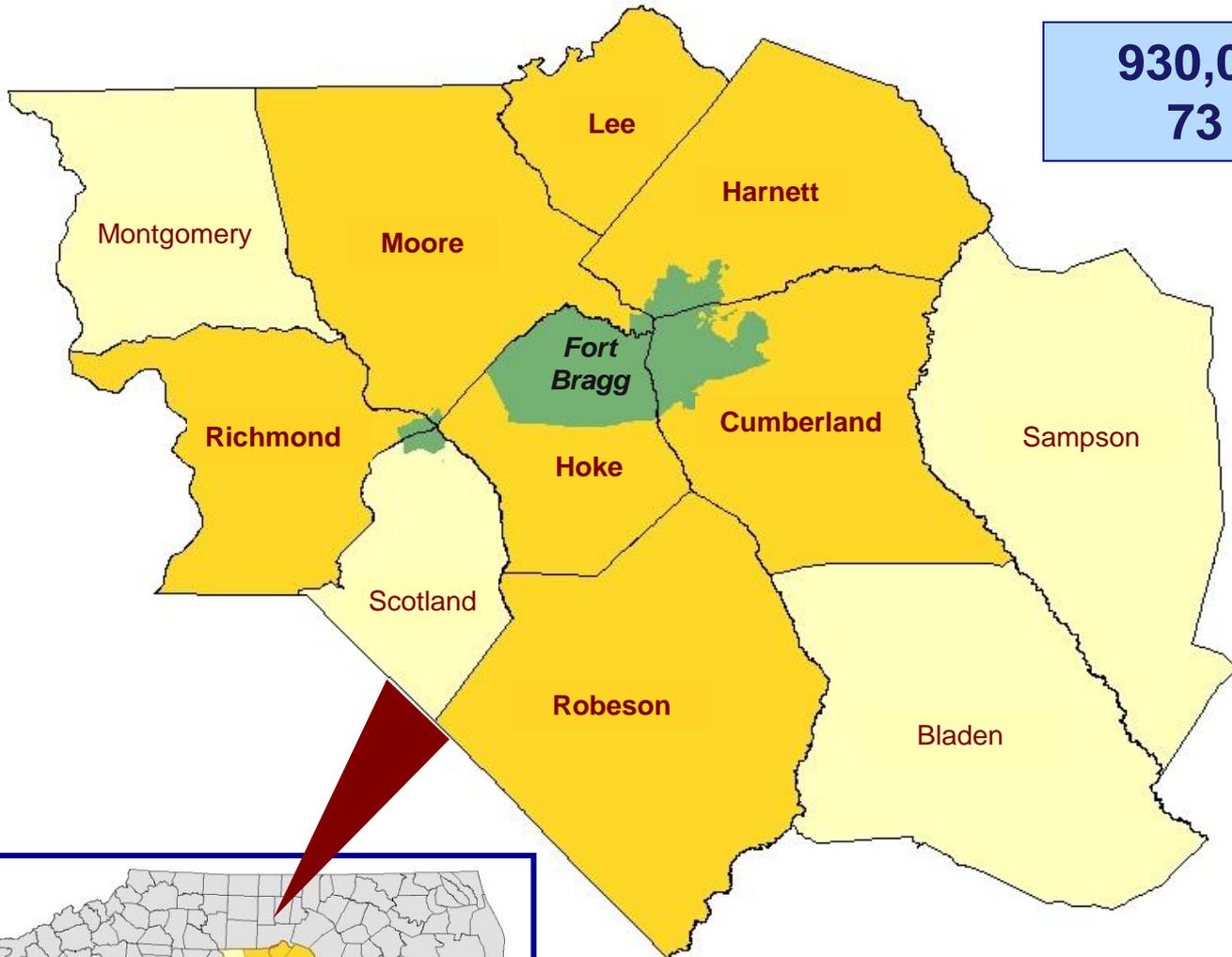
**EAC Senior Leadership Visit**  
**8 September 2010**

# Partnership of Local Governments

## 11 Member Counties



930,000+ Population;  
73 Municipalities



# BRAC Regional Task Force



## Dual Mission:

- To help our communities deal with the impact of BRAC actions at Fort Bragg by integrating, coordinating, and leveraging the region's planning, infrastructure, workforce, education, and economic development efforts so as to improve the quality of life for our citizens
- To serve as the liaison between the military and the communities in the organization; state agencies associated with these efforts; and federal agencies designated to provide community assistance for BRAC impacts

# BRAC Regional Task Force: *Moving Forward*



## ***Setting the Foundation for a Sustainable Defense Community: Balancing the Mission, Community, Environment, and Economic Development***

**Use this *Quadruple Bottom Line* to enhance the quality of life in our communities, while providing regional support for the long term mission of Fort Bragg.**



# Community Impact of Changes at Fort Bragg



- Population growth: Projecting more than **40,000** additional people by **2013**
- Significant impact on schools, housing, roads, airports, workforce, infrastructure, public safety, and healthcare
- Challenges and opportunities exist for the region and the state associated with this growth
- Regional approach is essential to plan and prepare for the changes; state and federal support is required
- The region views this growth as a transformational opportunity

# Community Impact of Changes at Fort Bragg



## Growth is good, so what's the problem...

- For local governments, most of the increase in revenue from growth comes “after the fact”
- In cases where the growth is from federal activity rather than the private sector, the revenue increase may be significantly less, or never materialize; Impact Aid addresses this issue
- Key fact: **50% (~75,000)** of military-related population lives outside the gate

# Critical Impacts (Gaps)



- **School Construction Shortfall**
- **Transportation (Road & Air)**
- **Regional Communications Interoperability (VIPER)**
- **Workforce/Education**
- **Healthcare Services**

# Critical Impacts (Education)



## Issue: School Construction Shortfall

- **Statement:** Funds needed for new schools in the region to accommodate both normal growth and the expected 5,980-student growth related to BRAC (CRGP)
- **Successes:** Qualified School Construction Bonds (QSCB); Congressional legislation introduced; Our counties have stepped up – big time
- **Gaps:** \$219.6 million total current need; \$68.4 million is military-related; Lottery cuts?
- **Ramifications:** More mobile units, more kids bused out of district, increased transportation costs, higher risk

# Critical Impacts (Education)



## Resolutions

- Pass Federal legislation/direct appropriation
  - Identify/Access other budget lines/funding vehicles
  - Request Federal assumption of QSCB repayment obligations
  - Request additional Impact Aid
  - Fund the \$100M+ USDA application (Harnett)
  - Fund long-term School/Capital Needs Analysis (Hoke - \$90,000)
  - Fund wastewater treatment plant required for new middle school (Hoke - \$18M)
-

# Critical Impacts (Education) School Construction



| #  | Projects                                 | Status                 | Total Projected Cost | Military-related Costs | Military-related Proportion |
|--|--|------------------------|----------------------|------------------------|-----------------------------|
| 1  | (CCSD) New Middle School (900 seats)     | Out to Bid in November | 20,000,000           | 10,000,000             | 50%                         |
| 2  | (CCSD) New High School (1260 seats)      | Unfunded               | 49,000,000           | 16,170,000             | 33%                         |
| 3  | (HCSD) New Elementary School (950 seats) | Unfunded               | 21,000,000           | 8,400,000              | 40%                         |
| 4  | (HCSD) New Middle School (1,000 seats)   | Unfunded               | 31,000,000           | 9,300,000              | 30%                         |
| 5  | (HCSD) New Middle School (1,000 seats)   | Unfunded               | 31,000,000           | 4,650,000              | 15%                         |
| 6  | (HCSD) New High School (1,500 seats)     | Unfunded               | 53,000,000           | 15,900,000             | 30%                         |
| 7  | (HkCSD) New Middle School (475 seats)    | Unfunded               | 14,600,000           | 3,942,000              | 27%                         |
| <b>SCHOOL TOTAL</b>                                      |  |                        | <b>\$219,600,000</b> | <b>\$68,362,000</b>    |                             |
| <b>SCHOOL TOTAL - INCLUDING THOSE RECENTLY COMPLETED</b> |  |                        |                      | <b>\$94,802,000</b>    |                             |

# Critical Impacts (Education) School Construction



|  |                        |
|--|------------------------|
| <b>Military Related (MR) Students</b>          | <b>5,980</b>           |
| <b>Avg per Student Construction Costs</b>      | <b><u>\$30,995</u></b> |
| <b>BRAC Growth-related Total</b>               | <b>\$185,350,100</b>   |
| <br>   |                        |
| <b>MR Students (Hoke, Harnett, Cumberland)</b> | <b>4,587</b>           |
| <b>Avg per Student Construction Costs</b>      | <b><u>\$30,995</u></b> |
| <b>BRAC Growth-related Total</b>               | <b>\$142,174,065</b>   |

# Critical Impacts (Education) School Construction



| #  | Projects                                 | Status                 | Total Projected Cost | Military-related Costs | Military-related Proportion |
|--|--|------------------------|----------------------|------------------------|-----------------------------|
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| <b>SCHOOL TOTAL</b>                                      |  |                        | <b>\$219,600,000</b> | <b>\$68,362,000</b>    |                             |
| <b>SCHOOL TOTAL - INCLUDING THOSE RECENTLY COMPLETED</b> |  |                        |                      | <b>\$94,802,000</b>    |                             |

# Critical Impacts (Education) Impact Aid



The Table below illustrates the value of a particular type of student to the Impact Aid formula. These values are called Weighted Federal Student Units, or WFSUs.

| <u>Type of Student</u>  | <u>Weight</u> |
|---|---------------|
| Student living on Indian property   | 1.25          |
| Military student Living on Federal property   | 1.00          |
| Non-Military student living on Federal property with a parent working on Federal property | 1.00          |
| Military student not living on Federal property   | 0.20          |
| Student living in a low-rent housing project  | 0.10          |
| Civilian student - parent works on Federal property                                       | 0.05          |

# Critical Impacts (Education) Impact Aid



**Total WFSUs**

**x One half of the Local Contribution Rate (LCR)**

**Total maximum Basic Support Payment (BSP)**

**Total federal ADM divided by Total ADM (%)**

**+ Total BSP divided by Total operating costs (%)**

**Total % (LOT MOD)\***

**Multiply the maximum BSP by the LOT MOD to get the LOT or revised BSP**

**This revised BSP is then pro-rated based on the actual federal budget appropriation**

**\*Learning Opportunity Threshold Modifier**

# Critical Impacts (Education) Impact Aid



## Resolutions:

- **Adjust Impact Aid formula to reflect parity for all Federally-impacted students**
- **Fully fund Impact Aid line item**

# Critical Impacts (Transportation)



## Murchison Road Widening/Closure of Bragg Boulevard

- **Statement:** Partial DAR funding was in the President's 2011 budget and the balance is in the draft 2012 MILCON budget
  - **Successes:** Murchison Road (Phase I) is funded, under construction;
  - **Gaps:** Murchison Road – Phase II - Unless the \$35 million is allocated as indicated above, the project cannot be completed
  - **Ramification:** There is already a timing issue between when FORSCOM will need to close Bragg Blvd and when the Murchison Road project will be completed
  - **Resolutions:** Need confirmation that the 2011 Murchison Road funds (\$17M) are in final version of the budget and that the FY12 allocation (\$18M) is secure
-

# Critical Impacts (Transportation)



## Connecting Fort Bragg to I-295

- **Statement:** Fort Bragg lacks direct access to the Interstate system, which presents obstacles to force security and transport.
- **Successes:** I-295 (Murchison Road to Ramsey Street/US-401) funded by NCDOT; construction begins in March 2011 (\$145M)
- **Gaps:** I-295 (Bragg Blvd to All American Freeway, \$83.5 million) connecting the All American Freeway to I-95 is a priority for the base and the community.
- **Ramifications:** Military convoys traveling city streets to get to the Interstate; Ft. Bragg has limited capacity to move convoys through the base; Ft. Bragg is also a FEMA staging area.
- **Resolutions:** Completion of I-295 to All American Freeway in STIP, but still unfunded

# Critical Impacts (Transportation)



## Issue: Aviation

- **Statement:** Daily direct airline service needed from FAY to Washington DC to serve FORSCOM/USARC requirements and community needs
- **Successes:** Aviation Services Study completed; shows market demand is sufficient for economically viable service; negotiations with major airlines ongoing
- **Gaps:** Significant systemic challenges
- **Ramifications:** Triple the travel time; safety concerns
- **Resolutions:** Fayetteville Airport has applied for a FAA Small Community Air Service Grant that would provide marketing and other incentives for an airline providing FAY-DC service. FAA/Airlines resolve conflicts re: 'slot swap'

# Critical Impacts (Public Safety)



## Issue: Regional Communications Interoperability

- **Statement:** Regional interoperability of VIPER is necessary to ensure security and continued public safety
- **Successes:** County EMS agencies have purchased a portion of the VIPER-compatible radios needed; VIPER infrastructure (towers, etc.) is funded by State of NC
- **Gaps:** \$12.5 million estimated cost for equipping BRAC Counties with compatible emergency response radios
- **Ramifications:** Loss of life and limb due to inability of 1<sup>st</sup> responders to communicate across jurisdictions/entities
- **Resolution:** Seek Federal funding to update region's emergency communications to VIPER

# BRAC Workforce Impact



- **Issue:** The available labor pool in the region cannot support the mission growth at Fort Bragg
- **Statement:** CRGP found that region will need over 19,000 additional workers due to military growth
- **Successes:** PipelineNC.com; Enhanced Technology Classrooms; Regional STEM, WDB and Economic Development Collaborations; Lifelong Learning & Literacy Campaign; Energizing Entrepreneurism; Allied Health Sector Regional Skills Partnerships; Kenan Fellows; Military Spouse CAA Program
- **Ramifications:** Low educational attainment and completion rates means continued skill deficits and the inability to meet local workforce needs
- **Gaps:** WIA Funding, i.e., over 1500 on regional WIA waiting lists for training; Greatest needs for RNs, home health aides, STEM teachers, Bachelor level IT workers, and Operations Managers; Limitations on the new My CAA program

# BRAC Workforce Impact



| <b>Projected Job Growth by Top Industry (thru 2016)</b>              |               |              |
|--|---------------|--------------|
| <b>Government (including Military)</b>                               | <b>13,025</b> | <b>24.3%</b> |
| <b>FORSCOM</b>   | <b>2,800</b>  | <b>5.2%</b>  |
| <b>Health care and social assistance</b>                             | <b>14,817</b> | <b>27.6%</b> |
| <b>Professional and technical services</b>                           | <b>3,991</b>  | <b>7.4%</b>  |
| <b>Accommodation and food services</b>                               | <b>3,865</b>  | <b>7.2%</b>  |
| <b>Administrative and waste services</b>                             | <b>3,574</b>  | <b>6.7%</b>  |
| <b>Other services, except public administration</b>                  | <b>2,767</b>  | <b>5.2%</b>  |
| <b>Retail trade</b>  | <b>2,573</b>  | <b>4.8%</b>  |
| <b>Educational services</b>  | <b>1,639</b>  | <b>3.1%</b>  |
| <b>Real estate and rental and leasing</b>                            | <b>1,440</b>  | <b>2.7%</b>  |
| <b>Arts, entertainment, and recreation</b>                           | <b>1,204</b>  | <b>2.2%</b>  |
| <b>Construction</b>  | <b>1,057</b>  | <b>2.0%</b>  |
| <b>Transportation and warehousing</b>                                | <b>701</b>    | <b>1.3%</b>  |
| <b>Finance and insurance</b>   | <b>154</b>    | <b>0.3%</b>  |
| <b>Total of the Highlighted Area (primarily highly skilled jobs)</b> |               | <b>43.7%</b> |

# BRAC Workforce Impact



- **Resolutions: US DoD, DOL, and DOE assist region in increasing education/training funding and access, and expanding Distributed Learning Network**
  - **Request \$1.5M in additional WIA funding to augment existing training programs in anticipation of BRAC job growth impact**
  - **Request flexibility in WIA and NEG funding in order to train/retrain workforce for higher-level jobs due to BRAC growth, i.e., serve broader classifications**
  - **Request \$1.1M in additional funding for Enhanced Technology Classrooms @ 2 per regional community college site plus 2 technical and instructional staff for 2 years**
  - **Request DoD lift participant restrictions and tuition and degree level limits on the restructured MyCAA Program**

# BRAC Health Care Impact



- **Issue: Shortage of health care providers in the region**
- **Statement: CRGP found that region needs 134 dentists; 64 surgical specialists; and 24 primary-care providers. We also need additional psychiatrists.**
- **Successes: Medical Services Task Force formed to increase and coordinate recruitment and retention efforts; With help from NC DOC/DWD, created the Allied Health Sector Regional Skills Partnership to increase our labor pool of “home grown” providers**
- **Ramifications: Access to & quality of healthcare will suffer**
- **Gaps: Gaps identified above still remain**

# BRAC Health Care Impact



## ■ Resolutions: Affordable Care Act (ACA)

- Under HRSA\* and the Teaching Health Centers: Expand the community sites eligible beyond FQHCs\*\* for primary care and surgical residencies
- Under Workforce Section: Offer small business tax credits to help get new doctors established
- Add Richmond, Scotland, Cumberland, and Moore Counties to the medically underserved areas which would give doctors and dentists the student college tuition loan repayment program
- Under HRSA Demonstration projects: Pay for doctor and dentist malpractice coverage for a limited number of years

\* Health Resources and Services Administration; \*\*Federally Qualified Health Center

# BRAC Health Care Impact



- **Issue:** Healthcare providers limiting TRICARE participation due to low reimbursement rates
- **Statement:** CRGP found that region needs increased participation by providers in the TRICARE system
- **Successes:** Medical Services Task Force has tried to assess and overcome the reluctance of providers to increase TRICARE access
- **Ramifications:** Access to healthcare severely limited
- **Gaps:** Remain unfilled - especially for medical specialties, and behavioral-health

# BRAC Health Care Impact



## ■ Resolutions:

- Encourage DoD to increase TRICARE payment rates across-the-board due to these access problems in region
  - Under the Workforce Section of the Affordable Care Act (ACA), request a TRICARE fee schedule waiver to increase payments for a designated period such as five years to help get new doctors established
- Eliminate 'lag-time' for TRICARE provider payments
- Request that DoD extend TRICARE coverage to Physical Therapy Assistants

# **Community Profile**

# DoD MISSION GROWTH

# Community Profile

December 2010

## FORT BRAGG/POPE AFB, NORTH CAROLINA

### Community Contact:

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Office of the Governor  
20301 MSC  
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### Community at a Glance:

#### Growth Management Organization (GMO):

The BRAC Regional Task Force serves the Fort Bragg region.

#### Geographic area (11 counties) affected by military installation growth:

Cumberland, Harnett, Hoke, Lee, Moore, Robeson, and Richmond are designated as *Category 1* counties with Bladen, Montgomery, Scotland and Sampson designated as *Category 2* counties. (The "Category" designations are loosely based on the overall level of impact.)

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

959,400 people (July 2009)

#### Top five growth challenges:

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

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

| Project Category               | # of Projects | Sum of Project Cost | Sum of Funding Gap |
|--------------------------------|---------------|---------------------|--------------------|
| Transportation                 | 2             | \$344.3M            | \$134.1M           |
| Education (Capital)            | 7             | \$219.6M            | \$68.4M            |
| Communications (Public Safety) | 1             | \$12.98M            | \$12.98M           |
| Infrastructure (Wastewater)    | 1             | \$21.0M             | \$18.0M            |

### Mission Growth at a Glance

Growth Action: *BRAC, Grow the Army, AMF, & GDPR*

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

|                    | Baseline<br>(Jan. 2005) | Build-out<br>Projection<br>2013 | Change |
|--------------------|-------------------------|---------------------------------|--------|
| Military Personnel | 49,247                  | 58,336                          | +9,089 |
| Dependents         | 69,130                  | 77,792                          | +8,662 |
| Civilian Personnel | 4,223                   | 12,090                          | +7,867 |
| Contractors        | 4,613                   | 7,844                           | +3,231 |

Source: ASIP COP data

## Background

The BRAC Regional Task Force (BRAC-RTF) is a partnership of local governments, incorporated as a non-profit 501(c) (6), consisting of the eleven counties and 74 municipalities impacted by the growth at Fort Bragg. This partnership is planning and preparing for the significant impact on our communities due to the changes that will occur from the BRAC 2005 actions, as well as Grow the Army, Army Modular Forces, and other DoD realignment actions.

Over the next several years, Fort Bragg will see substantial gains of direct military and civilian personnel as the Army moves U.S. Army Forces Command (FORSCOM) and the U.S. Army Reserve Command (USARC) from Fort McPherson, GA to Fort Bragg. When the gains from the other initiatives and the families are included, the total direct increase is estimated to be 25,662 people. Planning and preparation is required deal with the growth challenges and to maximize the benefits to our state and region.

The BRAC Regional Task Force is unifying and coordinating these efforts for the eleven counties and 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. The BRAC-RTF is working with organizations and agencies to utilize current capabilities and identify existing resources to address challenges where possible.

Our communities are now planning for the projected growth by supporting new installation requirements and trying to determine how the changes and growth will affect our local communities and region. With the influx of newcomers, our schools, transportation and workforce needs are growing as are needs for infrastructure, medical, and other quality-of-life services.

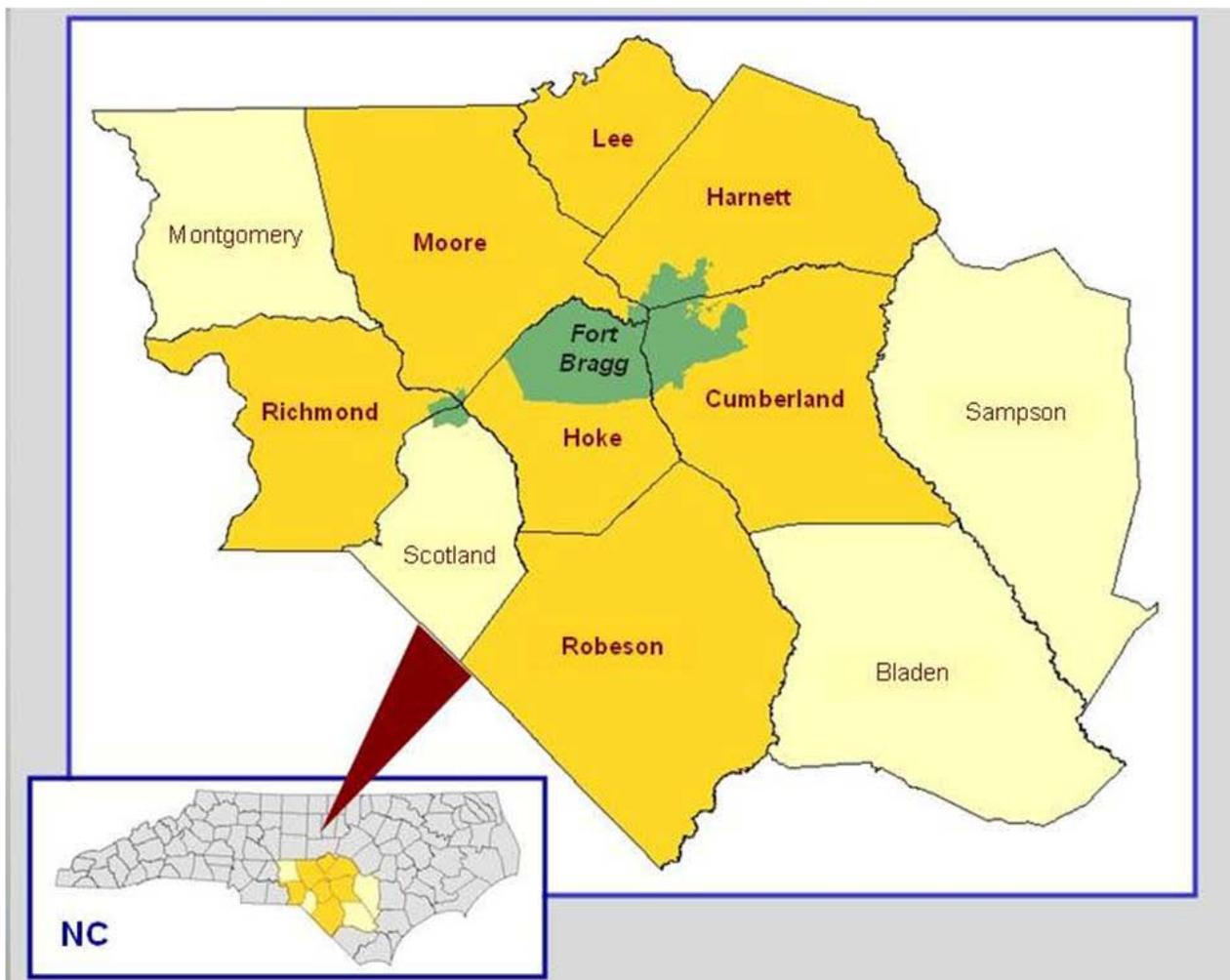
As a direct result of job creation and significant military construction spending the total population for all the eleven affected counties is expected to reach 1.04 million by 2013. While total population in this eleven-county region would grow significantly without the military initiatives, expansion at Fort Bragg is expected to lead to even higher population growth. The increase in local population (over a normal growth baseline) is expected to be 40,815 by 2013. For the first time, total population in the eleven-county region is expected to exceed one million.

Construction of the new combined headquarters building is underway. FORSCOM and USARC have begun moving to Fort Bragg. The BRAC-RTF is working diligently to ensure our communities are prepared for what may be the largest single economic impact ever in this region.

The BRAC realignment is happening and is already transforming the region. Realignment at Pope Air Force Base, U.S. Army Special Operations Command (USASOC), Grow the Army (GTA) Initiative, and others began in 2006. While the BRAC transformation concludes when FORSCOM and USARC relocate from Fort McPherson by September 15, 2011, the USASOC and GTA transformations will continue into 2015.

In response to mission growth at Fort Bragg, the BRAC-RTF evaluated the economic, employment, infrastructure, and social impacts associated with this expansion and identified actions required to address future growth needs. The Office of Economic Adjustment (OEA) provided funding for the assessment. The BRAC-RTF hired a consultant to conduct this evaluation and develop 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) infrastructure; (6) information and communications technologies; (7) public safety; (8) social services; (9) health care; (10) hospitality; and (11) land use planning.

The CRGP assessed the impact of BRAC and mission-related growth within the eleven subject areas denoted above, and suggested specific recommendations in response to the challenges identified in the assessment. The CRGP also provided Category 1 counties with county-level Action Plans that described specific actions, funding issues, responsible parties, and timelines.



## Implementation and Partnering Strategies

In addition to Fort Bragg, Pope Air Force Base, and the eleven counties and 74 municipalities within the region, the BRAC-RTF has partnered with the region's economic development commissions, workforce development boards, K-12 public school systems, community colleges, and public and private universities to engage in the community planning necessary for accommodating BRAC growth. Other key partners include Sustainable Sandhills, the Regional Land Use Advisory Commission, NC Military Business Center, Mid-Carolina Council of Governments, the Defense & Security Technology Accelerator (DSTA), the Small Business and Technology Development Center, and the NC Military Foundation.

BRAC-RTF has been directly involved with several State and Federal agencies in the course of its planning efforts and program development. State level departments provided technical assistance, coordination, provision of workforce development funds, and contracted services including:

*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

*NC Center for Geographic Information & Analysis* – regional GIS database and modeling

*Division of Workforce Development* – workforce program development

*Department of Environment and Natural Resources* – compatible land use, coordination with SERPPAS and the NC Working Lands Group.

*Department of Agriculture & Consumer Services* – regional agriculture & sustainability issues

*Department of Transportation* – regional transportation & DoD-mandated road closures; transportation planning through Metropolitan and Rural Planning Organizations

### Project Needs Assessment (PNA)

The BRAC-RTF participated in a Project Needs Assessment in September, 2009. The top priority Challenge Categories, described below, were updated in detail for the President's Economic Adjustment Committee senior leaders visit in September 2010.

Education: Federal funding is urgently needed to augment county and state funds to build enough schools to accommodate the military-related student population increases in Cumberland, Harnett and Hoke counties. Based on the CRGP and the updated school needs assessment in June 2009, an additional (unplanned and unfunded) **5,980 students** will be enrolled in the public schools in this area by 2013 as a result of BRAC and other mission-related growth at Fort Bragg. The significant military-related population increases in selected Category One counties of the Fort Bragg region will cause serious shortages in education resources: physical space, teachers and administrators, and per-student funding. The funding needs for each school system is different based on that community and the personnel who will be locating there. Cumberland, Harnett and Hoke Counties will experience the largest BRAC-related growth. Their current school construction needs total **\$219.6 million**. **\$68.4 million** of that is needed to accommodate the military-related growth in these counties. Over the next year,

additional military related school capital needs will be identified. 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; 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 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 proposed 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. Known as the Fayetteville Outer Loop, I-295 will be constructed in phases and eventually reconnect with I-95 in northern Robeson County. Completing I-295 to the All-American Freeway will provide direct Interstate access to the primary entrance of Fort Bragg. The total costs for completing I-295 from its current terminus at US 401 to All-American are an estimated \$260.6 million.

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 placed on hold due to NCDOT budget shortfalls. However, American Reinvestment and Recovery Act (ARRA) funding was obtained for the grading and clearing of a segment of I-295 to begin at Murchison Road and end at Bragg Boulevard. This \$56 million ‘grading and structure’ project is now underway and slated for completion in June 2012. Paving of the segment will begin in September 2012. On December 9, 2010, the NCDOT Board of Directors approved funding to complete the two remaining critical segments of I-295: from Murchison Road to US 401 (Ramsey Street) and from the All-American Freeway to Bragg Boulevard. When these sections are completed in 2015, drivers will have a direct, high-speed route from the All-American Freeway at Fort Bragg to Interstate 95 north of Fayetteville.

The Murchison Road project is currently being planned and designed by the NCDOT in two phases: Phase I will widen NC 210 (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 NC 210 from Honeycutt Road North to the Town of Spring Lake to the interchange with NC 87 and Hwy 210, with a new interchange to be built 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 **\$28.7 million**, is under construction with an estimated completion date of June 2012. Funding sources include FY 2009 Military Construction Act (Army Portion, \$21.8 million), and NCDOT’s portion of \$6.9 million (includes Right of Way, Mitigation, and Construction).

Phase II, estimated to cost **\$55 million**, and is only partially funded. The state has allocated **\$20 Million** leaving a total project shortfall of **\$35 million**. Of this shortfall, the FY-11 President’s Budget includes **\$17 Million** for Right of Way Acquisition for Murchison Road. The remaining **\$18 Million** is in the FY-12 Future Years Defense Program (FYDP).

Infrastructure: Fort Bragg no longer manages its own water and wastewater services, and all utilities are supplied from the surrounding region. With military growth and subsequent population increases, the region's resource capacity must be maintained to ensure continued growth while also supporting Fort Bragg's mission. The incoming population will expect a certain level of services from the counties and municipalities within the region and without sufficient regional capacity to supply these services, the potential for resilient and sustainable growth will be limited. According to the CRGP, the region in general possesses sufficient water and wastewater capacity to serve the growing population. However, some areas will find it difficult to supply these services in the coming decades without new capacity. Hoke County, for example, does not currently possess a wastewater treatment system.

Hoke County is applying for a **\$21 million** loan to construct a wastewater treatment plant. They self-financed a portion of the cost out of general funds, but Federal funding is needed to augment county funding. The total currently unfunded is **\$18 million**.

Public Safety. In order to ensure security and continued public safety in the Fort Bragg region, it is necessary to fully implement the 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 base realignment and closure will require an even greater 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 the existing gaps in interoperability.

In addition to the increased population, the military expansion of Fort Bragg will significantly elevate the threat profile of the region. For example, when these changes are complete, the number of General Officers at Fort Bragg will be higher than anywhere else in the world other than the Pentagon. It is incumbent upon the region to be prepared to respond to any and all threats that might arise as a result of the region becoming a potentially greater magnet for terrorism. It is critical that public safety communications networks cut across jurisdictions to deliver information that is real-time and reliable. This was a lesson learned the hard way from the twin towers on 9/11. All eleven counties in the Fort Bragg region must be part of a region-wide interoperable public safety system as soon as possible.

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 must have full VIPER capability. Full VIPER connectivity will require supplemental funding due to the region's rural nature. Besides the fact that many of the counties are among the poorest in the state, several of the emergency providers across the region are volunteer organizations that are not taxpayer funded. Without outside assistance, these local governments and volunteer organizations will not be able to absorb the additional cost of the VIPER upgrades. Fully funding the equipment needs and updating the 11-county region's emergency response and public safety measures will cost approximately **\$12.98 million**.

## Regional Impacts and Efforts

Economic Impact: Employment by 2015: 19,200 jobs will be created as a result of growth at Fort Bragg, including 926 net active-duty military jobs; 3277 net civilian jobs; 2803 embedded contractor jobs; 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 (GRP): GRP is analogous to Gross Domestic Product (GDP) used for benchmarking activities in the national economy. The impact of military installations in NC is projected to be in excess of \$32.5 billion by 2013 (approximately \$7.5 billion 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: Establish a Defense & Homeland Security (D&HS) cluster in the region; 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 jobs; Establish a Center for Defense & Homeland Security (CDHS), coordinate and connect CDHS programs with North Carolina's strengths in the military and civilian sectors.

Workforce Demonstration Program: Goal: Utilize the growth at Fort Bragg as the catalyst to align, integrate and transform the region's workforce, economic, and educational resources to support emerging and existing industry requirements. In July 2007, the BRAC-RTF was awarded a \$5 million grant from the U.S. Department of Labor. A portion of the grant -- \$500,000 -- was used to physically, virtually and conceptually create the All American Center for Workforce Innovation, staffed by BRAC-RTF subject matter expert program managers. We have a number of initiatives through the All American Center for Workforce Innovation focused on education and workforce development.

Education: The All American Center for Workforce Innovation, with Fayetteville Technical Community College (FTCC) as the hub, hosts a world-class visualization center focused on learning how to create, build, and deliver real-time, photo-realistic interactive 3D objects to present content to any person at any time and at any location. The Center will serve as a regional resource center and represents the establishment of North Carolina as the leader in i3D education and content development.

The BRAC-RTF initially purchased portable interactive 3D theater hardware and software for each of the region's 8 community colleges. FTCC has also created a Visual Learning Object Repository of interactive digital resources which each community college and high school may access for teaching and learning in classroom settings for individual and group projects or for exploration and enrichment.

FTCC was the recipient of a \$200,000 grant from the GoldenLEAF Foundation to expand the All American Center for Workforce Innovation virtual network to 12 public high schools in the region. The grant request was developed by FTCC and the BRAC-RTF. Training for secondary school teachers and community college instructors in using i3D content was provided by FTCC through the grant as a critical foundation for implementation. This project has a multiple purpose: To engage students through emerging technologies to embrace 21<sup>ST</sup> century occupational and learning challenges; to inject science, technology, engineering and math into curriculum courses and programs; to help excite and retain students and to disrupt outdated, assembly line instructional strategies; and lastly, to provide a state of the art technical program in Modeling and Simulation, graduating technically proficient graduates to meet the military, civilian and defense contractor needs.

The BRAC-RTF and its partners are currently expanding the All American Center for Workforce Innovation to develop an interactive 3D pilot circuit project and distributed learning network connecting public high schools, community colleges, local colleges and universities, and business partners in the 11 counties. The emphasis of the circuits, or Enhanced Technology Classroom (ETC), is to produce a highly technical workforce to meet the demands of Defense and Homeland Security requirements within the BRAC Region by injecting STEM principles and 21<sup>st</sup> Century student-centric learning and teaching practices into educational program offerings.

In August, 2009 the N.C. Department of Commerce and the Division of Workforce Development (DWD) awarded the BRAC-RTF an \$800,000 grant from American Recovery and Reinvestment Act funds to expand the technology in 12 pilot high schools. Each enhanced technology high school classroom has been provided a fixed i3D theater, SMART board, video conferencing capability, HD cameras, and connectivity with the 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 NCSU was awarded a \$1.5 million National Science Foundation Robert Noyce II Grant to fund 18 Fellows in the 11 counties. The class of 2010-12 will have 12 teachers. The 2011-13 class will add six more. These NSF funded Kenan Fellows will serve as STEM 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, including Fort Bragg. 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.

The BRAC-RTF held a Regional Education Summit to create the model for a STEM (Science, Technology, Engineering, and Math) Community Collaborative through the All American Center for Workforce Innovation (AACWI). The advanced visualization and connectivity of our AACWI will be networked as a distributed learning community. Distributed learning will provide top quality, cost effective, industry-validated instructional resources, and will be responsive to local economic opportunities as well as workforce and industrial needs and requirements.

Based on the alignment of education initiatives with economic growth opportunities and integration of business and industry in educational planning, MCNC identified the BRAC-RTF 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 NC STEM, cross-sector representatives from the BRAC region designed an Education Innovation Design Plan. The Design Plan is intended to foster regional economic development by engaging all segments of the community in 1) creating a culture that values STEM-related knowledge, 2) preparing students to be lifelong learners, and 3) educating the regional workforce with the 21<sup>st</sup> Century skills to successfully compete in a global economy. The next step is to write a plan that will ensure the sustainability, scalability, equity and efficacy of the vision as it is implemented.

Workforce Development: PipelineNC.com -- a regional career exploration and talent acquisition platform that includes self-assessment, career exploration, linkage to training and education resources, and job connections through posting and application capabilities – was launched in January 2010. This platform will focus on providing help to separating military, wounded warriors, military spouses, and other regional residents as they seek to find jobs in the region and nationwide.

The BRAC-RTF sponsored and assisted in conducting an in-depth study to determine what types of defense and homeland security industry sectors and jobs are priorities for our region. The study identified four major clusters: (1) Base construction, support services, and consumables; (2) Professional and technical services; (3) Repair of rugged and mobilized vehicles; and (4) Battlefield technologies. The final report, *A Strategy to Grow the Fort Bragg Region's Defense and Homeland Security Economy*, was released in January 2010. The eight Community Colleges in the BRAC Region have been provided copies of this important report and are working to provide programs and services to meet occupational and workforce needs within the Region.

The BRAC-RTF contracted with Fayetteville State University and UNC-Pembroke to conduct a study assessing the impact of BRAC on the region's economically disadvantaged. The final report, *The Economic Impact of BRAC on the 11 Member Counties: Bridging the Gap for Economically-Disadvantaged Populations*, was released in January 2010. Two major AACWI initiatives that were developed in response to its findings and recommendations involve a regional Energizing Entrepreneurism project together with the NC Rural ED Center, and a Lifelong Learning and Literacy Campaign in conjunction with the four regional Workforce Development Boards.

The BRAC-RTF, NC Department of Commerce, NC Military Business Center, Pipeline NC, and Hensel Phelps (prime construction contractor for FORSCOM/USARC headquarters) partnered on a construction employment Web site, BuildBragg.com for construction employment and subcontracting work on the new combined headquarters building on Fort Bragg. This resulted in the majority of sub-contractors, skilled craftspeople and suppliers hailing from the BRAC-RTF region and NC.

North Carolina Defense Business Association (NCDDBA): Defense contractors and businesses in the Fort Bragg region and across the state now have a membership-based networking 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. The Association was founded in 2009 as the 'All American' Defense Business Association, but the Board of Directors changed the name to North Carolina Defense Business Association in April 2010, to more accurately reflect the association's rapid growth in membership of businesses and organizations from throughout the state. More information can be found at [www.ncdba.com](http://www.ncdba.com).

Relocation Fairs: The BRAC-RTF has conducted four successful Relocation Fairs at FORSCOM/USARCOM Headquarters at Fort McPherson in Atlanta. BRAC-RTF staff and regional representatives 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 North Carolina. Initial estimates were that less than thirty percent of the 1,000+ FORSCOM civilian employees would actually relocate. That estimate has increased substantially at least in part due to these efforts. The fourth Relocation Fair was held in September, 2009.

All American Defense Corridor (AADC): Governor Perdue announced the "All American Defense Corridor" in September 2007. The purpose of the AADC is to market and promote Southeastern North Carolina to attract new defense companies to the region. The All American Defense Corridor is attracting attention and defense-related companies to the Fort Bragg region. Efforts are on-going to target industries for relocating to this area. The AADC's campaign emphasizes the region's strengths: (1) major military installations in eastern N.C.; (2) world-class research & development capabilities; (3) motivated and skilled workforce; (4) an outstanding quality of life; and (5) excellent transportation systems. The AADC's objective is to establish a defense industry cluster offering jobs, businesses, and resources to our region and the state.

Regional Planning and Sustainability: The BRAC-RTF has partnered with Sustainable Sandhills, NC 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 resiliency; fostering sustainable economic growth; and protecting the viability of the mission at Fort Bragg.

The BRAC-RTF originated a Working Lands Protection Program and convened 'Land Teams' in each of its 11 counties (consisting of County Planning, Extension, Soil & 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 was funded by a \$400,000 grant from the NC Agricultural Development and Farmland Preservation Trust Fund.

'Feed/Fuel the Forces' (F/FTF): The BRAC-RTF utilized \$100,000 grant from the NC Tobacco Trust Fund to develop the 'Feed/Fuel the Forces' concept originated by Sustainable Fort Bragg. The goal of F/FTF is to link the food, fiber and (bio)fuel requirements of the installation to the region's capacity to for production and supply. 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 the encroachment of incompatible land uses that would hinder the mission of Fort Bragg.

The BRAC-RTF and its partners, including the Military Growth Task Force for Eastern North Carolina, continue to develop this initiative. The Southeastern NC Food Systems Council, in partnership with the BRAC-RTF, recently received a \$325,000 grant from the Golden LEAF Foundation to begin building the infrastructure (consolidation, processing, and distribution) necessary to begin implementation. This grant will establish a processing and distribution center for fresh produce in Kenansville, NC (approximately equidistant from both Fort Bragg and Camp Lejeune) and provide training and certification to enable farmers in the region to sell directly to the prime vendor for the state's six major military installations.

## Lessons Learned

The BRAC-RTF strives to maintain (and expand) its successful collaborations and partnerships throughout the region. Continued success requires vigilance, flexibility, and a willingness to collaborate across borders and barriers to address problems, join forces and share ideas and resources. Success is, and continues to be, the result of community synergy and the combined efforts and cooperation of all partners and stakeholders. "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'.

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

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

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 Motivated: A photo hanging in our 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. Serving our soldiers and their families is JOB # 1 for the BRAC-RTF. The BRAC-RTF is doing that by planning and preparing our region's infrastructure for the coming opportunities in ways that account for the needs required by Fort Bragg's mission.

# **Project Needs**

# **Assessment**

**FINAL**

**Trip Report:** Fort Bragg – Pope AFB  
**Site Visit Date:** 3 September 2009  
**Updated:** 31 August 2010

**I. Introduction**

On 3 September 2009 OEA staff visited with the Fort Bragg – Pope AFB community to assess projects submitted by the community in response to OEA’s request to identify growth project funding gaps and potential Federal funding assistance opportunities. This was the 2<sup>nd</sup> such Growth Project Needs Assessment (G-PNA) site visit. The first visit occurred on 22 July 2008.

**Mission Growth / BRAC / Military Growth Action**

The 2005 Base Realignment and Closure Commission Report recommended the realignment of Fort Bragg and Pope AFB through the following actions:

- Relocation of the 7th Special Forces Group to Eglin AFB, FL
- Activation of the 4th Brigade Combat Team, 82nd Airborne Division
- Relocation of European-based forces to Fort Bragg
- Relocation of Headquarters U.S. Army Forces Command (FORSCOM) and Headquarters U.S. Army Reserve Command (USARC) to Fort Bragg from Fort McPherson, GA

Additional realignment recommendations for Pope AFB include:

- Relocation of the 23rd Fighter Group A-10 aircraft to Moody AFB, GA
- Disestablishment of the 43rd Medical Group
- Changes in the distribution of C-130 aircraft to meet Primary Aircraft Authorizations
- Establishment of a medical squadron and an Air Support Operations Group at Pope AFB
- Transfer of property accountability to the Army, changing Pope AFB into Pope Field (PF)

Fort Bragg – Pope AFB personnel changes including BRAC, Army Modularity and other transformation actions will result in a projected overall net increase of 8,142 direct positions (4,024 military, 2,146 DoD civilians, and 1,972 contractor jobs) through 2011.<sup>1</sup> Fort Bragg – Pope AFB comprises 218,105 acres.

**Update:** The region’s Comprehensive Regional Growth Plan projected an overall net increase of 8,704 direct positions through 2013.

**Cumulative Growth**

|                    | <b>Existing (2005)</b> | <b>Projected (2013)</b> |
|--------------------|------------------------|-------------------------|
| Military Personnel | 49,247                 | 58,000                  |
| Dependents         | 69,130                 | 84,590                  |
| Civilian Personnel | 4,223                  | 6,777                   |
| Contractors        | 4,614                  | 7,844                   |

Source: November 2009 OEA Defense Community Conference Fort Bragg/Pope AFB Profile

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<sup>1</sup> Source: BRAC RTF (August 2008)

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### Community Background

In June 2006, the BRAC Regional Task Force (RTF), representing 11 BRAC impacted counties, was formally established as a regional partnership of local governments to coordinate and unify planning and preparation for BRAC 2005 and for other transformational growth actions with the surrounding communities. The NC Department of Commerce facilitated the formation of the BRAC RTF as a regional partnership. The UNC-Chapel Hill Center for Urban and Regional Studies was contracted to conduct a Preliminary Community Impact Assessment, the results of which indicated that seven “Tier 1” counties —Cumberland, Harnett, Hoke, Lee, Moore, Richmond, and Robeson—would be significantly impacted. Bladen, Montgomery, Sampson, and Scotland Counties were designated “Tier 2” counties.

In addition to Fort Bragg, Pope Air Force Base, and the 11 counties and 73 municipalities within the region, the BRAC RTF has partnered with the region’s economic development commissions, workforce development boards, K-12 public school systems, community colleges, and public and private universities to engage in the community planning necessary for accommodating BRAC growth. Other key partners include Sustainable Sandhills, the Regional Land Use Advisory Commission, NC Military Business Center, the Defense & Security Technology Accelerator (DSTA), and the NC Military Foundation.

In the community profile provided by the RTF in the December 2007 OEA Growth Summit binder, the RTF community identified the following top 3 growth challenges:

- Transportation
- Education
- Housing

**Update:** The BRAC RTF has re-prioritized the growth challenges to reflect the following six growth challenges:

- Education
- Transportation
- Workforce Development
- Access to Healthcare
- Communications
- Infrastructure

## II. Growth Project Needs Assessment (G-PNA) Process

### Projects Reviewed

As of 30 June 2008, the BRAC RTF had submitted 17 initial projects for the first iteration of the PNA effort, spanning three categories:

- Education<sup>2</sup> (14)
- Transport (2)
- Communications (1)

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<sup>2</sup> The total number of initially identified Education facility projects included actual school buildings, plus several permanent add-on classrooms (usually done to replace mobile units). The revised list of Education growth project needs below includes only complete, new school facilities. In many cases, the ability to ‘simply’ build permanent add-ons was curtailed due to core building capacity maximums such as rest rooms and cafeteria space.

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**Update:** As of August 2010, the number and types of projects span across the following categories:

- Education (6)
- Transportation (3)
- Workforce Development (1)
- Communications (1)
- Infrastructure (1)

### III. Meeting Summary

#### Attendees

| Name            | Entity  |
|-----------------|---|
| Don Belk        | BRAC Regional Task Force (RTF)                |
| John Harbison   | BRAC RTF                                      |
| Paul Dordal     | BRAC RTF                                      |
| Frank Till      | Cumberland County School District             |
| Tim Kinlaw      | Cumberland County School District             |
| Phil Ferrell    | Harnett County School District                |
| Tim McNeill     | Harnett County Board of Commissioners         |
| Frank Barton    | OEA (PNA Team, OEA Project Manager)           |
| Dan Glasson     | OEA (PNA Project Lead, OEA Project Manager)   |
| David MacKinnon | OEA (Project Manager, OEA Associate Director) |
| Kristen Orr     | OEA (PNA Team, OEA Project Manager)           |

#### Discussion

Concerns about the readiness of local education authorities (LEAs) to absorb new military growth-related student populations were expressed clearly during the site visit. LEAs in NC are county-based. In addition to these areas—Harnett, Cumberland and Hoke Counties—being identified in a recently-completed regional growth management plan, 2 of the LEAs - Harnett and Cumberland Counties—are already dealing with significant under-capacity in their education capital facilities, an under-capacity that they are dealing with through the use of portable classrooms (“huts”) and by closing enrollment outright in certain schools.

Concerns about educational facility capacity far out-shadowed conversation about other areas of growth concern. The seven “Tier I” counties continue to be an area of focus across a spectrum of growth challenge areas; however, most of the impacts expected will likely occur (and are occurring) in the same three aforementioned LEAs: Harnett, Cumberland, and Hoke Counties.

With the acceptance of the Murchison Rd. project as a DAR project, it is likely that this 2-phase project is now fully funded. The next transportation priority identified by the region is I-295, or a Fayetteville bypass that would connect the All American Freeway to I-95. This project is a phase of the region’s overall approach to address the impacts created by the imminent closure of Bragg Blvd.

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**Update:** Phase I of the Murchison Road project is funded through a combination of DAR and state funding. However, there is still a \$35 million shortfall to complete Phase II of this project.

Funding to complete the implementation of a Voice Interactive Public Emergency Response (VIPER) communication project was also identified as critical. The implementation of this system is a requirement imposed by the Department of Homeland Security (DHS). DHS has provided funds to date for the implementation of VIPER towers and transmission infrastructure; however, DHS has yet to commit funding for the radios necessary to use this system. This system is critical to coordinating a multi-jurisdictional response in the case of an emergency event. No funding sources have been identified.

The region is fairly well positioned with regard to the supply of water. Cape Fear River is the main water supplier for most of the eastern counties. Some counties—specifically Hoke County—lack adequate water supply & wastewater infrastructure systems to accommodate the anticipated population growth. It was suggested that—should Harnett and Cumberland Counties not be able to meet adequately their education facility challenges—growth will probably be redirected to Hoke County.

### **Field observations from the site visit**

The capacity of local roads leading onto the Fort Bragg cantonment area is an existing concern. The G-PNA team also observed different installation ingress and egress routes. The Army is currently studying internal transportation and access points.

**Update:** The North Carolina Department of Transportation is conducting a study to assess the possibility of redirecting some of the base traffic from Highway 87 through Spring Lake to a future access control point on Odell Road. This project would divert approximately 12,000 daily trips from NC 87 but will require significant funding from the North Carolina Department of Transportation and from DOD to complete.

### **Commentary on how the community comported with the 4 criteria being investigated**

#### **1. The projects are clearly and substantially related and responsive to military growth.**

##### **Education**

The RTF region expects a total impact of approximately 5,980 (based on a 2-year history of growth) students as a result of mission growth. Students began arriving in 2006 and it is expected they will continue to arrive through 2012.<sup>3</sup>

Seven counties are included in the RTF's "Tier I" designation of impacted counties. However, among those 7 counties, 3 have and continue to experience substantial housing and urban growth. Both Harnett and Cumberland County have already taken steps by investing in water & sewer to attract that development and to construct new schools, both in anticipation of the

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<sup>3</sup> Timing in large part depends on deployment cycles. For example, it was suggested that many dependants of deploying service members who have or are moving to the RTF region just prior to the service member's deployment have not, or may not accompany the service member to Fort Bragg – Pope AFB.

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military growth.<sup>4</sup> Hoke County has not made the same investments in water & sewer infrastructure; therefore the extent of residential development—as it drives demand for additional school capacity—is not as great as that found in Harnett and Cumberland counties.

Harnett County is already experiencing overcrowding—particularly in elementary schools—as a result of the military (and organic) growth. In addition to facility capacity concerns, budget cutbacks have impacted Harnett County’s ability to pay for buses to transport students from some on-post neighborhoods (such as the Linden Oaks neighborhood, from which students would otherwise attend Harnett County’s Overhills Elementary school). Capacity concerns have also caused Harnett County to cut off the registration of new students to one of the elementary schools that it has just opened, Overhills Elementary, just 3 days after the start of this new school year. Without additional school capacity (particularly at the elementary school and middle school level), it is likely that Harnett County will not be able to accept any more students who live on Fort Bragg. In the meantime, where school capacity has been reached, students from Fort Bragg are being required to attend schools at much greater distances away from their homes. 223 portables are currently in use in the school district.

**Update:** Harnett County recently opened Boone Trail Elementary. They have also expanded Harnett Central and Johnsonville Elementary. The county has spent \$35 million on school construction since March of 2009. The county is currently attempting to get \$136 million dollars to build four schools; one elementary, two middle, and one high school. The county is eligible for \$22.8 million in Qualified School Construction Program (QSCP) bonds and currently has a loan application for over \$100 million dollars into USDA Rural Development. The county’s fund balance is at or below the state minimum for a local government due to the county’s efforts to respond to these growth needs.

Cumberland County is also experiencing severe education facility capacity issues. A recently-completed facility planning study funded by the County anticipated acute capacity issues in 2 specific County districts: the Cape Fear and the Gray’s Creek district. During the 2009-10 school year alone, the County invested \$38M on additions and expansions for more than 11 schools, adding more than 40 new rooms to existing education facilities. One new middle school was also opened by the County for the 2009-10 school year. These investments were funded through Certificates of Participation issuances, or general municipal borrowing, repayable through lottery proceeds. \$6M in lottery proceeds received by the County last year was all applied towards school facility capacity needs. The County school board has also recently approved an additional \$15.9M in QSCP bonds for more additions. 212 portables are currently in use in the school district.

**Update:** Cumberland County has opened two additional elementary schools and is in the process of bidding another new middle school. This is being done in part through the issuance of an additional \$14.9 million in QSCP bonds. The next top priority going forward is the high school that was predicted in the Comprehensive Regional Growth Plan with a projected cost of \$49 million.

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<sup>4</sup> Harnett County alone has put in 1,800 mi. of water & sewer lines over the past few years in anticipation of this growth.

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**Update:** Hoke County is experiencing school overcrowding at every level. The system is being forced to assign students to schools out of their attendance area due to overcrowding. In attempting to address this problem, the school system added over seventy new classrooms in the last five years to existing facilities. They also used over sixty portable classrooms in that same five year period. They added a new elementary school last year and hope to start construction on a new middle school within the next twelve months. The middle school project is being held up due to the lack of wastewater treatment capability in the area where the school will be built. Wastewater treatment capability is a significant, growth-related infrastructure need in Hoke County. They have thirty-two mobile units at the current high school with room for only one more mobile unit. So there is a need for a new high school. The county has also identified a need for another elementary school but has not proceeded with the project due to the need for a comprehensive facilities needs plan. That plan will cost \$90,000 to develop and the school system has been unable to allocate those funds at this time. The county allocated all of the expected lottery funding to payments for the recently completed school construction. With the recent revisions to the state's lottery funding formula, the county will have to find another revenue source for the payments on the current school bonds if the county's historical lottery allocation is not restored. In addition to facility capacity concerns, the Hoke County School System also has transportation and technology needs.

**Update:** In response to these growth pressures which appear clearly and substantially linked to the military growth, the following projects appear linked and responsive to the growth:

1. (Cumberland County) New Elementary School (500 seats) *Completed*
2. (Cumberland County) New Elementary School (900 seats) *Completed*
3. (Cumberland County) New Middle School (700 seats) *Completed*
4. (Cumberland County) New Middle School (900 seats) *To be Bid in November 2010*
5. (Cumberland County) New High School (1260 seats)
6. (Harnett County) New Elementary School (750 seats)
7. (Harnett County) New Middle School (1,000 seats)
8. (Harnett County) New Middle School (1,000 seats)
9. (Harnett County) New High School (1,500 seats)
10. (Hoke County) New Elementary School (650 seats) *Completed*
11. (Hoke County) New Middle School (475 seats)

### **Transportation**

The Murchison Rd. project is clearly and substantially linked to the mission growth. As of the site visit, indications are that this project is likely fully-funded (through a number of funding sources, including the Defense Access Roads (DAR) program). The second RTF priority for transportation funding is the I-295 Stage 2 Outer Loop project. This project would connect the Murchison Rd project to I-95 and will greatly improve ingress to and egress from the Fort Bragg main gate. This project appears substantially related to the military growth.

**Update:** Phase I of the Murchison Road project is funded; however Phase II is still not fully funded (\$35 million). A portion of the funding for right of way acquisition (\$17 million) is currently programmed in the President's FY 2011 budget. Construction funds (\$18 million) to complete Phase II of the project are competing in the FY 2012 – 2017 Army Project Objective Memorandum.

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### **Emergency Communications**

The requirement for Fort Bragg communities to implement the VIPER system is based on a DHS requirement. There is a link to an increased regional threat potential associated with the additional military headquarters missions coming to Fort Bragg (e.g. FORSCOM). The G-PNA Team recommended the community and state seek input from the installation and DHS to bolster its argument for the mission-growth relationship of the VIPER system and for funding for a phased purchase of radios.

### **2. Details about, cost estimates, and funding sources for the project are specific and substantive and can be validated.**

Details and cost estimates for the Harnett and Cumberland County school projects are substantive and can be validated. These projects are “prototype design” projects that have been implemented for new education facility projects elsewhere in those counties and in the state. General cost estimates are cost / sq. ft. estimates and are for construction only.

### **Update: Education Funding**

General funding sources for education capital projects are:

- County property tax & sales tax revenue
- Harnett County (\$50M of “seed money” required to leverage for new school construction; \$35M already spent on “certificates of participation”)
- American Reinvestment & Recovery Act (ARRA) funds - Harnett County [\$2M in Qualified School Construction Program (QSCP) bonds received during “round 1”; an additional \$20.8M in QSCP bonds in round 2 (to be paid for by a ¼ cent sales tax increase, pending voter approval in November 2009. It was previously voted down in May 2009)]; Cumberland County [\$15.9M in QSCP bonds received during round 1 with another \$14.9M approved by the school board for round 2 activities]
- DoED Impact Aid (Cumberland County receives the most, followed by Harnett County)<sup>5</sup>

LEAs in North Carolina are county-based. Generally, 82% of the operational cost of education in NC is paid by the state and 18% is paid by the counties. This cost sharing arrangement plays out—using a very oversimplified explanation—as the state paying for the salaries of teachers (and most administrative staff) and the counties paying for the cost of school construction, maintenance, and utilities.

Counties have bonding authority to pay for school capital facility needs; however, bonding is typically not used and is historically unpopular with voters. An example of this is the recent failure of a school construction bond levy in Hoke County. County property tax revenue and sales tax revenue is a more common source for school construction funds, though residents also do not favor increases in these tax rates either. The only revenue source that the county commissioners can increase as part of their annual budget process is the property tax. (Increasing the sales tax rate requires state legislative action.)

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<sup>5</sup> Where the population of military-related students exceeds 10,000 in a LEA, impact aid received increases substantially. Cumberland County’s military-related student population exceeds this 10,000 threshold.

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### Transportation Funding

The following yearly funding sources were discussed in relation to transportation projects:

- State Transportation Improvement Plan (STIP) funding
- Defense Access Roads (DAR) funds

All roads identified as impacted by Fort Bragg – Pope AFB’s mission growth (e.g. the I-295 outer loop project, Murchison Rd., and Butner Rd.) are state and federal roads; therefore, counties do not have funding responsibility.

### **3. There is a demonstrated gap in funding and Federal funding is required to carry out the proposed project.**

It is apparent that the RTF region is mustering considerable local resources to address projects necessary to accommodate mission growth but that those resources will not be sufficient. Impacts in the areas of education, transportation, and water & sewer will be born differently by the local RTF counties (11) and municipalities (73). These counties and municipalities are also postured differently with regard to their ability to mobilize fiscal resources to mitigate military growth-related impacts. As a result, as more localized projects are identified, additional funding sources will be necessary to carry out some of these projects based on the needs of the specific counties impacted.

Based on current information about county and state budgets, it is apparent that additional funding will be necessary to assist LEAs prepare for mission growth. Notably, Cumberland County and Harnett County “probably amount to 90% of the [anticipated future need].”

The State of North Carolina also exhibits challenges paying for school funding (through DPI funding), reporting a current \$35M shortfall (not for salaries). In turn, this has caused some counties to have to consider bond funding for school construction. It should be noted that LEAs in North Carolina have lost state funding over the past year due to budget shortfalls at the state level (Cumberland County reported the loss of about \$16M in state funding since FY08. LEAs have also expressed specific concern for school year 11-12 funding, the school year when ARRA funding will run out.

**Update:** As stated previously, Phase I of the Murchison Rd. project is fully funded, but Phase II of the project remains underfunded by \$35 million. As of July 2010, NCDOT has allocated funding for the I-295 project from Ramsey St. to Murchison Rd. A previously funded \$53M “grading and structure” project for this section is currently underway with the State Transportation Improvement Plan funded road construction scheduled to begin in March of 2011. However, the section of I-295 between Bragg Blvd. and the All American Freeway remains unfunded. At this time, the overall funding gap for the I-295 project to the All American Freeway is \$80M. Given the need for the linkage that I-295 provides, the need to relieve traffic on Hwy 87 through Spring Lake, and the base’s overall needs, future funding assistance will be required to address the ingress/egress transportation project requirements associated with Fort Bragg’s mission growth.

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#### **4. The project represents a “drop dead” project for the community without which the community cannot prepare for the military growth.**

Education is an area of criticality. “If [additional school capacity funding does not become available], Harnett County will have to put a moratorium on building permits (Tim McNeill).” The recent completion of the RTF’s growth management plan has helped significantly in the area’s understanding of evolving and future student growth challenge areas. In particular, the 3 LEAs from which education capital facility project information was provided demonstrate clear, short-term need for project assistance without which those communities may not be able to respond to growth—and, in fact, prevent 2 of those LEAs from addressing adequately military-related growth that has already occurred or is occurring. School capital facility planning processes in North Carolina require significant lead time (typically 2 to 3 years); however, with the use of “prototype plans” as these 2 of the LEAs indicate they use, this lead time can be compressed within 6 to 12 months.<sup>6</sup> Additional intermediate-term and long-term needs are still being studied by the BRAC RTF region.

Transportation projects relating to improved installation ingress and egress routes are viewed as short-term and necessary. A comprehensive funding strategy to complete the I-295 project is viewed as critical in the medium-term (particularly once Bragg Blvd. closes).

#### **IV. Site Visit Conclusions**

In determining the amount of Federal funding that might be required to enable the military growth actions to succeed, it is important to consider the strength of the linkage between the projects mentioned above and the mission growth.

It appears likely that education projects assessed from Harnett and Cumberland counties are not just critical to absorb the expected growth: they are critical to absorb the growth that is already occurring now. Without additional capacity, it is a near-certainty that incoming service members attempting to enroll accompanied family members in school will not be able to do so or will not be able to enroll them in the school most proximate to their homes.

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<sup>6</sup> Source: Cumberland County LEA. This compressed time frame presumes available land and completed environmental planning. Hoke County was not represented in local meetings and it unknown whether this LEA uses such prototype plans.

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**Update: Disposition of Project Costs, Funding, and Funding Gap Summary**

The projects listed below represent short-term projects. If funds were made available, construction on these projects could begin immediately (in the case of the Murchison Rd. and I-295 projects, construction has already begun).

| #  | Projects                                  | Status     | Total Projected Cost | Military-related Costs | Military-related Proportion |
|--|---|------------|----------------------|------------------------|-----------------------------|
| 1  | (CCSD) New Middle School (900 seats)      | Out to Bid | 20,000,000           | 10,000,000             | 50%                         |
| 2  | (CCSD) New High School (1260 seats)       | Unfunded   | 49,000,000           | 16,170,000             | 33%                         |
| 3  | (HCSD) New Elementary School (950 seats)  | Unfunded   | 21,000,000           | 8,400,000              | 40%                         |
| 4  | (HCSD) New Middle School (1,000 seats)    | Unfunded   | 31,000,000           | 9,300,000              | 30%                         |
| 5  | (HCSD) New Middle School (1,000 seats)    | Unfunded   | 31,000,000           | 4,650,000              | 15%                         |
| 6  | (HCSD) New High School (1,500 seats)      | Unfunded   | 53,000,000           | 15,900,000             | 30%                         |
| 7  | (HkCSD) New Middle School (475 seats)     | Unfunded   | 14,600,000           | 3,942,000              | 27%                         |
| <b>SCHOOL TOTAL</b>                                |   |            | <b>\$219,600,000</b> | <b>\$68,362,000</b>    |                             |
| <b>SCHOOL TOTAL - INCLUDING COMPLETED PROJECTS</b> |   |            |                      | <b>\$94,802,000</b>    |                             |
| 9  | Hoke County Wastewater Treatment Facility | Unfunded   | 21,200,000           | ?                      | ?                           |
| <b>INFRASTRUCTURE TOTAL</b>                        |   |            | <b>\$21,200,000</b>  | ?                      |                             |

**Additional Impact Issues Not Addressed during PNA Visit**

In addition to the three major physical infrastructure growth challenges discussed above, there are three additional key impact issues: Workforce Development, Access to Healthcare, and Infrastructure. The BRAC RTF identified each of these issues in the Comprehensive Regional Growth Plan. These areas are substantially related to the military growth and critical to mission success. They also directly impact the quality of life of soldiers, their families, and the civilian population.

The healthcare challenges involve a growing lack of medical specialists (especially dentists and surgeons) plus somewhat limited access to providers who accept TRICARE. None of the local universities have dental or medical degree programs. Thus the community must recruit these providers to the region. A substantial portion of the local population is active or retired military members who depend on TRICARE. The community has expressed the need for assistance with their medical personnel recruitment efforts.

The workforce development issues stem from having a workforce that supported the textile, furniture, and tobacco industries. According to the community, most of those jobs were exported

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as a result of NAFTA, and others were exported for other reasons or lost due to automation. This means that the local labor supply is not prepared for the higher skill/higher wage jobs that will be available due to the growth at Ft. Bragg. The situation is further complicated by a high illiteracy rate that is found primarily in specific segments of the local population that are characterized as socially and economically disadvantaged. The region is committed to a comprehensive effort that provides opportunities for all, including the unemployed and the underemployed. The BRAC RTF and regional stakeholders have implemented several initiatives, projects, and programs based on recommendations from the growth management plan. These include a regional literacy and lifelong learning campaign, a regional entrepreneurship effort, a regional economic development collaborative, new job connection alternatives, and new academic programs and courses offerings. However, additional assistance will be necessary to close these gaps and ensure broad participation in the coming economic opportunities.

The growth and mission expansion due to the BRAC and other actions at Fort Bragg presents a formidable planning challenge. As a result, many of the projected infrastructure needs are just now being quantified. Eighty percent of the current military population lives in the communities surrounding the base and it is projected that most of the incoming personnel will also live off base. Specifically, Hoke County is projected to grow by 3,742 people directly as a result of the mission expansion at Fort Bragg. Most of these people will be locating in eastern Hoke County. The county does not currently have a wastewater treatment facility. The county has fulfilled all the State requirements to begin construction of a \$21.2 million facility but only has \$3.2 million to put toward the project. The county is seeking funding of the remaining \$18 million that will be necessary to complete this project.

# **Notes from**

# **Technical Visit**

# **3 August, 2010**

This Section Includes:

- Notes from Technical Visit 3 August, 2010
- Meeting Participants
- Meeting Agenda
- BRAC RTF Briefing
- Installation Briefing

**Economic Adjustment Committee  
Mission Growth Technical Visit  
To  
Fort Bragg, North Carolina**

**August 3, 2010**

**EXECUTIVE SUMMARY**

On August 3, 2010, representatives from the Department of Defense Education Activity (DoDEA), the Department of Labor (DOL), the Office of Economic Adjustment (OEA), the offices of Congressmen Larry Kissell and Mike McIntyre, Fort Bragg, and the Fort Bragg Regional Task Force (RTF) met in Fayetteville, North Carolina to discuss the mission growth impacts that have occurred and will occur at Fort Bragg. This meeting was part of a technical visit, held in preparation for a visit by senior leadership from Economic Adjustment Committee (EAC) member agencies scheduled for September 8, 2010.

Key discussion points that emerged from meeting include:

- The RTF's need to refine its briefing before the senior leadership visit in September. The revised briefing should highlight the different infrastructure, education, workforce, transportation, and other socioeconomic needs impacting the mission related quality of life; responses to date to those needs; the inter-relationships among the needs; and, as concretely as possible, any new support needed from Federal partners to address the identified gaps.
- Fort Bragg has limited land available to support the growth on the installation, which means that most mission growth impacts will occur in the community.
- The Fort Bragg region is facing significant workforce shortfalls in industries needed to support the growth that is occurring. The current local workforce will be unable to meet the forecast labor demand in construction, medical services, and professional services. This shortfall is already impacting military construction on base, where limited availability of skilled labor has increased the cost of construction.
- At least one key project that is necessary to ease congestion around Fort Bragg and improve force protection on the installation has been compromised due to shortfalls in transportation funding.
- New school construction is needed to meet projected student growth. Additionally, existing local schools need assistance in decreasing exceedingly high dropout rates and improving educational attainment. Both are necessary to support warfighters' families and to increase the ability of the local workforce to support the anticipated growth.

## **MEETING SUMMARY**

### **Background**

The growing number of military personnel and Department of Defense (DoD) civilian employees at selected U.S. Army bases around the nation is presenting a variety of growth-related challenges for local communities. Federal, state, installation, and community partners are working to develop and implement plans to construct the needed infrastructure and provide the required operating resources to accommodate the hundreds or thousands of new soldiers and military families over the next several years.

Fort Bragg, in particular, has been facing growth due to Base Realignment and Closure (BRAC) 2005 and other Army initiatives. For example, the headquarters of both the U.S. Army Forces Command (FORSCOM) and the U.S. Army Reserve Command (USARC) are moving from Fort McPherson, Georgia to Fort Bragg, North Carolina. The number of military and civilian personnel and their family members in this region is expected to increase by nearly 40,000 people. This increase presents both opportunities and challenges to the region, its economy, and its infrastructure.

### **Purpose**

In support of EAC, under the authority of Executive Order 12788, as amended, representatives from the staffs of DoDEA, DOL, the offices of local members of Congress and in partnership with OEA conducted a technical visit to the Fort Bragg community. This technical visit was held on August 3, 2010 at E.E. Smith High School in Fayetteville, North Carolina and provided a forum for the Fort Bragg community to share updated information on the area's mission-growth issues with representatives from DoD and EAC. Additionally, the discussion assisted with preparations for a September 2010 EAC Senior Leadership visit.

A list of meeting participants is included as Attachment 1.

### **Meeting Summary**

The following summary describes the key points made and issues raised during the meeting. The meeting agenda is included as Attachment 2.

Michael Lynch of Fort Bragg welcomed the participants.

Mr. John Bellamy, Executive Assistant to the BRAC Regional Task Force (RTF) Executive Director, also welcomed the attendees and gave administrative remarks.

Mr. Greg Taylor, Executive Director, BRAC RTF, thanked the attendees for helping to prepare for the September 8, 2010 Senior Leadership visit.

Mr. Gary Willis, Intergovernmental Affairs Program Lead for OEA, thanked the attendees, and gave an overview of OEA and EAC roles in supporting Defense impacted states, communities, businesses and workers. Mr. Willis also gave background on previous Education Senior

Leadership Visits, and explained that this visit was in coordination with a previously completed project needs assessment. The purpose of the September visit is to provide program stakeholders with on-the-ground knowledge of issues surrounding mission growth (*stakeholders include the Executive Agencies of the Economic Adjustment Committee, Congress and the states, communities, businesses, and workers impacted by Defense program changes*); improve communications among all partners; and provide the policy makers with an opportunity to assess and document state and local capacities to respond, absorb and support the projected mission growth, and indentify any needs for assistance. The visit will also provide attendees with a better idea of the program and policy changes that could help address issues related to mission growth. Mr. Willis explained the importance of having the BRAC RTF, installation and local attendees' input on the documentation from the August 3, 2010 Technical visit. Therefore, a draft version of the technical visit's notes would be sent to them following the meeting. Mr. Willis also stressed the importance of linking state and local responses to date to the military quality of life issues impacted by the mission growth. The data collected from this and other EAC visits will be shared with all stakeholders and serve as a platform for policy discussions on the local, state, and Federal assistance needed to address/support/respond to the impacts from Defense program changes.

Mr. Ron Williams, a planner with the Fort Bragg Garrison Command, gave a presentation on the BRAC growth impacts to the installation (Attachment 3). He stated that Fort Bragg is fortunate that the BRAC RTF has evolved to be an effective liaison between the installation and the community, and that the RTF's efforts were genuinely appreciated. Mr. Williams reported that once all of the BRAC and other actions are complete, 1 in 10 U.S. Army soldiers will be assigned to Fort Bragg, resulting in an additional 9,000 soldiers between 2007 and 2011.

Additional remaining major BRAC moves include the 7<sup>th</sup> Special Forces Group departing Fort Bragg for Eglin Air Force Base, Florida, and FORSCOM and USARC Headquarters relocating to Fort Bragg from Fort McPherson, Georgia. Although the number of personnel associated with these remaining moves will only lead to a small *net* change in population, the demographics of the associated personnel and their families are substantially different. As many of the incoming groups are more senior, the move is likely to mean more high school and middle school students, for example. The arrival of FORSCOM brings the total of general officers on Fort Bragg to 38, second only to the number of that resides in the National Capital Region. To prepare for this growth the Army is building 10 million square feet (sq. ft.) of new facilities.

Mr. Williams noted some issues facing the installation—"developable" land is limited due to extensive training range requirements and the need to maintain the habitat of the red-cockaded woodpecker, an endangered species. Construction costs are also increasing due to the limited availability of a skilled workforce, which impacts the overall quality of the completed projects. Furthermore, the installation faces shortfalls of 2 million sq. ft. of administrative office space, 1.3 million sq. ft. of motor pool space, and a lack of fitness centers, which are essential to maintain combat readiness. There is also a lack of available land for surface parking, which combined with insufficient funds to build multi-story parking for the new FORSCOM headquarters building. Available parking would be located between one-half and one mile from the actual building, requiring senior military and civilian staff to walk long distances in all weather conditions to get to their workplace. Therefore, the installation has identified and created plans to build on the last sizeable area of "developable" land remaining on Fort Bragg, created by consolidating 640 acres of ammunition storage between Fort Bragg and Pope Field.

Temporary modular construction is also being used to create new space for personnel quickly, and some property has been converted to interim motor pool space.

Mr. Williams proceeded to elaborate on the list of BRAC moves impacting the installation. One is the realignment of Pope Air Force Base under Fort Bragg. This will create a power projection platform that will allow the installation to deploy personnel worldwide within 18 hours. To meet the needs of the new mission on Pope Field, 235 additional personnel will need to be added.

Ms. Carol McLean of the BRAC RTF asked how the size of the Fayetteville Airport runway compared to the runway at Pope Field (formerly Pope Air Force Base). Mr. Williams responded that the Pope Field runway is smaller: 7,500 feet with 1,000-foot overruns, compared with 7,700 feet at Fayetteville Regional. If funding were available, the installation would like to extend the Pope runway another 2,000 Ft.

Mr. Gary Willis of OEA asked if the installation had looked at the number of dependents and changing demographics associated with the total end strength of 55,000. Mr. Williams replied that at the 55,000 end strength number, the installation is expected to support a total of 80,000 dependents. This is based on the Army's standard estimate of 1.6 dependents per active duty soldier. There are currently 4,600 housing units on post. This number will increase with the completion of the Linden Oaks housing area. The rest of the personnel and dependents will be housed in the community, off post. For example, there are no high schools on Fort Bragg; all high school students attend school in the community. There are concerns that an increase in students will also add to school-related traffic congestion problems for the elementary schools on the installation at pick-up and drop-off times.

Mr. Michael Wilson, OEA Fort Bragg Project Manager, asked if there had been any transportation planning to deal with parking and traffic issues. Mr. Williams replied that Fort Bragg currently operates an on-base bus system, though it is contrary to regulations. Additionally, four category red intersections, where an accident occurs at least once a week, were identified on base.

Mr. Greg Taylor, Executive Director of the BRAC RTF, gave opening remarks before the BRAC RTF formal presentation. Mr. Taylor was concerned that senior leadership would not have enough time to fully discuss all of the critical issues facing the Fort Bragg community. He suggested that group breakout sessions be used to tailor individual sessions to the leaders attending the September meeting.

Mr. Taylor also gave an overview of the BRAC RTF and regional population projections. The BRAC RTF consists of 11 counties and 73 municipalities. Based on a regional economic model (REMI) run in 2008, the Fort Bragg region expects an additional 40,000 residents by 2013; however it is likely that these numbers have changed due to economic and other external factors. While the BRAC RTF would like to run the REMI again to get updated projection numbers, it would cost \$15,000, which is cost prohibitive at this time.

Mr. Don Belk, a regional planner for the BRAC RTF, gave a presentation on the critical issues facing the installation and the steps that BRAC RTF has taken to identify and plan for some of those issues. The region needs \$179.9 million for new schools construction. Of the \$179.9 million requirement, \$64.3 million is directly related to military growth. Furthermore, a major

transportation project for widening Murchison Road and connecting it to Interstate 295 has a \$35 million funding shortfall. This project is critical to easing congestion around Fort Bragg since a parallel artery, Fort Bragg Boulevard, is closing due to enhanced force protection on the installation. The region also needs an estimated \$12.5 million to equip BRAC-impacted counties with compatible emergency response radios. The state has paid for the infrastructure, but the radios remain unfunded.

To further assist in analyzing the issues facing the Fort Bragg community and identify possible solutions, the BRAC RTF initiated studies on aviation, water issues, sustainable growth, transportation, housing, and medical specialist recruitment. The BRAC RTF has also initiated efforts to encourage economic development and compatible land use. An example of these efforts is a new initiative to alter procurement operations on base by purchasing more foods and biofuels locally and ultimately create a sustainable defense community.

Mr. Wilson of OEA asked whether the BRAC RTF was able to validate the expected \$35 million shortfall for the Murchison Road and I-295 projects. Mr. Belk replied that the \$35 million shortfall is comprised of \$17 million for right-of-way access and \$18 million for construction. Mr. Wilson later asked about the state of North Carolina's recently-announced, prioritized funding for construction of the I-295 loop. (Update 30AUG10: I-295 from Ramsey St. (US-401) to Murchison has been prioritized and construction is scheduled to begin in March 2011.) Mr. Taylor responded that updates related to the funding announcement would be included in the September meeting.

Mr. Dusty Holley, Senior Legislative Assistant to Congressman Larry Kissell, informed meeting attendees about Fort Bragg's sustainability program and how it would procure local agricultural products for the installation's food and biofuel requirements. He stated that farming for produce in the area near Fort Bragg is limited. Therefore, local farmers would have to make significant investments to start growing produce rather than row crops. Also, most of the mission support vehicles on base use diesel fuel, and biodiesel requires feedstocks that are not grown or refined in the area. Despite the various challenges of meeting food and biofuel sustainability goals, Mr. Greg Taylor of the BRAC RTF stated that the intent of the initiative is to develop an infrastructure to encourage local farmers to grow produce and biofuel crops that would be used on Fort Bragg. The use of poultry fat was mentioned as a possible local biofuel source.

Mr. Tim Moore, Workforce Program Manager for the BRAC RTF, gave a presentation on the regional workforce needs and the Workforce Demonstration Program. Mr. Moore pointed out the shortfalls for the local workforce e.g., low educational attainment—a low number of local residents with college degrees, low four-year high school graduation rates (approximately 60-70 percent locally, but as low as 49 percent elsewhere in Charlotte), and a large percentage of residents that would have difficulty obtaining security clearances. Challenges facing the region related to workforce needs include unemployment and underemployment, lack of education or literacy, entrepreneurial infrastructure gaps, insufficient transit, and communication and information gaps. The BRAC RTF received a \$5 million grant from DOL to establish the All America Center for Workforce Innovation and other initiatives to help address workforce shortfalls. These major initiatives include the PipelineNC.com talent platform; Defense and Homeland Security cluster analysis; joint FSU/UNC-Pembroke study of BRAC impacts on the economically disadvantaged; Energizing Entrepreneurism project; Kenan Fellows Master STEM Teachers program; STEM Community Collaborative; and a newly launched lifelong learning and

literacy campaign. Additional key regional workforce, education and economic development projects include a formal four-way Workforce Board collaboration; Allied Health Sector Skills Partnership; 11-county economic development committee; provision of 'RealGame' software to middle schools; and the launch of the Defense Business Association.

Ms. Carol McLean of the BRAC RTF spoke about how local schools were using 3-dimensional (3D) modeling and distance learning technologies (such as video-conferencing) in enhanced classrooms to create a more engaged learning environment to foster skills necessary for jobs where there are currently labor shortfalls in the community. Meeting attendees also participated in a video conference with Mr. Jeff Epps, Director of Informational Technologies for Richmond County Schools. Mr. Epps is head of a new summer program that seeks to expose local students to technology through learning JavaScript and 3D modeling.

Mr. Winston Tompoe, Business Relations Group Coordinator for the Employment & Training Administration, DOL, asked Mr. Epps to explain how the tools enhanced teacher and student learning opportunities. Mr. Epps replied that the tools help students focus on science, technology, engineering, and mathematics skills and interests, related to their desired careers. Mr. Epps further stated that they are working with teachers to help design tools and a curriculum that will enhance the learning environment.

Mr. Dusty Holley of Congressman Kissell's office asked the BRAC RTF to explain how the new technology presented today addressed the infrastructure needs in the education system. Mr. Darrell Page, BRAC RTF Education Coordinator, responded that the technology is used to help the students meet career skills needs. Mr. Greg Taylor of the BRAC RTF added that the mission of technology was to improve regional education attainment and decrease dropout rates. Mr. Holley agreed that the technology served the purpose helping student enhance career skills, but remained concerned that the school construction and renovation needs of the growing student population were not being addressed. Mr. Holley explained that the senior leadership visit attendees will want to know what they can do to address infrastructure needs.

Dr. Linda Curtis, Area Superintendent for Curriculum, Instruction, & Assessment of the Domestic Dependent Elementary and Secondary Schools, DoDEA, added that the presentation to the senior leaders should show how technology can be used to help address infrastructure needs and improve schools.

Mr. Winston Tompoe of DOL suggested that the presentation include an explanation of how the tool will help the community meet the identified need for specialized skills and allow more students to have additional educational opportunities through distance learning.

At the conclusion of the RTF presentation, Mr. Gary Willis of OEA offered suggestions for preparation of the September 8, 2010 senior leadership visit. Mr. Willis stated that overall, the RTF presentations needed refining. He also stated that given the high positions of these leaders (e.g., Deputy Secretary, Assistant Secretary, and Deputy Under Secretary), the RTF needed to clearly articulate how each Federal agency could best assist to this region and why these needs could not be met solely with state and local resources.

Mr. Willis suggested the following points be considered when preparing the September 8, 2010 presentation on September 8, 2010 address:

- What is the predicted growth?
- What growth has already occurred?
- What percentage of the growth is military or organic?
- Current economic gaps/restraints (state and local)?
- Private sector responses/partnerships?
- Data sources and methodology?
- What are the issues created and impacted by growth?
- What are the regional responses to date?
- What additional assistance does the region need to implement mitigation plans?

Mr. Willis stated that the senior leaders will need to know how the range of infrastructure issues are related and how transportation issues will impact and interact with other components of growth, e.g., getting workers to their work locations or the unemployed to training classes and transporting children to and from school.

Mr. Willis recommended that the presentation give a complete picture of the growth impacts and how they affect the Fort Bragg community. Mr. Wilson of OEA stated that he will send out a Projects Needs Assessment that the RTF should update and use as a tool to identify gaps in growth issues and discuss what can be accomplished by the state and community.

Mr. Winston Tompoe recommended that the BRAC RTF use actual numbers to address the following employment and education-related questions:

- What are the most impacted sectors?
- What can the local economy provide?
- What are the most impacted jobs?
- What is the gap?
- How many personnel are needed?
- What has the region accomplished with the current DOL funding?
- What does the region need to do to meet workforce shortfalls?

Mr. Willis suggested including solutions to help meet the needs that are created by growth impacts. He stated that the materials that BRAC RTF will present on September 8 will be the platform for further discussions in Washington, DC, which could generate the response they need to help address Defense related growth impacts.

Dr. Linda Curtis asked whether there was discussion in the last education visit about faculty and staff dealing with issues related to parental military deployments. Mr. Gary Willis responded that the topic was discussed in the previous visit, and that the senior leaders will have documentation of that discussion.

The meeting concluded and the attendees were taken on a tour of the Murchison Road and I-295 loop projects.

## Attachment 1: Technical Site Visit to Fort Bragg, North Carolina

August 3, 2010

| <u>Name</u>     | <u>Office</u>                               | <u>Phone</u>    | <u>E-mail</u>  |
|-----------------|---|-----------------|--|
| Winston Tompoe  | Federal Project Office US DOL-ETA           | (404) 302-5372  | <a href="mailto:tompoe.winston@dol.gov">tompoe.winston@dol.gov</a>           |
| Emily Marsh     | DoDEA-DDESS, NC District                    | (910) 907-0228  | <a href="mailto:emily.marsh@amdodea.edu">emily.marsh@amdodea.edu</a>         |
| Linda Curtis    | DoDEA-DDESS                                 | (404) 542-6459  | <a href="mailto:linda.curtis@amdodea.edu">linda.curtis@amdodea.edu</a>       |
| Alex Thompson   | Directorate Plans Training and Mobilization | (910) 432-6894  | <a href="mailto:alex.thompson@us.army.mil">alex.thompson@us.army.mil</a>     |
| Vicky Lee       | Directorate Plans Training and Mobilization | (910) 396-5401  | <a href="mailto:vicky.lee@us.army.mil">vicky.lee@us.army.mil</a>             |
| Kathy Price     | Congressman McIntyre                        | (910) 323-0260  | <a href="mailto:kathy.price@mail.house.gov">kathy.price@mail.house.gov</a>   |
| Dusty Holley    | Congressman Kissell                         | (202) 225- 3715 | <a href="mailto:dusty.holley@mail.house.gov">dusty.holley@mail.house.gov</a> |
| Mike Lynch      | Fort Bragg                                  | (910) 395 4189  | <a href="mailto:mike.lynch@us.army.mil">mike.lynch@us.army.mil</a>           |
| Greg Taylor     | BRAC RTF                                    | (910) 808-4189  | <a href="mailto:gtaylor@bractrf.com">gtaylor@bractrf.com</a>                 |
| John Bellamy    | BRAC RTF                                    | (910) 808-4189  | <a href="mailto:jbellamy@bractrf.com">jbellamy@bractrf.com</a>               |
| Darrell Page    | BRAC RTF                                    | (910) 808-4670  | <a href="mailto:dpage@bractrf.com">dpage@bractrf.com</a>                     |
| Don Belk        | BRAC RTF                                    | (910) 808-4176  | <a href="mailto:dbelk@bractrf.com">dbelk@bractrf.com</a>                     |
| Carol Mclean    | BRAC RTF                                    | (910) 300-9717  | <a href="mailto:cmlclean@bractrf.com">cmlclean@bractrf.com</a>               |
| Tim Morse       | BRAC RTF                                    | (910) 808-4670  | <a href="mailto:tmorse@bractrf.com">tmorse@bractrf.com</a>                   |
| COL David Jones | OEA   | (703) 604-5159  | <a href="mailto:david.jones@wso.whs.mil">david.jones@wso.whs.mil</a>         |
| Mike Wilson     | OEA   | (703) 604-5146  | <a href="mailto:michael.wilson@wso.whs.mil">michael.wilson@wso.whs.mil</a>   |
| Gary Willis     | OEA   | (703) 604-5164  | <a href="mailto:gary.willis@wso.whs.mil">gary.willis@wso.whs.mil</a>         |
| Dave Wilson     | Booz Allen Hamilton                         | (703) 377-1433  | <a href="mailto:wilson_dave@bah.com">wilson_dave@bah.com</a>                 |
| Mike Berger     | Booz Allen Hamilton                         | (301)825-7674   | <a href="mailto:berger_michael@bah.com">berger_michael@bah.com</a>           |
| Josh Mitchell   | Booz Allen Hamilton                         | (703) 377-8244  | <a href="mailto:mitchell_joshua@bah.com">mitchell_joshua@bah.com</a>         |

**Attachment 2: Technical Site Visit to Fort Bragg Community**

**August 3, 2010**

Agenda

Monday, August 2, 2010

| <b>Time</b> | <b>Item</b>   | <b>Leader</b> | <b>Location</b>  |
|-------------|---|---------------|--|
| Afternoon   | EAC Technical Visit Team Arrival for 6:00 p.m. staff meeting. | EAC Team      | Courtyard Fayetteville, 4192 Sycamore Dairy Road, Fayetteville, NC, 28303-3459, (910) 487-5557 |

Tuesday, August 3, 2010

| <b>Time</b>              | <b>Item</b>  | <b>Leader</b>    | <b>Location</b>   |
|--------------------------|--|------------------|---|
| 8:00                     | Technical Site Visit Staff leaves hotel for meeting venue  | Gary Willis      | Hotel in Fayetteville, NC   |
| 9:00 a.m. to 9:15 a.m.   | Welcoming statements from Fort Bragg leaders and BRAC Regional Task Force                                      | Fort Bragg & RTF | E.E. Smith High School<br>1800 Seabrook Road<br>Fayetteville, NC 28301-0599<br>(910) 483-0153 |
| 9:15 a.m. to 9:30 a.m.   | EAC Site Visit purpose   | Gary Willis      |   |
| 9:30 a.m. to 10:00 a.m.  | Installation briefing on Fort Bragg defense missions and growth update   | Fort Bragg       |   |
| 10:00 a.m. to 10:45 a.m. | BRAC RTF briefing on mission growth issues (e.g., education, transportation, labor, infrastructure and other). | RTF              |   |
| 10:45 a.m. to 11:00 a.m. | Break  | All              |   |
| 11:00 a.m. to Noon       | Discussion of questions, issues, gaps, data updates, and Senior Leadership Visit                               | All              |   |
| Noon to 1:00 p.m.        | Lunch  | All              |   |
| 1:00 – 3:00 p.m.         | Bus tour of key sites selected by Fort Bragg and RTF   | RTF              |   |
| 3:00 – 4:00 p.m.         | Wrap Up  | All              | E.E. Smith High School  |
| TBD                      | Dinner near RDU  | EAC Team         | TBD   |

Wednesday, August 4, 2010

| <b>Time</b>   | <b>Item</b>                     | <b>Leader</b> | <b>Location</b>   |
|---------------|---------------------------------|---------------|---|
| Early morning | Technical Visit Staff departure | EAC Team      | Courtyard Raleigh-Durham Airport, 2001 Hospitality Court, Morrisville, NC, 27560-9129, (919) 467-9444 |

**DRAFT**

FORT BRAGG AND POPE AIR FORCE BASE

# BRAC REGIONAL TASK FORCE

COMMUNITY PLANNING FOR BRAC IMPLEMENTATION

**Greg Taylor**  
**Executive Director**



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**EAC Technical Site Visit**  
**3 August 2010**

# BRAC Regional Task Force



- **Purpose**: Unify the community planning effort by coordinating the requirements and shortfalls for the counties and municipalities affected by BRAC actions at Ft. Bragg and Pope AFB.
- **Scope**: Serve as the liaison between the military and the communities in the organization; state agencies associated with these requirements; and federal agencies designated to provide community assistance for BRAC.

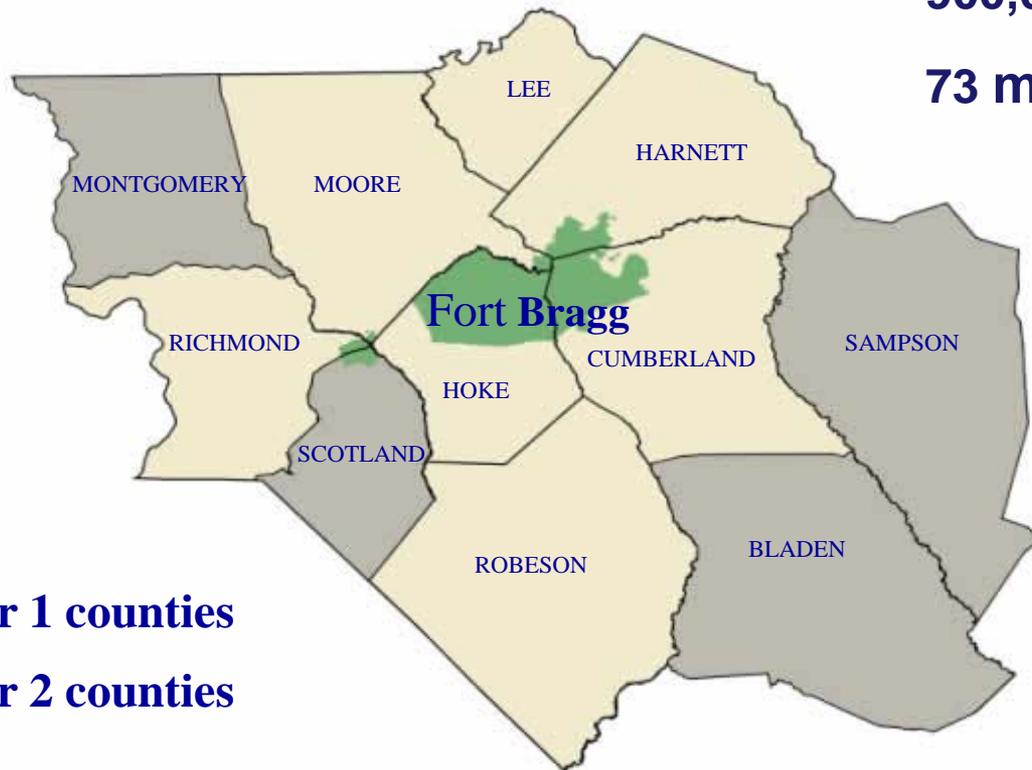
# Partnership of Local Governments

## 11 Member Counties

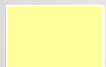


900,000+ population

73 municipalities



### Legend



7 Tier 1 counties



4 Tier 2 counties

# Mission Growth Considerations



- Fort Bragg is the largest Army post in the country
  - Growing to more than 75,000 soldiers and employees
  - Includes BRAC actions and Grow the Army initiatives
- U.S. Army Forces Command and Army Reserve Command Headquarters transfer from Atlanta in 2011

# Community Impact of Changes at Fort Bragg



- Population growth: projecting more than **40,000** additional people by **2013**
  - Significant impact on schools, housing, roads, airports, workforce, infrastructure, public safety, and medical
  - Challenges and opportunities exist for the region and the state associated with this growth
  - Regional approach is essential to plan and prepare for the changes; state and federal support is required
  - Fort Bragg region views growth as a transformational opportunity
-

# BRAC RTF Programs



## Regional Planning

Plan and prepare regional communities for BRAC changes and transformation. Maintain quality of life and plan for long term sustainability and smart growth.

*Funded by our Counties  
and DOD OEA*

## Workforce Demonstration Program

Develop innovative education and workforce training programs to meet the requirements of emerging high tech industry clusters. Working with Wounded Warriors, military spouses, separating military and local Workforce Development Boards.

*Funded by U.S. DOL*

## Economic Transformation

Emphasize and promote the strengths inherent to a defense industry sector in North Carolina to attract new industry.

*Funded by our Counties,  
the State, & US DOL*

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**Donald R. Belk, AICP**

**Regional Planner**



- School Construction Shortfall
  
- Transportation
  - Road, Rail, & Air
  
- Regional Communications interoperability



## ■ School Construction Shortfall:

- \$190.5 million needed for new schools in the region to accommodate both normal growth and the expected 5,980-person growth related to BRAC. **\$63.9 million (33.5%) is military-related growth.**



## Transportation

- Roads - Closing Bragg Blvd and widening Murchison Road:
  - \$80.7 million project: DAR and NC DOT funding; **shortfall stands at \$35 million.**
  - Security issue for FORSCOM/Ft. Bragg
  - I-295: Next segment of I-295 will connect Murchison Road to Bragg Boulevard. This \$55 million 'grading and structure' project is now underway and slated for completion in June 2012.
- Rail: Military Freight Rail Study
- Air: Fayetteville Airport is applying for a FAA Small Community Air Service Grant that would provide marketing and other incentives for an airline providing FAY-DC service.

# Critical Issues



- Regional Communications interoperability
  - \$12.5 million estimated cost for equipping BRAC Counties with compatible emergency response radios
  - Infrastructure funded by the state; radios are unfunded

# Military Installations – Growth Issues



- BRAC has narrowed the field to a few critical large bases that are strategic to our national defense!
- Installations and ranges should be considered and managed as national assets, especially to prevent encroachment
- Mission growth and community impact from current and future BRAC and service actions requires support from **local, regional, state and federal levels**
- Protecting installations and missions is tied directly to community planning, environmental issues and economic development (smart growth)



## National Academy of Public Administration (NAPA) Study:

*“Strengthening National Defense: Countering Encroachment through Military-Community Collaboration”*

- **Panel Findings:** Based on its research, the Panel determined six major issues and provided recommendations for action.
- **Concluding Panel Observations:** “Federal action will not, by itself, reduce encroachments to levels acceptable to both the military and civilian communities. States and local communities share, with the federal government, inherent responsibilities to support national defense, and our recommendations should lay a solid foundation for strengthening their engagement with DoD and the Military Departments in supporting military readiness.”

# Comprehensive Regional Growth Plan for the Fort Bragg Region

## Assessment and Recommendations



## Executive Summary

September 2008

# CRGP Implementation - In Progress



## ■ **Aviation Services Study**

- Air Travel Survey conducted DEC09-JAN10
- Analysis supports FAY-DC direct flight
- BRAC RTF & Partners in discussions with major carriers regarding direct flights

## ■ **Regional Water/Waste Water Authority**

- Model completed October 2009
- Addresses adequate water supply and wastewater service to Fort Bragg and surrounding communities

## ■ **Sustainable Growth Management Strategy**

- Provides recommendations for redirecting planned growth to less mission sensitive areas

# CRGP Implementation - In Progress



- **Regional Travel Demand Model**
    - Identifies transportation ‘hotspots’ and models projected traffic to enable planning for solutions
  - **Housing Market Study**
    - Determines preferred locations and housing preferences; aids development community in meeting market demand
  - **Regional Medical Specialist Recruitment Program**
    - Collaborative effort by regional medical centers to recruit and retain needed surgeons, dentists and other specialists
-

# Rural Economic Development & Compatible Land Use



## ■ 'Feed/Fuel the Forces':

- Two focus areas: **Food** (fresh produce) and **Fuel** (biofuel feedstocks)
- Regional partnership to open new military markets to regional farmers & producers.
- Helps keep 'working lands' in production (goal of Working Lands Protection Program)



- Concept embraced by State of NC (DENR Working Lands Group, NC Biofuels Center, Sustainable Local Foods Policy Council)
- \$50,000 from Golden LEAF for start-up (BRAC RTF portion of \$325,000 grant)

# BRAC Regional Task Force: Going Forward

## ***Set Foundation for a Sustainable Defense Community: Balancing the Mission, Community, Environment, and Economic Development (the 'Quadruple Bottom Line')***

- Integrate and coordinate regional planning and sustainability efforts; support compatible land use
- Support regional transportation planning, including transit and bicycle/pedestrian options
- Link urban sustainability, rural economic development, and installation requirements
- Submitting \$5 million proposal for HUD Sustainable Communities Grant: *The Resilient Region: Sustainable Development Plan for the Fort Bragg/BRAC Region*



# Workforce Demonstration Program



**Tim Moore, CWDP**

**Workforce Demonstration Program  
Director**

# Workforce Demonstration Program



2007: BRAC RTF is awarded a \$5 million U.S. Department of Labor grant for three-year Workforce Demonstration Program

## Assumptions

- transformational, not transactional
- regional
- strategic
- collaborative & synergistic
- strengthened by partnerships
- focused on innovation

# Workforce Demonstration Program



- Overall Objective:
  - Utilize the growth at Ft. Bragg as the catalyst to integrate the region's workforce, economic and educational resources to support emerging industry requirements.

# Workforce Demonstration Program



## Implementation Plan:

- Strategy One – Thorough resource mapping; exhaustive analysis of emerging occupational and academic demands; gap analysis of existing and projected workforce requirements
- Strategy Two – Establishment of the All-American Center for Workforce Innovation as the transformational mechanism to create career tracks with specific industry-based programs

# Workforce Demonstration Program: Strategy One



## CRGP Findings:

- Insufficient numbers of college grads in high-demand/skill/pay fields
- Low regional educational attainment
- Lack of regional education, WD and ED coordination
- Need for physicians, dentists, and behavioral/mental health specialists

# D&HS Cluster Study: Gaps



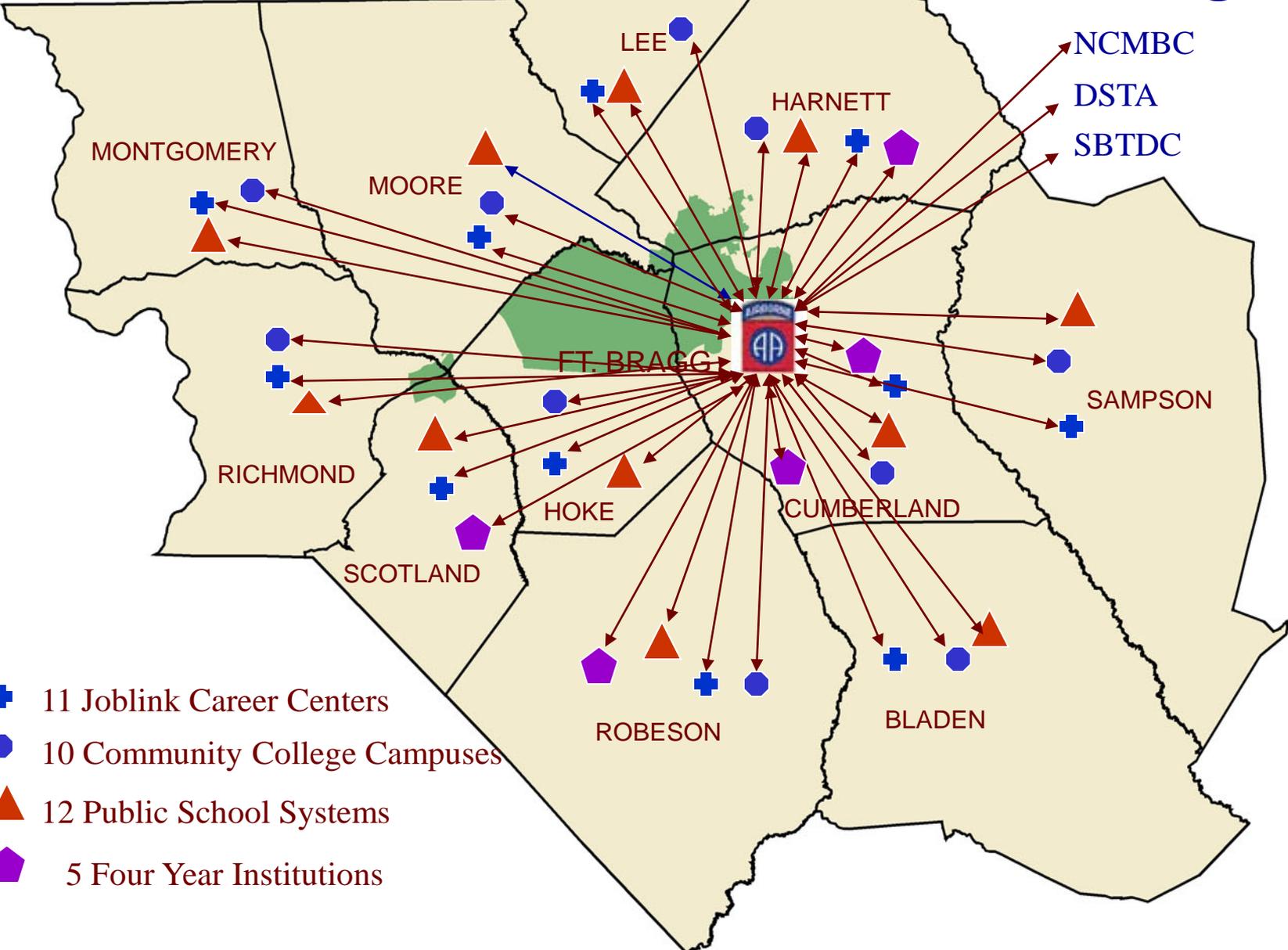
- Low K-20 graduation/completion rates
- Low numbers of bachelor's degrees and above
- STEM and KSA deficiencies
- Inadequate specialization within business programs
- Inadequate specialization in computer science programs
- Undefined educational pathways between some programs & institutions and D&HS needs
- Lack of R & D and tech commercialization capacity
- Security clearance issues



## Regional & County-level Findings

- Significant un- and under-employment and poverty
- Identified Issues:
  - Education and Training/Literacy Needs
  - Entrepreneurial Infrastructure Gaps
  - Transportation Needs
  - Communication & Information Gaps

# All-American Center for Workforce Innovation Virtual Networking



NCMBC  
DSTA  
SBTDC

# ALL-AMERICAN CENTER for WORKFORCE INNOVATION

Education  
Development

Workforce  
Development

Economic  
Development

Academic  
Enrichment

Workforce  
Enhancement

Military  
Preparedness

Homeland  
Security

Entrepreneurship

Enhanced  
Training &  
Simulation

Technology  
Innovation

**All-American Center  
for Workforce  
Innovation**

Healthcare Careers

Educational  
Careers

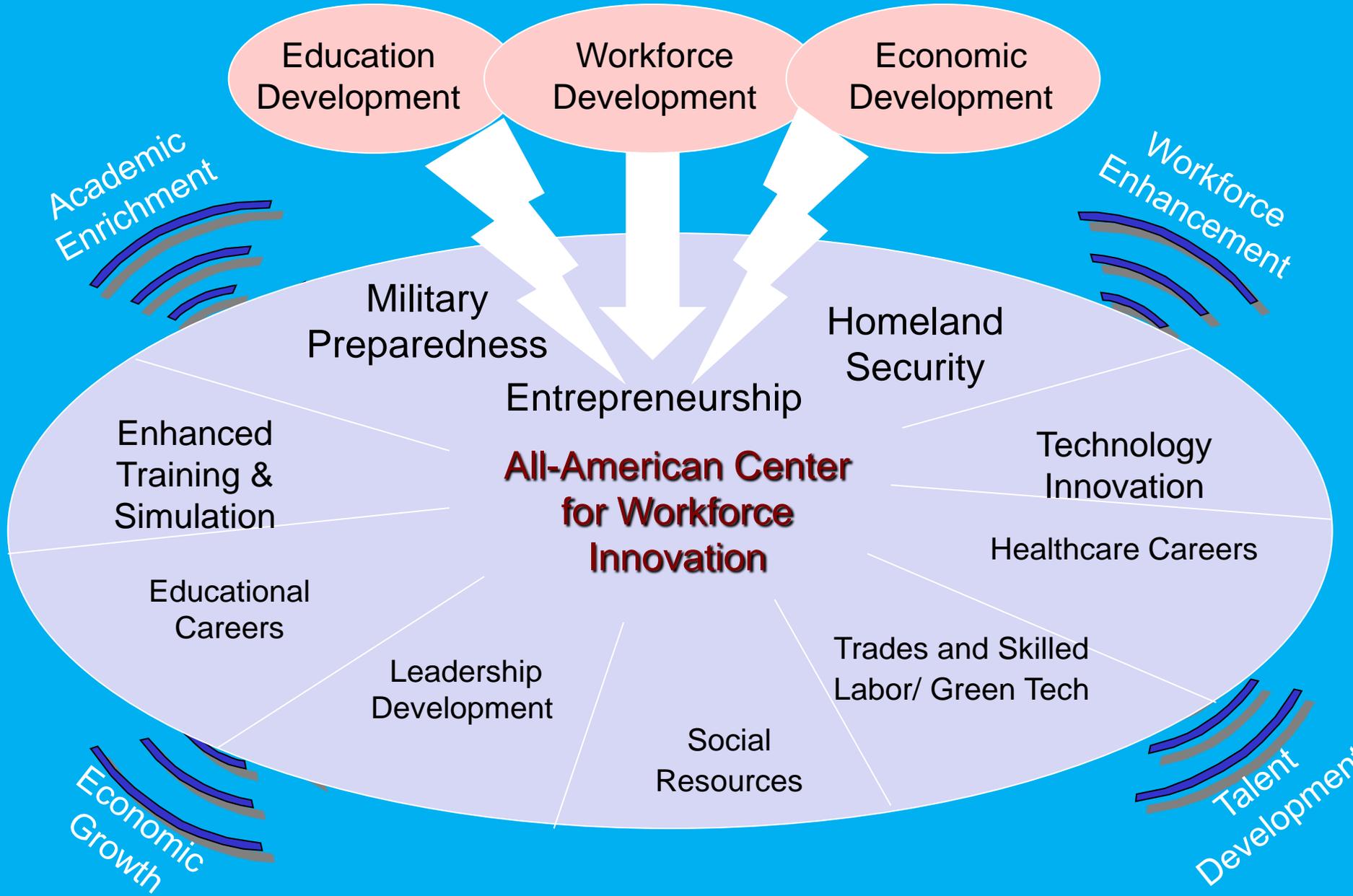
Trades and Skilled  
Labor/ Green Tech

Leadership  
Development

Social  
Resources

Economic  
Growth

Talent  
Development



# Workforce Program Accomplishments



- Regional 50 member Workforce and Education Advisory and Steering Group created and charged
- Regional, web-based career exploration and talent acquisition platform developed and launched – PipelineNC.com
- Regional WDB collaboration planned and launched – AA Gateway
- Regional allied healthcare skills partnership joined and launched
- Regional rural entrepreneurial coordination project joined and launched – Energizing Entrepreneurship
- Regional Military Spouse CAA program collaboration
- Regional Literacy & Lifelong Learning Collaborative launched

# Regional Educational Responses



- Modeling & Simulation Program at FTCC
- Army MSW Program at FSU
- IT Security Program at Campbell University
- Early College in Global Studies
- Advanced Manufacturing program at Robeson Community College
- Gen. Hugh Shelton Leadership Challenge at FSU
- Physical Therapy program at UNC-P thru ECU

# Unique Labor Pool Assets



- In recent years almost **7000 military personnel have been separating annually from the Army** at Fort Bragg. Many of these transitioning soldiers have skills that can meet the labor demands of the D&HS industry cluster.
- Military spouses are an underutilized source of labor in the region. Of the 26,000 spouses in the region **only about 40% are employed** and many are underemployed.
- Need to stop 'brain drain' of military and youth

# 2010 -11 Workforce Program Goals



- Communicate assessment of workforce needs and opportunities based on DHS and FSU/UNC-P studies to all stakeholders
- Assist schools & WDBs to align educational training programs (9-20) with future workforce skill and ability needs
- Connect PipelineNC to job-seekers, employers, & educators
- Launch regional lifelong learning and literacy campaign and project with 4 WDBs
- Expand entrepreneurial support throughout region
- Work with other RFP applications and grant programs if funded
- Identify funding sources to complete implementation

# Economic Transformation Goals



- Define and establish Defense & Homeland Security (D&HS) industry cluster in the BRAC region & AADC
- Promote and market region/NC to attract, build and expand D&HS companies to create new high tech jobs
- Create partnerships and alliances between industry, universities and D&HS programs

# Regional Approach is Working



## Partnerships with:

- Fayetteville Technical Community College (hub), seven community colleges, five universities and 11 public school systems creating a virtual network
- Workforce Development Boards, Joblink Centers: Tied in thru AA Gateway, Literacy, VC and PipelineNC
- Golden LEAF Foundation, NC Rural Center and AHEC
- NC STEM Community Collaborative potential to support STEM programs for high schools, community colleges and universities
- Education, WD and ED are cross-pollinating



**Carol McLean**

**Enhanced Technologies Manager**

# Education Program Accomplishments



- **All American Center for Workforce Innovation**
  - Pilot network of portable 3D projection technology in regional high schools
  - Establish Enhanced Technology Classrooms in each pilot high school
  - Create Distributed Learning Network
- **Partner with Kenan Fellows Program for Leadership and Curriculum Development**
  - First cohort - 2 Fellows locally funded from with i3D research focus
  - Second cohort - NSF Noyce II grant for 18 STEM Master Teacher Fellows
- **NC STEM Community Collaborative**
  - Plan developed builds on established programs to ensure region-wide “21<sup>st</sup> Century Teaching/Learning in Innovative Environments”

# 2010-11 Education Program Goals



- Provide teachers and students the **skills and resources** they need to be competitive in a 21<sup>st</sup> century global economy
  - i3D content development – curriculum enrichment
  - Professional development for teachers
  - Enhanced Technology Classrooms
  
- Continue to build the STEM-focused **Distributed Learning Network** to ultimately include every high school and middle school in the eleven county region



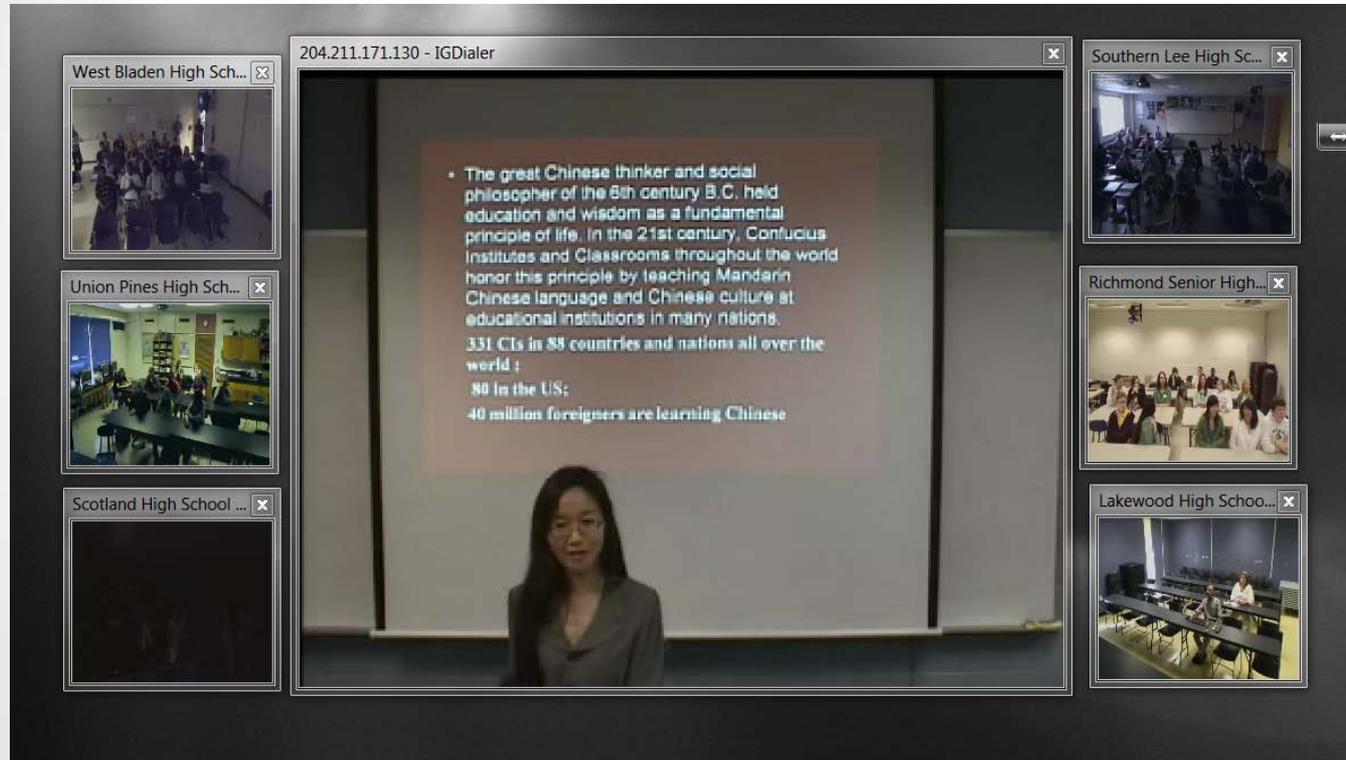
# The Schoolhouse Promise

## Video

# Enhanced Technology Classrooms



# Distributed Learning Network



Speaker Series

Classrooms Abroad

Summer of Kainotomia

Working on GE Project

# Summer of Kainotomia – Jeff Epps



The screenshot displays a desktop environment with a central web browser window and several open windows for high schools. The browser window is titled "JavaScript Variables - Windows Internet Explorer" and shows the URL "http://w3schools.com/js/variables.asp". The page content includes a navigation menu on the left, a main text area, and a right sidebar with various links and categories.

**Richmond Senior High School - Desktop 1**

JavaScript Variables - Windows Internet Explorer  
http://w3schools.com/js/variables.asp

JavaScript Variables

« Previous Next Chapter »

Variables are "containers" for storing information.

### Do You Remember Algebra From School?

Do you remember algebra from school?  $x=5$ ,  $y=6$ ,  $z=x+y$

Do you remember that a letter (like  $x$ ) could be used to hold a value (like 5), and that you could use the information above to calculate the value of  $z$  to be 11?

These letters are called **variables**, and variables can be used to hold values ( $x=5$ ) or expressions ( $z=x+y$ ).

### JavaScript Variables

As with algebra, JavaScript variables are used to hold values or expressions.

A variable can have a short name, like  $x$ , or a more descriptive name, like  $carname$ .

Rules for JavaScript variable names:

- Variable names are case sensitive ( $y$  and  $Y$  are two different variables)
- Variable names must begin with a letter or the underscore character

**Note:** Because JavaScript is case-sensitive, variable names are case-sensitive.

### Example

A variable's value can change during the execution of a script. You can refer to a variable by its name to display or change its value.

[This example will show you how](#)

**JS HOME**  
JS Introduction  
JS How To  
JS Where To  
JS Statements  
JS Comments  
**JS Variables**  
JS Operators  
JS Comparisons  
JS If...Else  
JS Switch  
JS Popup Boxes  
JS Functions  
JS For Loop  
JS While Loop  
JS Break Loops  
JS For...In  
JS Events  
JS Try...Catch  
JS Throw  
JS Special Text  
JS Guidelines

**JS Objects**  
JS Objects Intro  
JS String  
JS Date  
JS Array  
JS Boolean  
JS Math  
JS RegExp

**JS Advanced**  
JS Browser  
JS Cookies  
JS Validation  
JS Animation  
JS Image Maps  
JS Timing  
JS Create Object

Best Web Hostin  
PHP MySQL Hostin  
Top 10 Web Hosti  
UK Reseller Hostin  
Web Hosting  
FREE Web Hostin  
Top Web Hosting  
\$0 Doteasy Web Ho

**WEB BUILDING**  
XML Editor - Free T  
FREE Flash Websi  
FREE Web Templa  
SEO Company  
US Web Design Sch

**W3SCHOOLS EXA**  
Get Certified in:  
HTML, CSS, JavaSc  
XML, PHP, and AS

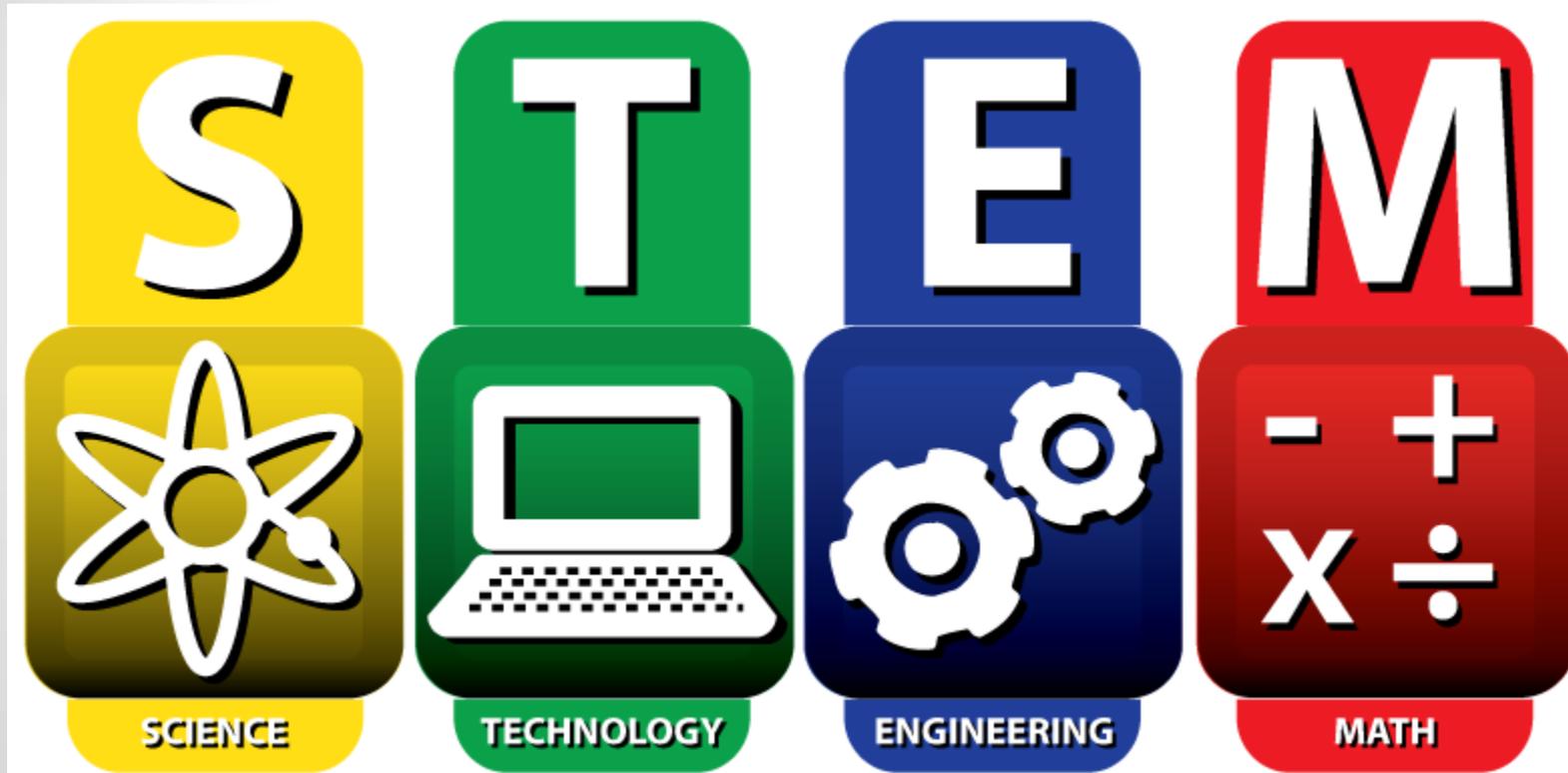
**W3SCHOOLS BOG**  
New Books:  
HTML, CSS  
JavaScript, and Aj

**STATISTICS**  
Browser Statistic  
Browser OS  
Browser Display

EESmith High School - ...  
Overhills High School ...  
East Montgomery Hig...  
Hoke County High Sch...  
Lumberton Senior Hig...  
Richmond Senior High...  
Lakewood High School...



- **Two-one week workshops** – This workshop provides teachers with the training necessary to receive a teaching license endorsement to teach this state of the art course that uses complex 2D graphics, 3D Animation, editing, and image analysis tools to better understand, illustrate, explain, and present technical, mathematical, and/or scientific concepts and principles. Science, math, and visual design concepts are reinforced throughout each course.
  - FTCC July 11-15
  - Richmond Sr. High School July 25-29



# Building the STEM Community



[Why STEM](#)

[Communities](#)

[Join](#)

[Resources](#)

[Contact](#)

## It's Game on for Richmond High's 'Summer of Kainotomia'

June 24, 2010 - 11:19:37am

JUNE 24, 2010 – Richmond Senior High School is hosting “The Summer of Kainotomia 2010.” This summer internship program runs through July 29 and aims to teach students the fundamentals of Java Script Programming, 3-D Modeling, and 3-D Simulation.

This is Valerie from Lakewood High School. This course was awesome! I loved it! Can't wait to continue this course this year!

Please continue to support and fund these workshops. They are essential to continued quality education for our students and staff.

Having Brac pay for this workshop and all the software needed to teach our kids, has been a God send! We would never have been able to pay for all that was involved! Thanks so much for all you have done and for all Jane and Carol are doing for us!!

Thank you sooo much for helping me with my new exciting externship. I have had a tremendous summer thus far and I am thankful for all that Kenan and BRAC has generously offered. I am graciously humbled by all of the support and hard work that I have witnessed thus far. I know my new experience and knowledge will benefit many young minds in Scotland County and around our region. It can only make our future brighter and that in itself is extremely motivating and exciting to say the least.

# *BRAC IMPLEMENTATION UPDATE*

# Fort Bragg



*Home of the Airborne & Special Operations*

# TRANSFORMATION MIGRATION CHART

**Grow The Army**  
1,204 / 0 / 0 / 1,204  
Source: HQDA G-3/5/7

**Fort Bliss**  
746 / 0 / 0 / 746  
Source: FMSWeb

**Stationing**  
-1,843 / -3 / 0 / -1,846  
Source: PUAL & G-3 FF

**GDPR**  
640 / 0 / 0 / 640  
Source: GDPR

**Eglin AFB**  
-1,776 / -7 / 0 / -1,783  
Source: USASOC

**BRAC DISCR**  
35 / 27 / 0 / 62  
Source: PUAL

**Joint Deploy/Mob Facility**  
UNK  
Source: Cobra

**Fort Bragg**  
FY05 – FY13 (increase)  
12,796 / 3,624 / 3,748 / 20,168  
Source: ASIP COP data

**Pope AFB**  
2,228 / 432 / 117 / 2,777  
Source: AMC/Pope BRAC Office

**Fort McPherson**  
1,208 / 974 / 584 / 2,766  
Source: ASIP, PUAL & G-3 FF

**USASOC Transformation**  
3,050 / 368 / 0 / 3,418  
Source: USASOC PDM III & IV

**Unit Conversions**  
2,112 / 773 / 0 / 2,885  
Source: FMSWeb & FDU

**Activations & Inactivations**  
71 / -63 / 0 / 8  
Source: FMSWeb, ASIP & FDU

|                                   | <u>FY05</u> | <u>FY13</u> | <u>Change</u>           |
|-----------------------------------|-------------|-------------|-------------------------|
| <b>COP:</b>                       |             |             |                         |
| Army Military:                    | 39,198      | 46,023      | 6,825                   |
| PCS Students:                     | 1,257       | 2,777       | 1,520                   |
| Other Military:                   | 666         | 2,905       | 2,239                   |
| TDY Students & Trainees:          | 2,096       | 1,415       | -681                    |
| Transient & Rotational Military:  | 0           | 2,273       | 2,273                   |
| Army Civilians:                   | 4,120       | 7,095       | 2,975                   |
| Contractors:                      | 4,094       | 7,842       | 3,748                   |
| Other Civilians:                  | 4,416       | 5,064       | 648                     |
| Transient & Rotational Civilians: | 0           | 1           | 1                       |
| Army RC Military:                 | 1,505       | 2,125       | 620                     |
|                                   |             |             | <u>20,168</u> COP Total |

Military Family Member Increase: 15,855 Total  
School Age Children Increase (Mil & Civ): 6,998

As of: 31 Dec 08

**LEGEND**

- BRAC 
- AMF/GDPR 
- Grow The Army 
- Other 

**Title**  
MIL / CIV / OTH / TOTAL



# FORT BRAGG COMMANDS

October 2006



XVIII  
ABN CORPS  
☆☆☆☆



US ARMY  
GARRISON



USASOC  
☆☆☆



JSOC  
☆☆☆



82d ABN DIV  
☆☆☆



XVIII ABN  
Corps Artillery  
☆



COSCOM  
☆



44th MEDCOM  
☆



SPECIAL FORCES  
☆☆☆



USAJFKSWCS  
☆☆



USACAPOC  
☆☆☆



18th FA BDE



20th ENG BDE



WOMACK



DENTAC



4th ROTC BDE  
5th ROTC BDE



525th MI BDE  
(Abn)



18th AVN BDE  
(Corps) (Abn)



16th MP BDE  
(Abn)



35th SIG BDE  
(Corps) (Abn)



4th BDE  
78th Div (TS)





FORSCOM



USARC



USACAPOC



1st CA/PO  
TNG BDE



XVIII  
ABN CORPS



44th MED BDE



108th ADA BDE



82d SUST



16th MP BDE



20th ENG BDE



525th BfsB



82d ABN DIV



1/82d BCT



2/82d BCT



3/82d BCT



4/82d BCT



82d CAB (M)



18th FIRES  
BDE



1st TSC



JSOC



WOMACK



440th AW  
(AFRC)



USASOC



USASFC



3rd SFG



USAJFKSWCS



1st SWTG



SWMG



USASOAC



4th POG



95th CA BDE



528th SUST  
(SO)



USAG

# FORT BRAGG COMMANDS FY13



43rd AG



18th ASOG



189th INF BDE (TS)  
First Army



139th INF REG  
(NCNG)



Golden  
Knights



406th AFSB



4th ROTC BDE



DENTAC



ASOTD



As of: 4 Jun 10

Fort Bragg

This billet is filled by a foreign exchange officer

# Fort Bragg Changing Demographics

## Assigned Military Population:

- 46,786 in 2007
- 55,022 by 2011

## Military Construction:

- \$2.8B FY05-FY15
- 10,000,000 SF of New Facilities

## Transformation:

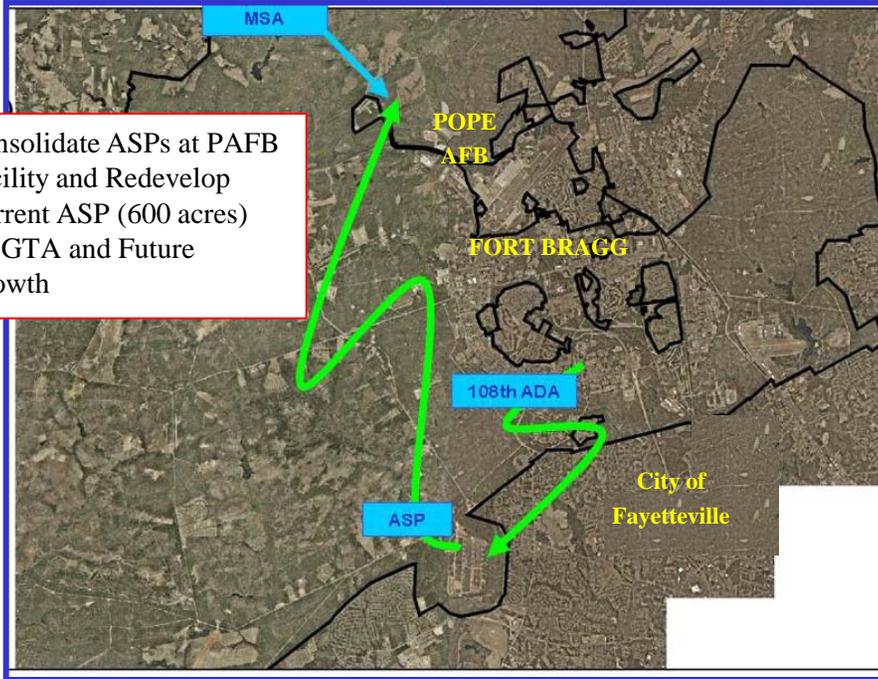
- 204 Stationing Actions Since 2005
- 10% of the Army will be stationed at Fort Bragg

## Critical Needs:

- Admin Facilities (2.0 MSF)
- Vehicle Maintenance Shops (1.3 MSF)
- Fitness Centers



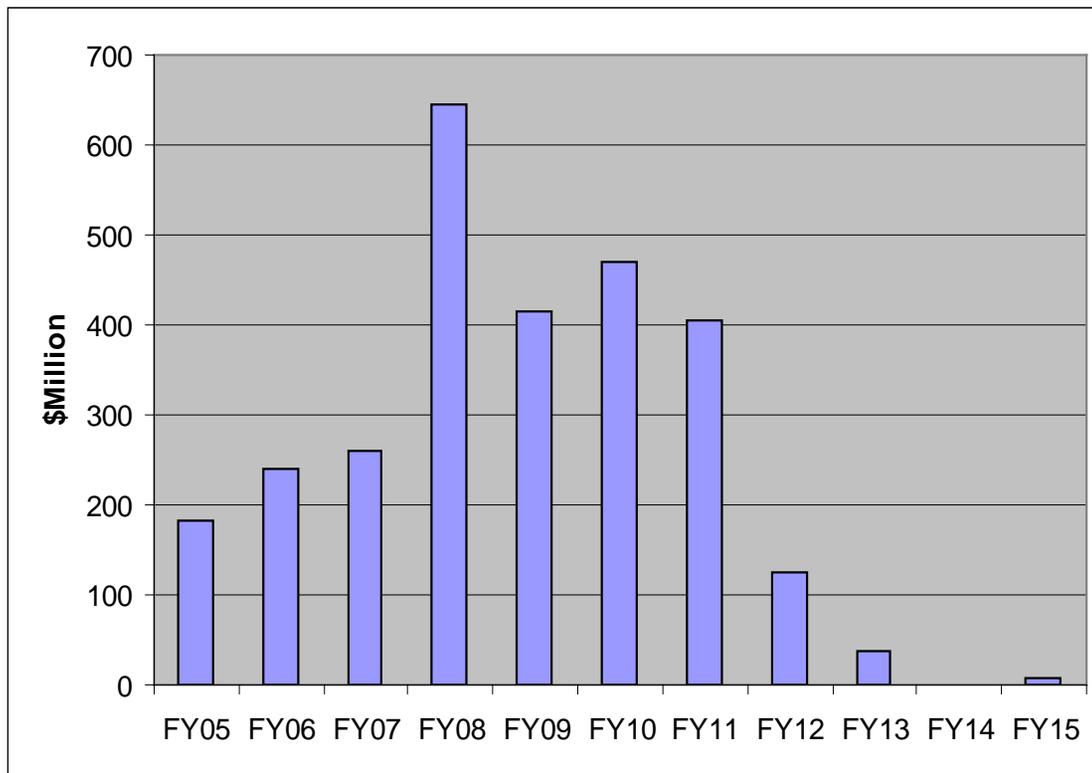
# Coping Strategies for Growth



Consolidate ASPs at PAFB Facility and Redevelop Current ASP (600 acres) for GTA and Future Growth



# MILCON PROGRAM



## Priorities:

- **Vehicle Maintenance Shops**
- **Company Operations Facilities**
- **Physical Fitness Centers**



# ***BRAC ACTIONS***

## ➤ **Activate 4th BCT**

- Unit activated in 2006 and deployed to OIF in 2007
- Administrative facilities, barracks, and motor pool are nearing completion

## ➤ **FORSCOM/USARC Relocation**

- Construction timelines are on track
- Adequate parking, ADVON facilities, and food service remain challenges
- Compressed timeline impacts personnel transition and turnover will diminish mission capabilities of HQ FORSCOM

## ➤ **7th Group Relocation to Eglin**

- Facilities must be ready to occupy before move begins
- IMCOM-SE preparing a concept of support to meet support functions that Eglin AFB cannot provide
- Any delay will negatively impact other units on Fort Bragg

## ➤ **Pope Realignment**

- Anticipate transfer of real property on 1 Oct 2009
- Early successes include transfer of Pope housing to Bragg RCI partner, and collaborative efforts to transfer the Pope Munitions Supply Area

## ➤ **Establish Joint Deployment/Mobilization Site**

- Lack definitions for function, responsibility and facilities
- FORSCOM is lead agency to define requirements



# 82<sup>nd</sup> Airborne Division



82d Sep Bns--Ph 1,2--Apr 05  
Ph 3,4--Complete Jan 07  
\$164M—1376 Spaces



82d Avn Bde--Complete Mar 05



\$72.6M--512 Spaces

1<sup>st</sup> Brigade--Complete Sep 03  
\$120M--960 Barracks Spaces



DISCOM Complete 98  
\$72M—900 Bks Spaces



82d construction funded before transformation

**3d Brigade Combat Team Complex**

**2nd BCT Interim**

**82d Combat Aviation Brigade**

**Longstreet Road**

**4th Brigade Combat Team (82d) Complex**

**82d Sustainment Bde will be located in Fort Bragg East Area**

**1st Brigade Combat Team Complex**

**2d Brigade Complex Team Complex**

**Bastogne Drive**

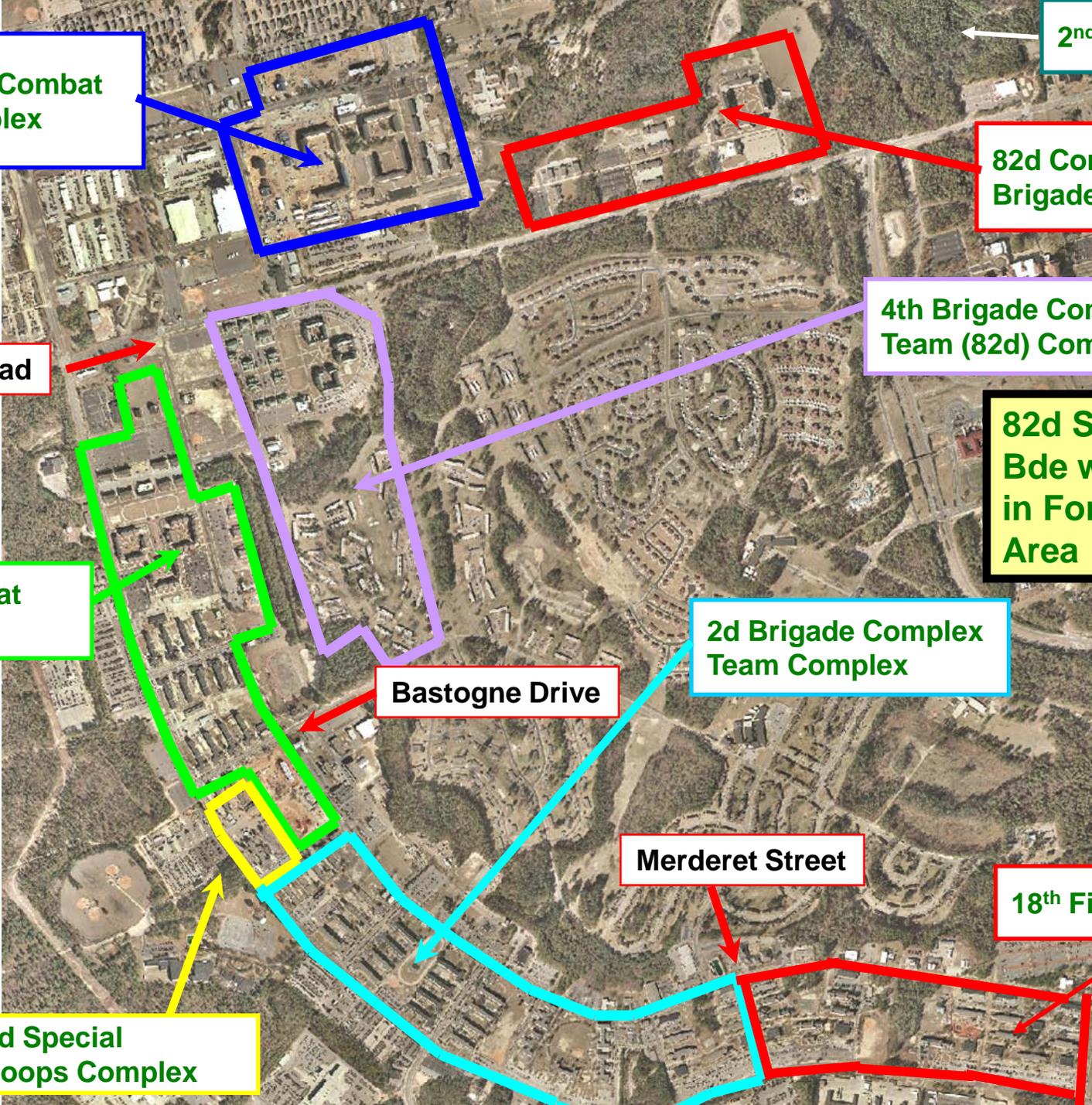
**Merderet Street**

**18th Fires Brigade**

**82d Special Troops Complex**

**82d Abn Div**

**82d Abn Div Barracks Master Plan adapted to meet Modular Force requirements**





**DISCOM Complete 98  
\$72M—900 Bks Spaces**

***4th BCT***



# FORSCOM / USARC Headquarters





## PN 69354, 64305, 67531 FORSCOM/USARC HQ

- Total Scope – 701,749 SF
  - HQ Bldg : 631,749 SF
  - Installation Processing Node (IPN): 30,000 SF
  - Disaster Recovery Center (DRC) at Camp MacKall: 18,000 SF
  - DOIM Admin Bldg: 15,000 SF
  - Info Tech Bldg: 7,000 SF
- Funding
  - BCA CWE - \$298M
- Schedule
  - Award date: 20 Sep 2008
  - Scheduled Completion: 21 Jun 2011
    - DRC, IPN, and Info Tech early completion Feb 2010
    - Joint occupancy of HQs telecommunications spaces with ISEC beginning Dec 2010



PN 69354, 64305, 67531 FORSCOM/USARC HQ

- Parking

- Insufficient land on site to accommodate 2644 required spaces
  - Parking Garages have not been funded
- Awarded parking plan is 168 spaces short
  - 992 spaces are ½ mile+ distance from HQs
  - Optional Contract Bid Item for 715 spaces adjacent to the HQ facility. The award of this option is contingent on the relocation of the existing Warehouses (PN 62801)



# PN 64333 FORSCOM Band Facility

- Scope: 19,754 SF (65 person facility)
- Funding: PA = \$4.2M
- Schedule
  - FY10 project
  - Scheduled Award: Jan 2010
  - Scheduled Completion: Jun 2011

**PN 66655**

# Proposed General Officers' Quarters Ryder Golf Course

- ✓ GEN = 1.2 ac  
app (1 site)
- ✓ LTG = 1.0 ac  
app (2 sites)
- ✓ MG / BG = .3  
ac app (9 sites)



**FY 10**

**New General Officers' Quarters  
BRAC FUNDED (\$5.4 Million)**

# *7<sup>th</sup> SFG Relocation to Eglin AFB*

- Move majority of 7th SFG(A) during the summer of 2011 *if facilities are completed*
- Facilities must be ready to occupy – units cannot afford prolonged transition “downtime”
- Any delay will impact not only 7<sup>th</sup> SFG(A) operational tempo, but will also impact other Fort Bragg and USASOC forces
- Un-programmed MILCON (exceeding \$100M) includes: medical facility, Highway 85 overpass/ traffic light, hot pads and taxiway, logistics support facility, additional ranges, and deployment readiness center
- Eglin AFB cannot provide “Army unique,” DOL functions. Awaiting approved concept of support from IMCOM-SE



# ***POPE AFB TRANSFER***

- **Create Synergy through Integration**
  - **Joint BRAC Planning Office**
  
- **Provide Unified Power Projection**
  - **Integration of Active and Reserve, Army and Air Force**
    - Supply
    - Dining
    - Ammunition
    - Fuels
    - Training
    - Transportation
    - Communication
  
- **Enhance a Unified Community**
  - **Housing/Facilities**
  - **MWR/Services**
  - **Regional Task Force**



# ***POPE AIR FORCE BASE***

**Size: 3.4 Square Miles (2,162 Acres)**

- **Runway Length: 7,500 ft w  
1000 ft overruns**
- **Assault Landing Strip: 1**
- **Hangers/Nosedocks: 11**
- **MOG: 61 C-17 (no other aircraft)**
- **Pavement**
  - **Runway: 1.3M SF**
  - **Taxiway: 3.3M SF**
  - **Apron: 9.0M SF**
  - **Overrun: .5M SF**
  - **Roads: 20 miles**
- **Buildings: 2.5M SF**
- **Railroad Line: 1 mile**
- **POL Storage: 115,000 BBL in  
5 tanks**
- **IT Structure**
  - **667 miles fiber optic cable**
  - **11,359 miles copper cable**
  - **Medical Clinics: 1**
  - **Dental Clinics: 1**
  - **Elementary School: 1**
- **Air Force Family Housing**
  - **627 On-Post**

**(Approx 3,000 Airmen Reside Off-Post)**
- **Churches: 1**
- **Consolidated Library: 1**
- **Shopping Centers: 1**
- **Restaurants: 2 ??**
- **Child Care Centers: 1**
- **Recreational Facilities: 6**



# *Pope Realignment* **WAY AHEAD**

- **Not Joint Base**
- **DODI 4000.19 applies**
- **Army offered transfer of real property on 1 Oct 2009 (IOC)**
- **AF desires transition complete NLT 1 Jul 10 (FOC)**
- **Pope AFB manpower authorizations effective until 1 Jul 10**
- **Department decision required on responsible service for 3 key functions to move forward**
  - **Airfield Operations**
  - **Crash Fire Rescue**
  - **Airfield Security**



# ***POPE ACTIVITIES***

- **Mutual understanding of the BRAC language**
- **Mutually agreed upon transfer date to allow a phased transfer**
  - ISSAs at Headquarters Army and Air Force for approval
  - Assumption of services effective 1 Oct 10
  - Real property transfer to Army: 1 Mar 11
  - Transition completion date : 1 Mar 11
- **Air Force support is reimbursable IAW DODI 4000.19**
  - Appropriate resourcing for the Garrison to provide required support.
- **Directorates' operational reach**
  - Providing common support within available resources
  - Estimated 235 additional authorizations required
- **Seamless and Transparent Transition**
  - Airfield operations
  - Crash/Fire/Rescue
  - Airfield security
  - Life/Health/Safety



# ***JOINT PREDEPLOYMENT / MOBILIZATION SITE***

MISSION: The Joint Predeployment / Mobilization Site (JMS) is a designated location on a military installation that prepares, equips, trains, and deploys forces (individual service members, DoD civilians, contract civilians, and both Active Component (AC) and Reserve Component (RC) members and units) to meet individual and unit readiness requirements for deployment to theaters of operation and, upon redeployment of those forces, to process for reintegration of mobilized RC service members back to RC status, AC service members back to Home Station, and civilians back to original site of employment.



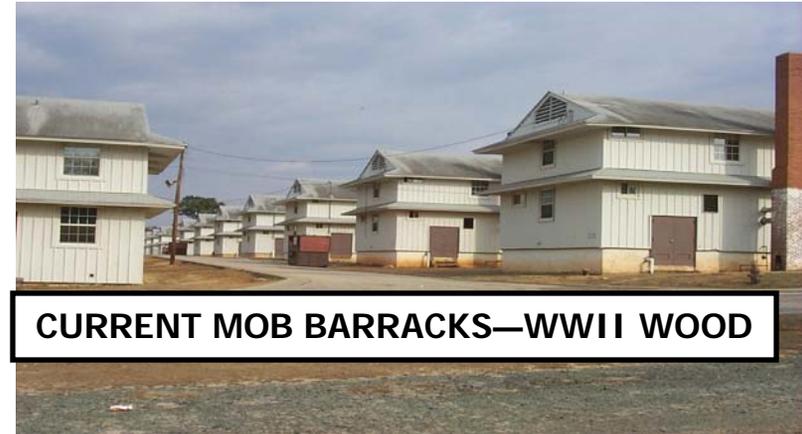
# ***MOBILIZATION, DEMOBILIZATION, and Support to ARFORGEN***



**Mobilized:  
41,794**

**Demobilized:  
35,195**

**TOTAL:  
76,989**



**CURRENT MOB BARRACKS—WWII WOOD**



**TACTICAL TRAINING BASE PATRIOT**



**TACTICAL TRAINING BASE LATHAM**

As of 4 Mar 08



# QUESTIONS ??



# **Workforce**

This Section Includes:

- Community Impact Issues
- WDP Writeup Final
- Workforce White Paper

## **Community Impact Issues Related to Mission Growth at Fort Bragg, North Carolina September 1, 2010**

### **Workforce Development**

Based on community planning efforts, the local labor supply is not prepared for the higher skill/higher wage jobs that will be available due to mission growth at Fort Bragg. Traditionally, the regional labor force has supported jobs in the textiles and tobacco industries. However, both of these industries have shrunk in the region leaving a number of people with skills that do not match up with the professional and technical positions that are anticipated to emerge due to the relocation of US Forces Command and US Army Reserve Command to Fort Bragg. The situation is further complicated by a high illiteracy rate that is found primarily in specific segments of the local population that is characterized as socially and economically disadvantaged. Regional stakeholders have implemented a number of initiatives to address this “skills gap” to include a regional literacy and lifelong learning effort, regional entrepreneurship efforts, new job connection alternatives and new academic programs and course offerings at the local community colleges and universities. Additionally, a key planning organization, the BRAC Regional Task Force, received a workforce demonstration grant from the US Department of Labor, which the Task Force used to create the All American Center for Workforce Innovation. The Center focuses on helping the local population develop the skills necessary in order to obtain anticipated high skill/high pay positions resulting from mission growth. However, additional assistance will be necessary to close this skill gap and ensure broad participation in future economic opportunities associated with mission growth at the Fort Bragg.

**BRAC Regional Task Force  
Workforce Development Program  
Initiatives, Innovations, and Accomplishments  
2007 – Present  
November 10, 2010**



The growth at Fort Bragg created by the move of US Army Forces Command (FORSCOM) and the US Army Reserve Command (USARC) presented this region with many substantial growth related challenges. The BRAC Regional Task Force (BRAC-RTF) was formed to help the affected local governments address those challenges and maximize the positive impact of any opportunities to the benefit of the citizens in the region. This document discusses the major efforts that have been made by the BRAC-RTF to address workforce issues.

In November 2008, the BRAC-RTF completed a Comprehensive Regional Growth Plan (CRGP) that identified 10 major impact areas, including Workforce and Education, Social Services and Healthcare, along with recommendations to manage physical and human infrastructure growth. This was accomplished with match funding from the Department of Defense (DoD), Office of Economic Adjustment (OEA). OEA continues to support the region's efforts to plan and address these and other issues. Status: ongoing study of, planning for and/or implementation of findings and recommendations.

As a result of the early and initial CRGP gap findings and recommendations, the BRAC-RTF wrote a proposal to address the workforce needs and shortfalls in 11-county region surrounding Ft. Bragg. In response, BRAC-RTF was awarded a \$5.0 million Workforce Demonstration Program (WDP) grant by US Department of Labor's (DOL) Employment and Training Administration (ETA) in July 2007 to develop programs and initiatives that would align, integrate and transform the region's education, workforce and economic development (i.e., labor supply, employment and training capacity), and meet the occupational demands of existing, expanding, and emerging employers across all sectors. The results of the BRAC-RTF WDP grant were intended to be innovative and transformational (versus traditional and transactional). Therefore, a comparison using the usual WIA performance measures (i.e., program completers/job placements) is not possible. However, the transactional data of these efforts is building and the results over time will be extremely impressive. Status: On-going; based on Implementation Plan approved by DOL. The following items were either funded by the US DOL WDP grant and/or resulted in opportunities that in effect leveraged additional funds from the various sources listed.

1. Created a regional and multi-disciplinary 15-member BRAC-RTF Board of Directors sub-committee - Workforce Demonstration Program Steering Group – including representatives from k-20 education, workforce and economic development, and business to help oversee and advise the BRAC-RTF DOL funded program. A larger, 90-member regional Education and Workforce Advisory Group was also created. Met monthly via in-person, webinar, and video-conference formats for 3 years. Status: Completed.

## **ALL AMERICAN CENTER FOR WORKFORCE INNOVATION**

2. Established All American Center for Workforce Innovation (AACWI) at Fayetteville Technical Community College (FTCC) as a regional hub [supported with BRAC-RTF staff] through a one-time \$500K investment from US DOL grant to connect the educational and training resources in the region through disruptive technology:
  - AACWI hub includes offices, Visual Discovery Learning theatre, interactive 3-dimensional or i3D cave, and i3D classrooms situated at 2 different sites on the FTCC campus, plus equipment, software, and visual learning objects. In addition to the physical and actual ‘brick and mortar’ aspect, the AACWI is also an umbrella concept that incorporates the Distributed Learning Network and a virtual entity that leverages our regional career platform – PipelineNC.
  - Expanded hub at FTCC to include sister regional community colleges. Status: Partially Completed. We introduced i3D projection technology to each of the region’s other seven community colleges with \$200K from DOL. But the distance learning piece has not been completed and is extremely important to the success of our overall workforce training efforts.
3. Leveraged the DOL WDP grant in order to expand the innovative delivery of knowledge and skills. While some of the work identified under the two bullets below is completed, the overall initiative has not been completed. The demand for the Enhanced Technology Classrooms (ETCs) and their i3D capability is already outstripping the availability. The BRAC-RTF is actively engaged in the pursuit of additional funding to increase the availability of ETCs in our region both at the community college and high school levels. The community colleges are in desperate need of ETCs to be able to more efficiently and effectively use their existing teaching resources and satellite campuses. With the same amount of money (\$1.1 million) that it would take to hire 15 or 20 teachers for one year, the community colleges could leverage existing resources for many years to come and in the process serve a much broader constituency. Similarly, the pilot ETC program in the high schools is ramping up exponentially. The feedback from teachers and students is that they want more, so it is clear that this pilot program must be expanded into a regional demonstration program that encompasses all of our high schools.
  - Co-wrote (with FTCC) a technology innovation grant application to the Golden LEAF Foundation to introduce i3D projection technology in eleven pilot high schools. Awarded a \$200,000 grant. Status: Completed.
  - Awarded \$800,000 ARRA grant from NC Department of Commerce’s Division of Workforce Development (NCDOC/DWD) and part of Gov. Perdue’s JOBS Now

Initiative to expand the AACWI distributed learning network, install 12 Enhanced Technology Classrooms in high schools in the 11 counties, train teachers and staff, and develop i3D learning objects for use in these classrooms. Status: On-going.

## **WORKFORCE DEVELOPMENT**

4. Created Construction Jobs Task Force comprised of four regional Workforce Development Boards (WDBs), Employment Security Commission, k-20 education, apprenticeship, Army Career Alumni Program, Army Community Services/Employment Readiness Program, NC Military Business Center (MBC) and construction contractors to build a supply pipeline for skilled trade crafts people. Resulted in a regional network and resource guide and the BuildBragg.com website. Status: Completed.
5. Developed BuildBragg.com to assist prime contractor Hensel Phelps (HP) with labor and subcontracting needs for the construction of a 700,000 sq. ft., \$292 million combined headquarters building on Fort Bragg. BuildBragg.com was a joint NC DOC/DWD, Hensel Phelps, and BRAC-RTF project to help HP source its workforce and material needs from the local area and North Carolina. The \$90K cost was equally shared between the three sponsoring organizations, and NCMBC provided in-kind support. Status: Ongoing – website still in use. Results: 70% of subcontracts went to small businesses and 75% went to NC companies, and 98% of the workforce hailed from NC. The contractor reportedly saved hundreds of thousands of dollars dealing with NC companies that pursued opportunities through the website.
6. Contracted with Joel Leonard, ‘Maintenance Evangelist’ of skillTV, to coordinate with 8 community colleges (and employers) to promote manufacturing and maintenance skills/labor needs across the region, including use of i3D for training. \$60K DOL. Status: On-going. One major success of this effort was that one of our region’s major employers is now saving \$300K annually due to their being introduced to a new technology for discovering air leaks.
7. Partnered with 4 WDBs, k-20 educators, and regional medical employers to successfully apply for a total \$500,000 in planning and implementation grants from NC DOC/DWD for two Regional Allied Health Skills Sector Partnership initiatives covering the 11 BRAC counties. Targeted gaps in career ladders such as for Physical Therapy Assistant. Status: On-going.
8. Launched PipelineNC.com, an 18-month effort and major component of our USDOL Workforce Demonstration Program, in January 2010. This internet-based workforce solution is a regional virtual career exploration and talent acquisition platform for all civilian and

military users whether student, job-seeker, employer, or service provider. This new workforce innovation combines self-assessment, career exploration, educational linkages and job connections in one comprehensive on-line system. \$1.1M DOL. [Initial pilot with Wounded Warriors- \$200K DOL.] Status: Ongoing; all four WDB JobLink staffs have been trained as well as all eight community colleges. The Army Career and Alumni Program (ACAP) is very involved with this effort and tremendous progress has been made in overcoming procedural barriers that negatively impact the ability of exiting military to access civilian jobs.

9. Joined with four regional Workforce Development Boards in a workforce collaborative funded through \$55,000 NC DOC/DWD grant. BRAC-RTF functions as the Economic Development partner and initiatives include: regional four-way WDB joint meetings; an MOU; a regional joint WD website; All American Gateway Workforce Region branding; and video-conferencing capability for joint meeting and training purposes. Status: Ongoing.

### **ECONOMIC DEVELOPMENT**

10. Participated in a state-level strategic planning exercise to determine how NC could attract more defense and homeland security businesses. Exercise participants recommended the BRAC-RTF explore the possibility of establishing a Center for Defense and Homeland Security in North Carolina to attract high skill/ high wage jobs and research and development project funding in related clusters. \$40K DOL study investment. Status: Ongoing.
11. The Defense and Homeland Security Defense Cluster Analysis, a major component of USDOL Workforce Demonstration Program completed in January 2010, identified high skill/ high wage employment growth in the region as a result of future mission requirements at Fort Bragg. It was based on US DOL “Illuminate” SWOT analysis guidelines. \$225K DOL. Status: Completed The information from this document continues to be disseminated and used to impact educational offerings, workforce development, and Economic Development (ED).
12. Commissioned joint Fayetteville State University and UNC-Pembroke study on the Impact of BRAC on the Economically –Disadvantaged across the mostly rural and highly poor 11-county region. The study identified the major barriers impeding this group from fully participating in the economic opportunities presented by the BRAC growth. These barriers include literacy, transportation, entrepreneurship, communication, and training. \$85K BRAC-RTF DOL; and in-kind and cash match from the two universities. Status: Completed. The literacy and entrepreneurship initiatives that you will read about below were implemented in 2010 in response to these gap findings and recommendations.

Additionally, the \$1.1 million being sought for establishing ETCs at the community colleges addresses the training barrier identified above.

13. Implemented 'Energizing Entrepreneurism' project across the region in conjunction with NC Rural ED Center. 85 members from all 11-counties representing 8 Small Business Centers, 2 Small Business and Technology Development Centers, 5 Chambers of Commerce, 11 Economic Developers, 4 WDBs, 2 Community Development Corporations, non-profits and entrepreneurs formed local teams to plan and provide "E" infrastructure supports. \$15K DOL total to date with in-kind match from NC Rural Center. Status: Phase I completed; Phase II on-going.

- In addition, joined with UNC-Pembroke, Lumber River WDB, and other organizations in application for and implementation of a rural regional entrepreneurial coordination grant program via the NC Rural Center. SEA (Southeast Entrepreneurial Alliance) supported by \$200K from NC Rural Center and UNC-Pembroke covers 4 BRAC-RTF counties.

14. Created Regional BRAC-RTF Economic Developers Committee consisting of economic developers from the 11-county region, NC Department of Commerce, and three regional ED partnerships. The economic developers in the BRAC-RTF region are now working together to build a defense industry cluster and attract businesses to the region. Some of the ideas and initiatives that have been implemented in this arena include:

- The All American Defense Corridor (AADC) was created by the BRAC-RTF to attract defense and homeland security businesses to the region. The new AADC brand was announced by then Lt. Governor Bev Perdue in Sep 2007, and is being aggressively marketed by the region. Status: On-going.
- Initiated the start-up of the All American (now North Carolina) Defense Business Association in March of 2009. In just over one year, the association has attracted over 270 memberships from businesses and defense contractors across the state. Status: On-going.
- Further evidence of the success of this regional approach is that this year the economic developers convinced the BRAC-RTF Board of Directors to hire an Economic Development Liaison to lead the regional ED effort for the AADC.

## **EDUCATION**

15. \$1.5 million Robert Noyce II Grant from National Science Foundation grant awarded to NCSU on behalf of the BRAC-RTF established a 5-year Kenan Fellows Master STEM

Teachers program in the region. \$50,000 DOL. Status: Ongoing; 11 teachers have been enrolled to date. Six more will be announced within the next few weeks.

16. This region was selected by MCNC's NC STEM Community Collaborative as one of three pilot 'ready-to-launch' regions throughout the state (a Bill and Melinda Gates-funded initiative) to develop regional Educational Innovation Design Plan. Status: On-going.
17. In conjunction with four regional Workforce Development Boards a/k/a All American Gateway Workforce Region, developed and implemented Lifelong Learning and Literacy Campaign with DCA of Boston. Based on PTP's WIRED funded project and "Get *NOT* Out of Your Life" theme. 150 attendee regional kick-off summit held in July. \$50K DOL with matching contributions from all four WDBs. Status: On-going.
18. Promoted CareerStart lesson plan implementation in the region – providing teachers with concrete connections between standard course of study instruction and relevant skill sets in business and industry. Status: On-going.
19. Aailed all middle schools in the region site licenses for The Real Game Online through a public-private partnership (Futures, Inc. and Communities in Schools). This program for middle school students engages them in experiential career exploration and decision making that teaches life lessons such as the consequences of making the wrong decisions. Coordinate distribution, promotion, and training to all 65 schools. Status: On-going. The middle school on Fort Bragg was recently added to this initiative.
20. Introduced and encouraged regionally focused General Hugh Shelton Leadership Experience for high school students. Fayetteville State University hosted the first such weeklong residential program located in the BRAC-RTF region in summer 2010 for 22 students. The BRAC-RTF provided DOL WDP funded scholarships for 9 participants. \$5K. Status: Plan to fund additional scholarships in 2011.
21. Facilitated a 'Project Citizen' staff development that supported the development of structured practices for students to solve community problems. The program design encourages responsible civic engagement and leadership. Additionally, the program provides an organizational guide for students developing High School Graduation or Senior Projects. Status: Completed.
22. Coordinated and convened a 'Living in the New Normal' regional Public Engagement – the 2-day event informed a sustainable action plan for supporting children and spouses from the military community (active duty and reserves) through the trauma and loss associated with military casualties and extended deployments, or the 'new normal' for these families. Co-hosted event with Fort Bragg senior leadership. Initiative sustained through leadership of Partnership for Children. Status: Completed.

### ***MISCELLANEOUS***

23. Coordinated all media relations, communications and community outreach for BRAC-RTF, All American Defense Corridor, Workforce Demonstration Program, and All American Center for Workforce Innovation via brochures, website, DVDs, bill boards, press releases, and PSAs. Status: On-going.
  
24. Gained national recognition. Awarded 2007 Association for Defense Communities (ADC) Community Innovation Award, 2008 ADC Active Base Community of the Year Award, and North Carolina State University's Economic Development Partnership Award in 2009. BRAC-RTF Executive Director selected in 2009 as an ADC board member.

### **SUMMARY**

Together, and as delineated in the original grant proposal and subsequent implementation plan, these separate but inter-related initiatives and projects compose the BRAC-RTF's larger umbrella Workforce Demonstration Program. Through these efforts, the region seeks to integrate and coordinate education and workforce so as to align these efforts with the region's other economic transformation initiatives. Through this coordinated approach, it is expected that the citizens in the region will be more able to benefit from any economic opportunity that becomes available. In fact, thousands of residents have already been exposed to and positively impacted from these efforts across the 11-county Fort Bragg BRAC region.



**WHITE PAPER  
BRAC-RELATED WORKFORCE DEVELOPMENT  
NOVEMBER 31 2010**

**SUMMARY**

In order to ensure the needed quantity and quality of regional labor and skills supplies, it is necessary to increase the education levels and college completion rates of local youth and adults. This includes the entire pre-k-20 continuum, and begins with basic literacy in many cases. It is projected that some 19,200 new jobs will be created in the region by 2013 due to BRAC growth, and many of them will require advanced technical and STEM (Science, Technology, Engineering, and Math) skills that many residents do not currently possess [Comprehensive Regional Growth Plan, 2008]. This labor and skill shortage issue is also critical to FORSCOM/USARC mission success. Another related issue is that the region needs to do a better job of capitalizing on the workforce assets that are available due to the military presence. These include separating service members, military spouses, military retirees, and Wounded Warriors.

**THE CHALLENGES**

Regionally, there will be a need for some 50,000 workers total to fill jobs created by normal growth and replacement needs, plus labor demands created by BRAC growth actions, through 2016. (NOTE: All statistics and data herein are from the CRGP.) The great majority of these opportunities will be in career fields and occupations that require a higher level of education and/or training than is currently available in our region's workforce.

As reported in the CRGP, the Fort Bragg region lags behind the state and the nation in terms of the numbers graduating from high school and college. For the past decade, the unemployment rate has been higher than that for North Carolina and for the United States. Area jobs currently having the greatest numbers of employees are low paying and generally require only short-term training.

The biggest impact of the military growth in the region will be in government employment. In 2011, 6,450 government jobs will be created and sustained by military-related investments, bringing the total number of government-related jobs in the area to 134,872.

The second biggest job gain is expected to be in the professional and technical services sector, reflecting the influx of supporting defense contractors. Near the peak of the expansion—that is, in 2013—the professional and technical services sector is projected to support an additional 2,965 military-related jobs in the region.

Other sectors expected to have significant job growth in the region include health care and social assistance, administrative and waste services, and accommodation and food services. Sectors that show smaller employment gains include finance and insurance; arts, entertainment, and recreation; and wholesale trade. Construction is projected to peak in 2012 and then decline.

A significant aspect of this regional impact assessment has been the identification of the region's top high skill/high wage careers. The quality of the jobs on this list is very high. (i.e., The likelihood of unemployment in any of them is low; and the salary for each is well above average.) Medical-related occupations are the most numerous on the list; careers in the computer field are a close second (see the attached list).

However, the region's current level of educational attainment is low, and the number of college graduates in selected fields is not sufficient to meet expected demand. Too few of those working in the Fort Bragg area today are prepared to compete for tomorrow's high-wage/high-skill jobs. If present and future employment challenges are to be met, many more members of the region's workforce will need to possess these higher level qualifications. Acquiring more of the education, training, skills, and experience needed to succeed in so many of this economy's challenging, technology-oriented careers will benefit employee and employer alike.

An additional workforce development challenge is that most residents in a BRAC growth scenario region are not eligible for some Workforce Investment Act (WIA) services and almost none are eligible for services provided under a National Emergency Grant (NEG). Since NEG funding comes from the Dislocated Worker (DW) budget line, one has to meet the definition of DW to access services under the NEG. Since workers in a growth area are (usually) not considered "dislocated", there is no access to NEG and the DW formula money. Plus the Adult formula funding is almost always less than the DW funding, so that is not really a training funding option either.

The problem with relying on WIA formula funds at the local Workforce Development Board (WDB) level is that: (a) there is not enough money and even if there were; (b) that money tends to go to those with few or no skills as opposed to workers with some skills seeking to reposition themselves to be able to pursue the kind of jobs that the BRAC growth will bring.

The end result is that the workers with 'middle' skills do not get re-trained and thus do not get the new jobs. Workers with little or no skills of course cannot get the jobs either because they just have too far to climb to be even minimally qualified. Due to these circumstances no local un- or under-employed workers get the jobs that are inbound and the employers must then rely on national recruitment to fill positions.

Finally, the historically lower amount of Adult versus DW funding often leads to waiting lists for Adults seeking training through WIA-supported tuition vouchers and supportive services.

The BRAC-RTF region is large geographically. In response to the difficulty in serving people with limited resources over such a big area, the community colleges have established satellite campuses to lessen travel times and costs for those in need of coursework or training. Unfortunately, oftentimes the colleges are not able to achieve a critical mass of students at the satellite locations in order to offer needed classes. A related problem is that colleges cannot always attract, retain, or afford enough subject matter expert instructors. These problems can be successfully addressed by adding ETCs at our community colleges and their satellite campuses. This will allow the community colleges to make use of the distance learning capabilities inherent

in the regional All American Center for Workforce Innovation based at Fayetteville Technical Community College. \$1.1M will only pay for 15 or 20 teachers for one year. Expanding the ETC network will leverage existing faculty and facility resources for many years to come. And, in the process, close the transportation/availability gap by providing content and instruction to the underserved populations in the rural areas.

## **SCOPE OF LOCAL ACTIVITIES**

Key workforce stakeholders in the Fort Bragg region including its employers; eight community colleges; five universities; four workforce development boards; twelve JobLink Centers; eleven County Boards of Commissioners; and several state agencies, business organizations, economic developers, Councils of Government, and key philanthropies are working together to prepare the needed local workforce for existing and emerging careers. The BRAC-RTF is recognized as a regional workforce intermediary in this effort. .

Over the last three years, the following key workforce development and education initiatives have been launched:

A regional-focused interactive career exploration and talent acquisition platform called PipelineNC.com. This new tool is a comprehensive, integrated web-based platform that connects job seekers, students and those exploring career changes with self-assessment, career exploration, training/education, and job opportunities in the region. It is currently being used by area community colleges, students and graduates, separating service members (Army Career Alumni Program), Wounded Warriors, JobLink staff and customers, and many other job seekers and employers.

The thirteen higher education institutions are working to increase the number of local graduates of IT, business, health-care, and public services-related programs. Regional two and four year colleges are retooling their present program offerings to prepare for the anticipated labor market demands. Much of this effort derives from the projections in the CGRP projections and in the recently completed Defense & Homeland Security cluster analysis. New courses/programs have been developed and are being offered. Furthermore, the BRAC-RTF continues to work with the regional economic developers and educational institutions to further increase such curricula as necessary to support the D&HS cluster.

An ‘Energizing Entrepreneurism’ project was initiated together with the NC Rural Center. This workforce and economic development initiative was recommended by the joint Fayetteville State University (FSU)/UNC-Pembroke study on the *Impact of BRAC on the Economically Disadvantaged*. This study was commissioned by BRAC-RTF.

The All American Center for Workforce Innovation at Fayetteville Technical Community College was created to expedite connections—both virtual and physical— among the region’s key workforce, economic, and educational assets through video-conferencing, interactive 3D, and enhanced classroom technologies.

The k-20 system is identifying and implementing strategies to increase the adult and youth population’s academic and occupational skill sets by continuing to strengthen curriculums and

promote student engagement in middle school, high school, and college. Examples of efforts made to accomplish these goals:

- Stakeholders are encouraging more participation in the “Learn and Earn” Early College high schools and also in the re-invigorated Career Technical Education (CTE) programs.
- The BRAC-RTF, in partnership with the local K-12 school districts, implemented a pilot program that has installed ETCs at 12 high schools in the region. Among other ETC accomplishments, the schools successfully delivered a summer course over the ETC network that taught students “JavaScript and 3D modeling”.
- The BRAC-RTF has acquired Real Game software for all the middle schools in the region (including DoDEA schools) to help teachers impart real life lessons into the educational process.

The four regional Workforce Development Boards have joined together in a formal collaboration called the All American Gateway Workforce Region. Together with the BRAC-RTF, they have helped create a new, comprehensive long-term (‘womb to tomb’) campaign for improving literacy and life-long learning. This is another initiative implemented in response to the findings of the study done by FSU and UNCP, *Impact of BRAC on the Economically Disadvantaged*.

The Allied Health Regional Skills Partnership was formed to address medical service labor shortfalls in the region. It has focused on recruiting and educating local talent that is more likely to return to the region after completing their education. The group is comprised of WDBs, the Area Health Education Center, k-20 educators, and medical employers. They are also working to develop career ladders and access points for low-income individuals to jobs in the medical service fields.

Even in light of these innovative and on-going initiatives, the 11-county region that comprises the BRAC-RTF needs additional resources and assistance to overcome the identified issues and gaps regarding education and workforce development.

## **RECOMMENDATIONS**

The following action items (funding and/or policy changes) are needed to support the region’s continued effort to ensure that the local workforce is prepared for the incoming jobs resulting from military growth:

- Additional support (\$1.5M ) to the State of North Carolina for the four BRAC region Local Areas in order to augment existing training programs in anticipation of BRAC job growth impact.
- Increased flexibility in Workforce Investment Act (WIA) and National Emergency Grant (NEG) funding in order to train/retrain the local workforce for higher-level jobs due to BRAC growth, i.e., serve broader ‘mid-skill level’ classifications of participants. *The region is trying to implement a career ladder/lattice strategy that will allow our current workforce to qualify for the incoming BRAC related jobs. To be successful, we must*

*improve the skills/training of current workers so that they can move up the ladder/lattice, thus making room for someone else to access the lower rung that they are vacating.*

- Additional support (\$1.1M) to expand the use of Enhanced Technology Classrooms through the regional community colleges [at two per site (total of 13) plus two technical and instructional staff for two years].
- Modifications to current myCAA program that would lift participant restrictions and tuition and degree level limits for military spouses.

## **CONCLUSION**

Of the many changes base realignment and closure will bring to the Fort Bragg region, the increase in the quantity and quality of job opportunities offers the most potential to a workforce that has been heavily impacted by NAFTA (textiles and furniture), and the changes to the tobacco industry. To ensure that the region's residents – both military and civilian - are well-prepared for these new high-skill/demand/wage jobs and careers, it is absolutely necessary to expand access to certain education and training providers, programs, courses and services as outlined above. The region is primarily rural and poor. The counties in the region already have property tax rates averaging 22% above the state average. Implementing these recommendations will help make this increased skill development and employment access, as well as the basic quality of life, self-esteem, and standard of living that employment and income improvements provide, possible. But funding is an issue. The proven value of local partnerships and successes to date, point to the need for continued regional coordination so that solutions can be implemented (as resources are received) in a manner that builds on existing synergies.

### **Other Fast Growing Occupations (2006-2016)**

| <u>Occupation</u>                      | <u>Job Growth</u> | <u>Salary Range</u> |
|--|-------------------|---------------------|
| Home Health Aides                      | 6,038             | \$15,300 - \$25,100 |
| Retail Salespeople                     | 2,138             | \$14,800-\$39,200   |
| Personal and Home Care Aides           | 1,736             | \$14,600-\$23,200   |
| Child Care workers                     | 1,711             | \$13,700-\$26,100   |
| Food Preparation and Serving           | 1,508             | \$13,200-\$19,700   |
| Janitors and Cleaners                  | 1,447             | \$14,100-\$26,600   |
| Preschool Teachers                     | 1,032             | \$14,700-\$30,700   |
| Teacher Assistants                     | 1,032             | \$15,300-\$24,400   |
| Elementary School teachers             | 853               | \$27,700-\$53,400   |
| Nurses Aides, Orderlies and Attendants | 854               | \$17,100-\$29,700   |

## Top High-Skill/High-Wage Jobs (2006-2016)

| <u>Career/Occupation</u>                                    | <u>Salary Range</u>  |
|---|----------------------|
| Career Cluster – Information Technology                     |                      |
| Career Pathway – Network Systems                            |                      |
| Network Systems and Data Communications Analysts            | \$38,700 -\$99,000   |
| Network and Computer Systems Administrators                 | \$39,200 -\$96,800   |
| Career Pathway -Programming and Software Development        |                      |
| Computer Systems Analysts                                   | \$44,600 -\$110,700  |
| Computer Software Engineers, Systems Software               | \$58,100 -\$129,100  |
| Computer Software Engineers, Applications                   | \$51,400 -\$122,400  |
| Computer and Information Systems Managers                   | \$66,900 -\$145,600  |
| Career Cluster – Health Sciences                            |                      |
| Optometrists  | \$61,500 -\$145,600  |
| Dental Hygienists   | \$44,100 -\$78,100   |
| Physician Assistants  | \$61,400 -\$101,100  |
| Pharmacists   | \$76,500 -\$128,300  |
| Physical Therapists   | \$52,600 -\$96,700   |
| Physicians and Surgeons                                     | \$46,000 -\$145,600  |
| Registered Nurses   | \$41,100 -\$73,500   |
| Medical Scientist   | \$41,500-\$133,200   |
| Career Cluster – Business, Management and Administration    |                      |
| Career Pathway – Human Resources                            |                      |
| Human Resources, Training and Labor Relations Spec.         | \$34,800 -\$80,600   |
| Career Pathway – Financial Management and Accounting        |                      |
| Accountants and Auditors                                    | \$35,600 -\$90,100   |
| Career Pathway – Business Analysis                          |                      |
| Management Analysts   | \$42,200 -\$123,000  |
| Business Operations Specialists, All Other                  | \$31,300 -\$94,400   |
| Career Pathway – Marketing                                  |                      |
| Sales Managers  | \$39,900 -\$145,600  |
| Career Pathway – Management                                 |                      |
| General and Operations Management                           | \$49,200 -\$145,600  |
| Medical and Health Services Managers                        | \$53,500 -\$124,500  |
| Career Cluster – Education                                  |                      |
| Career Pathway: Administration and Administration Support   |                      |
| Education Administrators, Postsecondary                     | \$39,700 -\$126,300  |
| Career Cluster – Human Services                             |                      |
| Career Pathway: Family and Community Services               |                      |
| Directors, Religious Activities and Education               | \$29,100 - \$103,000 |
| Career Cluster – Law, Public Safety, Corrections & Security |                      |
| Career Pathway: Legal Services                              |                      |
| Lawyer  | \$44,400 - \$145,600 |
| Career Cluster – Hospitality and Tourism                    |                      |
| Career Pathway: Recreation, Amusements and Attractions      |                      |
| Self-Enrichment Education Teachers                          | \$18,700 -\$56,400   |

# Education

## This Section Includes:

- Community Impact Issues
- Education White Paper
- LEA Profiles: Harnett, Hoke, and Cumberland
- Methodology for CGRP K-12 Forecast
- School Financing in NC
- School Impact Aid Chart
- Comprehensive Growth Plan for the Fort Bragg Region (Education K-12)
- Notes for the Education Senior Leadership Visit 9 September 2008 can be found on the OEA website at [http://140.185.104.240/index.php?option=com\\_docman&task=doc\\_download&gid=122&Itemid=33](http://140.185.104.240/index.php?option=com_docman&task=doc_download&gid=122&Itemid=33)

## **Community Impact Issues Related to Mission Growth at Fort Bragg, North Carolina September 1, 2010**

### **Education**

The Fort Bragg region expects a **5,980** increase in its school-aged population that is directly related to mission growth at the installation between the years of 2006 and 2013. The surrounding communities expect the bulk of this growth to occur in Cumberland, Hoke and Harnett Counties (see map). Further, it is anticipated that this increase will cause serious shortages in education resources to include: Physical space, teachers, administrators and per-student funding. Normal growth for the region has anticipated an increase in students; however, the influx of students as a result of mission growth was not included in local planning figures. A number of actions have been taken by the communities in order to prepare for this increase in the school-aged population to include school construction, renovations and programmatic changes. However, the three counties mentioned above still require additional facilities in order to accommodate this growth. Based on a recent update to the OEA program needs assessment site visit conducted September 2009, the three counties still require the construction of seven additional schools in order to absorb this growth. Specifically, Cumberland County (which is expected to experience most of this growth) requires a new middle and high school estimated to cost \$69 million, with approximately \$26 million directly related to military growth. Harnett County requires one additional elementary school, two middle schools and one high school for a total cost of \$136 million, with approximately \$38 million directly related to military growth. Finally, Hoke County requires a new middle school for a total cost of \$15 million, with approximately \$4 million directly related to military growth.

**WHITE PAPER**  
***BRAC-Related Public School Capital***  
***Requirements for the Fort Bragg Region***  
October 23, 2010



## **SUMMARY**

A 5,980-person growth in student population - that is directly related to BRAC and other mission growth at Fort Bragg – is expected to occur from 2006 through 2013. The significant military-related population increases in selected counties of the Fort Bragg region will cause serious shortages in education resources to include physical space, equipment, teachers, administrators, and per-student funding. The funding needs for each school system vary, but Cumberland, Harnett and Hoke Counties will experience the largest BRAC-related growth. Federal funding is urgently needed to augment county and state funds to build enough school capacity to accommodate the military-related student population increases in Cumberland, Harnett and Hoke counties. Based on the BRAC Regional Task Force's (BRAC-RTF) Comprehensive Regional Growth Plan (CRGP) published in October 2008 and the updated school needs assessment in June 2009, projected that enrollment growth will overwhelm the ability of the local school system to provide adequate facilities for those students. That enrollment growth has been occurring and continues to occur. This need is immediate.

## **THE CHALLENGE**

Based on the CRGP and the updated school needs assessment in June 2009, an additional (unplanned and unfunded) 5,980 students will be enrolled in the public schools surrounding Fort Bragg by 2013 as a result of base realignment and closure and other mission growth at Fort Bragg. The BRAC actions are required by law to be complete by November of 2011, and the largest increases in student population for the Fort Bragg region will occur by 2012. Considering that many of the current schools are already at capacity, the need for funding to implement new school construction is urgent.

These additional 5,980 students will enroll in the region's schools. Normal growth for the region had anticipated an increase in students; however, the influx of students as a result of military expansion was not included in these planning figures. As a result, there is no funding, and no funding capacity to prepare for this increase in student population. Failure to address this funding shortfall will result in overcrowded facilities and classrooms, decreased quality of education, increased safety concerns, and a decrease in the quality of life in local communities.

## **SCOPE**

The immediate need is for an additional \$219.6 million in funding for school construction for Cumberland, Harnett, and Hoke Counties to accommodate both the normal growth and the expected growth in student population that is directly related to BRAC and other mission growth at Fort Bragg. This is just the need for the schools that are ready to be built. There are

other schools being planned in response to the military-related growth that are not included in this list.

## **SCHEDULE**

Much of the preparation necessary for the listed school projects has been completed, so once funding for school construction is available, the delay for planning should be minimal. But constructing a school takes time and this need is immediate.

## **COST**

The analysis in Table 1 reveals that \$68.4 million<sup>1</sup> of the estimated \$219.6 million in funding for new schools is to accommodate the military-related student population for those new schools. This is not all of the proposed school construction. This only represents the school construction that is pending at this time. (For example, Hoke County also needs an additional elementary school and their current high school is at capacity. The school system is waiting on the results of a facilities needs Master Plan to determine how to best meet these needs, but do not have the funds to contract for the Master Plan. That process is expected to take four months to complete, but the system cannot begin until funding is identified. The proposal that the school system received from their architect for preparation of that Master Plan is for \$87,000.)

Cumberland County is planning for \$69 million in new school construction that includes an estimated \$26.17 million to accommodate the military related student population. Harnett County is planning for \$136 million in new school construction that includes \$38.3 million needed to accommodate the military-related student population. Finally, Hoke County is planning for \$14.6 million in new school construction including \$3.94 million to accommodate the military-related student population. These projections are in addition to the construction of three new DoDEA schools on Ft. Bragg.

Some argue that the formula used above understates the true cost of the military related school construction. This is true. The \$68.4 million only contemplates current construction and does not take into account the overall impact of the additional BRAC related students. The most objective way to account for this overall impact is to look at the average construction cost per student and apply that to the total military-related new student growth. The average per student school construction costs based on Table 1 is \$30,995.<sup>2</sup> That multiplied by the 5980 student projected military-related growth comes to over \$185 million. If you contemplate just the projected military-related student growth (4587) in Cumberland, Hoke, and Harnett counties, that total comes to over \$142 million.

---

<sup>1</sup> This is based only on the percentage of military-related students that are projected to attend these new schools. So the \$68.4 million dollar figure is actually far less than the actual construction costs incurred, because this in no way accounts for all of the other BRAC growth related students who are attending existing schools. Whichever school they attend, BRAC growth related students are creating the need for greater school capacity.

<sup>2</sup> This number is a weighted average of the "Capacity" and "Total Cost" columns in Table 1.

| <b>Table 1 – Estimated School Construction Costs<sup>3</sup></b>                                |              |                 |                           |                               |  |
|---|--------------|-----------------|---------------------------|-------------------------------|--|
| <b>School System</b>  | <b>Level</b> | <b>Capacity</b> | <b>Total Cost</b>         | <b>Military-Related Costs</b> | <b>Military-Related Proportion<sup>4</sup></b> |
| Cumberland  | Middle       | 900             | \$20,000,000 <sup>5</sup> | \$10,000,000                  | 50%  |
|   | High School  | 1260            | \$49,000,000 <sup>6</sup> | \$16,170,000                  | 33%  |
| Harnett   | Elementary   | 950             | \$21,000,000              | \$8,400,000                   | 40%  |
|   | Middle       | 1000            | \$31,000,000              | \$9,300,000                   | 30%  |
|   | Middle       | 1000            | \$31,000,000              | \$ 4,650,000                  | 15%  |
|   | High School  | 1500            | \$53,000,000              | \$15,900,000                  | 30%  |
| Hoke  | Elementary   | 475             | \$14,600,000              | \$3,942,000                   | 27%  |
|   |              |                 | <b>\$219,600,000</b>      | <b>* \$68,362,000</b>         |  |
| <b>*This amount rises to \$98,802,000 when recently completed school projects are included.</b> |              |                 |                           |                               |  |

## CONCLUSION

There are a substantial number of additional students coming to the region as result of the BRAC actions and other military growth. These students are and will be enrolling in the region’s public schools. The current building infrastructure cannot accommodate these students. School construction is very expensive and the counties have limited funding options.<sup>7</sup> It is important to note that the local governments are doing their part.

Unless other resources are accessed (i.e. federal, state or private) to help with school construction, the counties will have to pay for a solution using property tax revenue. That of course assumes that the NC Local Government Commission will permit them to borrow the money.<sup>8</sup> The average property tax rate for the counties in the Fort Bragg region is already 22% higher than the state average.<sup>9</sup>

These local governments are dealing with an unforeseen situation that is not of their making and that is seriously impacting their ability to educate all the children in their jurisdiction - both military and civilian. In the absence of outside assistance to address this funding gap, the resulting impacts will include a combination of the following: overcrowding, fewer resources in the classroom, students in mobile units, more safety issues, higher property taxes, and very upset parents - both military and civilian.

<sup>3</sup> Cumberland County cost estimates were provided by the school system facilities personnel. Hoke and Harnett County cost estimates were provided by their respective engineering firms.

<sup>4</sup> Estimates of the proportion of military-related students for the new schools were based on the current military school population in those locations and were provided by Phil Farrell (Harnett), Mark Whitley (Cumberland) and the NC State University Operations Research and Education Laboratory (Hoke).

<sup>5</sup> School will be built on land already owned by the school system. Land cost is not included.

<sup>6</sup> Cost includes the purchase of a 25 acre site.

<sup>7</sup> See the White Paper on Public School Financing in North Carolina published by the BRAC Regional Task Force on November 10, 2010.

<sup>8</sup> See Page 2 of the White Paper on Public School Financing in North Carolina published by the BRAC Regional Task Force on November 10, 2010.

<sup>9</sup> Data sourced from the NC Association of County Commissioner’s (NCACC) website.

## Local Education Agencies Profiles

### Cumberland County

2465 Gillespie Street  
Fayetteville, NC 28306  
Phone: (910) 678-2300  
<http://www.ccs.k12.nc.us/>  
**Superintendent:** Frank Till

#### Schools

|                 |    |
|-----------------|----|
| High            | 14 |
| Middle          | 15 |
| Elementary      | 52 |
| Special Schools | 5  |

---

### Harnett County

P.O. Box 1029  
Lillington, NC 27546  
Phone: (910) 893-8151  
<http://www.harnett.k12.nc.us/>  
**Superintendent:** Phil Ferrell

#### Schools

|             |    |
|-------------|----|
| High        | 4  |
| Middle      | 5  |
| Elementary  | 12 |
| Primary     | 4  |
| Alternative | 1  |

---

### Hoke County

310 Wooley Street  
Raeford, NC 28376  
Phone: (910) 875-4106  
<http://www.hcs.k12.nc.us/>  
**Superintendent:** Freddie Williamson

#### Schools

|             |   |
|-------------|---|
| High        | 2 |
| Middle      | 3 |
| Elementary  | 8 |
| Alternative | 1 |

---



## A Summary of Methodology and Data Used for K-12 Population Projections in the 2008 Comprehensive Regional Growth Plan (CRGP)

The K-12 population forecasts for the Category-1 counties<sup>1</sup> in the BRAC Regional Task Force (BRAC-RTF) are a combination of normal growth, direct growth and induced growth. The normal growth is the K-12 growth by counties' population without BRAC's influence. The direct growth is directly attributed to BRAC and non-BRAC mission growth (military, civilian, and contractor personnel). The induced growth is the expected growth in the region due to the BRAC and non-BRAC induced economic activity.

Jeff Tsai, Director of Operations Research / Education Laboratory for the Institute for Transportation Research and Education at NC State University was on the team who developed the Education Section of the CRGP. According to Tsai, normal growth as contemplated in the CRGP was "driven by historical school enrollment,<sup>2</sup> resident live birth data,<sup>3</sup> and the Land Use Studies.<sup>4</sup> Fused with knowledge gained from the Land Use Studies and the historical growth history, appropriate forecast was developed for the normal growth."

Tsai continues that, "the direct growth component is driven by detailed BRAC and non-BRAC migration schedule<sup>5</sup> and base housing inventory.<sup>6</sup> The BRAC and non-BRAC migration schedule outlines gains and losses by military, civilian, and contractor personnel. The school-age-child-generating potential of military and civilian personnel is based on the Army Formula (U.S. Army 2005 Education Summit). The Army Formula estimates each soldier generates 0.484 school-age children and each civilian generates 0.9 school-age children." The calculations "assumed that all the available housing on the base will be occupied before military personnel will live off-base. The net differences between the available housing and the incoming military growth were allocated to the Category-1 counties. Allocating projected population growth to each of the Category-1 counties is accomplished using five weighted data layers.<sup>7</sup> The layers along with their respective weighting schemes form two distributions of incoming populations: Military and Civilian."

Regarding the induced growth component of the K-12 population, Tsai explains that it was "derived from the Economic Migrants forecast of the population increase due to the region's growth induced by the BRAC migration activities. The Economic Migrants forecast was performed using the REMI<sup>8</sup> model. The application of projected K-12 growth and the distribution to the Category-One counties is identical to the civilian population sector in the Direct Growth forecast."

As specified in the CRGP, the data was used to compile enrollment projections for all schools in the region. Subsequent analysis determined cohort survival ratios, defined as the proportion of students enrolled in one grade in a specific school year relative to the number of students enrolled in the next grade level and school year. These ratios, in turn, were used to develop system-wide enrollment forecasts which resulted in the military-related numbers in the CRGP. These numbers were then compared with current estimates of school capacity so as to project facilities capacity shortfalls into the 2013 timeframe.

---

<sup>1</sup> The BRAC-RTF Category-1 counties are Cumberland, Harnett, Hoke, Lee, Moore, Richmond, and Robeson.

<sup>2</sup> The historical school enrollment was collected through the North Carolina Department of Public Instruction.

<sup>3</sup> The resident live birth data was collected through the North Carolina Department of Health and Human Services.

<sup>4</sup> The Land Use Studies was performed through stakeholder interviews and GIS analyses of the Category-1 counties. The Land Use Studies provided information on residential growth potential throughout the region using data from planning departments, surveyors, town/county managers and other stakeholders. The Land Use Studies also included GIS parcel-level data on available subdivision lots and planned developments.

<sup>5</sup> While the migration schedule provided by the base is "detailed," we know that all units on base are not included.

<sup>6</sup> The on-base housing estimates (including Linden Oaks) were provided by the base.

<sup>7</sup> The five data layers are school enrollment growth, NC State Demographics, existing subdivision, planned/approved subdivision, and the number of students in counties receiving FIA due to military related services.

<sup>8</sup> REMI stands for Regional Economic Models, Inc. The REMI model is one of the most comprehensive and expensive econometric modeling products on the market.

**WHITEPAPER**  
**Public School Financing in North Carolina**  
November 10, 2010



In North Carolina, public school financing is the responsibility of the state and local governments. In general, the state is responsible for funding public school instructional expenses, while counties are responsible for school capital needs. However, local governments can use local tax money to supplement what the state provides for operational expenses. Additionally, the state funds the costs for school transportation (i.e. maintenance, fuel, drivers and bus replacement). The state uses the following sources to cover public school operational expenses:

1. State Revenue Resources (North Carolina General Statute 115C-408(b)) – Covers the instructional expenses (i.e. teacher salaries, curriculum, administrative support, etc.) for current operations of public schools across the state. Allocations to counties are based on the average daily membership and salary schedules for personnel employed in state-allocated positions by the local school board. The state uses an operational efficiency formula to fund pupil transportation expenses.
2. Supplemental– There is a limited state fund allocated to low wealth school districts.
3. Title I Funds – These are federal funds, allocated through the state, to counties for instructional expenses. The allocation is based on the number of economically disadvantaged students.
4. Exceptional Children Funding – These allocations are based on the number of students with special needs in each county. But that number is capped, so usually this funding does not cover 100 percent of the mandated services and must be supplemented with county funding.
5. Education Lottery Fund - These funds support school construction, the reduction in classroom sizes, and academic pre-kindergarten programs. 50% of net state lottery revenues were allocated to schools for purposes other than school construction. Due to budget challenges, the state approved the redirection of a portion of the lottery construction funds to fund teacher positions. This “redirection” applies to the current (2010-2011) fiscal year.

North Carolina General Statute 115C-408(b) indicates that the facility requirements, including construction, maintenance, utilities, and other facility operational costs, for the public education system will be met by county governments. Although school construction and maintenance is the responsibility of local governments by statute, the state also has the ability to issue state general obligation bonds in order to finance school construction needs across the state. However, this does not occur very often. The most recent general obligation bond passed by the state was under the Public School Bond Act of 1996.

Each county in North Carolina has a school administrative unit, commonly referred to as a Local Education Agency (LEA), where its schools are under the general supervision and control of a local board of education. Under North Carolina law, a local board of education does not have the authority to levy taxes and has very limited authority to borrow money. The board of education therefore relies on its respective board of county commissioners to take such financial actions as are necessary to support school

facility needs and other capital requirements. The fiscal mechanisms that boards of county commissioners may use to support school facility requirements within their respective counties include:

1. Tax Levying Authority – In accordance with North Carolina General Statute 153A-149(b)(7), counties may levy property taxes to provide the county’s share of the cost for kindergarten, elementary and secondary public education. In North Carolina, county commissioners do not have the authority to levy sales taxes or income taxes. That authority is reserved to the state legislature. Raising the property tax rate is the only significant option available to the county boards of commissioners if they need to increase revenue. Property taxes can be used for any lawful purpose, including facility construction. But given that this is the only source of revenue controlled by the county, there is also a lot of competition for those funds to meet other county needs such as law enforcement, health services, and various other programs.
2. Sales and Use Tax–These are implemented and collected by the state and then allocated to each county based on population, (as opposed to point of collection). Counties may use these revenues for school construction.
3. Voter-Approved Supplemental Property Taxes
4. General Obligation Bond Issuance – This option requires voter approval and usually, an additional tax levy.
5. Installment Financing Agreements - Also referred to as a lease purchase agreement, where the borrower secures the loan by the financed asset.
6. Certificates of Participation (COPs) – Another form of installment financing agreement, where the COP entitles bond holders to a share in the periodic payments made by the government under the installment financing agreement. Counties are only allowed to borrow up to a certain percentage of their property tax revenue.
7. Proceeds from the Sale of Capital Assets
8. Cash
9. Qualified School Construction Bonds (QSCB) Program - Established as part of the 2009 American Recovery and Reinvestment Act. QSCBs can be used to finance the construction, rehabilitation or repair of a public school facility or for the acquisition of land where a school will be built.
10. USDA Loans – US Department of Agriculture provides low interest loans for school construction. This is dependent upon application criteria and funding availability.
11. Education Lottery Fund – The state allocates 40% of the net lottery proceeds to support the Public School Capital Building Fund. That fund has an allocation formula that distributes to each county their share of the funding.
12. The State Board of Education also manages the State Literary Fund, which is a small permanent loan fund for local school units. The fund makes loans for 10 years at a rate of interest not to exceed 8% per year.

Any loans that a county wishes to pursue for amounts exceeding \$500,000 or loans that are financed for more than 59 months must be approved by the NC Local Government Commission. This state requirement is to ensure that counties do not incur more debt than can be financially supported. Since virtually every option for acquiring additional school facility funding involves loans or other debt obligations that will have to be supported by increased property taxes; it should be noted that the average property tax rate for the counties in the Fort Bragg region is already 22 percent above the state average.

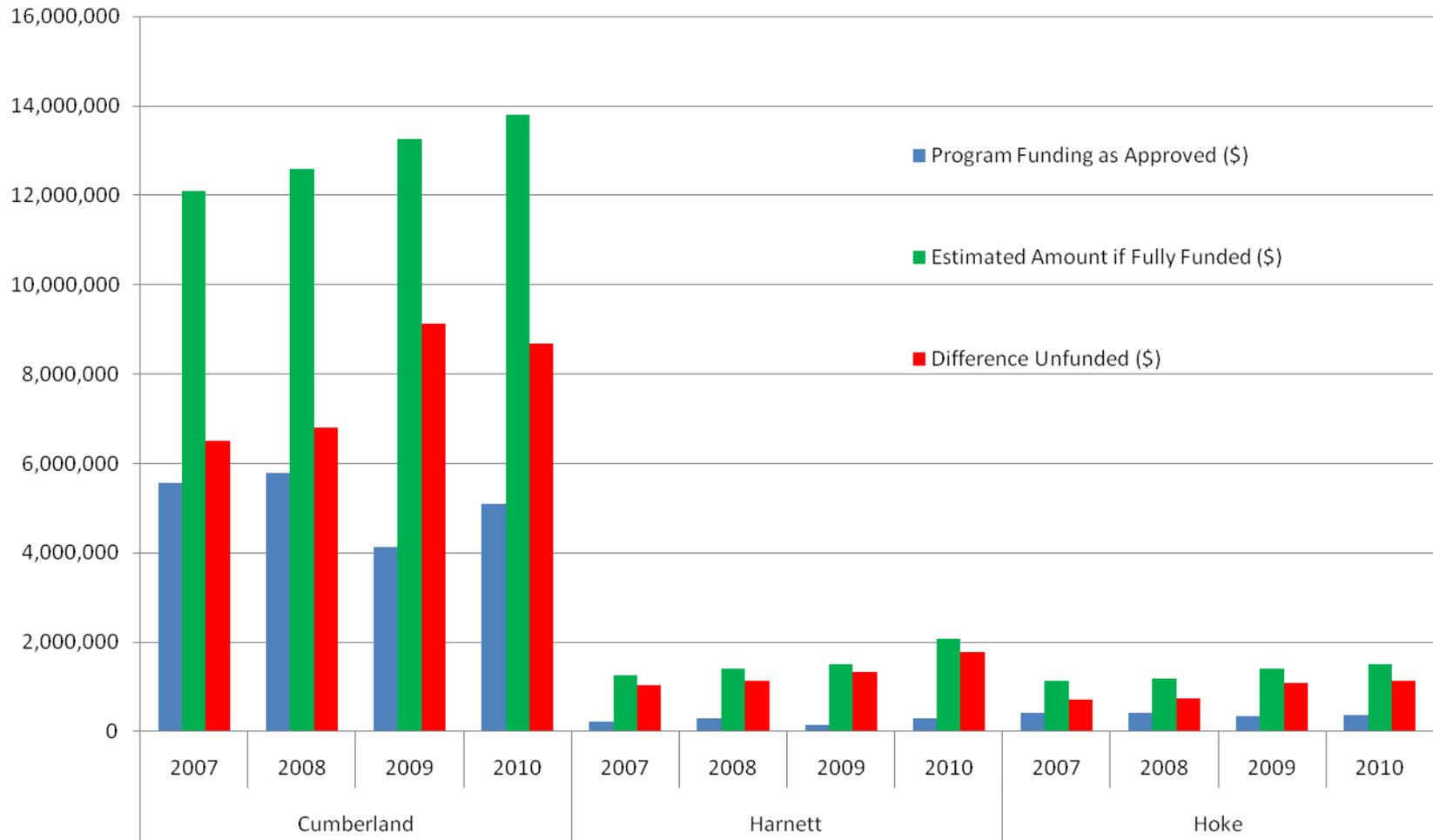
# School Impact Aid County History

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|                   |             | Program Funding as Approved (\$) | Estimated Amount if Fully Funded (\$) | Difference Unfunded (\$) |
|-------------------|-------------|----------------------------------|---------------------------------------|--------------------------|
| <b>Cumberland</b> | <b>2007</b> | 5,577,043                        | 12,091,170                            | 6,514,127                |
|                   | <b>2008</b> | 5,793,579                        | 12,589,420                            | 6,795,841                |
|                   | <b>2009</b> | 4,130,586                        | 13,253,077                            | 9,122,491                |
|                   | <b>2010</b> | 5,106,534                        | 13,796,784                            | 8,690,249                |
| <b>Harnett</b>    | <b>2007</b> | 222,353                          | 1,269,954                             | 1,047,601                |
|                   | <b>2008</b> | 293,897                          | 1,420,914                             | 1,127,016                |
|                   | <b>2009</b> | 149,971                          | 1,495,818                             | 1,345,847                |
|                   | <b>2010</b> | 304,345                          | 2,076,311                             | 1,771,965                |
| <b>Hoke</b>       | <b>2007</b> | 424,496                          | 1,131,312                             | 706,816                  |
|                   | <b>2008</b> | 427,049                          | 1,176,132                             | 749,083                  |
|                   | <b>2009</b> | 336,873                          | 1,412,465                             | 1,075,592                |
|                   | <b>2010</b> | 375,009                          | 1,507,604                             | 1,132,595                |

# Impact Aid History Chart

For Cumberland, Harnett, and Hoke Counties



# Comprehensive Regional Growth Plan for the Fort Bragg Region

## Assessment and Recommendations



## Chapter 2 Education (K-12)

September 2008

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*Submitted to the:*

# **FORT BRAGG AND POPE AFB BRAC REGIONAL TASK FORCE**

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*Developed by:*



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Kenan Institute for Private Enterprise, UNC-Chapel Hill (Air Travel)  
ICF International (Economic Modeling & Transportation)  
Martin/Alexiou/Bryson, PLLC (Transportation)  
Operations Research/Education Lab, N.C. State University (Education k-12)  
PKF Consulting (Hospitality and Cultural Resources)  
Richardson Smith Gardner & Associates (Solid Waste)

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## **DISCLAIMER**

This report is intended as an aid to planners, managers, elected officials, and other decision makers in the Fort Bragg region. Our aim is not to dictate what should be done, but to assist in ongoing efforts to achieve goals and objectives identified and valued by the residents of the region. The recommendations presented in this report are suggestions for how the region could work towards those goals and objectives, based on best available information and current understandings.

The information, projections and estimates in this report are based upon publicly available data and have been prepared using generally accepted methodologies and formulas. The projections and needs presented in this report are based upon best estimates using the available data. It is important to note that currently available information and understandings are incomplete and cannot account for the inevitable, but unpredictable, impacts of unexpected global, national, state, and/or local events. Actual results and needs may differ significantly from the projections of this report due to such unforeseen factors and conditions, as well as inaccuracy of available data, and/or factors and conditions not within the scope of this project. Persons using this information to make business and financial decisions are cautioned to examine the available data for themselves and not to rely solely on this report.

Neither the BRAC Regional Task Force, Training and Development Associates, Inc. nor its subcontractors guarantee or warrant that the projections set forth in this report will, in fact, occur. The BRAC Regional Task Force, Training and Development Associates, Inc. and its subcontractors disclaim any liability for any errors or inaccuracies in the information, projections and needs analysis, regardless of how the data is used, or any decisions made or actions taken by any person in reliance upon any information and/or data furnished herein.

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# Chapter 2: Education (K–12)

*Between the 2006-2007 and 2013-2014 school years, the school systems located in the Tier I counties—whose 2007-08 K-12 enrollment is 131,337—will experience an estimated military-related growth of 6,674 students. Approximately \$260 million in operating funds over eight years will be needed in the region in order to maintain the current level of education services for the additional military-related growth. Inasmuch as \$274 million will be needed for new school construction, securing funding for capital improvements and operating costs have become a major priority.*

Between the 2006-2007 and 2013-2014 school years, the school systems located in the Tier I counties—whose 2007-08 K-12 enrollment is 131,337—will experience an estimated military-related growth of 6,674 students. Approximately \$260 million in operating funds over eight years will be needed in the region in order to maintain the current level of education services for the additional military-related growth. Inasmuch as \$274 million will be needed for new school construction, securing funding for capital improvements and operating costs have become a major priority.

School systems nationwide are facing difficult planning challenges arising from increasing student populations, aging school infrastructures, and increasing complexity in pupil assignments. These challenges are shared by the school districts in our region, which must fund building and renovation projects based not only on normal population growth but also on the expected growth that will occur as a result of the military expansion at Fort Bragg.

## A. Current Conditions

K-12 enrollment for the seven Tier I counties in the 2007-08 school year was 131,337<sup>1</sup>. These seven school districts jointly have 224 schools and 16,782 employees, including 576 administrators, 8,451 teachers, 2,979 teacher assistants and 4,776 support staff.

As part of this assessment, a detailed out-of-capacity analysis of each school in the district was completed. Enrollment projections were developed based on

1. North Carolina Department of Public Instruction, 2007-2008 Average Daily Membership (ADM), Month-Two Report.

historical trends and the expected impact of military expansion. These projections were compared to the existing permanent capacity of each school and capacity gaps or surpluses were determined. Estimates for the 2008-2009 school year suggest that region-wide there is a current system-wide capacity surplus of about 11,300 students; the majority of this surplus (9,250 students) is in Robeson County<sup>2</sup>. Harnett County presently has the largest capacity gap - over 1,600 students. However, all districts have specific schools that are presently overcrowded and many of these schools are expected to receive significant military-related impact.

The cost to educate a student ranges from \$7,663 in Cumberland County to \$8,315 in Robeson County. There are administrative and operations costs, such as salaries, instructional supplies, utilities, maintenance, transportation, etc. All of the region's school districts operate with money from local, state, and federal sources. Public schools are funded largely through tax dollars. The State provides the overwhelming majority of school funding, with the federal government providing the least. Moore County pays the most from local funds (25 percent) and Robeson County pays the least from local funds (12 percent). (**Table 1**)

2. Richmond County capacity information was not available and was not included in the capacity analysis.

Table 1. Sources of Operating and Administrative Funds

| County     | Percentage Federal Funds | Percentage State Funds | Percentage Local Funds | Per Pupil Expenditure 2007-08 |
|------------|--------------------------|------------------------|------------------------|-------------------------------|
| Cumberland | 14%                      | 66%                    | 20%                    | \$7,663                       |
| Harnett    | 13%                      | 72%                    | 15%                    | \$7,695                       |
| Hoke       | 14%                      | 73%                    | 13%                    | \$8,247                       |
| Lee        | 11%                      | 67%                    | 22%                    | \$7,627                       |
| Moore      | 9%                       | 66%                    | 25%                    | \$7,717                       |
| Richmond   | 11%                      | 74%                    | 15%                    | \$8,047                       |
| Robeson    | 16%                      | 72%                    | 12%                    | \$8,315                       |

## B. Future Conditions

### 1. Geographic Distribution of Growth

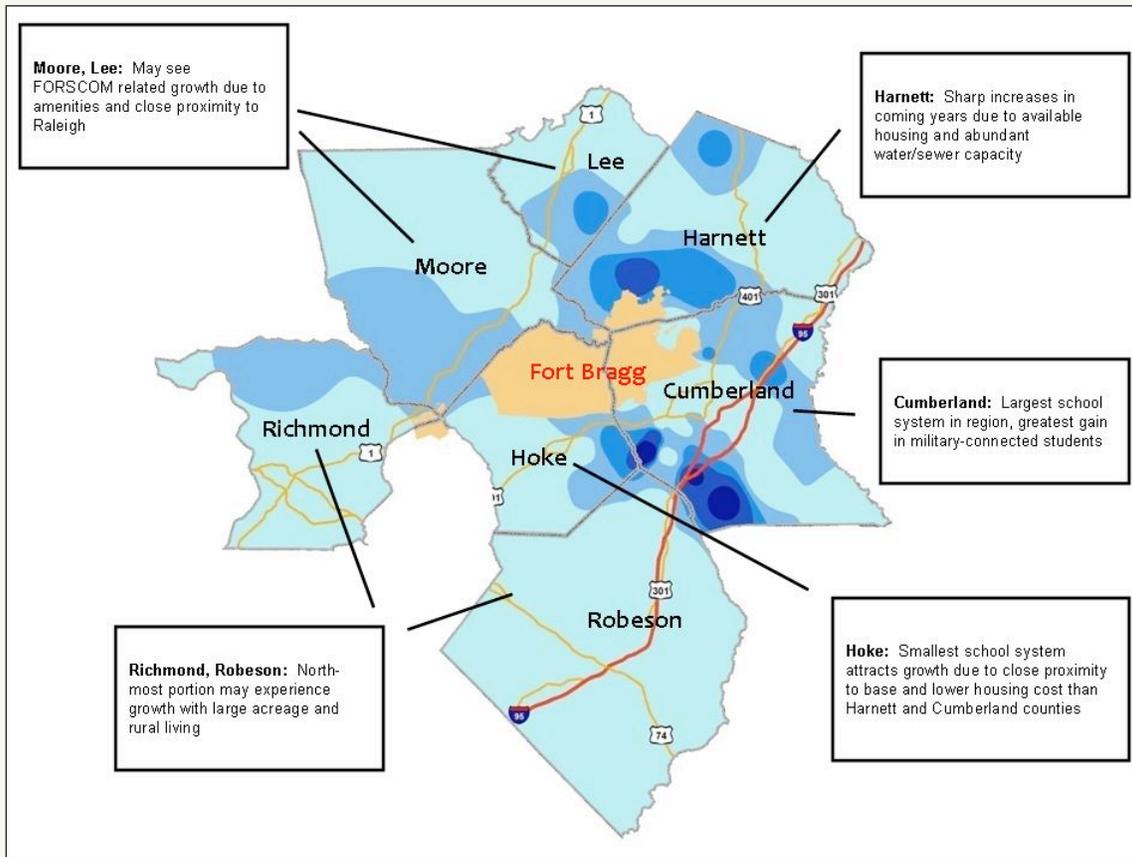
Military-related growth is expected to add 6,674 school-aged children to the schools in the Tier 1 counties. Projections suggest that 2,500 of these military-connected students will attend Cumberland County Schools; Harnett County will receive approximately 1,800 students and Moore County will receive about 760 students. Refer to Appendix A for information on other counties. The 6,674 increase is equivalent to:

- 3,300 K-5 graders
- 1,500 6-8 graders
- 1,800 9-12 graders

These additional students will need five elementary schools, two middle schools and two high schools; this estimate is in addition to the existing needs to absorb the county’s normal growth.

**Figure 1** shows the geographic distribution of the potential growth in the region’s K-12 student population. This map is derived from GIS analyses of where current students live, where military personnel live, and where land parcels available for development are located, as well as from interviews about land use conducted with a wide range of knowledgeable stakeholders. Both information sources are important; strong residential growth does not necessarily correlate with increasing student population, and expert local knowledge is required to identify likely patterns. The resultant map reveals strong residential growth trends, indicative of a future increase in the number of school-aged children in the Western Harnett and Overhills high school attendance area, especially the area bisected by Hwy 210, Hwy 27, and Hwy 87. This area offers direct access to Fort Bragg via Hwy 210 and Hwy 24/87, and is favored by families with school-age children due to the quality of its schools.

Figure 1. Growth potential for K-12 student population in Harnett County. Darker blue indicates areas where the number of school-aged children is expected to grow the most.



## 2. Projected Growth and Facilities Capacity

*Region-Wide Impact:* Enrollment projections were developed for all schools in the district<sup>3</sup>. Projections were based on historical school enrollment records as well as available data about the number of newborn babies in each school district. The analysis determined cohort survival ratios, defined as the proportion of students enrolled in one grade in a specific school year relative to the number of students enrolled in the next grade level and school year. These ratios, in turn, were used to develop a system-wide, enrollment forecast, which was then compared with estimates of school capacity in order to project capacity shortfalls in 2013. The total anticipated growth<sup>4</sup> in school enrollments between the 2008-09 and 2013-14 school years is approximately 8,073 students (includes 6,674 students resulting from military-related growth).

3. At the time of this analysis, actual 20 day ADM numbers were not available. Estimates were used based on available data.

4. Includes normal growth plus the expected military-related growth.

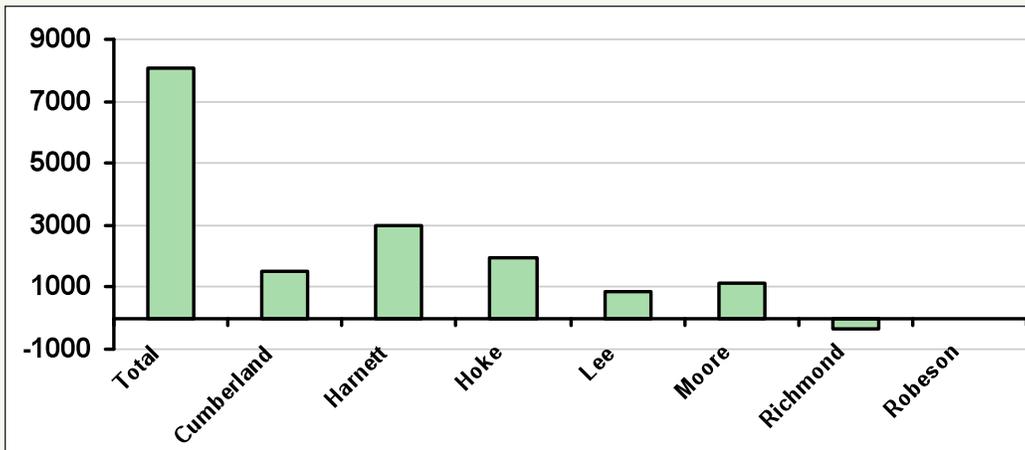
**Figure 2** details the projected school enrollments.

Projections for the 2013-2014 school year suggest that, region-wide, the permanent facilities capacity surplus will be reduced to 2,841 students. Harnett County however, will likely experience a system-wide capacity gap of 900 students. Hoke, Lee and Moore will also experience gaps in facility capacity, although to a lesser extent.

## 3. Military-Impacted School Clusters

In order to assess the impact of pending school construction projects on capacity gaps and to provide guidance on the siting of future schools, military-impacted school clusters were identified in selected school systems in the region. Clusters include the individual school attendance areas - at the elementary, middle and/or high school levels - expected to receive the largest military impact. Once specific

Figure 2: Projected Growth in Student Enrollment (2008-09 to 2013-14)



clusters were identified, the out-of-capacity analysis was redone at the cluster levels to take into account planned school construction and to illustrate year-by-year capacity gaps. Highlights of the outcomes of the cluster analysis include:

*Harnett County Schools*

- Current elementary school in the area has capacity gap of 700. Overhills Elementary opens in 2009 will not sufficiently relieve overcrowding
- Middle schools capacity gap in the military impacted areas (Western Harnett and Overhills) will approach 1,500 in 2013
- High schools capacity gap in the military impacted areas (Western Harnett, and Overhills, Central) will exceed 1,100 in 2013

*Cumberland County Schools*

- Gray’s Creek ES is projected to be over capacity by more than 160 students. Gray’s Creek HS is project to be over capacity by 250
- Stoney Point ES is projected to be over capacity by near 200 students
- John Griffin MS is projected to be more than 250 students over capacity
- Jack Britt HS is projected to be over capacity by 250

*Hoke County Schools*

- Rockfish Hoke, Upchurch and Sandy Grove elementary areas are the most impacted by military growth
- Don Steed Elementary opened this year will provide temporally relief to the military impacted area till 2012

*Lee County Schools*

- Ingram, Edward and Greenwood elementary schools expect to see most growth from BRAC and all three schools will be over-capacity in next two years
- Current elementary school capacity gap of less than 100 will increase to about 600 in 2013 in the military impacted area

## C. Gaps

As mentioned, approximately 6,674 additional students will enroll in the region's schools as a result of military-related growth.<sup>5</sup> This assessment suggests that the several additional schools will be needed within the next five years to accommodate the region's normal growth plus the expected military-related growth. These schools are in addition to those that have already been planned or are already under construction<sup>6</sup>.

- Harnett County - one elementary school, one middle school and one high school
- Cumberland County - two elementary schools, one middle school, and one high school
- Hoke County - one elementary school, one middle school and one high school.
- Moore County - one high school
- Lee County - one elementary school

There is an estimated \$274 million in construction costs needed to build new schools<sup>7</sup> (Appendix B). This estimate is based on a per pupil cost and is not based on the out-of-capacity results. The additional administrative and operations costs required in order to achieve the same level of educational services for eight years<sup>8</sup> is approximately \$260 million; approximately \$48 million of this cost will be borne by the local school systems (Appendix C).

5. Compares the 2006-07 enrollment to the projected 2013-14 enrollment.

6. A comprehensive Harnett County schools analysis is complete. Other county assessments were preliminary and require further study to validate the results.

7. Using the county-wide out-of-capacity analysis and 2008-2009 enrollment projections, the proportion of students attending elementary schools, middle schools, and high schools was determined. This distribution was used to project which school level military-connected students would attend. The average cost per student to construct a school was obtained from Smith Sinnett Architects and assumes a 5-year construction inflation cost and a \$20K per acre land cost. The estimate is \$35,784 for an elementary school, \$40,388 for a middle school and \$48,429 for a high school.

8. From the 2006-07 through 2013-14 school years

## D. Recommended Actions

### **Critical Action 1: Identify potential funding sources for the construction and operation of the additional school capacity**

**Description:** Current funding sources will not provide sufficient funding to fill the capital and operating needs of the region’s schools. Each school system - that is expecting growth - should form a committee to identify potential sources for additional funding. Potential funding sources include: (1) a higher level of Federal Impact Aid, which is supposed to compensate local educational agencies for “substantial and continuing financial burden” resulting from federal activities such as the enrollments of children of military parents who live or work on federal land; and (2) traditional funding sources, such as general obligation bonds and raising property or sales taxes, which would need a focused effort to build public support since they require voter approval. In addition, the committee should explore the possibilities for obtaining special funding from the Department of Defense to deal with the special burden imposed on local schools by the BRAC process. Legislation, such as the Military Children’s School Investment Act recently introduced in Congress by Congressman Robin Hayes, should be supported.

Because military-related school-aged children are a significant part of many of the schools, the school systems should continue to actively engage the Department of Public Instruction in enrollment forecasting. Even though DPI forecasting is conducted many months prior to the school opening when the exact number of military-related students is still unknown, the school systems should be able to provide relevant data that will support a joint effort to plan funding for new teachers and staff.

**Responsible Parties:** The exploratory committee should be formed by the BRAC Regional Task Force in partnership with Harnett County Schools and Harnett County government.

### **Critical Action 2: Identify short-term strategies for accommodating expected enrollment increases in the next few years.**

**Description:** Counties expecting significant increases in student numbers over the next few years should consider convening an ad hoc group of policy makers and school staff to consider available short-term strategies for dealing with these increases, such as:

- Mobile classroom or modular classroom facilities
- Temporary capping of enrollment at overcrowded schools plus temporary busing of students to under-utilized schools
- Alternative-calendar schools

- Rental of off-site, swing-space buildings to accommodate students over the short term

*Responsible Parties:* The BRAC Regional Task Force will work with the school systems to identify solutions.

**Critical Action 3: Update out-of-capacity analysis using actual 2008-09 enrollment numbers and conduct military-impacted cluster analyses in several counties.**

*Description:* A comprehensive military-impacted cluster analysis was completed for Harnett County schools as a part of this assessment. All schools systems expecting growth would benefit from a similarly comprehensive assessment. The out-of-capacity analyses developed for all counties were based on estimated enrollments for the 2008-09 school year. The actual enrollment numbers – based on the 20-day ADM - are now available. These additional assessments will verify the need for the additional elementary, middle and high schools recommended in this assessment. An update may also impact the optimal location of each of the schools recommended.

*Responsible Parties:* The BRAC Regional Task Force will work with the schools to ensure that the most up-to-date information is used in any future assessments.

**Important Action 4: Promote local government and school system collaboration in locating schools, houses, and neighborhoods**

*Description:* Because the projected school capacity gap in each county is not evenly distributed across the county, efficient use of limited capital improvement funds will require strategic distribution of new facilities. Local school systems and local governments should consider adopting Smart Growth principles whereby school facility planning and local government planning efforts are integrated so as to reach multiple community goals—educational, economic, social, and fiscal. Collaborative decisions regarding the location of schools, houses, and neighborhoods will promote policies that are consistent across governmental and functional boundaries. The availability and price of land is obviously an important factor in siting schools. GIS-driven technology – such as the technology used to determine optimal school site in this assessment - is available that will assist in correlating school decision-making with projected land use trends.

*Responsible Parties:* The integration of a collaborative model of decision making is recommended for all counties in the region. The BRAC Regional Task Force is well positioned to provide regional access to expert technologies and organizations.

**E. Appendix A – Military Related Impact on Local School Districts (number of students)**

|              | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | Total       |
|--------------|------|------|------|------|------|------|------|------|-------------|
| Cumberland   | 108  | 300  | 908  | 483  | -13  | 285  | 242  | 189  | <b>2502</b> |
| Hoke         | 184  | 11   | 182  | 96   | 5    | 91   | 57   | 47   | <b>673</b>  |
| Harnett      | 378  | 117  | 419  | 240  | 75   | 265  | 183  | 142  | <b>1820</b> |
| Lee          | 137  | 28   | 143  | 75   | 9    | 91   | 50   | 42   | <b>578</b>  |
| Moore        | 185  | 34   | 191  | 101  | 11   | 118  | 66   | 56   | <b>761</b>  |
| Richmond     | 18   | 3    | 18   | 10   | 1    | 11   | 6    | 5    | <b>74</b>   |
| Robeson      | 79   | -1   | 75   | 40   | 1    | 32   | 22   | 18   | <b>266</b>  |
| Region Total | 1090 | 492  | 1937 | 1044 | 89   | 894  | 628  | 500  | <b>6674</b> |

**F. Appendix B - Additional Construction Costs Needed to Educate Military-Connected Students**

| LEA        | BRAC<br>Expected<br>Growth | 0.47<br>K-5 | 0.24<br>6-8 | 0.29<br>9-12 | \$ 35,784<br>Elem | \$ 40,388<br>Midd | \$ 48,429<br>High | LEA Total     |
|------------|----------------------------|-------------|-------------|--------------|-------------------|-------------------|-------------------|---------------|
| Cumberland | 2502                       | 1176        | 600         | 726          | \$ 42,079,310     | \$ 24,252,343     | \$ 35,138,779     | \$101,470,432 |
| Harnett    | 1820                       | 677         | 346         | 418          | \$ 24,218,308     | \$ 13,958,183     | \$ 38,626,602     | \$ 76,803,093 |
| Hoke       | 673                        | 316         | 162         | 195          | \$ 11,318,695     | \$ 6,523,512      | \$ 9,451,798      | \$ 27,294,005 |
| Lee        | 578                        | 272         | 139         | 168          | \$ 9,720,960      | \$ 5,602,660      | \$ 8,117,592      | \$ 23,441,211 |
| Moore      | 761                        | 358         | 183         | 221          | \$ 12,798,703     | \$ 7,376,512      | \$ 10,687,694     | \$ 30,862,909 |
| Richmond   | 74                         | 35          | 18          | 21           | \$ 1,244,552      | \$ 717,296        | \$ 1,039,276      | \$ 3,001,124  |
| Robeson    | 266                        | 125         | 64          | 77           | \$ 4,473,660      | \$ 2,578,387      | \$ 3,735,777      | \$ 10,787,824 |
|            | 6674                       |             |             |              |                   |                   |                   | \$273,660,598 |

### G. Appendix C - Additional Operating Costs Needed to Educate Military-Connected Students

| Administrative and Operations Costs                    |              |              |               |               |               |               |               |               |                       |
|--|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------------|
| Based on actual growth for Cumberland in 2006 and 2007 |              |              |               |               |               |               |               |               |                       |
|  | 2006         | 2007         | 2008          | 2009          | 2010          | 2011          | 2012          | 2013          | Cumulative Sum        |
| Cumberland   | \$ 169,363   | \$ 638,992   | \$ 2,059,590  | \$ 2,814,525  | \$ 2,794,866  | \$ 3,241,353  | \$ 3,619,202  | \$ 3,914,439  | \$ 19,252,329         |
| Harnett  | \$ 435,193   | \$ 569,566   | \$ 1,051,666  | \$ 1,328,054  | \$ 1,413,960  | \$ 1,718,465  | \$ 1,929,464  | \$ 2,093,304  | \$ 10,539,671         |
| Hoke   | \$ 202,141   | \$ 213,946   | \$ 412,940    | \$ 518,084    | \$ 524,003    | \$ 623,632    | \$ 686,439    | \$ 737,933    | \$ 3,919,119          |
| Lee  | \$ 225,011   | \$ 271,187   | \$ 505,806    | \$ 629,247    | \$ 643,765    | \$ 793,477    | \$ 876,116    | \$ 945,644    | \$ 4,890,254          |
| Moore  | \$ 354,686   | \$ 419,293   | \$ 785,877    | \$ 978,873    | \$ 999,794    | \$ 1,226,174  | \$ 1,353,288  | \$ 1,459,862  | \$ 7,577,847          |
| Richmond   | \$ 20,999    | \$ 24,935    | \$ 46,682     | \$ 58,130     | \$ 59,395     | \$ 72,928     | \$ 80,496     | \$ 86,847     | \$ 450,411            |
| Robeson  | \$ 79,436    | \$ 78,509    | \$ 154,499    | \$ 194,739    | \$ 195,729    | \$ 228,341    | \$ 250,878    | \$ 269,057    | \$ 1,451,189          |
| <b>Cumulative local gap by year</b>                    |              |              |               |               |               |               |               |               | <b>\$ 48,080,820</b>  |
|  | 2006         | 2007         | 2008          | 2009          | 2010          | 2011          | 2012          | 2013          | Cumulative Sum        |
| Cumberland   | \$ 545,922   | \$ 2,059,718 | \$ 6,638,857  | \$ 9,072,306  | \$ 9,008,936  | \$ 10,448,137 | \$ 11,666,090 | \$ 12,617,756 | \$ 62,057,721         |
| Harnett  | \$ 2,009,263 | \$ 2,629,654 | \$ 4,855,484  | \$ 6,131,552  | \$ 6,528,175  | \$ 7,934,059  | \$ 8,908,229  | \$ 9,664,670  | \$ 48,661,086         |
| Hoke   | \$ 1,114,422 | \$ 1,179,507 | \$ 2,276,580  | \$ 2,856,249  | \$ 2,888,877  | \$ 3,438,144  | \$ 3,784,403  | \$ 4,068,296  | \$ 21,606,479         |
| Lee  | \$ 706,921   | \$ 851,992   | \$ 1,589,099  | \$ 1,976,916  | \$ 2,022,527  | \$ 2,492,879  | \$ 2,752,509  | \$ 2,970,946  | \$ 15,363,790         |
| Moore  | \$ 935,696   | \$ 1,106,135 | \$ 2,073,221  | \$ 2,582,362  | \$ 2,637,554  | \$ 3,234,767  | \$ 3,570,106  | \$ 3,851,259  | \$ 19,991,099         |
| Richmond   | \$ 105,991   | \$ 125,856   | \$ 235,625    | \$ 293,406    | \$ 299,792    | \$ 368,097    | \$ 406,298    | \$ 438,352    | \$ 2,273,416          |
| Robeson  | \$ 468,478   | \$ 463,011   | \$ 911,167    | \$ 1,148,485  | \$ 1,154,321  | \$ 1,346,654  | \$ 1,479,566  | \$ 1,586,777  | \$ 8,558,458          |
| <b>Cumulative state fund by year</b>                   |              |              |               |               |               |               |               |               | <b>\$ 178,512,050</b> |
|  | 2006         | 2007         | 2008          | 2009          | 2010          | 2011          | 2012          | 2013          | Cumulative Sum        |
| Cumberland   | \$ 114,382   | \$ 431,554   | \$ 1,390,979  | \$ 1,900,837  | \$ 1,887,560  | \$ 2,189,102  | \$ 2,444,289  | \$ 2,643,683  | \$ 13,002,386         |
| Harnett  | \$ 354,046   | \$ 463,363   | \$ 855,570    | \$ 1,080,422  | \$ 1,150,310  | \$ 1,398,037  | \$ 1,569,692  | \$ 1,702,982  | \$ 8,574,424          |
| Hoke   | \$ 204,834   | \$ 216,797   | \$ 418,443    | \$ 524,988    | \$ 530,985    | \$ 631,942    | \$ 695,585    | \$ 747,766    | \$ 3,971,338          |
| Lee  | \$ 115,975   | \$ 139,775   | \$ 260,703    | \$ 324,327    | \$ 331,809    | \$ 408,974    | \$ 451,568    | \$ 487,404    | \$ 2,520,535          |
| Moore  | \$ 135,947   | \$ 160,710   | \$ 301,217    | \$ 375,190    | \$ 383,209    | \$ 469,978    | \$ 518,699    | \$ 559,547    | \$ 2,904,497          |
| Richmond   | \$ 16,181    | \$ 19,214    | \$ 35,972     | \$ 44,793     | \$ 45,768     | \$ 56,196     | \$ 62,027     | \$ 66,921     | \$ 347,071            |
| Robeson  | \$ 105,439   | \$ 104,208   | \$ 205,073    | \$ 258,486    | \$ 259,799    | \$ 303,087    | \$ 333,001    | \$ 357,131    | \$ 1,926,224          |
| <b>Cumulative federal fund by year</b>                 |              |              |               |               |               |               |               |               | <b>\$ 33,246,475</b>  |
|  | 2006         | 2007         | 2008          | 2009          | 2010          | 2011          | 2012          | 2013          | Cumulative Sum        |
| Cumberland   | \$ 829,666   | \$ 3,130,263 | \$ 10,089,426 | \$ 13,787,668 | \$ 13,691,362 | \$ 15,878,592 | \$ 17,729,581 | \$ 19,175,878 | \$ 94,312,436         |
| Harnett  | \$ 2,798,502 | \$ 3,662,583 | \$ 6,762,721  | \$ 8,540,029  | \$ 9,092,445  | \$ 11,050,561 | \$ 12,407,386 | \$ 13,460,956 | \$ 67,775,182         |
| Hoke   | \$ 1,521,398 | \$ 1,610,251 | \$ 3,107,964  | \$ 3,899,321  | \$ 3,943,864  | \$ 4,693,718  | \$ 5,166,427  | \$ 5,553,994  | \$ 29,496,936         |
| Lee  | \$ 1,047,907 | \$ 1,262,954 | \$ 2,355,608  | \$ 2,930,490  | \$ 2,998,102  | \$ 3,695,329  | \$ 4,080,194  | \$ 4,403,995  | \$ 22,774,579         |
| Moore  | \$ 1,426,328 | \$ 1,686,137 | \$ 3,160,316  | \$ 3,936,425  | \$ 4,020,556  | \$ 4,930,920  | \$ 5,442,092  | \$ 5,870,669  | \$ 30,473,443         |
| Richmond   | \$ 143,171   | \$ 170,004   | \$ 318,278    | \$ 396,328    | \$ 404,954    | \$ 497,220    | \$ 548,821    | \$ 592,119    | \$ 3,070,898          |
| Robeson  | \$ 653,353   | \$ 645,728   | \$ 1,270,739  | \$ 1,601,710  | \$ 1,609,849  | \$ 1,878,082  | \$ 2,063,445  | \$ 2,212,965  | \$ 11,935,871         |
| <b>Cumulative total gap by year</b>                    |              |              |               |               |               |               |               |               | <b>\$ 259,839,345</b> |

# **Public Safety and** **Infrastructure**

This Section Includes:

- Community Impact Issues
- Public Safety White Paper
- Combined VIPER Spreadsheet

## **Community Impact Issues Related to Mission Growth at Fort Bragg, North Carolina September 1, 2010**

### **Communications**

Communities in the Fort Bragg region have identified the escalated level of need for communications equipment that is compatible with the Voice Interoperability Plan for Emergency Responders. The system allows public safety officials to communicate directly with one another during emergency response situations. The substantial population growth brought on by mission growth at the installation will require a greater level of collaboration between military and local law enforcement and emergency responders in the region. Additionally, the increased number of general officers that will be assigned to Fort Bragg as of result of mission growth increases the chances of threats to the installation. Therefore, it is imperative that first responders are able to communicate with one another during incidents involving threats to the base. Based on the communities' estimates, it will cost approximately **\$12.5 million** over the next five years to bring communications systems across the region into compliance with the system standards. Currently, the North Carolina Highway Patrol is statutorily responsible for maintain the 800 Megahertz system that provide interoperable communications for all public safety agencies in North Carolina. However, jurisdictions are responsible for purchasing equipment (i.e. radios and station consoles) that is compatible with the system. Consequently, each of the counties impacted by the mission growth in the Fort Bragg region is rural and many of them are among the poorest in the state. If outside assistance is not provided, these local and county governments will not be able to absorb the additional cost of bringing their communication systems into compliance with the standards of the system.

### **Infrastructure**

The growth and mission expansion due to the BRAC and other actions at Fort Bragg presents a formidable planning challenge. As a result, many of the projected infrastructure needs are just now being quantified. Eighty percent of the current military population lives in the communities surrounding the base and it is projected that most of the incoming personnel will also live off base.

Hoke County, which is one of the counties expected to be significantly impacted due to mission growth, expects to experience a population increase of 3,742. The county may not have the capacity to meet the water and wastewater needs resulting from this growth. Based on information derived from the community regional growth management plan, the county anticipates an additional peak water and sewer demand of approximately 600,000 gallons per day. Consequently, the county does not have a wastewater treatment facility. The county has fulfilled all the state requirements to being construction of a \$21.2 million facility, but only had \$3.2 million to put toward the project, leaving a funding gap of approximately **\$18 million** to complete this project. The county is currently seeking funding for this funding gap from other sources in order to complete this project.



## **WHITE PAPER BRAC-RELATED PUBLIC SAFETY COMMUNICATIONS**

### **SUMMARY**

In order to ensure security and continued public safety in the Fort Bragg region, it is necessary to fully implement a Voice Interoperability Plan for Emergency Responders (VIPER). This will enable public safety officials to communicate directly with one another without having to relay messages through a communications center. Updating the 11-county region's emergency response and public safety measures will cost approximately \$12.974 million.

### **THE CHALLENGE**

The substantial population growth brought about by base realignment and closure will require an even greater need for military, state, county, and local emergency responders to work closely together 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 the problems stemming from the lack of communications interoperability.

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 global level exceeded only at the Pentagon. Emergency responders must be prepared to respond to any and all threats that might arise as a result of the region becoming a potentially greater magnet for terrorism. However, there are many other situations besides terrorism where communications interoperability is critical. A recent fire on post is a prime example where the civilian fire departments were only able to communicate with the military responders through central communications. This is unacceptable in life threatening circumstances and is just the kind of situation that was evident on 9/11 and which VIPER was designed to correct. Situations like these put the emergency responders, as well as civilian and military personnel, at risk unnecessarily.

It is critical that public safety communications networks cut across jurisdictions to deliver information that is real-time and reliable. All eleven counties in the Fort Bragg region must be part of a region-wide interoperable public safety communication system as soon as possible. In order to establish this interoperability, law enforcement, fire departments, and rescue squads in the region will require significant additional emergency services funding. Without outside assistance, these local and county governments will not be able to absorb this additional cost of purchasing VIPER radios. With funding support, these local agencies could leverage the significant state and federal investment that has already been made in developing the state's VIPER infrastructure.

### **SCOPE**

VIPER protects communities by enabling public safety officials to communicate with one another directly without having to get messages relayed through a third-party public communications system. The strategic solution is to construct a statewide 800 MHz radio

system that will provide interoperable communications for all public safety agencies in North Carolina. This has been done and the State Highway Patrol (SHP) is statutorily responsible for maintaining the VIPER infrastructure, towers, etc. The radios themselves however must be supplied by the local agencies, many of which are volunteer in nature and must raise the funding to support their operations.

## **COST**

A total of \$12.974 million would be necessary to fully fund the equipment needs of the eleven BRAC region counties—Bladen, Cumberland, Harnett, Hoke, Lee, Montgomery, Moore, Richmond, Robeson, Sampson and Scotland counties. (See Attachment I noting the tabulation of equipment and dollars.)

## **CONCLUSION**

To ensure the safety of the region's citizens and the security of the military installment and its personnel, it is necessary to establish an interoperable communications system linking all emergency responders. Due to the nature of the entities involved; spanning three different types of service providers in a multi-jurisdictional framework that includes multiple non-profit and volunteer organizations; there is no simple solution. The region has no precedent to go by as it seeks a holistic solution to this complex issue. The region is actively seeking funding opportunities that will make this interoperability, and the safety and security it provides, possible.

Updated November 24, 2010

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### **QUICK FACTS ON VIPER<sup>1</sup>**

- 238 total sites planned for 100% implementation of VIPER; 95% street-level coverage based on a 5 watt portable radio
- 139 sites constructed and on-the-air
- 62 sites are fully funded and under construction
- 37 sites remaining to be funded and built as of 7/31/09
- Funding to-date has been a combination of Congressional earmarks (received prior to VIPER project 2%), State appropriations (21%), and DHS Funds (77%)
- VIPER is 58% complete (number of sites) with 139 sites on-the-air
- VIPER infrastructure is 57% funded
- 43% of VIPER remains to be funded
- 34,104 users are currently on the VIPER Network
- 150 Emergency Responding agencies (including Federal, State and local agencies) make up the 34,104 users
- SC has the same type Interoperable System; NC/SC can talk to each other using the same type user device

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<sup>1</sup> <http://www.nccrimecontrol.org/> on 8/7/2009, Updated 07/31/09

**VIPER Radio Requirements - November 2010:  
Law Enforcement/ Fire/EMS/Rescue - BRAC-RTF Counties**

| County Name  | Fire Department, not currently VIPER Compatible | EMS/Rescue Squad not currently VIPER compatible | Law Enforcement (1 per sworn + 1 per 1/3 Civilian not VIPER compatible) | Total Radios for Emergency Responders* | Cost Per County (# Radios x \$3,250)** |
|--|---|---|---|--|--|
| Bladen   | 85  | 24  | 32  | 141                                    | \$458,250                              |
| Cumberland   | 280   | 25  | 25  | 330                                    | \$1,072,500                            |
| Harnett  | 300   | 106   | 179   | 585                                    | \$1,901,250                            |
| Hoke   | 30  | 6   | 152   | 188                                    | \$611,000                              |
| Lee  | 61  | 10  | 155   | 226                                    | \$734,500                              |
| Montgomery   | 10  | 10  | 60  | 80                                     | \$260,000                              |
| Moore  | 160   | 36  | 266   | 462                                    | \$1,501,500                            |
| Richmond   | 182   | 15  | 51  | 248                                    | \$806,000                              |
| Robeson  | 548   | 223   | 483   | 1,254                                  | \$4,075,500                            |
| Sampson  | 63  | 14  | 120   | 197                                    | \$640,250                              |
| Scotland   | 78  | 55  | 148   | 281                                    | \$913,250                              |
| <b>Total Requirements</b>  | 1,797   | 524   | 1,671   | 3,992                                  | <b>\$12,974,000</b>                    |
| Data for the initial BRAC-RTF report (2/28/08) were derived by the NC Highway Patrol from the following sources:   |   |   |   |  |  |
| North Carolina Department of Justice, Statistics on Law Enforcement (2003)   |   |   |   |  |  |
| Office of the State Fire Marshal (OSFM), Department Apparatus Report (2004-5)  |   |   |   |  |  |
| Office of Emergency Medical Services (OEMS) Certified Ambulance (2005)   |   |   |   |  |  |
| The data reflected above includes the following for each discipline:   |   |   |   |  |  |
| 1) Law Enforcement = 1 radio per sworn officer and 1 radio for 1/3 of civilians to include   |   |   |   |  |  |
| 2) Fire = 1 mobile radio for each apparatus listed with OSFM and two additional mobile   |   |   |   |  |  |
| 3) EMS/Rescue Squads = 1 mobile radio and 1 portable radio for each certified ambulance.   |   |   |   |  |  |
| **The cost of radios for agencies who wish to participate in the VIPER system range from \$1500 to \$5000. The VIPER team is unable to determine exactly which model(s) of radio that an entity might choose for its personnel, therefore an assumption has been made to calculate the cost to agency based upon an average price of \$3250 per radio. |   |   |   |  |  |

Attachment 1

# **Medical Services**

This Section Includes:

- Health Care White Paper



## **SUMMARY**

The Comprehensive Regional Growth Plan (CRGP), published by the BRAC Regional Task Force (BRAC-RTF) in 2008, made a series of recommendations regarding the region's capacity to support the health care needs of the region's large and growing military-related community (Chapter 8). The original study, conducted as part of the development of the CRGP, found that access to health care for military personnel and military families in the 11-county BRAC-RTF region was based on the number of health care providers that accepted TRICARE. TRICARE has one of the largest client bases in the region and the study revealed a need to increase the number of providers that fully accept TRICARE. The study also showed that there was a need for additional dentists, surgeons, and primary-care providers across the region. For the region as a whole, it was projected that meeting the demand generated by normal population growth and the expansion of Fort Bragg will require an additional 134 dentists and 64 surgeons. Also identified, is a need for additional behavioral health providers and psychiatrists, and for them to be better distributed across the region, particularly those who work with children.

The community has come together to try and address these concerns with limited success. Two examples of that effort are the Allied Health Sector Regional Skills Partnership and the Medical Services Task Force. The Allied Health Sector Regional Skills Partnership is comprised of AHEC, WDBs, k-20 educators, and area medical providers working to increase the 'home-grown' qualified labor pool and build career ladders in the health care fields. The BRAC-RTF is a founding partner of this organization and has a seat on the board of directors. This effort has been funded by the NC Department of Commerce, Division of Workforce Development. The Medical Services Task Force grew out of the regional working group formed to develop the information for the CRGP and is a group of subject matter expert volunteers that is called upon periodically to inform the BRAC-RTF on health care issues. Most recently, this group provided feedback on the importance of recruiting new providers to the region.

In addition to recommending an increase in health care providers, the CRGP made a series of recommendations focused toward improving the level and capacity for health care in the region. These recommendations include:

- Coordinating with state and regional health care system officials and agencies for the construction of new hospitals (locations determined through needs assessment) to support the growing region and address the limited availability of acute-care and outpatient services.
- Developing a business recruitment/retention model to explore ways to incentivize and otherwise improve the region's ability to recruit/retain psychiatrists, dentists, surgeons, and other needed providers.
- Exploring options to establish or recruit substance abuse treatment services to the area.
- Updating or developing Long-term Health Care Service master plans for the counties.
- Encouraging the creation of an American Psychological Association (APA) approved psychology internship in Fayetteville. This should be done as a collaboration of interested academic and service agencies and will contribute to increasing the region's institutional capacity in this area.
- Developing a community-wide Substance Abuse Academy to educate people about substance abuse and substance abuse treatment.
- Working and coordinating with regional DoD TRICARE officials to expand the overall pool of TRICARE resources in the region.

- Improving the accessibility to quality services for individuals with chronic and persistent mental health issues. All of the counties in the region are served by less than one mental health specialist per 10,000.
- Improving the accessibility to quality dental services for individuals within the region. Three of the BRAC-RTF counties (Harnett, Hoke, and Robeson) possess less than 2 dentists per 10,000 people. Increasing TRICARE reimbursement rates will improve the region's ability to both expand coverage through existing providers and attract new providers.
- Encourage the Department of Defense to increase payment rates to regional providers as an incentive to increase the number of providers accepting TRICARE. Currently, access to health care in the Fort Bragg region is limited by providers' reluctance to fully participate in TRICARE.

Below are other recommendations that were not previously identified in the CRGP. These are from regional health care subject matter experts and include:

1. Encouraging the Department of Health and Human Services to allow for the following actions, policy changes, and/or waivers under the new Affordable Care Act (ACA):
  - Pertaining to the Health Resources and Services Administration (HRSA) and the Teaching Health Centers; expand the community sites eligible beyond FQHCs (Federally Qualified Health Centers) for primary care and surgery residencies.
  - Under the ACA, request a TRICARE fee schedule waiver to increase payments for a designated period such as five years to help get new doctors established.
  - Under Workforce Section: Use a business recruitment model to offer small business tax credits to help get new doctors established.
  - Add Scotland, Cumberland, Richmond and Moore counties to the medically underserved areas so as to allow doctors and dentists in those areas to access the student college tuition loan repayment program.
  - Under HRSA Demonstration projects: Pay for doctor and dentist malpractice coverage for a limited number of years as a recruitment tool.
2. Encourage TRICARE to cover 'specialty' medical services such as physical therapy assistants, chiropractors, etc. Unlike other Federal health care plans, TRICARE does not currently cover PTA services. With more Wounded Warriors and elderly veterans in the community, this is a critical need.
3. A 'regional healthcare summit' was convened at the Womack Army Medical Center on December 17, 2010. The meeting was convened and facilitated by the DOD's Office of Economic Adjustment (OEA) on behalf of the BRAC-RTF. Other attendees included key officials with TRICARE, the Department of Health and Human Services (DHHS), and the Womack Army Medical Center commander. The following additional actions were discussed:
  - Revisit/update community medical service assessment to include existing capabilities of base hospital and TRICARE network (BRAC Regional Task Force and Fort Bragg Hospital Command).
  - Identify counties in Fort Bragg region that could qualify as National Health Corps Sites (BRAC Regional Task Force and Health Resources and Service Administration, U.S. Department of Health and Human Services Region 4 Office).
  - Explore possible strategies/actions to increase providers in selected specialties to the region (BRAC Regional Task Force and Health Resources and Service Administration, U.S. Department of Health and Human Services Region 4).
  - Identify possible resources to support the identification of medical service gaps and the development of a business plan to address those gaps (U.S. Department of Health and Human Services).

- Initiate community engagement with state points of contact for community health centers and state primary care office (BRAC Regional Task Force).
- Initiate discussion with Substance Abuse and Mental Health Service Administration (SAMHSA), U.S. Department of Health and Human Services regarding substance abuse treatment concerns in the region (BRAC Regional Task Force, U.S. Department of Health and Human Services, and SAMHSA).
- Conduct further discussion regarding TRICARE authority, specifically coverage for child sex/physical abuse provider coverage (TRICARE, BRAC Regional Task Force and Southern Regional Area Health Education Center)
- Another key topic of discussion was the perception that TRICARE is slow to reimburse doctors when claims are submitted. TRICARE officials indicated that this is not a pervasive issue and that claims payments are being made in a timely fashion. Apparently, TRICARE being ‘slow pay’ is just a misperception. Still, this may be keeping some providers from participating, or fully participating, in TRICARE. The BRAC-RTF will work with Health Net, AHEC, and other area medical officials to educate providers and to encourage greater TRICARE participation and utilization rates across the region. (TRICARE, BRAC Regional Task Force and Southern Regional Area Health Education Center)

### **THE CHALLENGE**

Even prior to the military expansion at Fort Bragg, the region’s health care system was stressed. Regional health care organizations have worked with limited success to account for normal population growth for the region and the military growth will exacerbate existing capacity issues. There will be substantial gaps in the level of service provision in some locations, as well as in the availability of certain medical specialists.

The recommendations herein are extensive and the BRAC-RTF has been challenged in its ability to work these issues with the organization’s current staff. Much of the organization’s effort in this arena has been done through our Workforce Demonstration Program Director who is currently being paid out of a grant paid for by the Department of Labor. Unfortunately, that funding expires in June of 2011. In addition, the OEA funded Regional Planning staff does not have the time nor expertise to coordinate this effort. Thus, the BRAC-RTF feels that while its engagement in this arena has played a significant role in facilitating much of the progress that has been made to date, more research and coordination of efforts is needed.

The above-referenced meeting was a big step in the right direction. While these three entities have made great and positive strides in addressing some of the gaps identified in the CRGP, challenges still remain across the 11-county region. Because of this meeting, it is anticipated that we may be on the verge of a new understanding with some of these federal departments that will allow us to address some of these issues in a more meaningful way. Unfortunately, this comes at a time when funding for our existing personnel resources to address these issues are expiring. The BRAC-RTF has invested significantly in order to gain an intimate knowledge of the region’s healthcare needs. But the BRAC-RTF is currently at risk of losing this institutional knowledge before it can be effectively utilized.

### **REQUEST**

The BRAC-RTF requests assistance in identifying the appropriate offices and resources in the various federal agencies that need to be brought to bear on these issues. Funding is also needed for the purpose of maintaining existing staff that are familiar with the region’s health care needs and personnel. This staff can then facilitate the continued engagement of the federal partners and work with the various community organizations tasked with implementation of the identified initiatives.

## **FUNDING AGENCY**

Two federal agencies have missions and interests that most closely coincide with the need to improve the access to adequate health care services in the BRAC-RTF region. Both the Department of Defense (through OEA, the TRICARE Program, and/or other resources) and the Department of Health and Human Services can assist us with implementing the type of program or policy changes and/or acquiring funding and other resources necessary to continue and improve the region's efforts to attract and retain identified medical specialists and expand access and coverage through TRICARE.

## **COST**

While the specific costs of the various recommendations above are not known, it is projected that \$105,000 is needed to continue funding the existing staff position for one year. There is also the need to conduct a new study of regional medical services capacity that will update those resources and gaps identified in the 2007/8 CRGP 'snapshot-in-time'. Current OEA funds are being targeted at developing a regional recruitment and retention plan and program for dentists, surgeons and other needed medical specialists such as psychiatrists.

## **CONCLUSION**

The increase in population and the resulting increased demand for quality, timely, and convenient medical services is problematic for an already challenged system. To ensure the health and well-being of the region's residents, both military-related and civilian, it is critical that we expand access to certain health care providers and services. Further, a way must be found to increase health care access in a way that addresses the needs of both the military and civilian populations. The region has previously implemented some initiatives in attempts to address these health care capacity issues. These efforts have made progress, but not enough. The December Healthcare Summit was a pivotal moment in the region's effort. We believe that by working together, the Summit participants may be able to substantially address many of the identified concerns.

# **Transportation**

This Section Includes:

- Community Impact Issues
- Fort Bragg CTSP Executive Summary
- Murchison RD Whitepaper
- Road Construction Map
- Regional Transportation Map
- I-295 and Murchison Road Construction Photos

## **Community Impact Issues Related to Mission Growth at Fort Bragg, North Carolina September 1, 2010**

### **Transportation**

Fort Bragg and the surrounding communities have identified two critical transportation projects that are clearly and substantially linked to mission growth. The **Murchison Road Project** includes the expansion of Murchison Road from a four-lane to a six-lane road and ultimately closing a segment of Bragg Boulevard to civilian traffic. With the closure of Bragg Boulevard, Murchison Road will become the main north to south artery road for civilian traffic, thus reducing traffic congestion and enhancing force protection to the installation. This road project will also include the addition of two interchanges at Honeycutt Road and Murchison Road and Randolph Street and Murchison Road.

The North Carolina Department of Transportation is completing this project in two phases (see attached map). Phase I of the project includes the widening of Highway 210 (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 the widening of Highway 210 from Honeycutt Road northward to the Town of Spring Lake to the intersection of Highway 87 and Highway 210 and a new interchange at Randolph Road for an access control point to Fort Bragg.

The overall cost for this project, which includes construction, right of way and mitigation, is **\$80.7** million. Construction for Phase I of this project is currently underway at a cost of \$28.7 million. Funding for this phase include \$21.8 million from the FY 2009 Military Construction Act Army portion and \$6.9 million from the North Carolina Department of Transportation. Total cost for Phase II of this project is estimated to be \$52 million. As of date, this phase is not fully funded. The State of North Carolina expects to contribute a third of this cost, which leaves the total project shortfall at \$35 million. The FY 2011 President's budget includes \$17 million for right of way acquisition for Phase II of the project. The remaining \$18 million for construction is competing in the FY 2012 – 2016 Army Project Objective Memorandum.

The **Interstate 295 Fayetteville Outer Loop project** will connect Fort Bragg to Interstate 95 with access north and south of the city of Fayetteville. In 2005, the North Carolina Department of Transportation completed the first phase of this project from I-95 to US 401/Ramsey Street. The second phase of this project will connect from the temporary end of I-295 at US 401/Ramsey Street to Fort Bragg at several points and end at Yadkin Road with an estimated cost of **\$270** million. This phase will provide interstate connectivity from I-95 eight miles north of Fayetteville and the All-American Freeway, which is the largest access control point at Fort Bragg. The state planned to award funding for this phase November 2008; however, due to budget shortfalls the state had to hold funding for this project. As a result of Recovery Act funds, the North Carolina Department of Transportation has continued progress on this phase with clearing, grading and construction of two interchanges at Bragg Boulevard and Murchison Road to connect these roads with a section of the I-295 loop. This \$55 million grading and structure project is slated for completion June 2012. The paving of the segment will begin September 2012 and the state will consider the remaining segments of I-295 for programming in the next update to the state transportation improvement plan. The North Carolina Department of Transportation recently published a

new draft list of funding priorities for urban loop projects, where the I-295 project ranked 4<sup>th</sup> in the list. The funding gap to complete this phase of the I-295 loop project is \$80 million.



# **Fort Bragg Comprehensive Transportation Systems Plan Executive Summary**

(Revised and Updated August 2010)



## The Challenge



### EXISTING CONGESTION

- Capacity failure on critical roads,
- Increasing accident rates,
- Failure at key intersections,
- Backups at Access Control Points (ACPs) impacting local roads and travel time,
- 50 year old roadway infrastructure, and
- Congestion within the Old Post Historic District (OPHD) due to narrow streets and multiple turning movements.

### WORKFORCE GROWTH AND DENSITY INCREASES

- Transformation and Base Realignment and Closure (BRAC) actions (near term growth 7,000+, long term growth 20,000),
- New 6 story barracks,
- Increasing density of office and support services, and
- Increasing traffic concentration.

### SECURITY

- Force Protection criteria determination to close Bragg Boulevard,
- Murchison Road expanded with interchanges to serve Fort Bragg.

### REGIONAL GROWTH

- Growth to north, west, and southwest of installation,
- Growth is compounding severely congested access routes through nearby Spring Lake,
- Construction of Murchison Road to accommodate current Bragg Boulevard traffic, and
- I-295: Fayetteville Loop - Increased regional traffic and better distributed of access to Fort Bragg.

## Solutions:

The Comprehensive Transportation Systems Plan consists of three companion report volumes plus Appendices and this Executive Summary.

ex

### Executive Summary

- Summarizes the Thoroughfare Plan major issues, primary recommendations, rough order magnitude cost estimates, and Alternative Transportation Concepts.

1

### Volume I: Thoroughfare Improvement Plan (TIP):

- Assessment of existing Fort Bragg roadway network, projected traffic impacts, and recommended improvements to thoroughfares, roads and streets, critical intersections and ACPs.

2

### Volume II: Alternative Transportation Study (ATS)

- Promotes integrated and implementable concepts for long range sustainable multimodal transportation alternatives at Fort Bragg.

3

### Volume III: Transportation Capital Improvement Projects (TCIP)

- Details 200 recommended near- and long-term roadway segment, intersection, and ACP projects with rough order magnitude cost estimates for capital planning and budgeting purposes.

ap

### Appendices: Appendices 1 through 11

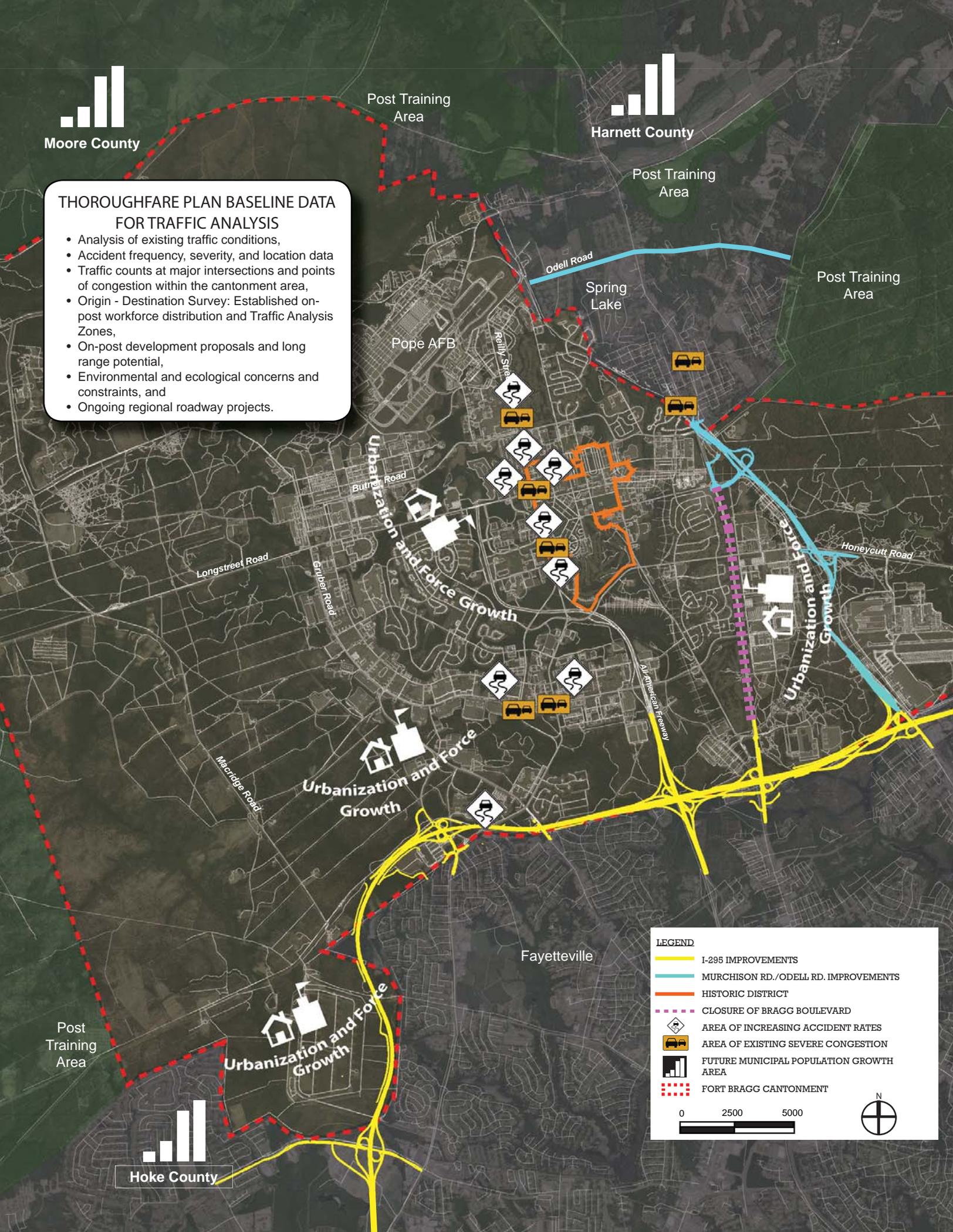
- Traffic counts, special studies, white papers and planning criteria.





### THOROUGHFARE PLAN BASELINE DATA FOR TRAFFIC ANALYSIS

- Analysis of existing traffic conditions,
- Accident frequency, severity, and location data
- Traffic counts at major intersections and points of congestion within the cantonment area,
- Origin - Destination Survey: Established on-post workforce distribution and Traffic Analysis Zones,
- On-post development proposals and long range potential,
- Environmental and ecological concerns and constraints, and
- Ongoing regional roadway projects.



**LEGEND**

- I-295 IMPROVEMENTS
- MURCHISON RD./ODELL RD. IMPROVEMENTS
- HISTORIC DISTRICT
- CLOSURE OF BRAGG BOULEVARD
- AREA OF INCREASING ACCIDENT RATES
- AREA OF EXISTING SEVERE CONGESTION
- FUTURE MUNICIPAL POPULATION GROWTH AREA
- FORT BRAGG CANTONMENT

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# 2030 Thoroughfare Plan Objectives Achieved

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## Distribution of Access from Off-Post Growth Areas and Better Distribution of Traffic Volumes at ACPs.

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- Harnett County to the North/Northeast: Opening access via Odell Road and Armistead Street can redirect upwards of 1,000 vehicles per hour (vph) during the AM peak. This will significantly reduce traffic flow at the NC87/210 bottleneck through Spring Lake and reduce loading at the Butner/Randolph ACPs.
- Moore County to the Northwest: Improving Vass Road access via John Shaw Neil Road to Longstreet ACP provides a direct route from growth areas to the west of Fort Bragg, in Moore County, and reduces further potential traffic congestion on NC 87/210.
- Hoke County to the Southwest: Providing a direct route from the growing Hoke County area, through the realignment of Chicken Road and Yorktown Victor, reduces growth in congestion at the Reilly Street ACP.
- The 2030 Plan maximizes use of I-295 and Murchison Road for traffic from the south and east and reduces

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## Improved Roadway and Intersection Design with Increased Capacity and Efficiency.

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- Redesign key intersections with dedicated left and right turn lanes to maximize traffic lane volume.
- Provide center left turn lanes along roadways where there are numerous parking and services entrances, such as Gruber Road.
- Align intersections to minimize multiple turning movements such as at Macomb Street/Woodruff Street and Longstreet Road.
- Implement an integrated signalization system that maximizes intersection capacity.

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## Improved Traffic Routing On-Post Increases Roadway Efficiency and Provides Better Use of Intersection Capacity.

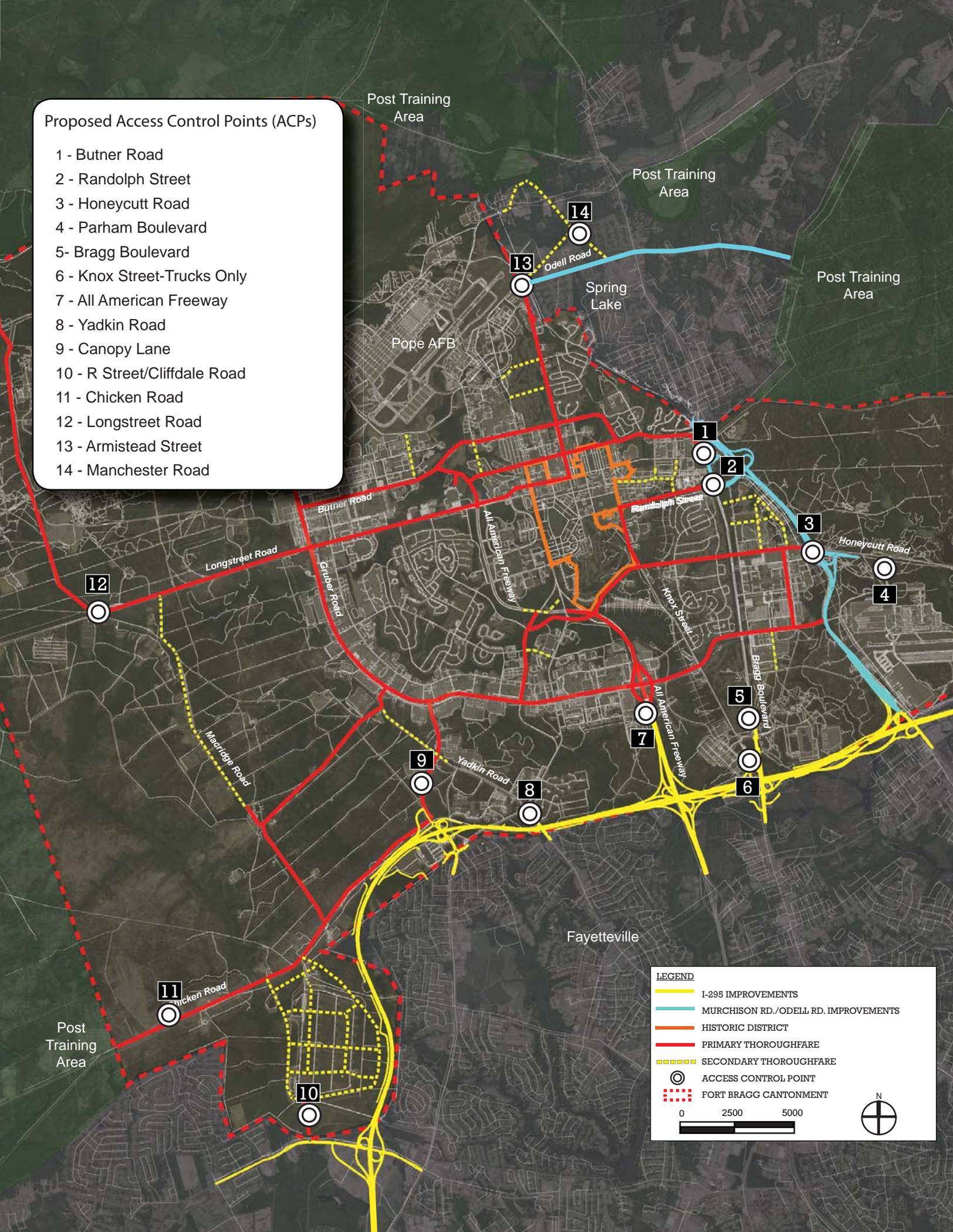
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- Maximize direct origin and destination thoroughfare flows, for example through the All American extension to Butner Road.
- Distributing traffic minimizes points of congestion, such as diverting traffic from the Reilly Street/ Butner Road intersection to All American Expressway, Armistead Street, and Letterman Street extensions.
- Implement intelligent traffic information systems to route traffic during closures, emergencies, and accidents.



Proposed Access Control Points (ACPs)

- 1 - Butner Road
- 2 - Randolph Street
- 3 - Honeycutt Road
- 4 - Parham Boulevard
- 5- Bragg Boulevard
- 6 - Knox Street-Trucks Only
- 7 - All American Freeway
- 8 - Yadkin Road
- 9 - Canopy Lane
- 10 - R Street/Cliffdale Road
- 11 - Chicken Road
- 12 - Longstreet Road
- 13 - Armistead Street
- 14 - Manchester Road



**LEGEND**

- I-295 IMPROVEMENTS
- MURCHISON RD./ODELL RD. IMPROVEMENTS
- HISTORIC DISTRICT
- PRIMARY THOROUGHFARE
- SECONDARY THOROUGHFARE
- ⊙ ACCESS CONTROL POINT
- FORT BRAGG CANTONMENT

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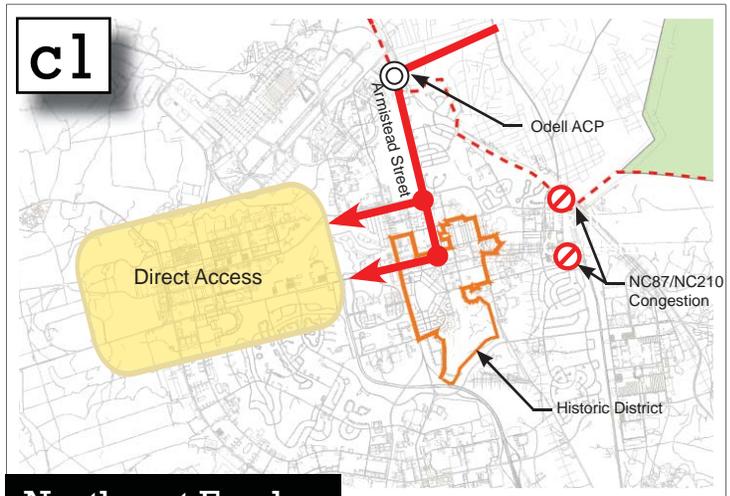
# Thoroughfare Improvement Projects

Two key elements of Roadway System Efficiency are addressed in the Thoroughfare Improvement Plan (Volume 1).

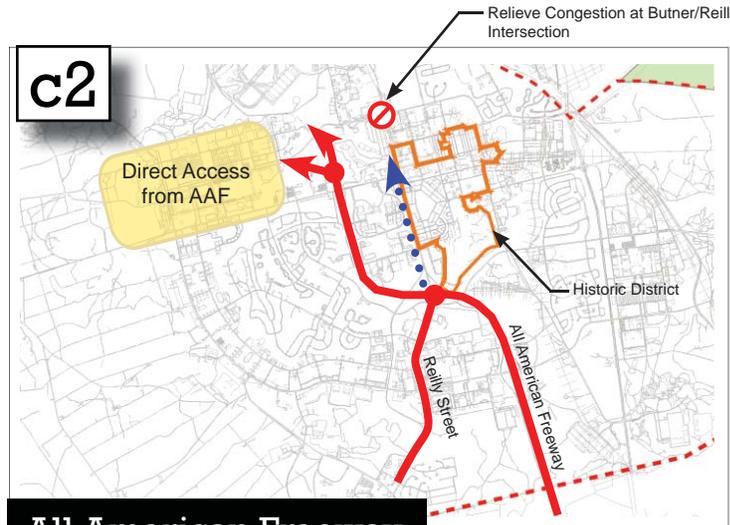
- **ROUTING:** An efficient system minimizes turning movements throughout the system, thereby reducing friction and flow disruptions. An efficient Thoroughfare System routes traffic from origins to destinations with directness, ease, and safety.
- **CAPACITY:** Operational efficiency improves capacity through street widening, intersection improvements, improving vertical and horizontal alignment, access management, and eliminating roadside obstacles.

**PRIORITY PROJECTS**

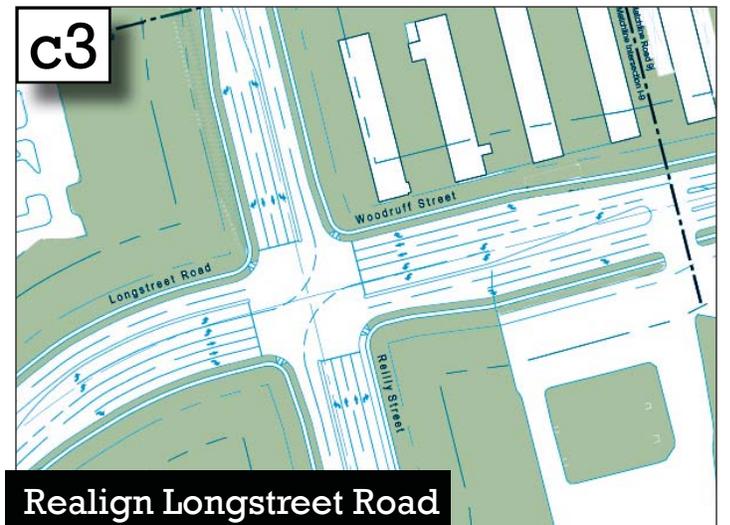
| Project                                     | Description   | ROM Cost     |
|---|---|--------------|
| <b>c1</b><br>Northeast Feeder               | Develop Odell ACP to distribute traffic and reduce traffic concentration on NC87 and NC210. This provides direct access from the north to Joint Special Operations Command (JSOC), Directorate of Public Works (DPW), the OPHD, and brigade areas along Butner Road and Longstreet Road. Traffic crossing the OPHD and traffic at Butner ACP is reduced.          | \$47 million |
| <b>c2</b><br>All American Freeway           | Extend the All American Freeway (AAF) to distribute traffic on-post. This will minimize congestion and turning movements at intersections such as Reilly Street and Butner Road. Currently traffic from the AAF and Reilly Street with destinations along west Butner Road and Pope Air Force Base (AFB) is all channeled through the Reilly/Butner intersection. | \$21 million |
| <b>c3</b><br>Longstreet Road at Reilly Road | Realign Longstreet Road at Reilly Road to create a cross intersection. Multiple turning movements at this location create congestion and restrict signal time for the flow of traffic. This realignment eliminates multiple left/right turning movements on Reilly Street.  | \$55 million |



**Northeast Feeder**



**All American Freeway**



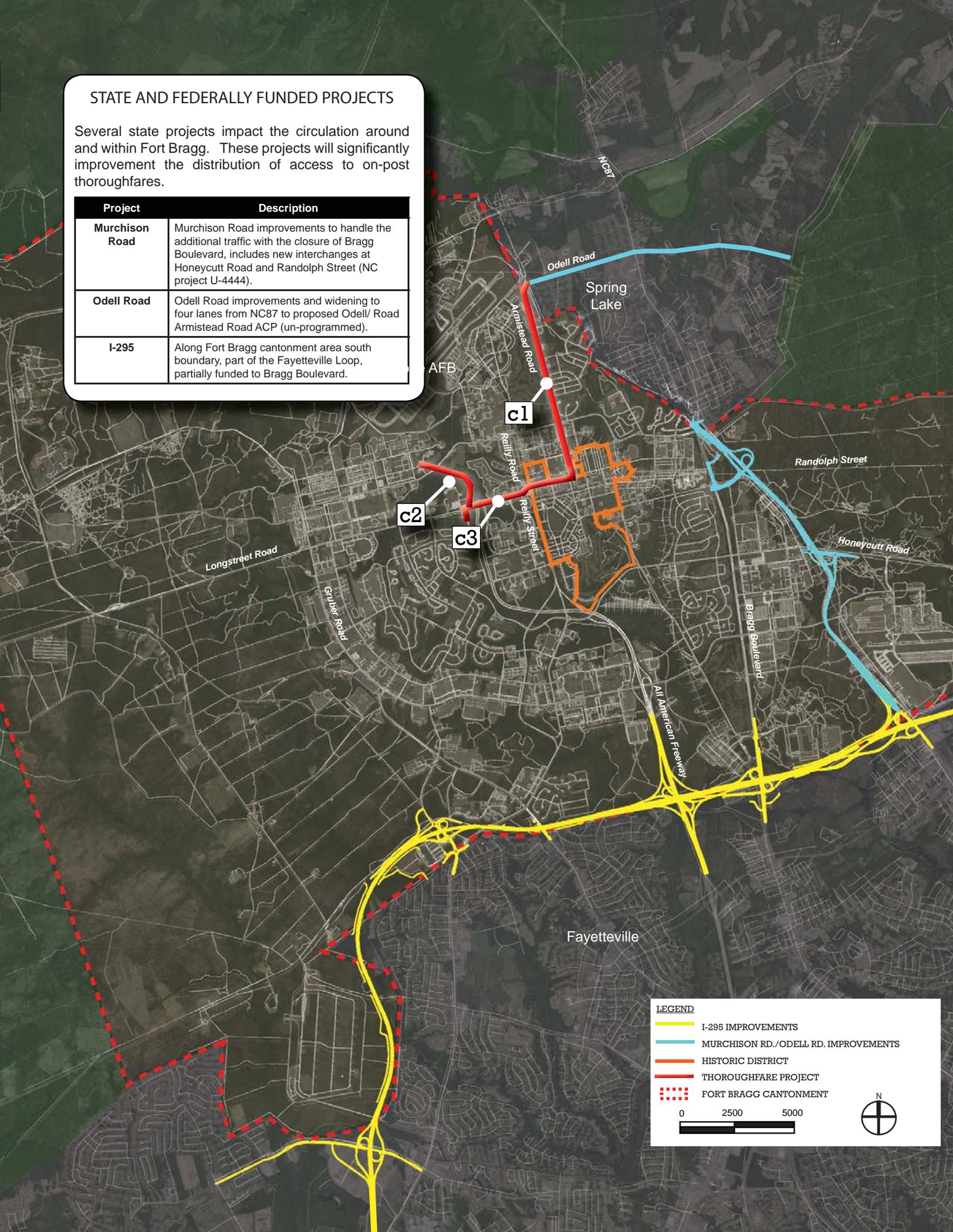
**Realign Longstreet Road**



## STATE AND FEDERALLY FUNDED PROJECTS

Several state projects impact the circulation around and within Fort Bragg. These projects will significantly improve the distribution of access to on-post thoroughfares.

| Project               | Description  |
|-----------------------|--|
| <b>Murchison Road</b> | Murchison Road improvements to handle the additional traffic with the closure of Bragg Boulevard, includes new interchanges at Honeycutt Road and Randolph Street (NC project U-4444). |
| <b>Odell Road</b>     | Odell Road improvements and widening to four lanes from NC87 to proposed Odell/ Road Armistead Road ACP (un-programmed).   |
| <b>I-295</b>          | Along Fort Bragg cantonment area south boundary, part of the Fayetteville Loop, partially funded to Bragg Boulevard.   |



**LEGEND**

- I-295 IMPROVEMENTS
- MURCHISON RD./ODELL RD. IMPROVEMENTS
- HISTORIC DISTRICT
- THOROUGHFARE PROJECT
- - - FORT BRAGG CANTONMENT

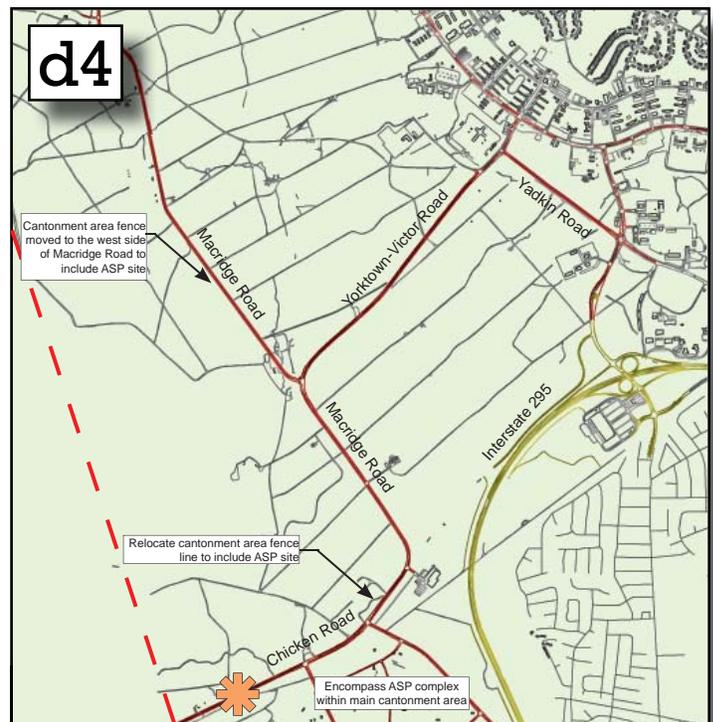
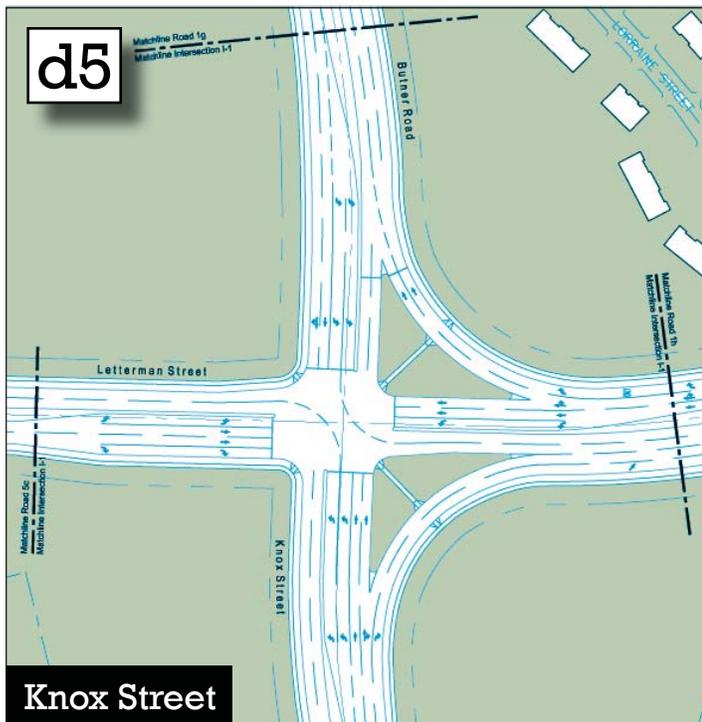
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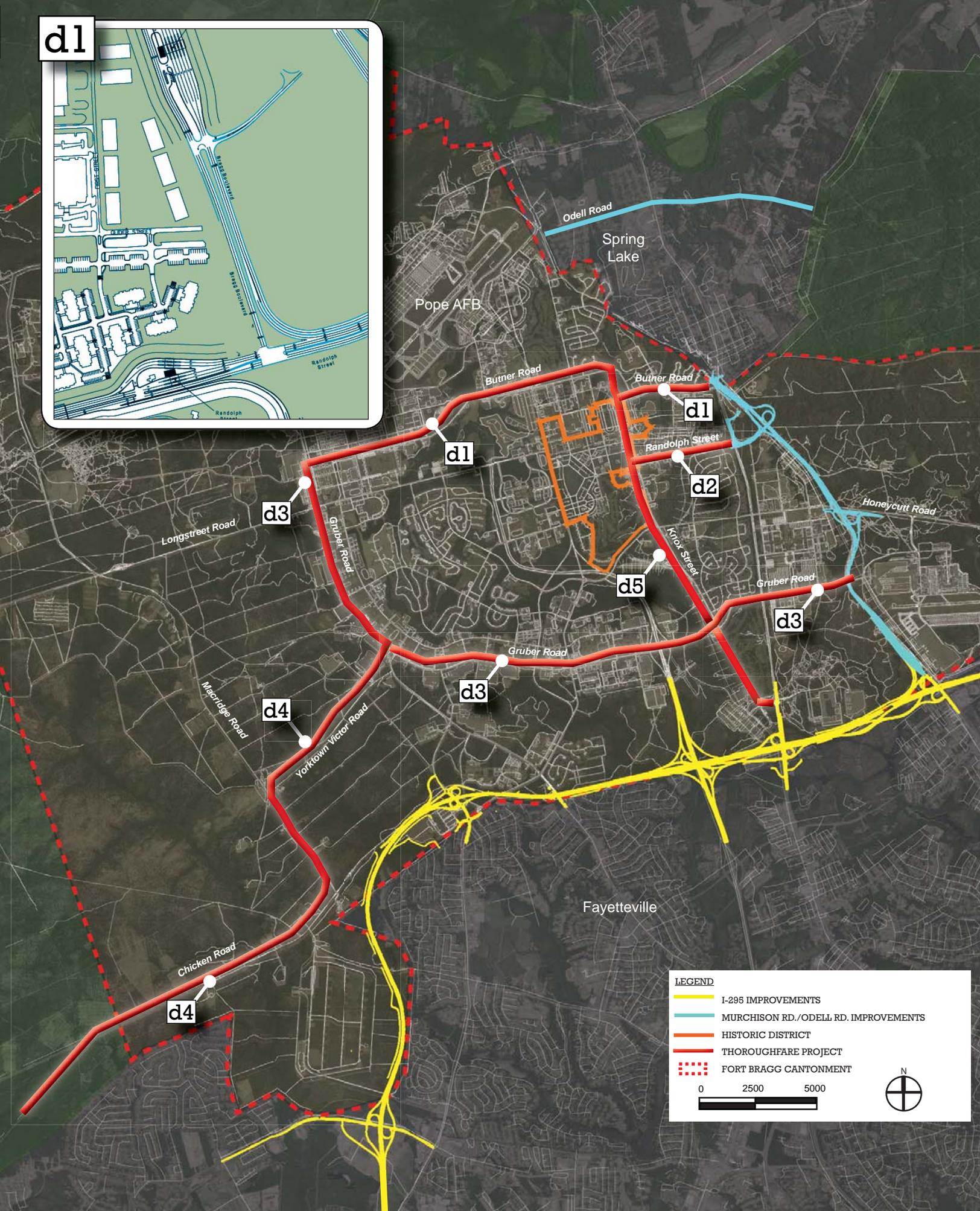
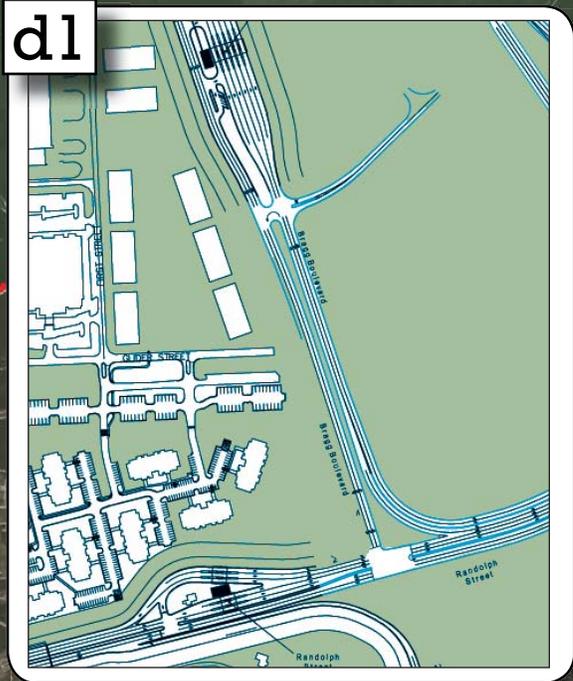


# D

## Priority Projects

| Project                                       | Description  | ROM Cost      |
|---|--|---------------|
| <b>d1</b><br>Butner Road and ACP Improvements | Butner Road is a major east-west feeder route, however the current four lane road is restricted at many locations by turning movements. This condition will worsen as development density increases along the thoroughfare. Road widening with dedicated left turn and right turn lanes along with intersection and signalization improvements will significantly increase thoroughfare capacity.  | \$97 million  |
| <b>d2</b><br>Improve Randolph Street Entrance | Realign and expand Randolph Street ACP. Widen the street and add turning lanes to intersections at Souther Place and Knox Street. The Knox/Randolph intersection upgrade is essential for U.S. Army Forces Command (FORSCOM) and U.S Army Reserve Command (USARC) traffic.   | \$20 million  |
| <b>d3</b><br>Gruber Road                      | Gruber Road is a key access route to significant portions of the 82nd Airborne Division barracks and company operations facilities (COF) functions that are consolidated between Gruber Road and Ardennes Street, and 82nd Airborne Division motor pool and vehicle maintenance facilities on Gruber Road. Gruber Road should be widened to provide a center turn lane from the AAF to Longstreet Road. In addition, the highly congested intersections at both Zabitosky Road and Reilly Street should be reconstructed to provide both left and right turn lanes. Currently multiple left turns at these locations negatively impact traffic flow along Gruber Road. | \$125 million |
| <b>d4</b><br>Chicken Road                     | Relocate Chicken Road ACP to encompass the ASP area into cantonment compound therefore reducing the number of ACPs required on post. Redirect Chicken Road to Gruber Road to reduce existing traffic crossing Canopy Lane and intersecting Reilly Street. This alignment also removes a future conflict point at the proposed Canopy Lane ACP implemented with the construction of I-295 and the Canopy Lane Interchange.  | \$63 million  |
| <b>d5</b><br>Improve Knox Street              | Improve Knox Street by widening and add turning lanes at Randolph Street and Honeycutt Road. Implement an intersection realignment at Butner Road.   | \$35 million  |





**LEGEND**

- I-295 IMPROVEMENTS
- MURCHISON RD./ODELL RD. IMPROVEMENTS
- HISTORIC DISTRICT
- THOROUGHFARE PROJECT
- - - FORT BRAGG CANTONMENT

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# Major Improvement Projects

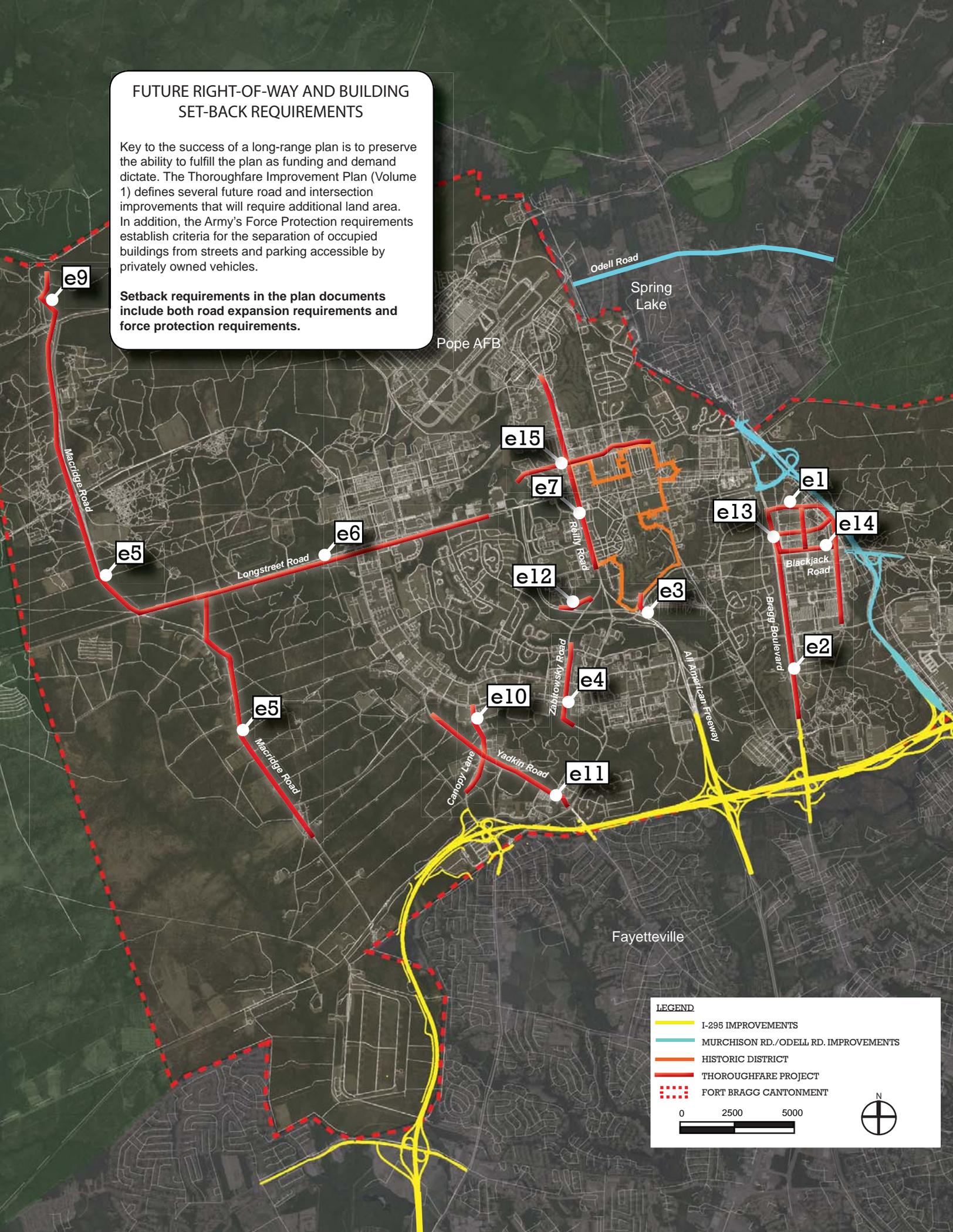
| Reference | Project                                     | Description   | ROM Cost     |
|-----------|---|---|--------------|
| e1        | Logistics Street                            | Widen Logistics Street from Gruber Road north and extend Logistics Street to Bragg Boulevard. This will provide circumferential circulation around the east Fort Bragg area.  | \$45 million |
| e2        | Bragg Boulevard Arterial                    | Modify and improve Bragg Boulevard turning movements and signalization for internal thoroughfare functioning from Knox Street north to Randolph Street.   | \$30 million |
| e3        | All American Freeway Ramp at Honeycutt Road | This ramp will provide access to Honeycutt Road and connect to Knox Street which provides access to the future FORSCOM/USARC complex.   | \$20 million |
| e4        | Zabitosky Road                              | Widen Zabitosky Road to three through lanes from Honeycutt Road to Reilly Road, including left and right turn lanes.  | \$25 million |
| e5        | Macridge Road and Lamont Road               | Improve Macridge Road and Lamont Road along the western boundary of the cantonment area. As part of the Chicken Road realignment project at Macridge Road the fence line should be moved outside Macridge Road so that traffic entering the Chicken Road ACP remains inside the cantonment area between Chicken Road and Longstreet Road.   | \$35 million |
| e6        | Longstreet Road                             | Improve Longstreet Road between Lamont Road and All American Freeway to include center median and left turn lanes.  | \$35 million |
| e7        | Reilly Road                                 | Widen, improve the alignment, and add turning lanes along Reilly Road from Zabitosky Road north to Hurst Street.  | \$35 million |
| e8        | Computerized Traffic Signal and EMS System  | Implement a central computerized traffic management system which is integrated with the North Carolina Department of Transportation system.   | \$35 million |
| e9        | Vass Road                                   | Provide a western access connector from NC 690 to Lamont Road.  | \$20 million |
| e10       | Canopy Lane                                 | The construction of I-295 includes an interchange at Canopy Lane and the construction of a new ACP on Canopy Lane. Concurrent with the I-295 construction improve Canopy Lane from the ACP to Gruber Road.  | \$25 million |
| e11       | Yadkin Road                                 | Widen Yadkin Road from Reilly Road west to the Yorktown Victor Road thoroughfare.   | \$25 million |
| e12       | Reilly Road northbound off-ramp             | Construct an off-ramp from Reilly Road to allow traffic to use the All American Freeway to access the Hospital, the Soldier Support Center and destinations along Longstreet Road and Butner Road. This will reduce the traffic volume along Reilly Road and at key intersections including the Butner/Reilly intersection.   | \$15 million |
| e13       | Tapline Road                                | Provide connector between Bragg Boulevard and Logistics Street.   | \$15 million |
| e14       | Blackjack Road                              | Realign Blackjack Road from Logistics Street southward to Honeycutt Road.   | \$12 million |
| e15       | Old Post Historic District                  | The proposed Letterman Street extension will provide the much needed relief for traffic currently forced through the OPHD. Traffic flow through the OPHD is restricted by the 2 lane streets and pedestrian traffic. The approved plan for the OPHD is to restrict privately operated vehicles from using Macomb Street and develop the area between the 18 <sup>th</sup> Corps. Headquarters and the new FORSCOM/USARC Headquarters as a pedestrian oriented town center with a conference center, restaurants and other support facilities. | \$40 million |



## FUTURE RIGHT-OF-WAY AND BUILDING SET-BACK REQUIREMENTS

Key to the success of a long-range plan is to preserve the ability to fulfill the plan as funding and demand dictate. The Thoroughfare Improvement Plan (Volume 1) defines several future road and intersection improvements that will require additional land area. In addition, the Army's Force Protection requirements establish criteria for the separation of occupied buildings from streets and parking accessible by privately owned vehicles.

**Setback requirements in the plan documents include both road expansion requirements and force protection requirements.**



**LEGEND**

- I-295 IMPROVEMENTS
- MURCHISON RD./ODELL RD. IMPROVEMENTS
- HISTORIC DISTRICT
- THOROUGHFARE PROJECT
- - - FORT BRAGG CANTONMENT

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# Capacity Improvement Projects

## Improve Traffic Flow at Points of Congestion

Just as good alignment and routing to distribute traffic is critical to an efficient thoroughfare system, the capacity of intersections and roadway segments is critical to maintain operational efficiency. In general, the 30-50 year old roadway infrastructure on-post was not designed for the increasing turning movements in combination with the current and projected traffic volumes. Thoroughfare Capacity Improvements Projects include recommendations for roadway, intersection and ACP improvements for capital planning and budgeting purposes.

Recommended roadway, intersection, and ACP improvements to the existing roadway network are developed to the concept level as individual projects and documented in Volume III (Transportation Improvement Projects). Cost estimates were developed for each project to provide maximum flexibility in preparing project funding documents for capital planning and budgeting purposes.

### Rough Order Magnitude Cost Summary (FY20 \$ : Midpoint of 2030 Plan)

|                          |                      |
|--------------------------|----------------------|
| 26 Intersection Projects | \$75 million         |
| 14 Access Control Points | \$50 million         |
| 155 Roadway Segements    | \$675 million        |
| <b>Total</b>             | <b>\$800 million</b> |

## Example Projects Improving Operational Capacity

**f1**

### Reilly Street and Butner Road

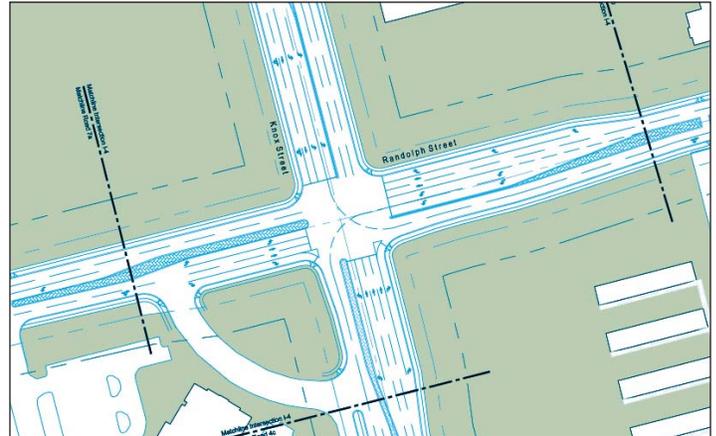
Improve the intersection of Reilly Street and Butner Road. This currently overloaded intersection will continue to carry heavy traffic in the future even with the recommended thoroughfare routing improvements.



**f2**

### Knox Street and Randolph Street

Improve the intersection at Knox Street and Randolph Street. Traffic generated by the occupancy of the FORSCOM/USARC headquarters building will push this intersection to LOS F.



**f3**

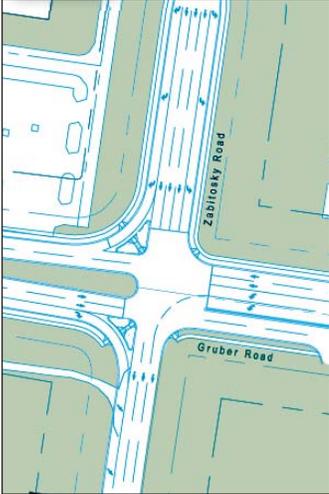
### Knox Street

Improve Knox Street with a median and left turn lanes to provide greater traffic control and improve pedestrian crossing opportunities. The section of Knox Street between Macomb Street and Randolph Street is already has a high accident rates and will experience significant increases in traffic from the new FORSCOM/USARC Headquarters.

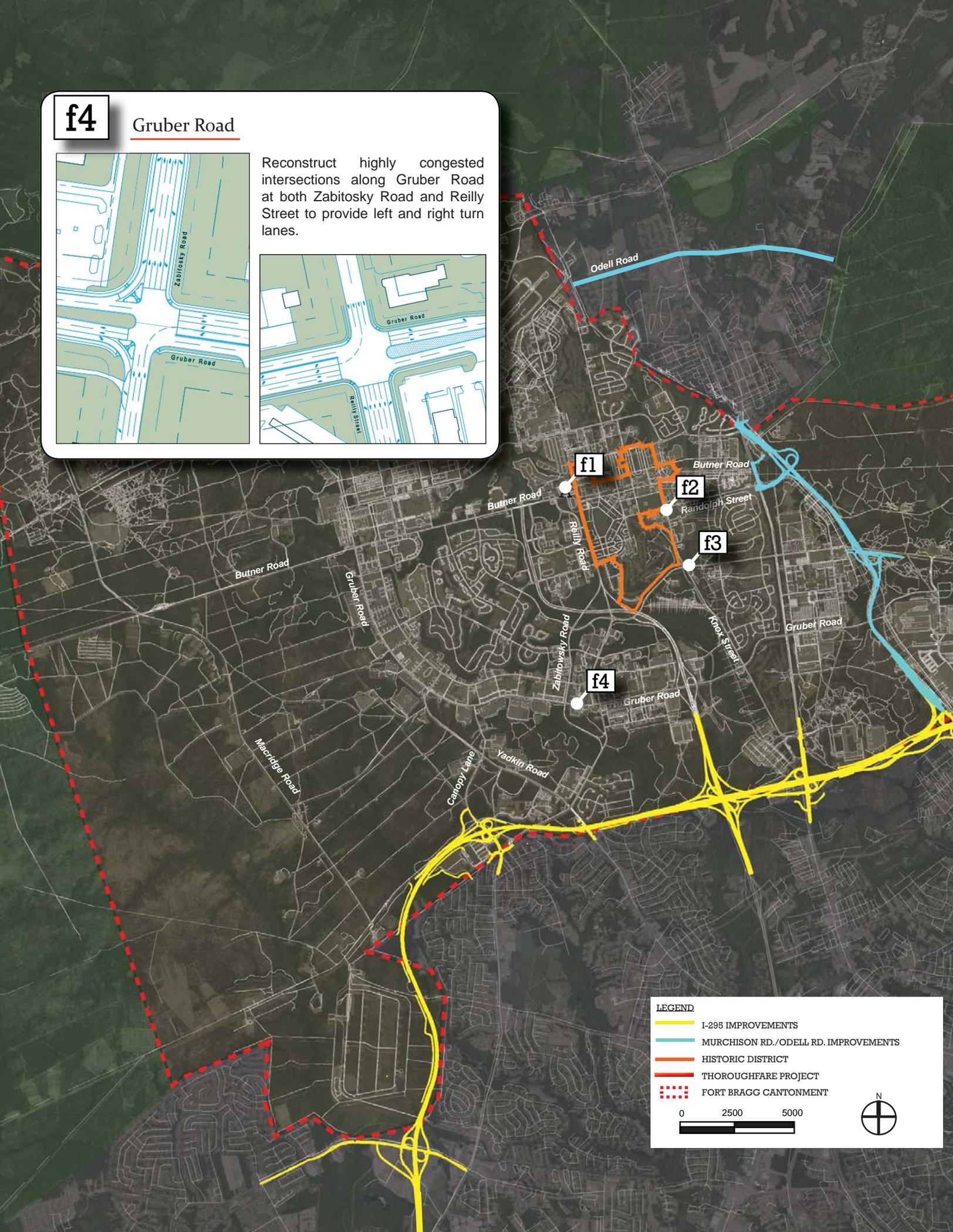
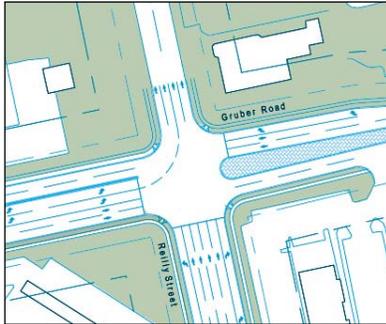


**f4**

**Gruber Road**



Reconstruct highly congested intersections along Gruber Road at both Zabitovsky Road and Reilly Street to provide left and right turn lanes.



**LEGEND**

- I-295 IMPROVEMENTS
- MURCHISON RD./ODELL RD. IMPROVEMENTS
- HISTORIC DISTRICT
- THOROUGHFARE PROJECT
- FORT BRAGG CANTONMENT

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# Thoroughfare Improvement Standards

## Thoroughfare Continuous Improvements Requirements

### Roadway Widening and Improvement Projects

As density continues to increase at Fort Bragg and aging street and utility infrastructure requires replacement, turn lanes and medians should be included within on-post thoroughfares as illustrated in Volume III (Transportation Improvement Projects).

### Access Control Point (ACP) Improvements

Recommended projects include:

- A new ACP at Odell Road,
- Relocate Butner Road ACP and provide six checkpoint lanes, a visitor's center, and a bus transfer point,
- Modify the existing three lane Randolph Street ACP project to a six lane checkpoint,
- Relocate Chicken Road ACP to secure the Ammunition Supply Point development area,
- Realign Honeycutt Road ACP, and
- Following the closure of Bragg Boulevard to the public, a new ACP is proposed along Brag Blvd from the south.

### Parking Structures

Fort Bragg is experiencing increasing development density and a scarcity of developable land and this is forcing the use of parking structures to fulfill parking requirements. This study recommends the continued use of parking structures to meet future parking needs on-post.

### Traffic Signal Coordination

The expansion of the current coordinated traffic signal system is recommended for multiple corridors on-post. Elements of this design would include radio-controlled, updated traffic signal controllers, upgraded detectors, and other signal equipment.

### Intelligent Transportation Management System

As part of signal coordination and optimization strategies, additional Intelligent Transportation Management System elements could be incorporated into the Post roadway network. The primary benefits of this system would include improved incident management and the possibility of implementing Advanced Traveler Information Systems.

### Intersection Improvements

Throughout Fort Bragg signalized intersections are limited in capacity as the result of shared through/left turn lanes. During peak periods the shared left lane is restricted to a single left turn lane, with through traffic restricted to the single right through lane. As a result, the four-lane capacity is effectively reduced to two lanes. Adding dedicated left turn lanes will increase intersection capacity significantly.

TO BE ADDED

## Typical Roadway Sections

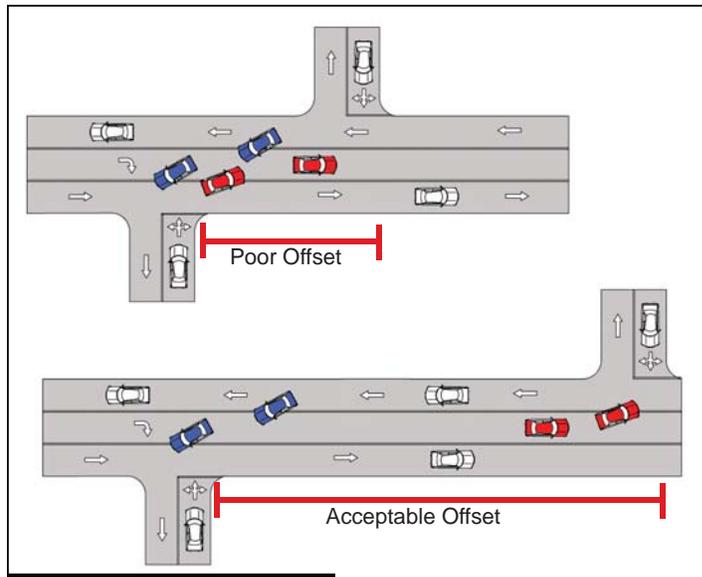


**Driveway Access**

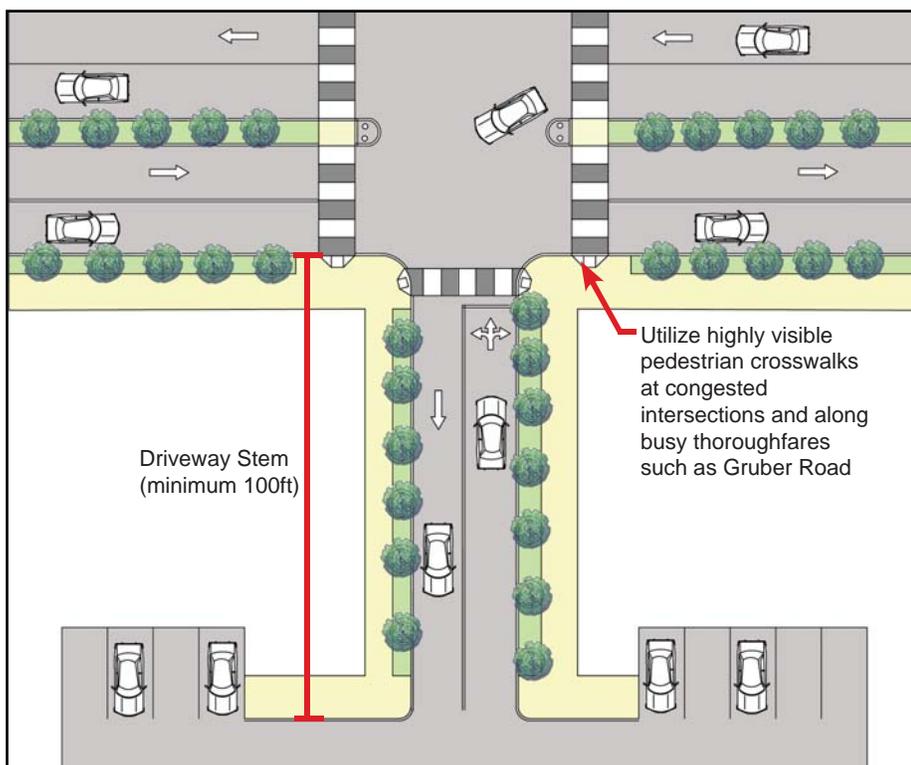
Improperly located driveways can cause traffic operational and safety issues due to inadequate left turn storage for both directions of travel. This can cause traffic to block adjacent streets and driveways. Adequate driveway offsets and driveway stems can mitigate this issue.

**Pedestrian Walkways**

Provide wide pedestrian walkways that support physical training requirements as well as convenient connections between the barracks, Company Operations Facilities, maintenance, and support functions. Raised pedestrian crosswalks are proposed to clearly identify pedestrian crossings and increase the visibility of foot traffic, especially in areas such as Gruber Road. The proposed crosswalk design uses long, gentle slopes and a minimum 6-foot walkway to buffer vehicle effects on pedestrians. Crosswalks must be designed to accommodate the weight and special requirements of military vehicles on the roadway.



**Driveway Offsets**



**Typical Intersection/Parking Access Treatment**



**Typical Sidewalk and Roadway Treatments on -post**





# Alternative Transportation Projects

Volume II: Alternative Transportation Study provides alternative transportation concepts intended to:

- Reduce vehicles miles travelled,
- Reduce emissions, and
- Reduce the number of privately owned vehicles entering the post.

Alternatives include high occupancy vehicles (car pools, van pools), buses, bicycles, and pedestrian modes. Volume II Study Recommendations include:

- Land use and transportation scenarios,
- Mode integration,
- Transportation demand management strategies,
- Regional transportation interfaces, and
- A long-term transportation vision for the post.

The implementation scenarios consist of a baseline, moderate, and aggressive implementation. The moderate scenario is fully attainable by 2015. The aggressive scenario represents a long-term vision that is achievable by 2030. These scenarios are completely integrated transportation solutions and include recommendations that are already accepted in many areas across the globe.

## Regional Bus Connections

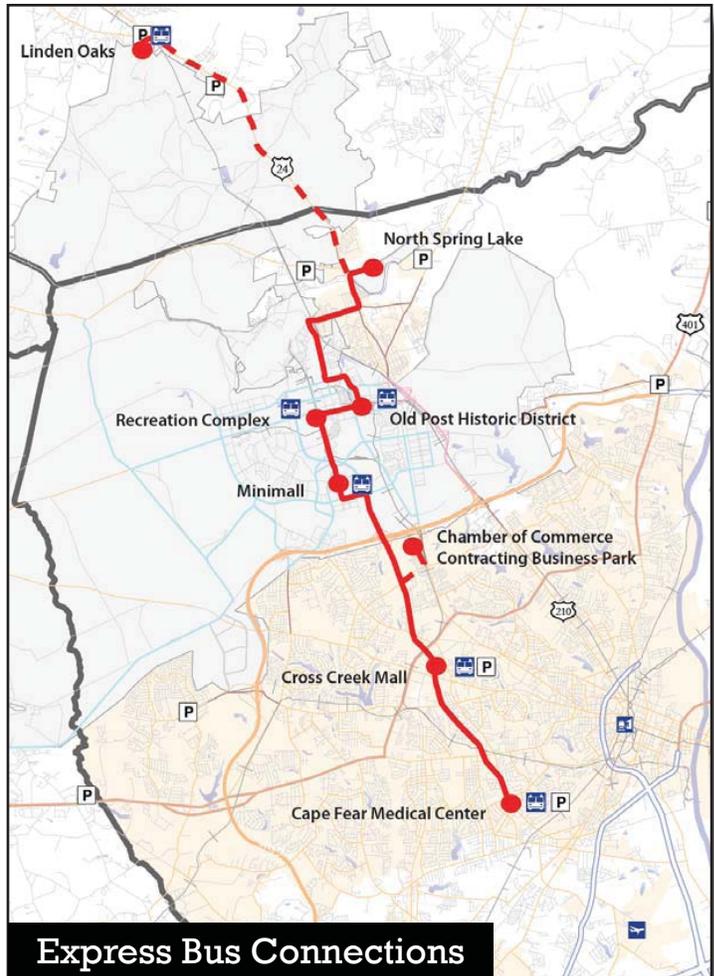
Because Fort Bragg is a secure installation, the recommended regional bus connections is via a DoD operated/contracted bus that is maintained and stationed on-post and picks up riders in the regional community. Security procedures that would be conducted at the ACP are conducted as passengers board the vehicle. The bus then proceeds through the ACP at a bus gate without needing to stop.

In one scenario an express bus, operating as a mobile ACP and parked on-post at night, picks up riders at the Cape Fear Medical Center and the Cross Creek Mall area. Proceeding along the All American Freeway, through the ACP without stopping, drop passengers at the Minimall and the Old Post Historic District and then circulate north, exiting via the proposed Odell ACP. From there the service picks up passengers from a proposed park and ride located just north of Spring Lake. These regional stops offer transfer points for Fayetteville Area System of Transit (FAST) bus lines.

## Shuttle Bus Requirement

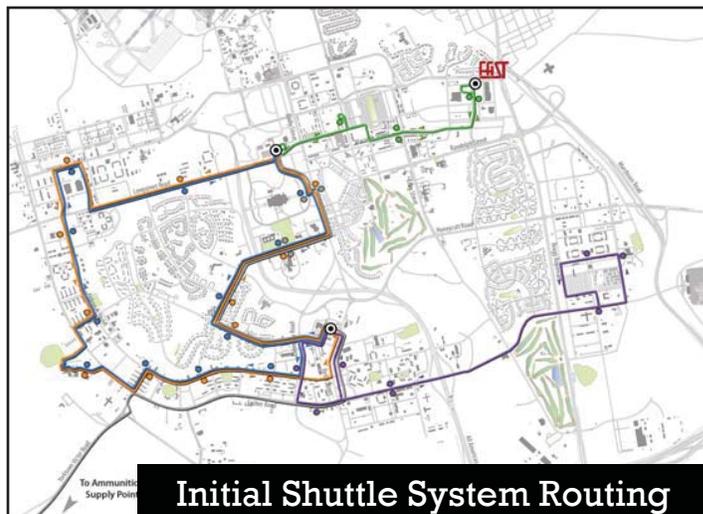
**A shuttle bus provides the on-post mobility which is essential for the implementation of car pools, van pools, regional bus and other alternative systems.**

Typically on-post trips are split between: regional commuters travelling to employment centers, and intra-post travel by soldiers (including the Wounded Warrior Brigade). Employment centers contain a large concentration of the civilian workforce with traditional work schedules (9-5) and travel originating off-post. Soldier travel is considerably different, as brigades are composed of clustered barracks, dining, and work facilities, soldiers walk to the appropriate nearby facility. However, soldiers often travel to various services on post for recreational, training, or other mission related functions such as the Soldier Support Center, the 82<sup>nd</sup> Division Headquarters, Minimall, Joel Clinic, Transportation Motor Pool and training areas.

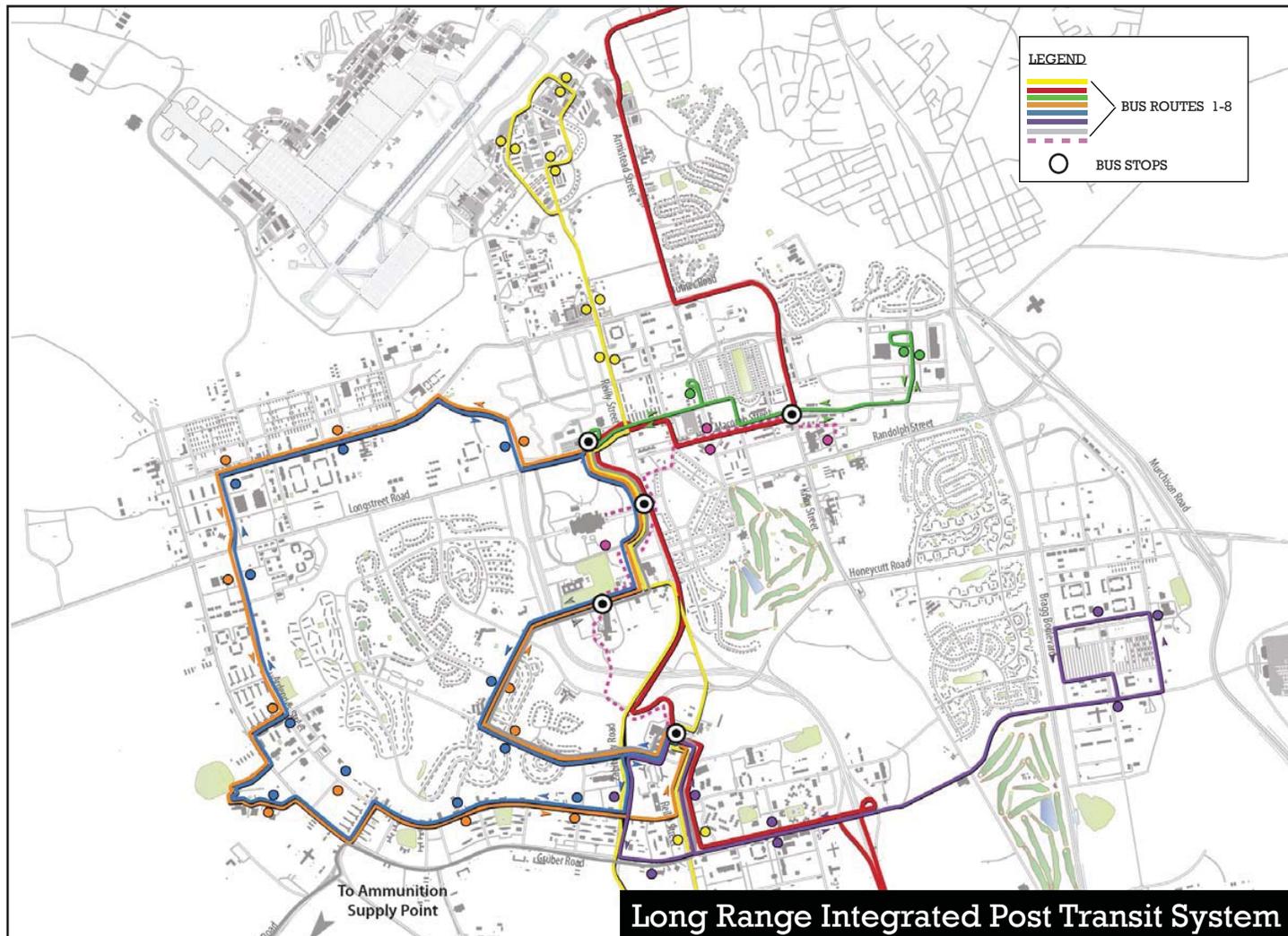


## Shuttle Bus Concept

The current Fort Bragg shuttle runs in a long, circuitous loop across the post. Realigning shuttle routes to smaller overlapping loops would allow a larger service area and quicker travel times between popular origins and destinations. Shorter shuttle routes can intersect at major activity centers that can function as both destinations and transfer points. Ideally, long trips can be configured to require only one transfer.



Initial Shuttle System Routing



Long Range Integrated Post Transit System



# Alternative Transportation Projects (cont.)

## Troop Movements, Trails, and Bikeways

Ardennes Street is a narrow two lane urban street and serves many brigade and troop support functions. It is a busy street typified by slow moving vehicles and heavy pedestrian traffic. In the morning Ardennes Street is closed due to military personnel physical training which limits access for AM peak hour vehicular traffic.

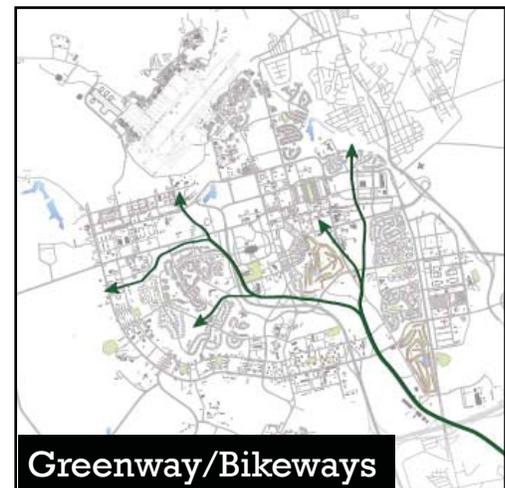
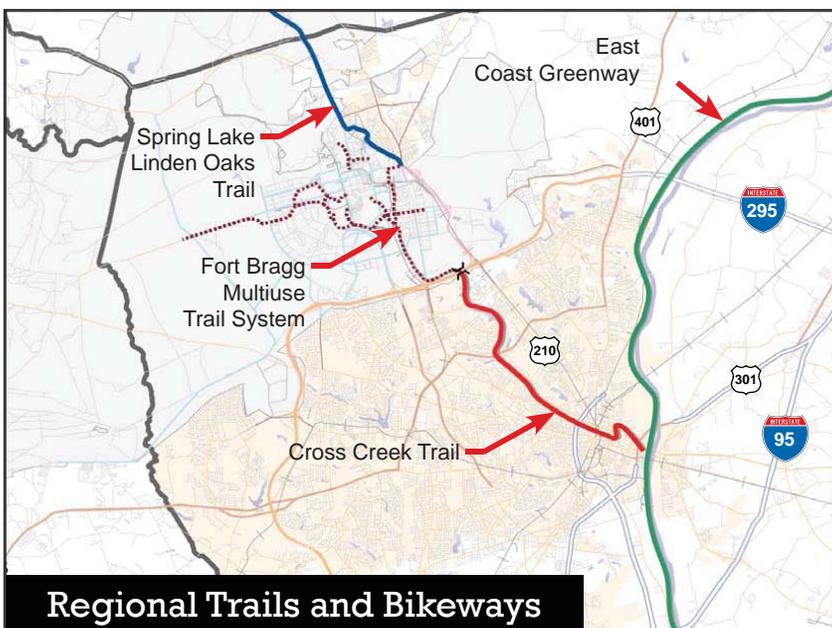
However, Ardennes Street is ideally suited to become a multi-modal circulation corridor with a mixture of private vehicles, busses, troop movements, pedestrians, bicycles and possibly small electric transit vehicles. Providing connection between Butner Road and Longstreet Street the corridor serves the majority of the Airborne Brigades, and creates a ideal urban environment for alternatives to the private vehicle for on-post access to major support areas such as the Minimmall, the Soldier Support Center, Womack Hospital, and the recreation center. In addition, a multimodal corridor along Ardennes Street would be within easy walking distance for all the troop functions that parallel Gruber Road.

## Bicycle Network and Pedestrian Elements

The purpose of multi-use trails is to establish a bike and pedestrian route separated from thoroughfare routes where fast vehicle speeds make shared facilities more dangerous and more difficult to manage.

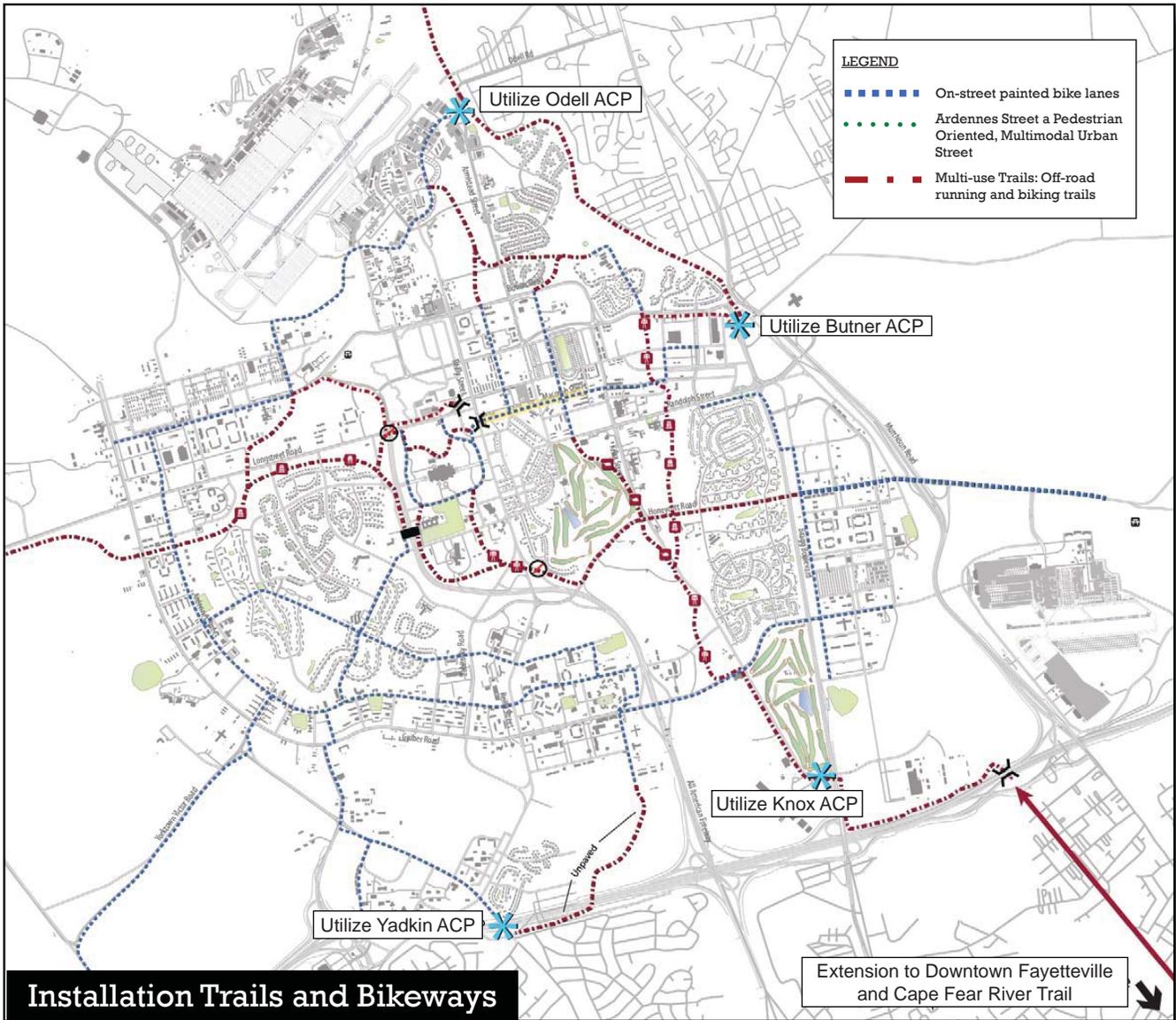
Bicycles are a significant means of transportation across the world and are a popular form of recreation. Given the proper investment in infrastructure, bicycles can contribute to a significant amount of motorized trip reduction and offers positive health benefits.

Fort Bragg contains significant potential for two types of bicycle trips: intra-post trips and home to work trips. Intra-post trips would typically be a shorter distance (1-3 miles) and appeal to soldiers without vehicles and civilian workers making lunch or work related trips. The relatively short distances of trips on-post (1-3 miles) are a moderate biking distance that can be undertaken without much effort. Fort Bragg offers significant potential to implement a large scale public bike sharing program. When coupled with improvements in bike infrastructure (bike lanes, multi-use paths), bike sharing could reduce the number of midday motorized trips. A bike sharing program at Fort Bragg would consist of the following components: bike stations, docking points, bicycles, and operations management. The program security management could interface with the DoD Common Access Card system with card readers at the docking stations.



Integrated Greenway/Bikeway provisions can connect to wider regional greeway/bikeway systems through ACPs and can offer access throughout the cantonment.









## **White Paper**

### **Closing Bragg Boulevard and Widening Murchison Road**

**Force Protection:** Fort Bragg officials recommended closing Bragg Boulevard to public access in response to heightened security concerns following September 11, 2001, and this became a priority element of Fort Bragg's Force Protection Plan. The Fort Bragg Garrison presented this need to the Fayetteville Area Metropolitan Planning Organization (FAMPO) and requested assistance in closing Bragg Boulevard to public traffic. This request resulted in a North Carolina Department of Transportation (NC DOT) highway project to widen Murchison Road, develop new interchanges at access control points and close Bragg Boulevard to public access. Military family housing units, administrative facilities, a commissary and post exchange are located in close proximity to Bragg Boulevard. The BRAC 2005 addition of a four-star U.S. Army Forces Command and a three-star Army Reserve Command (FORSCOM/USARC) headquarters to the installation, scheduled for July 2011 and located less than one mile from the highway, makes this security requirement even more critical.

**Considerations:** The original project design to widen Murchison Road was based on normal growth and traffic volume; however, the increase in population due to BRAC and other mission growth at Fort Bragg will result in a much higher than expected volume. FAMPO, which is responsible for transportation planning for this area, projects that more than 101,000 vehicles per day will pass through the Town of Spring Lake by 2030. When Bragg Boulevard is closed, Murchison Road will become the main North/South artery. Factoring in the latest traffic counts, NCDOT determined that the interchanges at Randolph Road and Honeycutt Road would fail if designed as at-grade intersections. The additional project cost is a result of adding an interchange at Honeycutt Road and Murchison Road and at Randolph Street and Murchison Road. This project was approved for partial federal funding in the Defense Access Road program.

**Scope of Project U-4444:** This project is currently being planned and designed by the NCDOT in two phases: Phase I. Widen NC 210 (Murchison Road) to six lanes beginning at the new I-295 Fayetteville Outer Loop interchange and continuing north to include a new interchange at Honeycutt Road. Phase II continues with widening NC 210 from Honeycutt Road Northward to the Town of Spring Lake to the intersection with NC 87 and Hwy 210, and build a new interchange at Randolph Road for an access control point to Fort Bragg.

**Projected Cost of Project:** Current cost projections by NC DOT include:  
**Total Construction, Right of Way, and Mitigation Costs: \$83.7 million**

The project is divided into two phases:

**Phase I** construction costs were **\$28.7 million**. This phase is complete.

**Funding Sources:** FY 2009 Military Construction Act Army Portion = **\$21.8 million**. NCDOT Portion = **\$6.9 million** (includes preliminary engineering, Right of Way, and Construction).

**Phase II** right of way, mitigation, and construction costs are approximately **\$55 million**. NCDOT's request for federal financial assistance for this project, through the Defense Access Roads (DAR) program, was granted.

**Funding Shortfall:** The **total project shortfall is \$35 million**. However, the FY-11 President's budget includes \$17 Million for Right of Way Acquisition for Murchison Road and the remaining \$18 Million is in the FY-12 Future Years Defense Program (FYDP)<sup>1</sup>. (If there are additional costs beyond NCDOT's request, NCDOT plans to cover them, within reason,)<sup>2</sup>

**Timing:** Phase I is under construction with an estimated completion date of June 2012. If Phase II is not fully funded next year, the 3-year project may be delayed beyond the estimated completion date of 2013. FORSCOM/USARC Headquarters will be operational in July 2011. This will result in security issues and severe traffic problems.

**Recommendation:** Continue to monitor the funding requests and ensure that anticipated funds for Phase II remain on track.

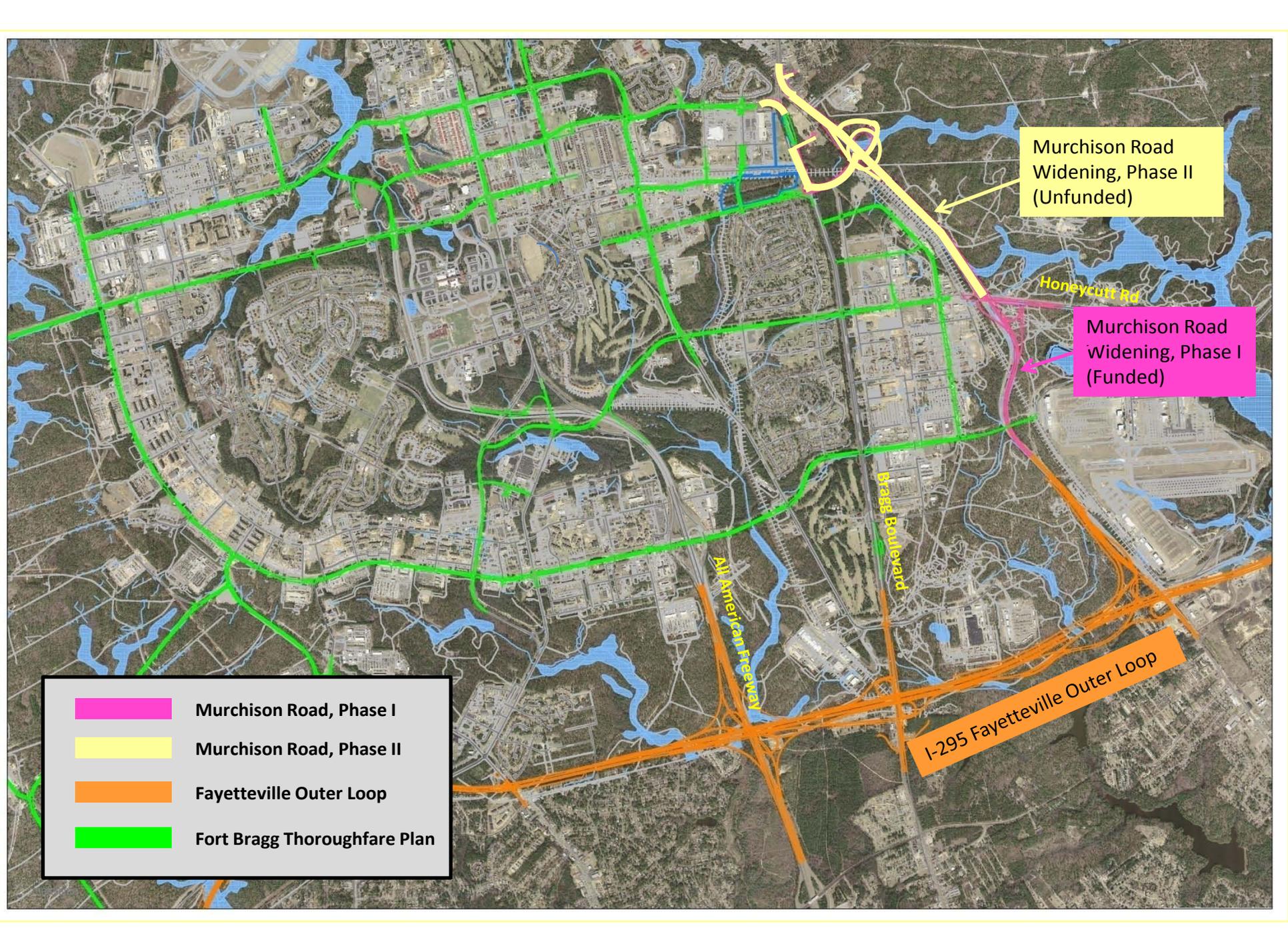
**Summary:** Failure to fully fund this project will result in Bragg Boulevard remaining open to public traffic. Closing Bragg Boulevard has been identified as a mission critical security issue for the new U.S. Army Forces Command/ U.S. Army Reserve Command headquarters and for the base. If this project is delayed for several years, the result will be severe traffic congestion and delays for the region and the base, as well as additional security issues for the base.

Submitted by:  
Donald R. Belk  
BRAC RTF  
Updated November 24, 2010

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<sup>1</sup> Confirmed by G. Prillaman, Fort Bragg DPW, e-mail message, 04 NOV 2010

<sup>2</sup> Confirmed by T. Pittman, NCDOT Highway Division 6, personal communication, 24 NOV 2010



Murchison Road  
Widening, Phase II  
(Unfunded)

Honeycutt Rd  
Murchison Road  
Widening, Phase I  
(Funded)

- Murchison Road, Phase I
- Murchison Road, Phase II
- Fayetteville Outer Loop
- Fort Bragg Thoroughfare Plan

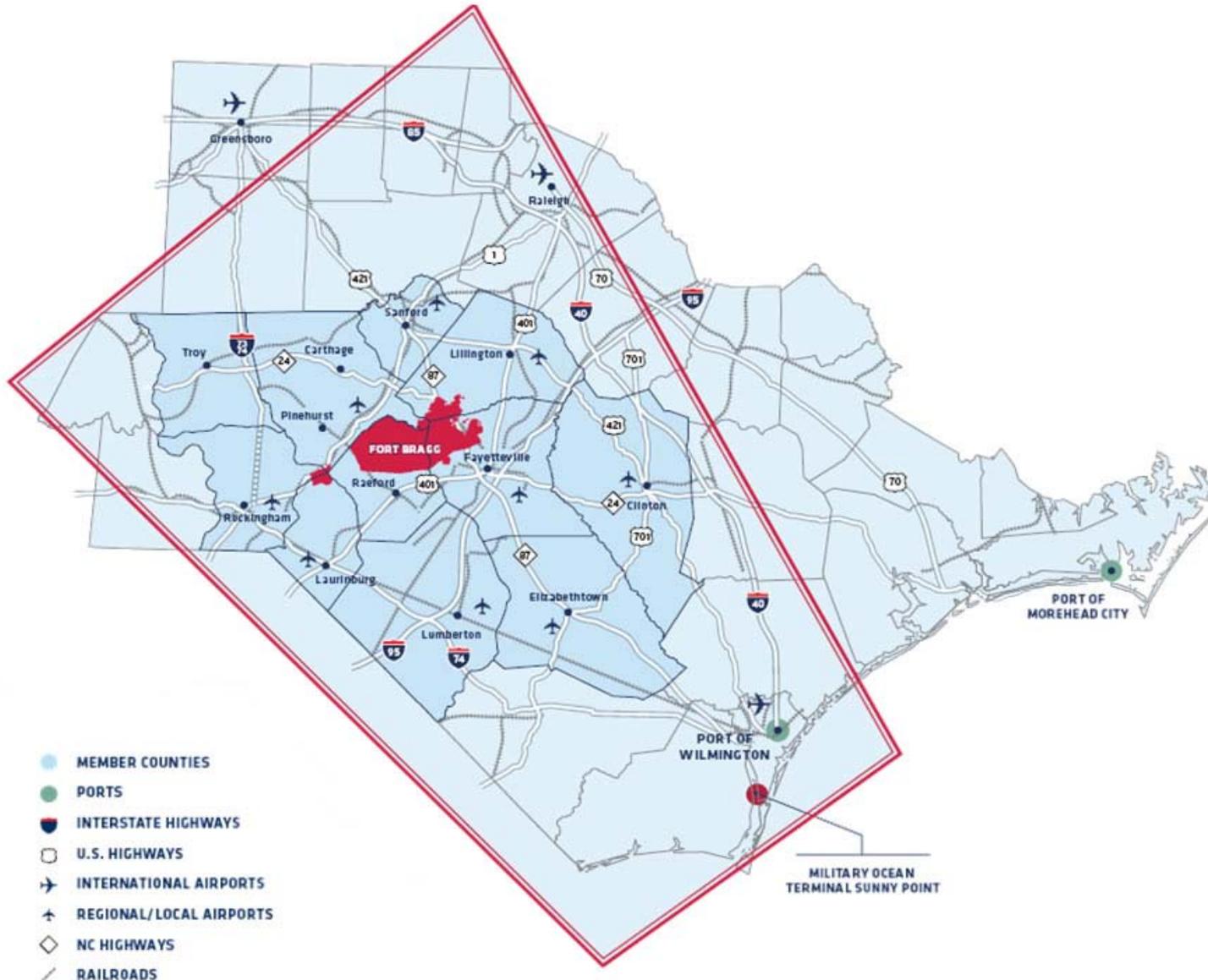
I-295 Fayetteville Outer Loop

All American Freeway

Brass Boulevard

Honeycutt Rd

# Regional Transportation Map



# I295 Construction



# I295 Construction



# I295 Construction



# I295 Construction



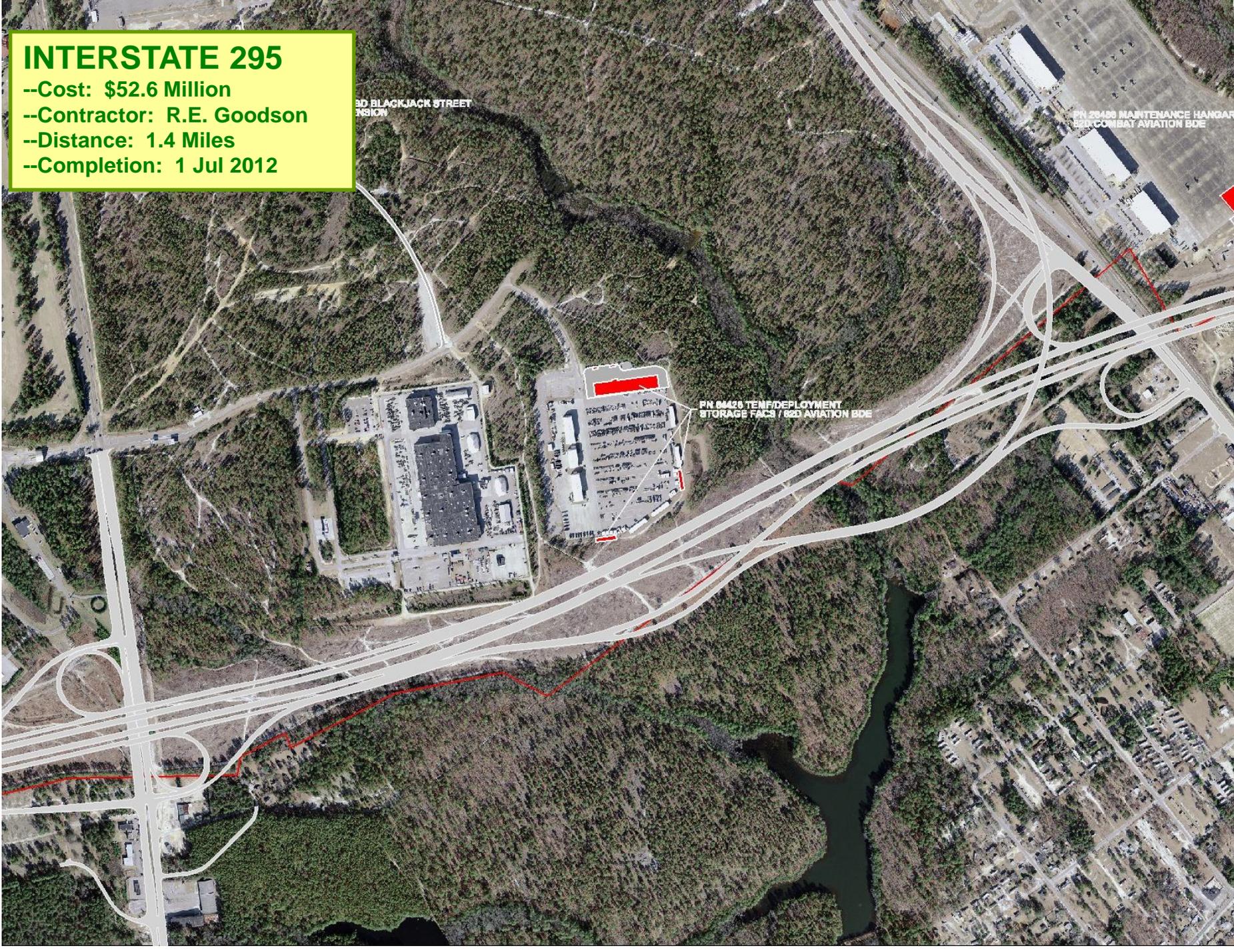
# INTERSTATE 295

- Cost: \$52.6 Million
- Contractor: R.E. Goodson
- Distance: 1.4 Miles
- Completion: 1 Jul 2012

RD BLACKJACK STREET  
SECTION

PN 2846 MAINTENANCE HANGAR  
B21 COMBAT AVIATION BDE

PN 0425 TEMP/DEPLOYMENT  
STORAGE FACCS / B23 AVIATION BDE



# ***Murchison Road Widening***



# **Community Data**

# **Fact Sheets**

This Section Includes:

- Federal and State Officials
- BEARFACTS and Census Data for Tier 1 Counties

**North Carolina Federal and State Officials – Fort Bragg**  
(As of 8 September 2010)

**U.S. Senators:**

Hon. Richard Burr  
Hon. Kay R. Hagan

**U.S. Representatives:**

Hon. Bob Etheridge (2<sup>nd</sup> District)  
Hon. Howard Coble (6<sup>th</sup> District)  
Hon. Mike McIntyre (7<sup>th</sup> District)  
Hon. Larry Kissell (8<sup>th</sup> District)

**Governor:** Hon. Beverly Perdue

**Lieutenant Governor:** Hon. Walter Dalton

**State Senators:**

Hon. Michael P. Walters (District 13 – Hoke and Robeson Counties)  
Hon. Tony Rand (District 19 – Cumberland County)  
Hon. Larry Shaw (District 21 – Cumberland County)  
Hon. Harris Blake (District 22 – Harnett and Moore Counties)  
Hon. Bob Atwater (District 18 – Lee County)  
Hon. William R. Purcell (District 25 – Richmond County)

**State Representatives:**

Hon. William D. Brisson (District 22 – Cumberland County)  
Hon. Marvin W. Lucas (District 42 – Cumberland County)  
Hon. Elmer Floyd (District 43 – Cumberland County)  
Hon. Diane Parfitt (District 44 – Cumberland County)  
Hon. Rick Glazier (District 45 – Cumberland County)  
Hon. Douglas Y. Yongue (District 46 – Hoke County and Robeson Counties)  
Hon. Ronnie Sutton (District 47 – Robeson County)  
Hon. Garland E. Pierce (District 48 – Hoke and Robeson Counties)  
Hon. Jimmy L. Love, Sr. (District 51 – Harnett and Lee Counties)  
Hon. James L. Boles, Jr. (District 52 – Moore County)  
Hon. David R. Lewis (District 53 – Harnett County)  
Hon. Joe Hackney (District 54 – Moore County)  
Hon. Melanie Wade Goodwin (District 66 – Richmond County)

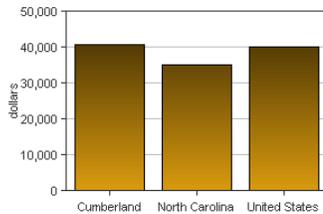
# Cumberland, North Carolina

Cumberland is one of 100 [counties](#) in North Carolina. It is part of the [Fayetteville, NC \(MSA\)](#). Its 2008 population of 310,686 ranked 5th in the state.

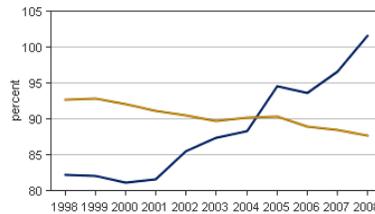
## PER CAPITA PERSONAL INCOME

In 2008 Cumberland had a per capita personal income (PCPI) of \$40,791. This PCPI ranked 5th in the state and was 116 percent of the state average, \$35,249, and 102 percent of the national average, \$40,166. The 2008 PCPI reflected an increase of 7.2 percent from 2007. The 2007-2008 state change was 1.1 percent and the national change was 2.0 percent. In 1998 the PCPI of Cumberland was \$22,419 and ranked 39th in the state. The 1998-2008 average annual growth rate of PCPI was 6.2 percent. The average annual growth rate for the state was 3.4 percent and for the nation was 4.0 percent.

**Per Capita Personal Income, 2008**



**Per Capita Income as a Percent of the United States, 2008**



■ North Carolina ■ Cumberland

## TOTAL PERSONAL INCOME

|                | 2007-08 percent change | 1998-2008 AAGR |
|----------------|------------------------|----------------|
| Cumberland     | 7.9 %                  | 6.6 %          |
| North Carolina | 3.1 %                  | 5.1 %          |
| U.S.           | 2.9 %                  | 5.0 %          |

*AAGR: average annual growth rate*

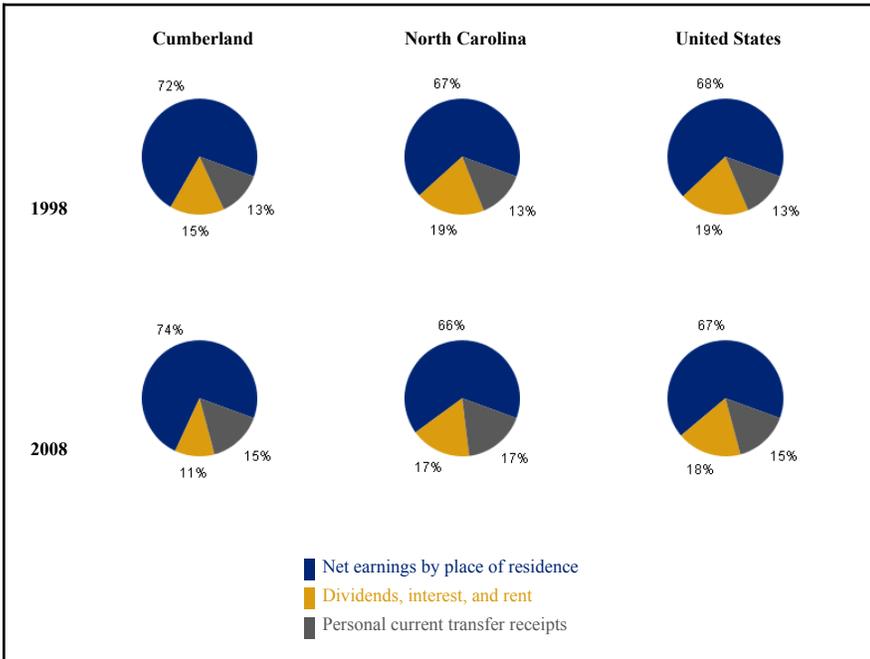
In 2008 Cumberland had a total personal income (TPI) of \$12,673,308\*. This TPI ranked 5th in the state and accounted for 3.9 percent of the state total. In 1998 the TPI of Cumberland was \$6,714,639\* and ranked 5th in the state.

\*Note: Total personal income estimates are in thousands of dollars, not adjusted for inflation.

**COMPONENTS OF TOTAL PERSONAL INCOME**

Total personal income includes net earnings by place of residence; dividends, interest, and rent; and personal current transfer receipts received by the residents of Cumberland.

**Percent Contribution to Total Personal Income**



|                                    | Cumberland | North Carolina | U.S.  |
|------------------------------------|------------|----------------|-------|
| Net earnings                       | 7.5 %      | 1.7 %          | 2.0 % |
| Dividends, interest, and rent      | 6.6 %      | 1.7 %          | 1.3 % |
| Personal current transfer receipts | 10.8 %     | 10.4 %         | 9.2 % |

|                                    | Cumberland | North Carolina | U.S.  |
|------------------------------------|------------|----------------|-------|
| Net earnings                       | 6.8 %      | 4.9 %          | 4.8 % |
| Dividends, interest, and rent      | 3.1 %      | 3.7 %          | 4.2 % |
| Personal current transfer receipts | 8.7 %      | 8.0 %          | 6.7 % |

**U.S. Census Bureau State and County Quick Facts  
Cumberland County, North Carolina**

| <b>People QuickFacts</b>   | <b>Cumberland County</b>           | <b>North Carolina</b> |
|--|------------------------------------|-----------------------|
| Population, 2009 estimate  | 315,207                            | 9,380,884             |
| Population, percent change, April 1, 2000 to July 1, 2009  | 4.0%                               | 16.6%                 |
| Population estimates base (April 1) 2000   | 302,958                            | 8,046,406             |
| Persons under 5 years old, percent, 2008   | 8.3%                               | 7.1%                  |
| Persons under 18 years old, percent, 2008  | 27.7%                              | 24.3%                 |
| Persons 65 years old and over, percent, 2008   | 9.4%                               | 12.4%                 |
| Female persons, percent, 2008  | 51.5%                              | 51.0%                 |
| White persons, percent, 2008 (a)   | 56.1%                              | 73.9%                 |
| Black persons, percent, 2008 (a)   | 37.0%                              | 21.6%                 |
| American Indian and Alaska Native persons, percent, 2008 (a)   | 1.6%                               | 1.3%                  |
| Asian persons, percent, 2008 (a)   | 2.1%                               | 1.9%                  |
| Native Hawaiian and Other Pacific Islander, percent, 2008 (a)  | 0.3%                               | 0.1%                  |
| Persons reporting two or more races, percent, 2008   | 2.8%                               | 1.2%                  |
| Persons of Hispanic or Latino origin, percent, 2008 (b)  | 6.7%                               | 7.4%                  |
| White persons not Hispanic, percent, 2008  | 51.2%                              | 67.2%                 |
| Living in same house in 1995 and 2000, pct 5 yrs old & over  | 45.5%                              | 53.0%                 |
| Foreign born persons, percent, 2000  | 5.3%                               | 5.3%                  |
| Language other than English spoken at home, pct age 5+, 2000   | 10.9%                              | 8.0%                  |
| High school graduates, percent of persons age 25+, 2000  | 85.0%                              | 78.1%                 |
| Bachelor's degree or higher, pct of persons age 25+, 2000  | 19.1%                              | 22.5%                 |
| Persons with a disability, age 5+, 2000  | 52,909                             | 1,540,365             |
| Mean travel time to work (minutes), workers age 16+, 2000  | 21.9                               | 24                    |
| Housing units, 2008  | 136,947                            | 4,201,378             |
| Homeownership rate, 2000   | 59.4%                              | 69.4%                 |
| Housing units in multi-unit structures, percent, 2000  | 17.4%                              | 16.1%                 |
| Median value of owner-occupied housing units, 2000   | \$88,800                           | \$108,300             |
| Households, 2000   | 107,358                            | 3,132,013             |
| Persons per household, 2000  | 2.65                               | 2.49                  |
| Median household income, 2008  | \$44,658                           | \$46,574              |
| Per capita money income, 1999  | \$17,376                           | \$20,307              |
| Persons below poverty level, percent, 2008   | 15.8%                              | 14.6%                 |
| <b>Business QuickFacts</b>   | <b>Cumberland County</b>           | <b>North Carolina</b> |
| Private nonfarm establishments, 2007   | 5,786                              | 227,906               |
| Private nonfarm employment, 2007   | 95,554                             | 3,586,552             |
| Private nonfarm employment, percent change 2000-2007   | 7.2%                               | 5.9%                  |
| Nonemployer establishments, 2007   | 15,252                             | 644,873               |
| Total number of firms, 2002  | 15,892                             | 642,597               |
| Black-owned firms, percent, 2002   | 20.0%                              | 8.1%                  |
| American Indian and Alaska Native owned firms, percent, 2002   | 2.2%                               | 0.9%                  |
| Asian-owned firms, percent, 2002   | 3.5%                               | 2.1%                  |
| Native Hawaiian and Other Pacific Islander owned firms, percent, 2002  | F                                  | 0.0%                  |
| Hispanic-owned firms, percent, 2002  | 1.8%                               | 1.4%                  |
| Women-owned firms, percent, 2002   | 34.3%                              | 27.1%                 |
| Manufacturers shipments, 2002 (\$1000)   | D                                  | 156,821,943           |
| Wholesale trade sales, 2002 (\$1000)   | 949,293                            | 104,331,152           |
| Retail sales, 2002 (\$1000)  | 3,006,446                          | 88,821,486            |
| Retail sales per capita, 2002  | \$9,873                            | \$10,686              |
| Accommodation and foodservices sales, 2002 (\$1000)  | 366,359                            | 11,237,386            |
| Building permits, 2008   | 1,798                              | 54,652                |
| Federal spending, 2008   | 3,307,968                          | 70,203,029            |
| <b>Geography QuickFacts</b>  | <b>Cumberland County</b>           | <b>North Carolina</b> |
| Land area, 2000 (square miles)   | 652.72                             | 48,710.88             |
| Persons per square mile, 2000  | 464                                | 165.2                 |
| FIPS Code  | 51                                 | 37                    |
| <b>Metropolitan or Micropolitan Statistical Area</b>   | <b>Fayetteville, NC Metro Area</b> |                       |
| <p>(a) Includes persons reporting only one race.<br/>           (b) Hispanics may be of any race, so also are included in applicable race categories.<br/>           FN: Footnote on this item for this area in place of data<br/>           NA: Not available<br/>           D: Suppressed to avoid disclosure of confidential information<br/>           X: Not applicable<br/>           S: Suppressed; does not meet publication standards<br/>           Z: Value greater than zero but less than half unit of measure shown<br/>           F: Fewer than 100 firms</p> |                                    |                       |
| <b>Source: US Census Bureau State &amp; County QuickFacts</b>  |                                    |                       |



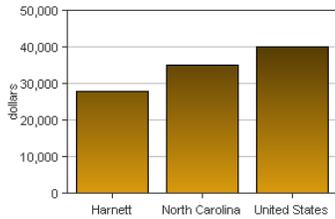
# Harnett, North Carolina

Harnett is one of 100 [counties](#) in North Carolina. It is part of the Dunn, NC Micropolitan SA. Its 2008 population of 112,025 ranked 24th in the state.

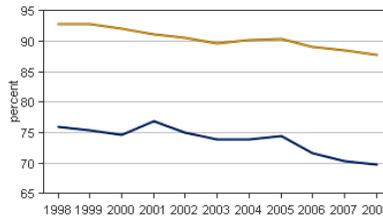
## PER CAPITA PERSONAL INCOME

In 2008 Harnett had a per capita personal income (PCPI) of \$28,015. This PCPI ranked 75th in the state and was 79 percent of the state average, \$35,249, and 70 percent of the national average, \$40,166. The 2008 PCPI reflected an increase of 1.1 percent from 2007. The 2007-2008 state change was 1.1 percent and the national change was 2.0 percent. In 1998 the PCPI of Harnett was \$20,719 and ranked 60th in the state. The 1998-2008 average annual growth rate of PCPI was 3.1 percent. The average annual growth rate for the state was 3.4 percent and for the nation was 4.0 percent.

Per Capita Personal Income, 2008



Per Capita Income as a Percent of the United States, 2008



■ North Carolina ■ Harnett

## TOTAL PERSONAL INCOME

|                | 2007-08 percent change | 1998-2008 AAGR |
|----------------|------------------------|----------------|
| Harnett        | 4.3 %                  | 5.8 %          |
| North Carolina | 3.1 %                  | 5.1 %          |
| U.S.           | 2.9 %                  | 5.0 %          |

*AAGR: average annual growth rate*

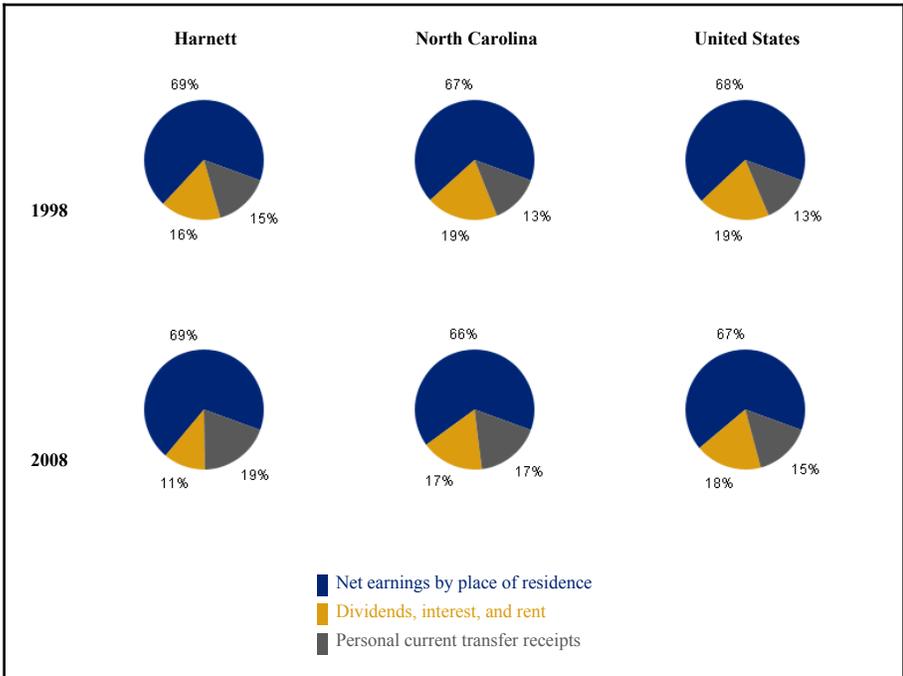
In 2008 Harnett had a total personal income (TPI) of \$3,138,351\*. This TPI ranked 28th in the state and accounted for 1.0 percent of the state total. In 1998 the TPI of Harnett was \$1,792,500\* and ranked 31st in the state.

\*Note: Total personal income estimates are in thousands of dollars, not adjusted for inflation.

**COMPONENTS OF TOTAL PERSONAL INCOME**

Total personal income includes net earnings by place of residence; dividends, interest, and rent; and personal current transfer receipts received by the residents of Harnett.

**Percent Contribution to Total Personal Income**



|                                    | Harnett | North Carolina | U.S.  |
|------------------------------------|---------|----------------|-------|
| Net earnings                       | 2.5 %   | 1.7 %          | 2.0 % |
| Dividends, interest, and rent      | 5.0 %   | 1.7 %          | 1.3 % |
| Personal current transfer receipts | 10.6 %  | 10.4 %         | 9.2 % |

|                                    | Harnett | North Carolina | U.S.  |
|------------------------------------|---------|----------------|-------|
| Net earnings                       | 5.9 %   | 4.9 %          | 4.8 % |
| Dividends, interest, and rent      | 1.8 %   | 3.7 %          | 4.2 % |
| Personal current transfer receipts | 8.6 %   | 8.0 %          | 6.7 % |

**U.S. Census Bureau State and County Quick Facts  
Harnett County, North Carolina**

| <b>People QuickFacts</b>  | <b>Harnett County</b>      | <b>North Carolina</b> |
|---|----------------------------|-----------------------|
| Population, 2009 estimate   | 115,761                    | 9,380,884             |
| Population, percent change, April 1, 2000 to July 1, 2009             | 27.3%                      | 16.6%                 |
| Population estimates base (April 1) 2000                              | 90,949                     | 8,046,406             |
| Persons under 5 years old, percent, 2008                              | 7.3%                       | 7.1%                  |
| Persons under 18 years old, percent, 2008                             | 26.5%                      | 24.3%                 |
| Persons 65 years old and over, percent, 2008                          | 9.6%                       | 12.4%                 |
| Female persons, percent, 2008   | 51.0%                      | 51.0%                 |
| White persons, percent, 2008 (a)                                      | 74.2%                      | 73.9%                 |
| Black persons, percent, 2008 (a)                                      | 22.2%                      | 21.6%                 |
| American Indian and Alaska Native persons, percent, 2008 (a)          | 0.9%                       | 1.3%                  |
| Asian persons, percent, 2008 (a)                                      | 1.0%                       | 1.9%                  |
| Native Hawaiian and Other Pacific Islander, percent, 2008 (a)         | 0.1%                       | 0.1%                  |
| Persons reporting two or more races, percent, 2008                    | 1.5%                       | 1.2%                  |
| Persons of Hispanic or Latino origin, percent, 2008 (b)               | 8.6%                       | 7.4%                  |
| White persons not Hispanic, percent, 2008                             | 66.3%                      | 67.2%                 |
| Living in same house in 1995 and 2000, pct 5 yrs old & over           | 51.3%                      | 53.0%                 |
| Foreign born persons, percent, 2000                                   | 4.6%                       | 5.3%                  |
| Language other than English spoken at home, pct age 5+, 2000          | 7.8%                       | 8.0%                  |
| High school graduates, percent of persons age 25+, 2000               | 75.0%                      | 78.1%                 |
| Bachelor's degree or higher, pct of persons age 25+, 2000             | 12.8%                      | 22.5%                 |
| Persons with a disability, age 5+, 2000                               | 18,080                     | 1,540,365             |
| Mean travel time to work (minutes), workers age 16+, 2000             | 29.2                       | 24                    |
| Housing units, 2008   | 46,126                     | 4,201,378             |
| Homeownership rate, 2000  | 70.3%                      | 69.4%                 |
| Housing units in multi-unit structures, percent, 2000                 | 7.4%                       | 16.1%                 |
| Median value of owner-occupied housing units, 2000                    | \$91,200                   | \$108,300             |
| Households, 2000  | 33,800                     | 3,132,013             |
| Persons per household, 2000   | 2.61                       | 2.49                  |
| Median household income, 2008   | \$43,626                   | \$46,574              |
| Per capita money income, 1999   | \$16,775                   | \$20,307              |
| Persons below poverty level, percent, 2008                            | 15.2%                      | 14.6%                 |
| <b>Business QuickFacts</b>  | <b>Harnett County</b>      | <b>North Carolina</b> |
| Private nonfarm establishments, 2007                                  | 1,697                      | 227,906               |
| Private nonfarm employment, 2007                                      | 20,472                     | 3,586,552             |
| Private nonfarm employment, percent change 2000-2007                  | -1.5%                      | 5.9%                  |
| Nonemployer establishments, 2007                                      | 6,073                      | 644,873               |
| Total number of firms, 2002   | 5,674                      | 642,597               |
| Black-owned firms, percent, 2002                                      | 3.5%                       | 8.1%                  |
| American Indian and Alaska Native owned firms, percent, 2002          | F                          | 0.9%                  |
| Asian-owned firms, percent, 2002                                      | 2.3%                       | 2.1%                  |
| Native Hawaiian and Other Pacific Islander owned firms, percent, 2002 | F                          | 0.0%                  |
| Hispanic-owned firms, percent, 2002                                   | F                          | 1.4%                  |
| Women-owned firms, percent, 2002                                      | 25.5%                      | 27.1%                 |
| Manufacturers shipments, 2002 (\$1000)                                | 316,493                    | 156,821,943           |
| Wholesale trade sales, 2002 (\$1000)                                  | D                          | 104,331,152           |
| Retail sales, 2002 (\$1000)   | 559,754                    | 88,821,486            |
| Retail sales per capita, 2002   | \$5,778                    | \$10,686              |
| Accommodation and foodservices sales, 2002 (\$1000)                   | 49,451                     | 11,237,386            |
| Building permits, 2008  | 891                        | 54,652                |
| Federal spending, 2008  | 540,612                    | 70,203,029            |
| <b>Geography QuickFacts</b>   | <b>Harnett County</b>      | <b>North Carolina</b> |
| Land area, 2000 (square miles)  | 595.01                     | 48,710.88             |
| Persons per square mile, 2000   | 153                        | 165.2                 |
| FIPS Code   | 85                         | 37                    |
| <b>Metropolitan or Micropolitan Statistical Area</b>                  | <b>Dunn, NC Micro Area</b> |                       |

(a) Includes persons reporting only one race.  
(b) Hispanics may be of any race, so also are included in applicable race categories.  
FN: Footnote on this item for this area in place of data  
NA: Not available  
D: Suppressed to avoid disclosure of confidential information  
X: Not applicable  
S: Suppressed; does not meet publication standards  
Z: Value greater than zero but less than half unit of measure shown  
F: Fewer than 100 firms

**Source: US Census Bureau State & County QuickFacts**



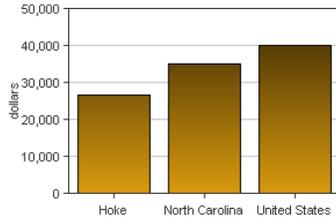
# Hoke, North Carolina

Hoke is one of 100 [counties](#) in North Carolina. It is part of the [Fayetteville, NC \(MSA\)](#). Its 2008 population of 43,648 ranked 58th in the state.

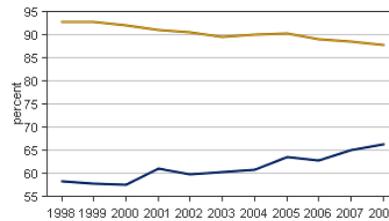
## PER CAPITA PERSONAL INCOME

In 2008 Hoke had a per capita personal income (PCPI) of \$26,686. This PCPI ranked 91st in the state and was 76 percent of the state average, \$35,249, and 66 percent of the national average, \$40,166. The 2008 PCPI reflected an increase of 4.1 percent from 2007. The 2007-2008 state change was 1.1 percent and the national change was 2.0 percent. In 1998 the PCPI of Hoke was \$15,896 and ranked 100th in the state. The 1998-2008 average annual growth rate of PCPI was 5.3 percent. The average annual growth rate for the state was 3.4 percent and for the nation was 4.0 percent.

Per Capita Personal Income, 2008



Per Capita Income as a Percent of the United States, 2008



■ North Carolina ■ Hoke

## TOTAL PERSONAL INCOME

|                | 2007-08 percent change | 1998-2008 AAGR |
|----------------|------------------------|----------------|
| Hoke           | 7.4 %                  | 8.8 %          |
| North Carolina | 3.1 %                  | 5.1 %          |
| U.S.           | 2.9 %                  | 5.0 %          |

*AAGR: average annual growth rate*

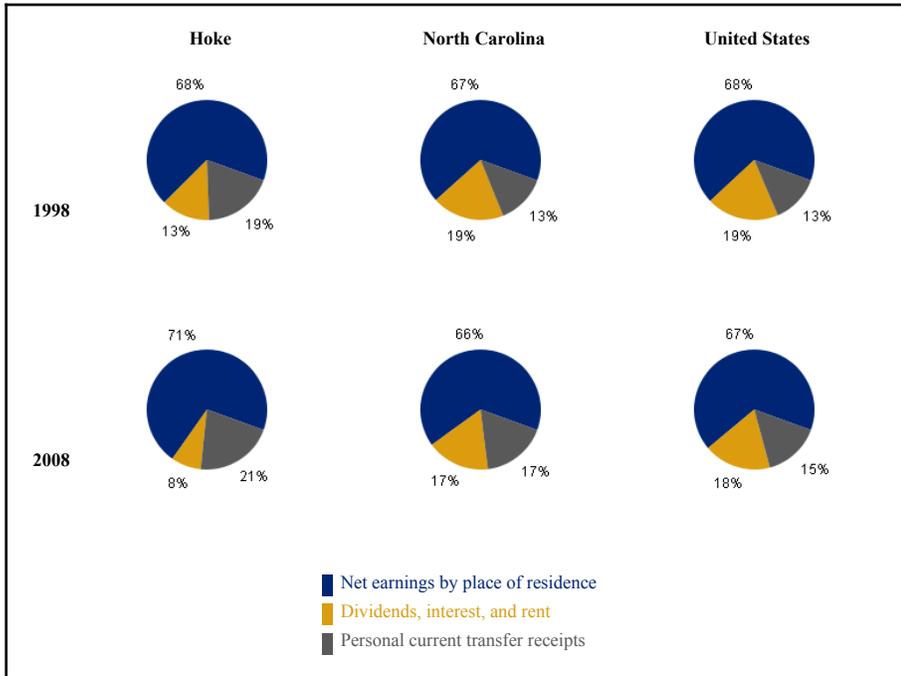
In 2008 Hoke had a total personal income (TPI) of \$1,164,790\*. This TPI ranked 60th in the state and accounted for 0.4 percent of the state total. In 1998 the TPI of Hoke was \$502,001\* and ranked 75th in the state.

\*Note: Total personal income estimates are in thousands of dollars, not adjusted for inflation.

**COMPONENTS OF TOTAL PERSONAL INCOME**

Total personal income includes net earnings by place of residence; dividends, interest, and rent; and personal current transfer receipts received by the residents of Hoke.

**Percent Contribution to Total Personal Income**



|                                    | Hoke   | North Carolina | U.S.  |
|------------------------------------|--------|----------------|-------|
| Net earnings                       | 5.9 %  | 1.7 %          | 2.0 % |
| Dividends, interest, and rent      | 7.7 %  | 1.7 %          | 1.3 % |
| Personal current transfer receipts | 12.7 % | 10.4 %         | 9.2 % |

|                                    | Hoke   | North Carolina | U.S.  |
|------------------------------------|--------|----------------|-------|
| Net earnings                       | 9.2 %  | 4.9 %          | 4.8 % |
| Dividends, interest, and rent      | 3.7 %  | 3.7 %          | 4.2 % |
| Personal current transfer receipts | 10.0 % | 8.0 %          | 6.7 % |

**U.S. Census Bureau State and County Quick Facts  
Hoke County, North Carolina**

| <b>People QuickFacts</b>   | <b>Hoke County</b>                 | <b>North Carolina</b> |
|--|------------------------------------|-----------------------|
| Population, 2009 estimate  | 45,148                             | 9,380,884             |
| Population, percent change, April 1, 2000 to July 1, 2009  | 34.2%                              | 16.6%                 |
| Population estimates base (April 1) 2000   | 33,652                             | 8,046,406             |
| Persons under 5 years old, percent, 2008   | 9.4%                               | 7.1%                  |
| Persons under 18 years old, percent, 2008  | 30.8%                              | 24.3%                 |
| Persons 65 years old and over, percent, 2008   | 7.4%                               | 12.4%                 |
| Female persons, percent, 2008  | 51.0%                              | 51.0%                 |
| White persons, percent, 2008 (a)   | 53.2%                              | 73.9%                 |
| Black persons, percent, 2008 (a)   | 34.0%                              | 21.6%                 |
| American Indian and Alaska Native persons, percent, 2008 (a)   | 9.5%                               | 1.3%                  |
| Asian persons, percent, 2008 (a)   | 1.1%                               | 1.9%                  |
| Native Hawaiian and Other Pacific Islander, percent, 2008 (a)  | 0.2%                               | 0.1%                  |
| Persons reporting two or more races, percent, 2008   | 2.1%                               | 1.2%                  |
| Persons of Hispanic or Latino origin, percent, 2008 (b)  | 11.2%                              | 7.4%                  |
| White persons not Hispanic, percent, 2008  | 43.4%                              | 67.2%                 |
| Living in same house in 1995 and 2000, pct 5 yrs old & over  | 51.2%                              | 53.0%                 |
| Foreign born persons, percent, 2000  | 5.8%                               | 5.3%                  |
| Language other than English spoken at home, pct age 5+, 2000   | 10.4%                              | 8.0%                  |
| High school graduates, percent of persons age 25+, 2000  | 73.5%                              | 78.1%                 |
| Bachelor's degree or higher, pct of persons age 25+, 2000  | 10.9%                              | 22.5%                 |
| Persons with a disability, age 5+, 2000  | 7,151                              | 1,540,365             |
| Mean travel time to work (minutes), workers age 16+, 2000  | 26.4                               | 24                    |
| Housing units, 2008  | 16,355                             | 4,201,378             |
| Homeownership rate, 2000   | 75.0%                              | 69.4%                 |
| Housing units in multi-unit structures, percent, 2000  | 5.3%                               | 16.1%                 |
| Median value of owner-occupied housing units, 2000   | \$83,900                           | \$108,300             |
| Households, 2000   | 11,373                             | 3,132,013             |
| Persons per household, 2000  | 2.86                               | 2.49                  |
| Median household income, 2008  | \$40,351                           | \$46,574              |
| Per capita money income, 1999  | \$13,635                           | \$20,307              |
| Persons below poverty level, percent, 2008   | 19.6%                              | 14.6%                 |
| <b>Business QuickFacts</b>   | <b>Hoke County</b>                 | <b>North Carolina</b> |
| Private nonfarm establishments, 2007   | 390                                | 227,906               |
| Private nonfarm employment, 2007   | 5,919                              | 3,586,552             |
| Private nonfarm employment, percent change 2000-2007   | 25.2%                              | 5.9%                  |
| Nonemployer establishments, 2007   | 1,694                              | 644,873               |
| Total number of firms, 2002  | 1,343                              | 642,597               |
| Black-owned firms, percent, 2002   | 28.5%                              | 8.1%                  |
| American Indian and Alaska Native owned firms, percent, 2002   | F                                  | 0.9%                  |
| Asian-owned firms, percent, 2002   | 8.4%                               | 2.1%                  |
| Native Hawaiian and Other Pacific Islander owned firms, percent, 2002  | F                                  | 0.0%                  |
| Hispanic-owned firms, percent, 2002  | F                                  | 1.4%                  |
| Women-owned firms, percent, 2002   | 51.4%                              | 27.1%                 |
| Manufacturers shipments, 2002 (\$1000)   | D                                  | 156,821,943           |
| Wholesale trade sales, 2002 (\$1000)   | 20,153                             | 104,331,152           |
| Retail sales, 2002 (\$1000)  | 83,144                             | 88,821,486            |
| Retail sales per capita, 2002  | \$2,300                            | \$10,686              |
| Accommodation and foodservices sales, 2002 (\$1000)  | 7,161                              | 11,237,386            |
| Building permits, 2008   | 508                                | 54,652                |
| Federal spending, 2008   | 177,495                            | 70,203,029            |
| <b>Geography QuickFacts</b>  | <b>Hoke County</b>                 | <b>North Carolina</b> |
| Land area, 2000 (square miles)   | 391.21                             | 48,710.88             |
| Persons per square mile, 2000  | 86.1                               | 165.2                 |
| FIPS Code  | 93                                 | 37                    |
| <b>Metropolitan or Micropolitan Statistical Area</b>   | <b>Fayetteville, NC Metro Area</b> |                       |
| <p>(a) Includes persons reporting only one race.<br/>           (b) Hispanics may be of any race, so also are included in applicable race categories.<br/>           FN: Footnote on this item for this area in place of data<br/>           NA: Not available<br/>           D: Suppressed to avoid disclosure of confidential information<br/>           X: Not applicable<br/>           S: Suppressed; does not meet publication standards<br/>           Z: Value greater than zero but less than half unit of measure shown<br/>           F: Fewer than 100 firms</p> |                                    |                       |
| <b>Source: US Census Bureau State &amp; County QuickFacts</b>  |                                    |                       |



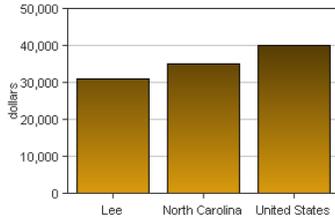
# Lee, North Carolina

Lee is one of 100 [counties](#) in North Carolina. It is part of the Sanford, NC Micropolitan SA. Its 2008 population of 59,135 ranked 43rd in the state.

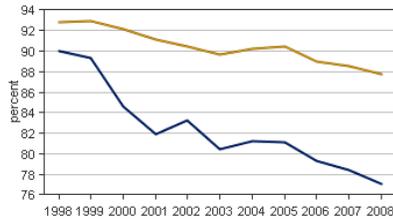
## PER CAPITA PERSONAL INCOME

In 2008 Lee had a per capita personal income (PCPI) of \$30,983. This PCPI ranked 44th in the state and was 88 percent of the state average, \$35,249, and 77 percent of the national average, \$40,166. The 2008 PCPI reflected an increase of 0.3 percent from 2007. The 2007-2008 state change was 1.1 percent and the national change was 2.0 percent. In 1998 the PCPI of Lee was \$24,527 and ranked 22nd in the state. The 1998-2008 average annual growth rate of PCPI was 2.4 percent. The average annual growth rate for the state was 3.4 percent and for the nation was 4.0 percent.

Per Capita Personal Income, 2008



Per Capita Income as a Percent of the United States, 2008



■ North Carolina ■ Lee

## TOTAL PERSONAL INCOME

|                | 2007-08 percent change | 1998-2008 AAGR |
|----------------|------------------------|----------------|
| Lee            | 2.6 %                  | 4.4 %          |
| North Carolina | 3.1 %                  | 5.1 %          |
| U.S.           | 2.9 %                  | 5.0 %          |

*AAGR: average annual growth rate*

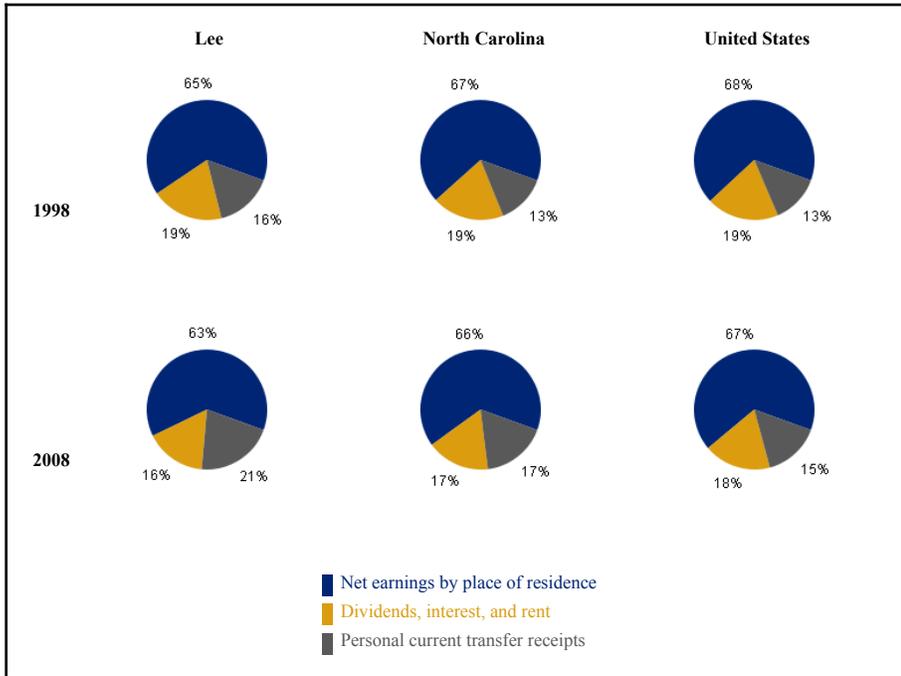
In 2008 Lee had a total personal income (TPI) of \$1,832,154\*. This TPI ranked 40th in the state and accounted for 0.6 percent of the state total. In 1998 the TPI of Lee was \$1,191,024\* and ranked 43rd in the state.

\*Note: Total personal income estimates are in thousands of dollars, not adjusted for inflation.

**COMPONENTS OF TOTAL PERSONAL INCOME**

Total personal income includes net earnings by place of residence; dividends, interest, and rent; and personal current transfer receipts received by the residents of Lee.

**Percent Contribution to Total Personal Income**



|                                    | Lee    | North Carolina | U.S.  |
|------------------------------------|--------|----------------|-------|
| Net earnings                       | 0.3 %  | 1.7 %          | 2.0 % |
| Dividends, interest, and rent      | 1.8 %  | 1.7 %          | 1.3 % |
| Personal current transfer receipts | 10.9 % | 10.4 %         | 9.2 % |

|                                    | Lee   | North Carolina | U.S.  |
|------------------------------------|-------|----------------|-------|
| Net earnings                       | 4.0 % | 4.9 %          | 4.8 % |
| Dividends, interest, and rent      | 2.7 % | 3.7 %          | 4.2 % |
| Personal current transfer receipts | 7.4 % | 8.0 %          | 6.7 % |

**U.S. Census Bureau State and County Quick Facts**  
**Lee County, North Carolina**

| <b>People QuickFacts</b>   | <b>Lee County</b>             | <b>North Carolina</b> |
|--|-------------------------------|-----------------------|
| Population, 2009 estimate  | 60,477                        | 9,380,884             |
| Population, percent change, April 1, 2000 to July 1, 2009  | 22.9%                         | 16.6%                 |
| Population estimates base (April 1) 2000   | 49,212                        | 8,046,406             |
| Persons under 5 years old, percent, 2008   | 8.0%                          | 7.1%                  |
| Persons under 18 years old, percent, 2008  | 25.8%                         | 24.3%                 |
| Persons 65 years old and over, percent, 2008   | 14.3%                         | 12.4%                 |
| Female persons, percent, 2008  | 50.7%                         | 51.0%                 |
| White persons, percent, 2008 (a)   | 77.9%                         | 73.9%                 |
| Black persons, percent, 2008 (a)   | 19.9%                         | 21.6%                 |
| American Indian and Alaska Native persons, percent, 2008 (a)   | 0.6%                          | 1.3%                  |
| Asian persons, percent, 2008 (a)   | 0.8%                          | 1.9%                  |
| Native Hawaiian and Other Pacific Islander, percent, 2008 (a)  | 0.1%                          | 0.1%                  |
| Persons reporting two or more races, percent, 2008   | 0.8%                          | 1.2%                  |
| Persons of Hispanic or Latino origin, percent, 2008 (b)  | 16.7%                         | 7.4%                  |
| White persons not Hispanic, percent, 2008  | 61.7%                         | 67.2%                 |
| Living in same house in 1995 and 2000, pct 5 yrs old & over  | 56.6%                         | 53.0%                 |
| Foreign born persons, percent, 2000  | 9.5%                          | 5.3%                  |
| Language other than English spoken at home, pct age 5+, 2000   | 12.3%                         | 8.0%                  |
| High school graduates, percent of persons age 25+, 2000  | 76.3%                         | 78.1%                 |
| Bachelor's degree or higher, pct of persons age 25+, 2000  | 17.2%                         | 22.5%                 |
| Persons with a disability, age 5+, 2000  | 9,116                         | 1,540,365             |
| Mean travel time to work (minutes), workers age 16+, 2000  | 24.1                          | 24                    |
| Housing units, 2008  | 23,684                        | 4,201,378             |
| Homeownership rate, 2000   | 71.7%                         | 69.4%                 |
| Housing units in multi-unit structures, percent, 2000  | 12.9%                         | 16.1%                 |
| Median value of owner-occupied housing units, 2000   | \$95,100                      | \$108,300             |
| Households, 2000   | 18,466                        | 3,132,013             |
| Persons per household, 2000  | 2.61                          | 2.49                  |
| Median household income, 2008  | \$45,297                      | \$46,574              |
| Per capita money income, 1999  | \$19,147                      | \$20,307              |
| Persons below poverty level, percent, 2008   | 13.9%                         | 14.6%                 |
| <b>Business QuickFacts</b>   | <b>Lee County</b>             | <b>North Carolina</b> |
| Private nonfarm establishments, 2007   | 1,384                         | 227,906               |
| Private nonfarm employment, 2007   | 26,157                        | 3,586,552             |
| Private nonfarm employment, percent change 2000-2007   | 3.2%                          | 5.9%                  |
| Nonemployer establishments, 2007   | 3,307                         | 644,873               |
| Total number of firms, 2002  | 4,163                         | 642,597               |
| Black-owned firms, percent, 2002   | 7.8%                          | 8.1%                  |
| American Indian and Alaska Native owned firms, percent, 2002   | F                             | 0.9%                  |
| Asian-owned firms, percent, 2002   | F                             | 2.1%                  |
| Native Hawaiian and Other Pacific Islander owned firms, percent, 2002  | F                             | 0.0%                  |
| Hispanic-owned firms, percent, 2002  | F                             | 1.4%                  |
| Women-owned firms, percent, 2002   | 23.7%                         | 27.1%                 |
| Manufacturers shipments, 2002 (\$1000)   | 2,324,347                     | 156,821,943           |
| Wholesale trade sales, 2002 (\$1000)   | 624,246                       | 104,331,152           |
| Retail sales, 2002 (\$1000)  | 657,444                       | 88,821,486            |
| Retail sales per capita, 2002  | \$13,333                      | \$10,686              |
| Accommodation and foodservices sales, 2002 (\$1000)  | 55,106                        | 11,237,386            |
| Building permits, 2008   | 179                           | 54,652                |
| Federal spending, 2008   | 358,531                       | 70,203,029            |
| <b>Geography QuickFacts</b>  | <b>Lee County</b>             | <b>North Carolina</b> |
| Land area, 2000 (square miles)   | 257.26                        | 48,710.88             |
| Persons per square mile, 2000  | 190.8                         | 165.2                 |
| FIPS Code  | 105                           | 37                    |
| <b>Metropolitan or Micropolitan Statistical Area</b>   | <b>Sanford, NC Micro Area</b> |                       |
| <p>(a) Includes persons reporting only one race.<br/>           (b) Hispanics may be of any race, so also are included in applicable race categories.<br/>           FN: Footnote on this item for this area in place of data<br/>           NA: Not available<br/>           D: Suppressed to avoid disclosure of confidential information<br/>           X: Not applicable<br/>           S: Suppressed; does not meet publication standards<br/>           Z: Value greater than zero but less than half unit of measure shown<br/>           F: Fewer than 100 firms</p> |                               |                       |
| <b>Source: US Census Bureau State &amp; County QuickFacts</b>  |                               |                       |



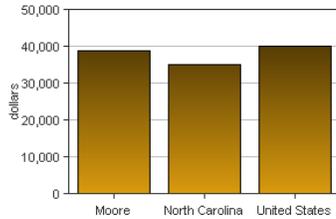
# Moore, North Carolina

Moore is one of 100 [counties](#) in North Carolina. It is part of the Southern Pines-Pinehurst, NC Micropolitan SA. Its 2008 population of 86,031 ranked 32nd in the state.

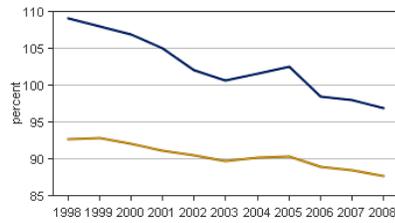
## PER CAPITA PERSONAL INCOME

In 2008 Moore had a per capita personal income (PCPI) of \$38,919. This PCPI ranked 8th in the state and was 110 percent of the state average, \$35,249, and 97 percent of the national average, \$40,166. The 2008 PCPI reflected an increase of 0.7 percent from 2007. The 2007-2008 state change was 1.1 percent and the national change was 2.0 percent. In 1998 the PCPI of Moore was \$29,761 and ranked 6th in the state. The 1998-2008 average annual growth rate of PCPI was 2.7 percent. The average annual growth rate for the state was 3.4 percent and for the nation was 4.0 percent.

Per Capita Personal Income, 2008



Per Capita Income as a Percent of the United States, 2008



■ North Carolina ■ Moore

## TOTAL PERSONAL INCOME

|                | 2007-08 percent change | 1998-2008 AAGR |
|----------------|------------------------|----------------|
| Moore          | 2.3 %                  | 4.5 %          |
| North Carolina | 3.1 %                  | 5.1 %          |
| U.S.           | 2.9 %                  | 5.0 %          |

*AAGR: average annual growth rate*

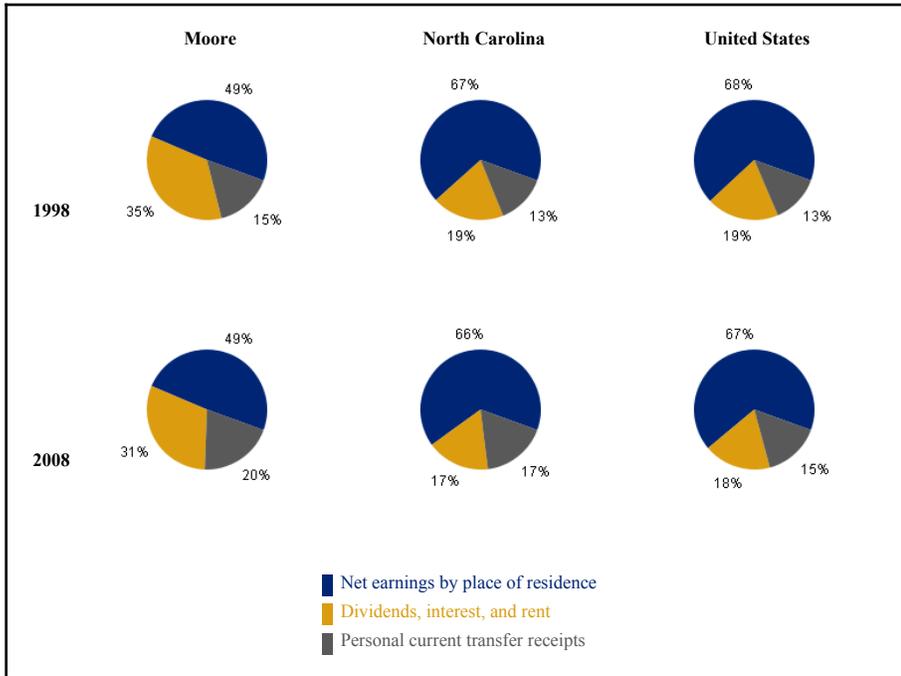
In 2008 Moore had a total personal income (TPI) of \$3,348,213\*. This TPI ranked 25th in the state and accounted for 1.0 percent of the state total. In 1998 the TPI of Moore was \$2,148,321\* and ranked 25th in the state.

\*Note: Total personal income estimates are in thousands of dollars, not adjusted for inflation.

**COMPONENTS OF TOTAL PERSONAL INCOME**

Total personal income includes net earnings by place of residence; dividends, interest, and rent; and personal current transfer receipts received by the residents of Moore.

**Percent Contribution to Total Personal Income**



|                                    | Moore   | North Carolina | U.S.  |
|------------------------------------|---------|----------------|-------|
| Net earnings                       | 1.4 %   | 1.7 %          | 2.0 % |
| Dividends, interest, and rent      | - 0.4 % | 1.7 %          | 1.3 % |
| Personal current transfer receipts | 8.9 %   | 10.4 %         | 9.2 % |

|                                    | Moore | North Carolina | U.S.  |
|------------------------------------|-------|----------------|-------|
| Net earnings                       | 4.5 % | 4.9 %          | 4.8 % |
| Dividends, interest, and rent      | 3.1 % | 3.7 %          | 4.2 % |
| Personal current transfer receipts | 7.3 % | 8.0 %          | 6.7 % |

**U.S. Census Bureau State and County Quick Facts  
Moore County, North Carolina**

| <b>People QuickFacts</b>   | <b>Moore County</b>                     | <b>North Carolina</b> |
|--|---|-----------------------|
| Population, 2009 estimate  | 87,158                                  | 9,380,884             |
| Population, percent change, April 1, 2000 to July 1, 2009  | 16.6%                                   | 16.6%                 |
| Population estimates base (April 1) 2000   | 74,771                                  | 8,046,406             |
| Persons under 5 years old, percent, 2008   | 6.1%                                    | 7.1%                  |
| Persons under 18 years old, percent, 2008  | 21.9%                                   | 24.3%                 |
| Persons 65 years old and over, percent, 2008   | 21.1%                                   | 12.4%                 |
| Female persons, percent, 2008  | 52.0%                                   | 51.0%                 |
| White persons, percent, 2008 (a)   | 83.1%                                   | 73.9%                 |
| Black persons, percent, 2008 (a)   | 14.4%                                   | 21.6%                 |
| American Indian and Alaska Native persons, percent, 2008 (a)   | 0.8%                                    | 1.3%                  |
| Asian persons, percent, 2008 (a)   | 0.7%                                    | 1.9%                  |
| Native Hawaiian and Other Pacific Islander, percent, 2008 (a)  | 0.1%                                    | 0.1%                  |
| Persons reporting two or more races, percent, 2008   | 1.0%                                    | 1.2%                  |
| Persons of Hispanic or Latino origin, percent, 2008 (b)  | 5.8%                                    | 7.4%                  |
| White persons not Hispanic, percent, 2008  | 77.6%                                   | 67.2%                 |
| Living in same house in 1995 and 2000, pct 5 yrs old & over  | 56.0%                                   | 53.0%                 |
| Foreign born persons, percent, 2000  | 4.2%                                    | 5.3%                  |
| Language other than English spoken at home, pct age 5+, 2000   | 6.0%                                    | 8.0%                  |
| High school graduates, percent of persons age 25+, 2000  | 82.6%                                   | 78.1%                 |
| Bachelor's degree or higher, pct of persons age 25+, 2000  | 26.8%                                   | 22.5%                 |
| Persons with a disability, age 5+, 2000  | 14,233                                  | 1,540,365             |
| Mean travel time to work (minutes), workers age 16+, 2000  | 22.8                                    | 24                    |
| Housing units, 2008  | 41,469                                  | 4,201,378             |
| Homeownership rate, 2000   | 78.7%                                   | 69.4%                 |
| Housing units in multi-unit structures, percent, 2000  | 10.1%                                   | 16.1%                 |
| Median value of owner-occupied housing units, 2000   | \$131,100                               | \$108,300             |
| Households, 2000   | 30,713                                  | 3,132,013             |
| Persons per household, 2000  | 2.38                                    | 2.49                  |
| Median household income, 2008  | \$48,250                                | \$46,574              |
| Per capita money income, 1999  | \$23,377                                | \$20,307              |
| Persons below poverty level, percent, 2008   | 11.6%                                   | 14.6%                 |
| <b>Business QuickFacts</b>   | <b>Moore County</b>                     | <b>North Carolina</b> |
| Private nonfarm establishments, 2007   | 2,316                                   | 227,906               |
| Private nonfarm employment, 2007   | 29,537                                  | 3,586,552             |
| Private nonfarm employment, percent change 2000-2007   | 10.5%                                   | 5.9%                  |
| Nonemployer establishments, 2007   | 7,008                                   | 644,873               |
| Total number of firms, 2002  | 7,402                                   | 642,597               |
| Black-owned firms, percent, 2002   | S                                       | 8.1%                  |
| American Indian and Alaska Native owned firms, percent, 2002   | F                                       | 0.9%                  |
| Asian-owned firms, percent, 2002   | F                                       | 2.1%                  |
| Native Hawaiian and Other Pacific Islander owned firms, percent, 2002  | F                                       | 0.0%                  |
| Hispanic-owned firms, percent, 2002  | F                                       | 1.4%                  |
| Women-owned firms, percent, 2002   | 28.1%                                   | 27.1%                 |
| Manufacturers shipments, 2002 (\$1000)   | 649,018                                 | 156,821,943           |
| Wholesale trade sales, 2002 (\$1000)   | 165,855                                 | 104,331,152           |
| Retail sales, 2002 (\$1000)  | 773,866                                 | 88,821,486            |
| Retail sales per capita, 2002  | \$9,930                                 | \$10,686              |
| Accommodation and foodservices sales, 2002 (\$1000)  | 176,513                                 | 11,237,386            |
| Building permits, 2008   | 440                                     | 54,652                |
| Federal spending, 2008   | 615,001                                 | 70,203,029            |
| <b>Geography QuickFacts</b>  | <b>Moore County</b>                     | <b>North Carolina</b> |
| Land area, 2000 (square miles)   | 697.74                                  | 48,710.88             |
| Persons per square mile, 2000  | 107.1                                   | 165.2                 |
| FIPS Code  | 125                                     | 37                    |
| Metropolitan or Micropolitan Statistical Area  | Southern Pines-Pinehurst, NC Micro Area |                       |
| <p>(a) Includes persons reporting only one race.<br/>           (b) Hispanics may be of any race, so also are included in applicable race categories.<br/>           FN: Footnote on this item for this area in place of data<br/>           NA: Not available<br/>           D: Suppressed to avoid disclosure of confidential information<br/>           X: Not applicable<br/>           S: Suppressed; does not meet publication standards<br/>           Z: Value greater than zero but less than half unit of measure shown<br/>           F: Fewer than 100 firms</p> |   |                       |
| <b>Source: US Census Bureau State &amp; County QuickFacts</b>  |   |                       |



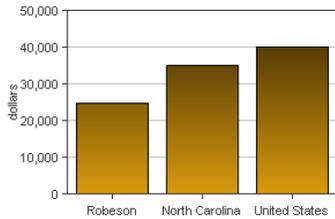
# Robeson, North Carolina

Robeson is one of 100 counties in North Carolina. It is part of the Lumberton, NC Micropolitan SA. Its 2008 population of 128,696 ranked 21st in the state.

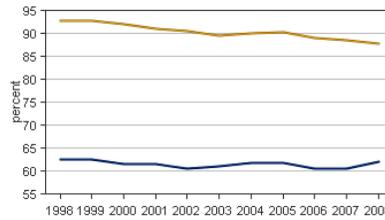
## PER CAPITA PERSONAL INCOME

In 2008 Robeson had a per capita personal income (PCPI) of \$24,935. This PCPI ranked 97th in the state and was 71 percent of the state average, \$35,249, and 62 percent of the national average, \$40,166. The 2008 PCPI reflected an increase of 4.2 percent from 2007. The 2007-2008 state change was 1.1 percent and the national change was 2.0 percent. In 1998 the PCPI of Robeson was \$17,047 and ranked 96th in the state. The 1998-2008 average annual growth rate of PCPI was 3.9 percent. The average annual growth rate for the state was 3.4 percent and for the nation was 4.0 percent.

Per Capita Personal Income, 2008



Per Capita Income as a Percent of the United States, 2008



■ North Carolina ■ Robeson

## TOTAL PERSONAL INCOME

|                | 2007-08 percent change | 1998-2008 AAGR |
|----------------|------------------------|----------------|
| Robeson        | 5.0 %                  | 4.5 %          |
| North Carolina | 3.1 %                  | 5.1 %          |
| U.S.           | 2.9 %                  | 5.0 %          |

*AAGR: average annual growth rate*

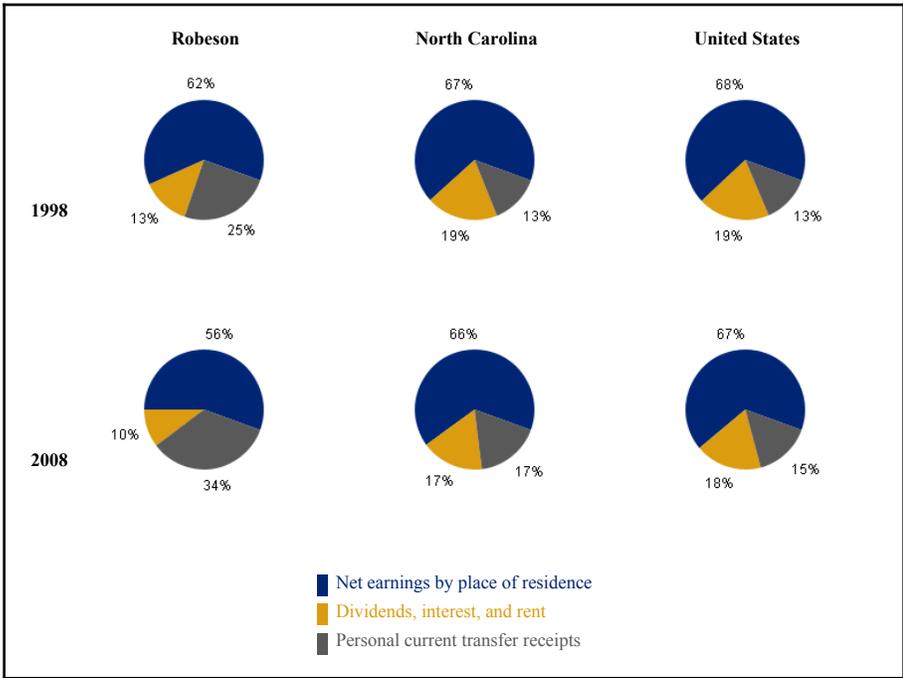
In 2008 Robeson had a total personal income (TPI) of \$3,208,987\*. This TPI ranked 27th in the state and accounted for 1.0 percent of the state total. In 1998 the TPI of Robeson was \$2,060,611\* and ranked 28th in the state.

\*Note: Total personal income estimates are in thousands of dollars, not adjusted for inflation.

**COMPONENTS OF TOTAL PERSONAL INCOME**

Total personal income includes net earnings by place of residence; dividends, interest, and rent; and personal current transfer receipts received by the residents of Robeson.

**Percent Contribution to Total Personal Income**



|                                    | Robeson | North Carolina | U.S.  |
|------------------------------------|---------|----------------|-------|
| Net earnings                       | 1.8 %   | 1.7 %          | 2.0 % |
| Dividends, interest, and rent      | 4.3 %   | 1.7 %          | 1.3 % |
| Personal current transfer receipts | 10.8 %  | 10.4 %         | 9.2 % |

|                                    | Robeson | North Carolina | U.S.  |
|------------------------------------|---------|----------------|-------|
| Net earnings                       | 3.4 %   | 4.9 %          | 4.8 % |
| Dividends, interest, and rent      | 1.9 %   | 3.7 %          | 4.2 % |
| Personal current transfer receipts | 8.0 %   | 8.0 %          | 6.7 % |

**U.S. Census Bureau State and County Quick Facts**  
**Robeson County, North Carolina**

| <b>People QuickFacts</b>  | <b>Robeson County</b>           | <b>North Carolina</b> |
|---|---------------------------------|-----------------------|
| Population, 2009 estimate   | 129,559                         | 9,380,884             |
| Population, percent change, April 1, 2000 to July 1, 2009   | 5.1%                            | 16.6%                 |
| Population estimates base (April 1) 2000  | 123,241                         | 8,046,406             |
| Persons under 5 years old, percent, 2008  | 8.1%                            | 7.1%                  |
| Persons under 18 years old, percent, 2008   | 27.4%                           | 24.3%                 |
| Persons 65 years old and over, percent, 2008  | 10.9%                           | 12.4%                 |
| Female persons, percent, 2008   | 51.1%                           | 51.0%                 |
| White persons, percent, 2008 (a)  | 35.8%                           | 73.9%                 |
| Black persons, percent, 2008 (a)  | 24.1%                           | 21.6%                 |
| American Indian and Alaska Native persons, percent, 2008 (a)  | 38.0%                           | 1.3%                  |
| Asian persons, percent, 2008 (a)  | 0.6%                            | 1.9%                  |
| Native Hawaiian and Other Pacific Islander, percent, 2008 (a)   | 0.1%                            | 0.1%                  |
| Persons reporting two or more races, percent, 2008  | 1.5%                            | 1.2%                  |
| Persons of Hispanic or Latino origin, percent, 2008 (b)   | 8.6%                            | 7.4%                  |
| White persons not Hispanic, percent, 2008   | 28.7%                           | 67.2%                 |
| Living in same house in 1995 and 2000, pct 5 yrs old & over   | 61.9%                           | 53.0%                 |
| Foreign born persons, percent, 2000   | 4.2%                            | 5.3%                  |
| Language other than English spoken at home, pct age 5+, 2000  | 6.8%                            | 8.0%                  |
| High school graduates, percent of persons age 25+, 2000   | 64.9%                           | 78.1%                 |
| Bachelor's degree or higher, pct of persons age 25+, 2000   | 11.4%                           | 22.5%                 |
| Persons with a disability, age 5+, 2000   | 30,082                          | 1,540,365             |
| Mean travel time to work (minutes), workers age 16+, 2000   | 28.1                            | 24                    |
| Housing units, 2008   | 49,935                          | 4,201,378             |
| Homeownership rate, 2000  | 72.8%                           | 69.4%                 |
| Housing units in multi-unit structures, percent, 2000   | 8.2%                            | 16.1%                 |
| Median value of owner-occupied housing units, 2000  | \$66,100                        | \$108,300             |
| Households, 2000  | 43,677                          | 3,132,013             |
| Persons per household, 2000   | 2.75                            | 2.49                  |
| Median household income, 2008   | \$31,499                        | \$46,574              |
| Per capita money income, 1999   | \$13,224                        | \$20,307              |
| Persons below poverty level, percent, 2008  | 30.4%                           | 14.6%                 |
| <b>Business QuickFacts</b>  | <b>Robeson County</b>           | <b>North Carolina</b> |
| Private nonfarm establishments, 2007  | 1,952                           | 227,906               |
| Private nonfarm employment, 2007  | 34,121                          | 3,586,552             |
| Private nonfarm employment, percent change 2000-2007  | 2.0%                            | 5.9%                  |
| Nonemployer establishments, 2007  | 7,270                           | 644,873               |
| Total number of firms, 2002   | 7,179                           | 642,597               |
| Black-owned firms, percent, 2002  | 10.3%                           | 8.1%                  |
| American Indian and Alaska Native owned firms, percent, 2002  | 21.7%                           | 0.9%                  |
| Asian-owned firms, percent, 2002  | 1.8%                            | 2.1%                  |
| Native Hawaiian and Other Pacific Islander owned firms, percent, 2002   | F                               | 0.0%                  |
| Hispanic-owned firms, percent, 2002   | 2.0%                            | 1.4%                  |
| Women-owned firms, percent, 2002  | 23.2%                           | 27.1%                 |
| Manufacturers shipments, 2002 (\$1000)  | 2,430,067                       | 156,821,943           |
| Wholesale trade sales, 2002 (\$1000)  | 526,823                         | 104,331,152           |
| Retail sales, 2002 (\$1000)   | 989,527                         | 88,821,486            |
| Retail sales per capita, 2002   | \$7,932                         | \$10,686              |
| Accommodation and foodservices sales, 2002 (\$1000)   | 103,786                         | 11,237,386            |
| Building permits, 2008  | 157                             | 54,652                |
| Federal spending, 2008  | 971,281                         | 70,203,029            |
| <b>Geography QuickFacts</b>   | <b>Robeson County</b>           | <b>North Carolina</b> |
| Land area, 2000 (square miles)  | 948.84                          | 48,710.88             |
| Persons per square mile, 2000   | 130                             | 165.2                 |
| FIPS Code   | 155                             | 37                    |
| <b>Metropolitan or Micropolitan Statistical Area</b>  | <b>Lumberton, NC Micro Area</b> |                       |
| (a) Includes persons reporting only one race.<br>(b) Hispanics may be of any race, so also are included in applicable race categories.<br>FN: Footnote on this item for this area in place of data<br>NA: Not available<br>D: Suppressed to avoid disclosure of confidential information<br>X: Not applicable<br>S: Suppressed; does not meet publication standards<br>Z: Value greater than zero but less than half unit of measure shown<br>F: Fewer than 100 firms |                                 |                       |
| <b>Source: US Census Bureau State &amp; County QuickFacts</b>   |                                 |                       |

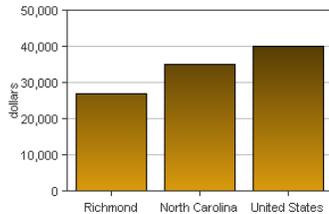
# Richmond, North Carolina

Richmond is one of 100 [counties](#) in North Carolina. It is part of the Rockingham, NC Micropolitan SA. Its 2008 population of 46,028 ranked 55th in the state.

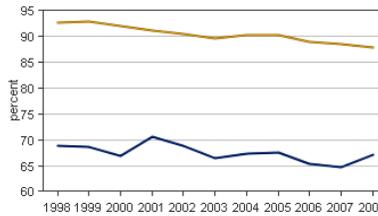
## PER CAPITA PERSONAL INCOME

In 2008 Richmond had a per capita personal income (PCPI) of \$26,960. This PCPI ranked 85th in the state and was 76 percent of the state average, \$35,249, and 67 percent of the national average, \$40,166. The 2008 PCPI reflected an increase of 5.8 percent from 2007. The 2007-2008 state change was 1.1 percent and the national change was 2.0 percent. In 1998 the PCPI of Richmond was \$18,765 and ranked 85th in the state. The 1998-2008 average annual growth rate of PCPI was 3.7 percent. The average annual growth rate for the state was 3.4 percent and for the nation was 4.0 percent.

**Per Capita Personal Income, 2008**



**Per Capita Income as a Percent of the United States, 2008**



■ North Carolina ■ Richmond

## TOTAL PERSONAL INCOME

|                | 2007-08 percent change | 1998-2008 AAGR |
|----------------|------------------------|----------------|
| Richmond       | 6.0 %                  | 3.6 %          |
| North Carolina | 3.1 %                  | 5.1 %          |
| U.S.           | 2.9 %                  | 5.0 %          |

*AAGR: average annual growth rate*

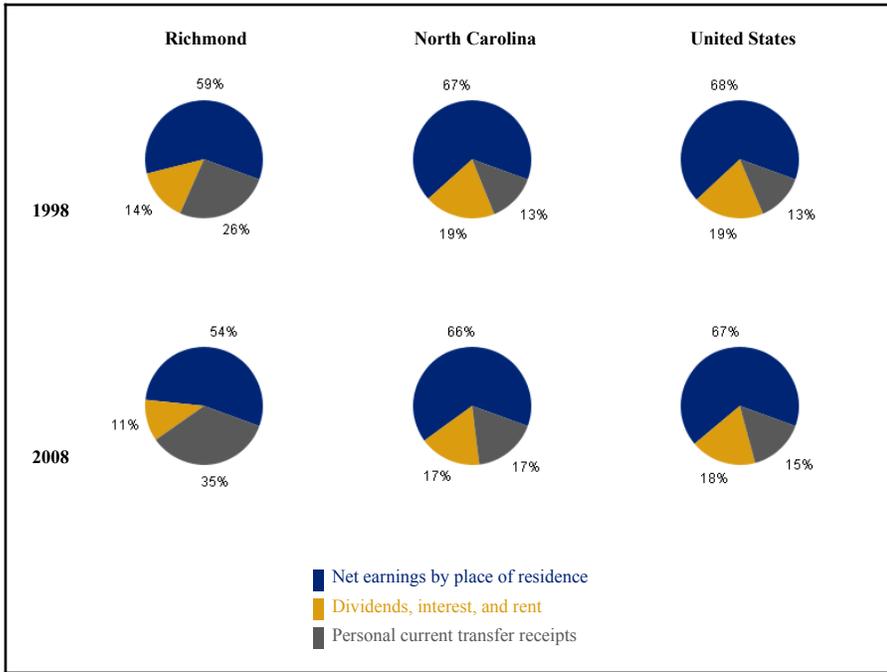
In 2008 Richmond had a total personal income (TPI) of \$1,240,908\*. This TPI ranked 59th in the state and accounted for 0.4 percent of the state total. In 1998 the TPI of Richmond was \$873,647\* and ranked 56th in the state.

\*Note: Total personal income estimates are in thousands of dollars, not adjusted for inflation.

**COMPONENTS OF TOTAL PERSONAL INCOME**

Total personal income includes net earnings by place of residence; dividends, interest, and rent; and personal current transfer receipts received by the residents of Richmond.

**Percent Contribution to Total Personal Income**



|                                    | Richmond | North Carolina | U.S.  |
|------------------------------------|----------|----------------|-------|
| Net earnings                       | 3.9 %    | 1.7 %          | 2.0 % |
| Dividends, interest, and rent      | 4.8 %    | 1.7 %          | 1.3 % |
| Personal current transfer receipts | 9.9 %    | 10.4 %         | 9.2 % |

|                                    | Richmond | North Carolina | U.S.  |
|------------------------------------|----------|----------------|-------|
| Net earnings                       | 2.6 %    | 4.9 %          | 4.8 % |
| Dividends, interest, and rent      | 1.1 %    | 3.7 %          | 4.2 % |
| Personal current transfer receipts | 6.6 %    | 8.0 %          | 6.7 % |

**U.S. Census Bureau State and County Quick Facts  
Richmond County, North Carolina**

| <b>People QuickFacts</b>  | <b>Richmond County</b>           | <b>North Carolina</b> |
|---|----------------------------------|-----------------------|
| Population, 2009 estimate   | 45,970                           | 9,380,884             |
| Population, percent change, April 1, 2000 to July 1, 2009   | -1.3%                            | 16.6%                 |
| Population estimates base (April 1) 2000  | 46,557                           | 8,046,406             |
| Persons under 5 years old, percent, 2008  | 7.0%                             | 7.1%                  |
| Persons under 18 years old, percent, 2008   | 24.8%                            | 24.3%                 |
| Persons 65 years old and over, percent, 2008  | 14.2%                            | 12.4%                 |
| Female persons, percent, 2008   | 50.6%                            | 51.0%                 |
| White persons, percent, 2008 (a)  | 64.9%                            | 73.9%                 |
| Black persons, percent, 2008 (a)  | 31.1%                            | 21.6%                 |
| American Indian and Alaska Native persons, percent, 2008 (a)  | 1.9%                             | 1.3%                  |
| Asian persons, percent, 2008 (a)  | 0.8%                             | 1.9%                  |
| Native Hawaiian and Other Pacific Islander, percent, 2008 (a)   | Z                                | 0.1%                  |
| Persons reporting two or more races, percent, 2008  | 1.3%                             | 1.2%                  |
| Persons of Hispanic or Latino origin, percent, 2008 (b)   | 4.4%                             | 7.4%                  |
| White persons not Hispanic, percent, 2008   | 61.0%                            | 67.2%                 |
| Living in same house in 1995 and 2000, pct 5 yrs old & over   | 59.2%                            | 53.0%                 |
| Foreign born persons, percent, 2000   | 2.2%                             | 5.3%                  |
| Language other than English spoken at home, pct age 5+, 2000  | 4.5%                             | 8.0%                  |
| High school graduates, percent of persons age 25+, 2000   | 69.2%                            | 78.1%                 |
| Bachelor's degree or higher, pct of persons age 25+, 2000   | 10.1%                            | 22.5%                 |
| Persons with a disability, age 5+, 2000   | 11,651                           | 1,540,365             |
| Mean travel time to work (minutes), workers age 16+, 2000   | 21.6                             | 24                    |
| Housing units, 2008   | 22,076                           | 4,201,378             |
| Homeownership rate, 2000  | 71.9%                            | 69.4%                 |
| Housing units in multi-unit structures, percent, 2000   | 8.7%                             | 16.1%                 |
| Median value of owner-occupied housing units, 2000  | \$59,300                         | \$108,300             |
| Households, 2000  | 17,873                           | 3,132,013             |
| Persons per household, 2000   | 2.51                             | 2.49                  |
| Median household income, 2008   | \$30,743                         | \$46,574              |
| Per capita money income, 1999   | \$14,485                         | \$20,307              |
| Persons below poverty level, percent, 2008  | 23.7%                            | 14.6%                 |
| <b>Business QuickFacts</b>  | <b>Richmond County</b>           | <b>North Carolina</b> |
| Private nonfarm establishments, 2007  | 930                              | 227,906               |
| Private nonfarm employment, 2007  | 12,718                           | 3,586,552             |
| Private nonfarm employment, percent change 2000-2007  | -8.3%                            | 5.9%                  |
| Nonemployer establishments, 2007  | 1,820                            | 644,873               |
| Total number of firms, 2002   | 2,309                            | 642,597               |
| Black-owned firms, percent, 2002  | S                                | 8.1%                  |
| American Indian and Alaska Native owned firms, percent, 2002  | F                                | 0.9%                  |
| Asian-owned firms, percent, 2002  | F                                | 2.1%                  |
| Native Hawaiian and Other Pacific Islander owned firms, percent, 2002   | F                                | 0.0%                  |
| Hispanic-owned firms, percent, 2002   | F                                | 1.4%                  |
| Women-owned firms, percent, 2002  | S                                | 27.1%                 |
| Manufacturers shipments, 2002 (\$1000)  | 619,028                          | 156,821,943           |
| Wholesale trade sales, 2002 (\$1000)  | 115,763                          | 104,331,152           |
| Retail sales, 2002 (\$1000)   | 420,478                          | 88,821,486            |
| Retail sales per capita, 2002   | \$8,972                          | \$10,686              |
| Accommodation and foodservices sales, 2002 (\$1000)   | 34,908                           | 11,237,386            |
| Building permits, 2008  | 185                              | 54,652                |
| Federal spending, 2008  | 370,357                          | 70,203,029            |
| <b>Geography QuickFacts</b>   | <b>Richmond County</b>           | <b>North Carolina</b> |
| Land area, 2000 (square miles)  | 473.98                           | 48,710.88             |
| Persons per square mile, 2000   | 98.2                             | 165.2                 |
| FIPS Code   | 153                              | 37                    |
| <b>Metropolitan or Micropolitan Statistical Area</b>  | <b>Rockingham, NC Micro Area</b> |                       |
| (a) Includes persons reporting only one race.<br>(b) Hispanics may be of any race, so also are included in applicable race categories.<br>FN: Footnote on this item for this area in place of data<br>NA: Not available<br>D: Suppressed to avoid disclosure of confidential information<br>X: Not applicable<br>S: Suppressed; does not meet publication standards<br>Z: Value greater than zero but less than half unit of measure shown<br>F: Fewer than 100 firms |                                  |                       |
| <b>Source: US Census Bureau State &amp; County QuickFacts</b>   |                                  |                       |

**Comprehensive**  
**Growth Plan for the**  
**Fort Bragg Region**

# Comprehensive Regional Growth Plan for the Fort Bragg Region

## Assessment and Recommendations



## Executive Summary

September 2008

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*Submitted to the:*

# **FORT BRAGG AND POPE AFB BRAC REGIONAL TASK FORCE**

[www.bracrftf.com](http://www.bracrftf.com)

*Developed by:*



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*In Partnership with:*

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PKF Consulting (Hospitality and Cultural Resources)  
Richardson Smith Gardner & Associates (Solid Waste)

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## **DISCLAIMER**

This report is intended as an aid to planners, managers, elected officials, and other decision makers in the Fort Bragg region. Our aim is not to dictate what should be done, but to assist in ongoing efforts to achieve goals and objectives identified and valued by the residents of the region. The recommendations presented in this report are suggestions for how the region could work towards those goals and objectives, based on best available information and current understandings.

The information, projections and estimates in this report are based upon publicly available data and have been prepared using generally accepted methodologies and formulas. The projections and needs presented in this report are based upon best estimates using the available data. It is important to note that currently available information and understandings are incomplete and cannot account for the inevitable, but unpredictable, impacts of unexpected global, national, state, and/or local events. Actual results and needs may differ significantly from the projections of this report due to such unforeseen factors and conditions, as well as inaccuracy of available data, and/or factors and conditions not within the scope of this project. Persons using this information to make business and financial decisions are cautioned to examine the available data for themselves and not to rely solely on this report.

Neither the BRAC Regional Task Force, Training and Development Associates, Inc. nor its subcontractors guarantee or warrant that the projections set forth in this report will, in fact, occur. The BRAC Regional Task Force, Training and Development Associates, Inc. and its subcontractors disclaim any liability for any errors or inaccuracies in the information, projections and needs analysis, regardless of how the data is used, or any decisions made or actions taken by any person in reliance upon any information and/or data furnished herein.

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# Executive Summary

## A. Introduction

In response to mission growth at Fort Bragg, the BRAC Regional Task Force (RTF) was formed to evaluate economic, employment, infrastructure, and social impacts associated with this expansion and to identify actions required to address future growth needs. The Office of Economic Adjustment (OEA), within the U.S. Department of Defense, provided funding for the assessment. The BRAC RTF hired Training & Development Associates, Inc. (TDA) to conduct this evaluation and develop a comprehensive regional growth plan that would project the probable impact of defense-related initiatives on many areas of community living, including workforce and higher education, K-12 education, housing, transportation, infrastructure, health care, social services, hospitality, and cultural activities. Looking at the six months ending in August 2008, Moody's Economy.com reported that the region's economy has fallen into recession. The Cumberland County office of the Employment Security Commission indicated that the area has lost 2,500 jobs since March, and unemployment jumped from 6 percent to 7.1 percent

in the past few months. The region's economic woes, however, will be lessened as a result of the military's significant presence in the area. Continued military investment in the area is expected to bring additional job opportunities and increase the area's population by over 40,000 by 2013.

This Summary highlights the anticipated impacts of mission growth on the region and suggests many actions that will better prepare the community for the coming changes. The complete Regional Growth Plan for the Fort Bragg Region: Assessment and Recommendations contains details of anticipated impacts and action plans on both a regional and county-by-county basis<sup>1</sup>.

## B. Study Area

Eleven counties were identified by the BRAC Regional Task Force and the Department of Defense as part of the study area: Cumberland, Hoke, Harnett, Moore, Lee, Richmond, Robeson, Scotland, Montgomery, Bladen, and Sampson (**Figure 1**).

Figure 1. Map of the eleven-county Fort Bragg region

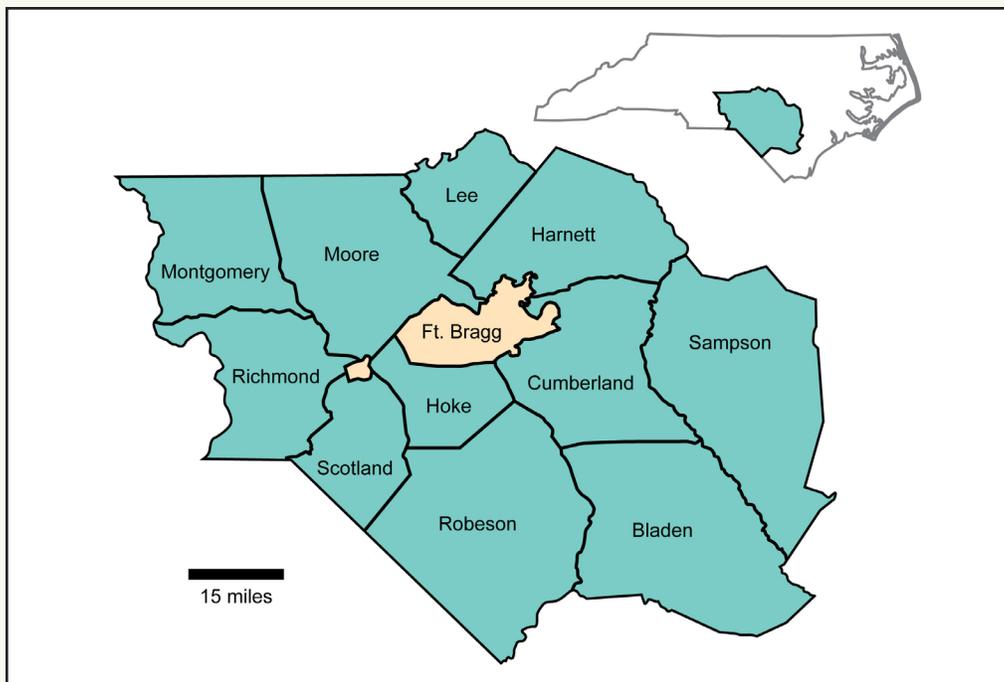


Table 1: Expected Number of Additional Military-Related Personnel

|                       | 2006  | 2007  | 2008  | 2009  | 2010 | 2011  | 2012 | 2013 | Totals |
|-----------------------|-------|-------|-------|-------|------|-------|------|------|--------|
| Active-Duty Army      | 2,242 | 129   | 1854  | 1,310 | 477  | -700  | 153  | 143  | 5,608  |
| Active-Duty Air Force | -309  | -1088 | -786  | -579  | -460 | 70    | 155  | 50   | -3,247 |
| Army Civilians        | 393   | 102   | 149   | 216   | 17   | 1,072 | 0    | 0    | 1,949  |
| Air Force Civilians   | 23    | 257   | -19   | -85   | -31  | -3    | 0    | 0    | 142    |
| Defense Contractors   | 1274  | 632   | 253   | 120   | 120  | 1,226 | 504  | -27  | 4,102  |
| Totals                | 3,623 | 32    | 1,451 | 982   | 123  | 1,615 | 762  | 116  | 8,704  |

Within the study area, seven counties—Cumberland, Hoke, Harnett, Moore, Lee, Richmond, and Robeson—are expected to receive the most significant growth impacts, and have thus been identified as Tier One counties. Scotland, Bladen, Sampson, and Montgomery are referred to as Tier Two counties because they are expected to receive mostly secondary expansion-related effects.

### C. Military Investments in the Region

The number of additional military-related personnel expected to relocate to the region from 2006 through 2013 is shown in **Table 1**<sup>2</sup>.

In addition, military construction expenditures total \$1.3 billion<sup>3</sup> between 2006 and 2013, and privatized military housing construction totals \$336 million<sup>4</sup> between 2006 and 2013.

The regional economic impacts for this report were estimated using the Regional Economic Models, Inc. (REMI) model. REMI is a dynamic model based on regional economic theory and uses features of input-output and econometric modeling techniques as well as region-specific datasets. REMI’s dynamic modeling framework provides users with the option to “forecast how changes in the economy and adjustments to those changes will occur on a year-by-year basis<sup>5</sup>.” The results of the REMI modeling are summarized in the following sections. The economic analysis conducted as a part of the Plan was conducted in the first quarter of 2008 - prior to the present economic crisis. Although recent events would certainly influence the outcomes of this analysis, this chapter does confirm the significant impact of the military on the local economy. The

expected number of new military-related jobs and projected construction expenditures by the military remains unchanged.

The terms “normal growth” and “expected growth” figure prominently in the Plan. “Normal”—that is, natural—growth refers to the changes in local population and other economic factors that would be affecting housing markets and school systems even if there were no military expansion at Fort Bragg. “Expected growth” refers to the additional growth that will occur as a result of the planned expansion at Fort Bragg.

### D. Population Growth

The total population for all the eleven affected counties is expected to grow to 1.04 million by 2013 (**Table 2**) as a direct result of job creation and significant military construction spending. While total population in this eleven-county region would grow significantly without the military initiatives, expansion at Fort Bragg is expected to lead to even higher population growth. At the beginning of the expansion process, increases in local population (over a normal growth baseline) range from 9,713 in 2006 to about 40,815 in 2013. For the first time, total population in the eleven-county region is expected to exceed one million<sup>6</sup>.

The 40,815 additional residents that will move to the region as a result of military-related growth consist of several major sub-populations: active-duty soldiers, civilian personnel employed by the Army, employees of private defense contractors, dependents of Army personnel and private contractor employees, and economic migrants. Dependents and economic

Table 2. Total Population Projections<sup>7</sup>

|                 | 2006    | 2005    | 2008    | 2009    | 2010    | 2011      | 2012      | 2013      |
|-----------------|---------|---------|---------|---------|---------|-----------|-----------|-----------|
| Normal Growth   | 927,095 | 937,978 | 948,021 | 958,591 | 968,574 | 978,868   | 989,132   | 999,468   |
| Expected Growth | 936,808 | 951,776 | 970,740 | 986,293 | 997,638 | 1,012,252 | 1,026,555 | 1,040,283 |
| Difference      | 9,713   | 13,798  | 22,719  | 27,702  | 29,064  | 33,384    | 37,423    | 40,815    |

migrants make up the largest sub-populations (**Figure 2**).

The following sections explore these sub-populations in more detail.

### 1. Active-Duty Soldiers and Army Civilians

Although a substantial portion of the expected military transitions occurred in 2006 and 2007, other significant transitions are expected throughout 2008 and into the coming years. Major planned transitions<sup>8</sup> include:

- The ten Press Camp Headquarters with thirty-one soldiers will be relocated from Fort McPherson.

2009

- Grow the Army initiatives will result in 346 additional soldiers.
- Army Special Operations Command (USASOC) transformation activities will result in an increase of 795 soldiers and sixty-six civilians.
- Various other activations, inactivations, and unit conversions will result in a decrease of seventy-two soldiers and an increase of 205 civilians.

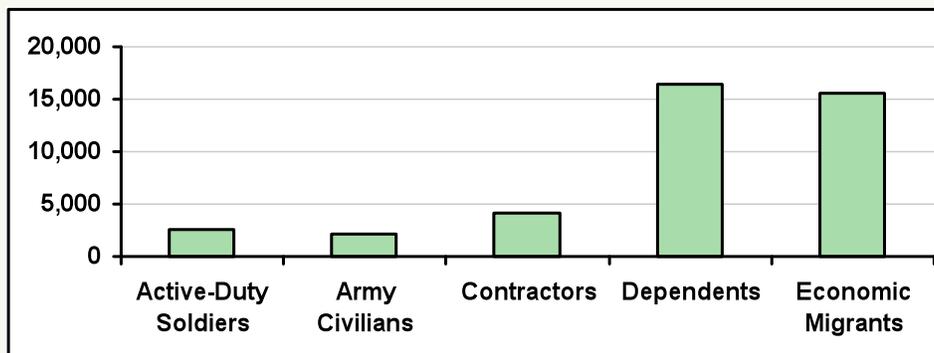
2008

- The 108th Air Defense Artillery (ADA) Brigade was stationed at Fort Bragg in 2007. Another Battalion of the 108th ADA Brigade, with 610 soldiers from Fort Bliss, Texas, will relocate.
- Grow the Army initiatives will result in 112 additional soldiers.
- Army Special Operations Command (USASOC) transformation activities and the activation of the ninety-eight Civil Affairs Battalion will result in an additional 1,092 soldiers and seventy-one civilians.

2010

- Grow the Army initiatives will result in 214 additional soldiers.
- Army Special Operations Command (USASOC) transformation activities will result in an increase of 170 soldiers and seventy-six civilians.
- Conversions will add 156 civilians to tactical units for family readiness support.
- Various other activations, inactivations, and unit conversions will result in a decrease of 296 soldiers.

Figure 2. Estimated Numbers of People Added to Different Sub-populations in 2013 in the Fort Bragg Region.



2011

- FORSCOM and USARC will relocate from Fort McPherson, resulting in an increase of 1,176 soldiers and 1,041 civilians (discussed in following section).
- 7th Special Forces Group (SFG) will relocate to Fort Elgin Air Force Base, resulting in a decrease of 1,775 soldiers and seven civilians.

Once all of the transitions are complete in 2013, the number of full-time active-duty personnel at Fort Bragg is expected to be 50,947.

The U.S. Army Forces Command (FORSCOM) and the Army Reserve Command (USARC) will transfer from Fort McPherson in Atlanta to Fort Bragg by mid-September 2011. These relocations alone will bring nearly 3,000 active-duty and civilian jobs to the Fort Bragg region<sup>9</sup>. Because FORSCOM and USARC include high-level Army decision makers who manage more than \$30 billion of the annual Department Of Defense budget, many of these jobs are high-paying and require a bachelor’s degree at a minimum (**Table 3**). It is estimated that only 30% of the people who presently hold these civilian jobs at Fort McPherson will relocate to Fort Bragg. The remaining positions will be filled by residents from the Fort Bragg region

and others that may relocate from areas throughout the country. Although it is difficult to predict what kinds of individuals will be taking these jobs at Fort Bragg, information about those currently holding the jobs will be of use as the Fort Bragg region plans how to accommodate the newcomers.

## 2. Defense Contractors

Defense contractors are businesses that provide products or services to the U.S. Department of Defense. Products provided typically include military aircraft, ships, vehicles, weaponry, and electronic systems. Services can include logistics, technical support, and training and communications support. Embedded contractors are employees of private companies that have already secured defense contracts and will have offices on Fort Bragg when they are relocated to the region. Other contractors, which may or may not have existing contracts with the Department of Defense, are also expected to relocate to the Fort Bragg region.

The presence of defense contractors in the Fort Bragg region is expected to increase significantly by 2013. This rise is attributed to several factors. First, numerous defense contractors have found it beneficial to be near FORSCOM and USARC in the Fort McPherson area. It is likely that many of these contractors, in an effort to maintain their close proximity to key Army decision-makers, will relocate to the Fort Bragg area along with FORSCOM and USARC. Second, the addition of FORSCOM and USARC to the large population of military personnel already at Fort Bragg will provide opportunities for startup businesses with innovative technologies that seek to be close to key decision-makers and to thousands of soldiers needing training and other mission-focused products and services. Lastly, several of the largest Army contractors that have not historically had a significant presence at Fort Bragg or Fort McPherson may also recognize the post-transition opportunities at Fort Bragg and elect to expand existing operations or open new offices in the area.

Although the number of contractors that will establish a presence in the Fort Bragg area cannot be predicted

Table 3. Current Demographics of FORSCOM and USARC Personnel<sup>10, 11</sup>

|                                    | FORSCOM  | USARC    |
|------------------------------------|----------|----------|
| Military positions                 | 470      | 705      |
| Civilian positions                 | 677      | 371      |
| Male                               | 61%      | 61%      |
| Female                             | 39%      | 39%      |
| Average Civilian Age               | 53       | 53       |
| Average Civilian Age at Retirement | 59       | 59       |
| Average Military Salary            | \$75,000 | \$93,000 |
| Average Civilian Salary            | \$75,000 | \$78,000 |
| Bachelor's Degree or higher        | 62%      | 63%      |

Table 4. Dependents of Incoming Active-Duty and Civilian Personnel

|                                | Sponsors | Spouses | Children | Total  |
|--------------------------------|----------|---------|----------|--------|
| Active-Duty Military           | 2,511    | 1,731   | 2,348    | 6,590  |
| Army Civilians                 | 2,091    | 1,673   | 2,509    | 6,273  |
| Defense Contractors (embedded) | 3,116    | 2,493   | 3,739    | 9,348  |
| Defense Contractors (off-base) | 1,000    | 800     | 1,200    | 3,000  |
| Total                          | 8,718    | 6,696   | 9,802    | 25,216 |

with complete accuracy, our analysis indicates that it is reasonable to expect creation of an additional 1,000 new jobs with defense contractors in the Fort Bragg region by 2013. These new jobs are in addition to the 3,102 embedded contractors already scheduled to relocate to the region. This estimate was achieved by evaluating the companies that currently provide services to the Fort McPherson area and considering the likelihood of their relocation or expansion into the Fort Bragg region.

**3. Dependents**

Dependents of the active-duty military and civilians—spouses, children, and adult dependents—substantially outnumber heads of households. It is expected that there will be 1.67 dependents in every active-duty military household and two dependents in every civilian household (**Table 4**).

The rates of marriage among military personnel increase with grade. Marriage rates range from a low of 31% for junior enlisted personnel and 55% for company grade officers to a high of 97% for general officers. Approximately 85% to 87% of senior non-commissioned, warrant, and field grade officers are married. It should also be noted that approximately 10% of active duty soldiers are in a dual military marriage, with both husband and wife in the Army. On average 80% of civilians are married. Overall, 6,696 of the incoming personnel are married; 2,022 are single.

Of the 9,802 children expected to move to the region, approximately 2,733 are not yet of school age, which means there will be an added demand for quality child care in the region. The remaining 7,069 children are school-aged, adding further demands on the local school systems.

**4. Economic Migrants**

The term Economic Migrants refers to people who relocate to another area to seek employment and other opportunities not available at their present location. Economic migrants are expected to relocate to the area to take advantage of the opportunities created by the expansion at Fort Bragg. The largest number of jobs will be created in the construction-related, retail trade, healthcare, social assistance, accommodation, and food services sectors. The qualifications and salaries for these jobs vary significantly among sectors. For instance, food services workers generally have no minimum education requirements and often make less than \$20,000 annually, while healthcare workers require advanced training and often make in excess of \$60,000 annually.

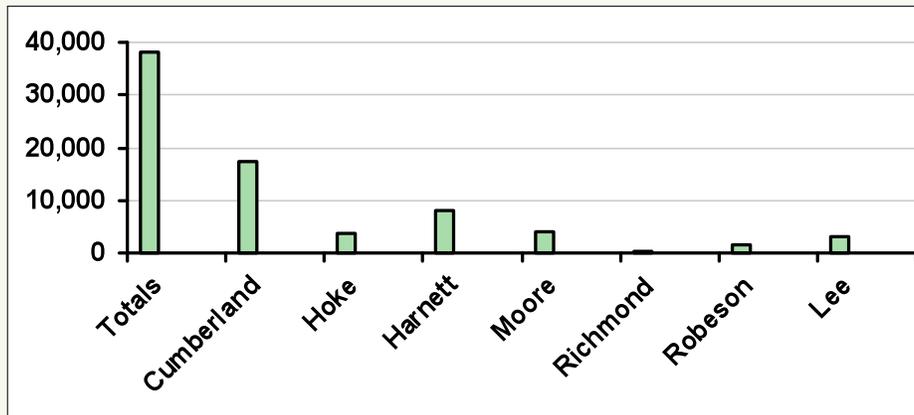
**E. Population Distribution**

Of the 40,815 additional residents that will move to the region by the close of 2013, approximately 2,736 will live in military housing. The following assumptions underlie this estimate:

- 282 junior-enlisted soldiers that are unaccompanied will live in base barracks.
- 244 senior non-commissioned officers that are single will live in new rental units under development by Picerne housing.
- 2,210 military service personnel and their families will live in privatized military housing owned by Picerne Housing. The majority of these families will live in Linden Oaks in the Northern Training area in Harnett County<sup>12</sup>.

The remaining individuals moving to the area will elect to live in one of the surrounding counties.

Figure 3. Expected Off-Base Population Distribution by County in 2013



**Figure 3** shows each Tier One county’s expected growth in each county through 2013. The table includes the estimated 38,079 individuals who will elect to live off-base.

## F. Economic Impacts

### 1. Employment

A total of 19,200 jobs will be created by 2013 as a result of additional military investment in the region. The biggest impact of the military growth in the region will be in government employment. In 2011, 6,450 government jobs will be sustained by military-related investments, bringing the total number of government-related jobs in the area to 134,872. Owing to the increased need for housing, the next largest impact of growth at Fort Bragg will be felt by the construction-related sectors. In the region,

additional military-related demand for construction jobs will peak in 2011 at approximately 6,265. From 2013 onwards, as the demand for housing and related construction activities decreases, fewer jobs will be required in this sector, with only 1,860 military-related jobs sustained in 2013 and fewer than 1,500 in 2014 and beyond. The third biggest job gain is expected to be in the professional and technical services sector, reflecting the influx of supporting contractors. Near the peak of the expansion—that is, in 2013—the professional and technical services sector is projected to support an additional 2,965 military-related jobs in the region (**Table 5**).

Other sectors expected to have significant job growth in the region include health care and social assistance, administrative and waste services, and accommodation and food services. Sectors that show small employment gains include finance and insurance; arts, entertainment, and recreation; and wholesale trade.

Table 5. Projected Number of Military-Related Jobs Added in the Leading Growth Sectors

|                                   | 2011  | 2013  |
|-----------------------------------|-------|-------|
| Government                        | 6,450 | 7,330 |
| Construction                      | 6,267 | 1,862 |
| Professional & Technical Services | 2,515 | 2,965 |
| Retail Trade                      | 1,617 | 1,353 |
| Healthcare & Social Assistance    | 1,158 | 1,302 |
| Administrative & Waste Services   | 851   | 814   |
| Accommodation & Food Services     | 795   | 717   |

### 2. Income, Gross Regional Product (GRP), Sales & Demand

Personal income is defined as the aggregate income received by all persons from all sources and is calculated as the sum of wage and salary disbursements, supplements to wages and salaries, proprietor’s income, rental income, personal dividend income, personal interest income, and personal current transfer receipts, less contributions to government social insurance<sup>13</sup>. Personal income

in the region is expected to increase in 2013 from around \$43.67 billion to \$45.14 billion, or by \$1.47 billion. Disposable income<sup>14</sup> in 2013 will likely grow significantly as a result of military growth from \$38.26 billion to \$39.53 billion, that is, by \$1.27 billion.

Gross regional product (GRP), the most commonly used metric for measuring value added to the regional economy, is analogous to the gross domestic product used for benchmarking activities in the national economy. In the region, the increase in GRP for 2013 resulting from the expected military growth is expected to be \$1.11 billion (from \$31.42 billion to \$32.54 billion).

Total sales to local businesses (output) is affected by changes in industry demand, the local region’s share of each market, and international exports from the local region. The increase in output in 2013 attributable to military growth is estimated to be \$0.86

Table 6. Economic Impact of Additional Military Investment

|                        | 2013             |
|------------------------|------------------|
| Personal Income        | + \$1.47 billion |
| Disposable Income      | + \$1.27 billion |
| Gross Regional Product | + \$1.11 billion |
| Total Sales (output)   | + \$.86 billion  |
| Total Demand           | + \$1.69 billion |

billion. Total demand is defined as the amount of goods and services demanded by the local region; it includes both imports and local supply. Under the Fort Bragg expansion, total demand for the region is expected to grow by about \$1.69 billion in 2013 (from about \$59.98 billion to \$61.67 billion). **Table 6** summarizes these significant economic impacts.

## G. Recommended Actions

Many specific actions are suggested in response to the challenges identified in this assessment. The county-level Action Plans found in the complete Comprehensive Growth Plan describe specific actions, funding issues, responsible parties, and timelines. “Critical Actions” and “Important Actions” are identified. Critical actions are actions that are critical to the mission of Fort Bragg; failure to implement them could jeopardize this mission. Important actions are suggested actions; they represent more of a “best practice.” Failure to implement an important action would not jeopardize the base’s mission, but it could adversely affect community planning.

### 1. Housing

#### a. Assessment

The housing market in the Tier I counties continues to outperform the national and southeastern housing markets. Housing in the area is substantially more affordable than it is in most parts of the United States and is characterized by a history of price appreciation. A significant number of owner-occupied and rental homes will be needed to house the expected population increase in the seven-county Tier I region between 2008 and 2013. The majority of these ownership units will be needed to accommodate the population associated with the military growth at Fort Bragg; the remainder would have been needed even without the base expansion.

#### b. Impact

Each of the seven Tier I counties offers a wide variety of housing choices, ranging from smaller homes for less than \$100,000 to larger estate homes for \$350,000 and above. Although the local market began to slow in the last eighteen months, this downturn is being offset by military spending at Fort Bragg. The arrival of additional military personnel is expected to reduce inventories of previously existing as well as newly constructed homes. The resultant tightening of the market is likely to prompt an increase in new construction by late 2009 and 2010. In addition, niche buyers unable to find what they want on the market will drive new construction activity, as will the lack of adequate housing in specific neighborhoods. For the average homebuyer, however, the quantity and quality of housing already available on the region’s housing markets should suffice for the immediate future.

#### c. Suggested Actions

*Important Action H-1:* Secure state and Federal funds to provide homebuyer financing, counseling, and education for potential homebuyers – Secure favorable financing and provide housing counseling and education to promote awareness of the home-buying process, to educate homebuyers on financing alternatives, and to give advice regarding the sustaining of home ownerships

*Important Action H-2:* Encourage development of affordable rental housing in Cumberland County - Encourage development of more affordable apartments and other rental housing to accommodate lower-ranking military personnel and civilians that earn moderate incomes.

*Important Action H-3:* Participate in FORSCOM Housing Fairs and other events organized by the Army and the BRAC RTF - Participate in homebuyer fairs at FORSCOM in Atlanta and develop a regional website designed for the FORSCOM and defense contractor audiences.

*Important Action H-4:* Promote “green building” in all counties - Encourage use of a rating system, such as the LEED’s Program for Homes, that promotes the design and construction of high-performance “green” homes.

## 2. Education (K-12)

### a. Assessment

School districts in the seven Tier I counties will experience an increase of 7,100 students between the 2006-07 and 2013-14 school years. Increases will be heaviest in Cumberland, Harnett, and Hoke counties. The areas that are likely to experience the most school overcrowding are the Jack Britt and Gray's Creek areas in Cumberland County, the Overhills and West Harnett areas in Harnett County, and the Rockfish Hoke, Upchurch, and Sandy Grove areas in Hoke county. The areas expected to experience the most significant military-related population growth are also those that are already experiencing the highest levels of school overcrowding.

In the Tier I counties, the average per-pupil expenditure for supplying new schools with teachers and supporting staff is over \$7,800. An average of 17% of this amount comes from local sources. This means that, if they were to maintain current levels of educational services from 2006 through 2013, the Tier I counties would need an additional \$48.1 million. To accommodate the growth expected between the 2006-07 school year and the 2013-14 school year, another \$274 million would be needed for new school construction.

### b. Impact

Owing in part to the mission-growth at Fort Bragg, several school districts in the area are expecting to experience significant increases in enrollments—and thus additional facility and operating costs—in the 2008-09 school year. The gap created by these increases, which will be especially pronounced at schools in parts of Harnett, Cumberland, and Hoke Counties, will need to be addressed immediately. In the long term, overcrowding will persist at selected schools until a lasting solution is found.

### c. Suggested Actions

*Critical Action K-1:* Develop or update capacity analyses using actual 2008-09 enrollment numbers. All counties in the region would benefit from an out-of-capacity analysis and a military-impacted school cluster analysis. An out-of-capacity analysis projects

enrollment for each school in the district and assesses current and planned facilities capacity so that gaps in permanent facilities can be anticipated. A military-impacted school cluster analysis identifies specific schools likely to be affected by military growth and determines the impact of new schools on the capacity utilization of other impacted schools in the cluster. This GIS-driven process can suggest the need for new schools and assist with the optimal siting of new facilities.

*Important Action K-2:* Identify potential funding sources for the creation and operation of additional school capacity - Form a committee to identify potential sources for additional funding. Funding possibilities include: the issuance of general obligation education bonds, raising property or sales taxes, implementing impact fees, and securing additional federal funding through the Federal Impact Aid program or other special earmarks.

*Important Action K-3:* Identify short-term strategies for accommodating expected enrollment increases in the next few years – Counties expecting significant increases in the next few years should consider convening an ad hoc group of policy makers and school staff to consider available short-term strategies, such as:

- Mobile or modular classroom facilities
- Temporary capping of enrollments at overcrowded schools plus temporary busing of students to under-utilized schools
- Alternative-calendar schools
- Rental of off-site swing-space buildings to accommodate students over the short term

*Important Action K-4:* Promote local government and school system collaboration in locating schools, houses, and neighborhoods – Because the projected capacity gap in regional schools is not evenly distributed, efficient use of limited capital improvement funds will require strategic distribution of new facilities. Local governments and school districts should consider integrating school facility and local government planning efforts to maximize progress towards multiple community goals—educational, economic, social, and fiscal.

Collaboration across governmental and functional boundaries on decisions regarding the location of schools, houses, and neighborhoods will increase efficiency and lower costs.

### **3. Workforce Development and Higher Education**

#### **a. Assessment**

A significant aspect of this regional impact assessment has been the identification of the region’s top high skill/high wage careers. The quality of the jobs on this list is very high; the likelihood of unemployment in any of them is low; and the salary for each is well above average. Medical-related occupations are the most numerous on the list; careers in the computer field are a close second. The region’s current low level of educational attainment is low, and the number of college graduates in selected fields is not sufficient to meet expected demand.

#### **b. Impact**

Too few of those working in the Fort Bragg area today are prepared to compete for tomorrow’s high-wage/high-skill jobs. If present and future employment challenges are to be met, many more members of the Fort Bragg area’s workforce will need to possess qualifications like those required for the top jobs. Acquiring more of the education, skills, and experience needed to succeed in so many of this economy’s challenging, technology-oriented careers will benefit employee and employer alike. Key workforce stakeholders in the Fort Bragg region include its employers; eight community colleges; five universities; four workforce development boards; twelve JobLink Centers; eleven County Boards of Commissioners; and several state agencies, business organizations, economic developers, Councils of Government, and key philanthropies. If the challenges of a 21st-century economy are to be met, it is imperative that the work of these stakeholders be collaborative, coordinated, and mutually supportive.

#### **c. Suggested Actions**

*Important Action WD-1:* Increase the number of

local graduates of business, health-care, and public services-related programs. Two and four year institutions are encouraged to assess the alignment of their present program offerings with the anticipated labor market demands.

*Important Action WD-2:* Develop a regional-focused interactive career exploration and talent acquisition platform. The platform would be a comprehensive, integrated web-based platform/software portal to connect job seekers, students and those exploring career changes with self-assessment, career exploration, training/education, and job opportunities in the region.

*Important Action WD-3:* Fully develop the planned All-American Center for Workforce Innovation. Continuing to build on earlier efforts to develop this center at Fayetteville Technical Community College will expedite connection—virtual and physical—among the region’s key workforce, economic, and educational and assets.

*Important Action WD-4:* Recognize the BRAC Regional Task Force as a regional workforce intermediary. Regional workforce-development stakeholders should request that the BRAC Regional Task Force take on the responsibilities of

- Facilitating labor market activities and services,
- Coordinating multiple partners and funding streams so that services for individuals as well as employers are seamless,
- Advocating public policies that support regional workforce and economic development, and
- Projecting a vision that motivates and guides partnerships and activities.

*Important Action WD-5:* Improve High-School graduation rates. Identify and implement strategies to increase the adult and youth population’s academic and occupational skill sets; continue to strengthen curriculums and promote student engagement in middle schools and high schools. To accomplish these goals stakeholders should

- Encourage the development of “Learn and Earn” early-college high schools,

- Provide students with access to leadership-development programs,
- Create a comprehensive long-term (birth to adulthood) campaign for improving literacy, and
- Explore other innovative strategies.

*Important Action WD-6:* Develop regional skills partnerships. Support the development of sector partnerships, and align incumbent worker training grants with the growth and retention strategies of the region's economic developers.

*Important Action WD-7:* Conduct ongoing research on regional labor-market and employment needs. Regularly update important labor-market information regarding such issues as job availability, emerging career opportunities, and the changing skill expectations of employers. Make the information available in a form that is useful to members of the workforce as well as potential employers.

## 4. Transportation

### a. Assessment

*Highways and Traffic Control Points.* The primary transportation issues in the Fort Bragg region are congestion and access to Fort Bragg. The convergence of several arterial roadways in Spring Lake causes intense traffic congestion, particularly during peak military traffic commute times. The six primary access points to Fort Bragg experience long traffic delays during peak conditions and, combined with existing security procedures, produce significant traffic queues that cause further disruption of vehicle flow on adjacent roadways. Congestion in some other communities is increasing due to rapid growth; for example, congestion is common in both Sanford and Southern Pines, where major highway corridors run through the downtown. Planned roadway improvements that will impact traffic in the near future include the I-295 extension, Murchison Road improvements, and the closure of Bragg Boulevard.

*Aviation.* The Fort Bragg region is served by Fayetteville Regional Airport and Moore County Airport. Currently, there is no direct service between Fayetteville Regional Airport and Washington

DC. Many travelers from the region find it more convenient to drive the seventy-two miles to Raleigh-Durham International Airport.

*Rail Service.* In most of the Fort Bragg region, rail service is more than sufficient to meet current customer demand. In Fayetteville, however, neither of the two daily northbound trains traveling to Washington and the Northeast Corridor meets the needs of the military or civilian business communities. Their schedules simply do not consistently accommodate those desiring to do business in the Washington area. Another deterrent to passenger travel in the Fayetteville area is that freight services are operating at or near capacity, which limits the potential for passenger train service on these tracks.

### b. Impact

*Highways and Access Control Points.* The military-related growth in the Fort Bragg region will aggravate stresses on the region's transportation infrastructure. On-post roadways, the Base's Access Control Points (ACP), and the major travel corridors surrounding the Base will be particularly hard hit, most notably Spring Lake and the southern access roadways to Fort Bragg. The most immediate need is to provide easy access to Fort Bragg from those counties anticipated to be most significantly affected by the military-related growth—Cumberland, Harnett, Lee, Moore, and Hoke Counties. There are several Transportation Improvement Program (TIP) projects in various stages of completion (and funding) throughout the Fort Bragg region that have the potential to improve traffic flow. The increase in personnel working at Fort Bragg will increase traffic at the already strained Access Control Points.

*Aviation.* The expansion at Fort Bragg will increase air travel demand in the region, particularly among military personnel traveling to and from Washington, DC. Even with the expected growth in population, and thus demand for air travel, the region may not be able to support daily service from Fayetteville to Washington, DC. This lack of direct service could prove to be very costly and inconvenient for military travelers.

*Rail Service.* The transfer of U.S. Army Forces Command and the U.S. Army Reserve Command will increase demand for service to the Washington DC area, particularly given the lack of a convenient air travel option. Current passenger service is inadequate to meet that demand.

### c. Suggested Actions

*Critical Action T-1:* Initiate a sub-area transportation planning and traffic study for the area adjacent to the perimeter of Fort Bragg - This study would entail creation of a travel simulation model to be used for measuring the effects of NCDOT highway projects on travel in Cumberland, Hoke, Moore, and Harnett counties. It would also target on-post highway projects, providing enough detail to support the creation and assessment of alternative traffic scenarios. A travel simulation model would also support evaluation of the traffic flows and queues at the post's ACP locations and congested intersections.

*Critical Action T-2:* Widen/improve Murchison Road to accommodate the closure of Bragg Boulevard: For security reasons, Fort Bragg will be closing Bragg Boulevard to general traffic. Murchison Road, which is parallel to Bragg Boulevard, will require significant improvements in order to accommodate the traffic that currently uses Bragg Boulevard. Although improvements to Murchison Road were already programmed by the Fayetteville Metropolitan Planning Organization and the NCDOT, the increase in traffic demand due to the expansion at Fort Bragg will result in much higher traffic volumes than those previously projected. As a result, there will be a need to construct grade-separated interchanges on Murchison Road at Randolph and Honeycutt Roads (rather than the at-grade intersections originally planned). Planning and implementation of this modification will require additional funds.

*Critical Action T-3:* Explore options for improving air service between the Fort Bragg region and Washington, DC. Obtain from the military clear, well-documented, and detailed data on all facets of air travel that relate to the Base realignment. Negotiate for government fares that are more closely aligned with the airlines' costs and traveler value. Explore the possibilities for acquiring supplementary funding for service to Washington, DC.

*Important Action T-4:* Support funding and construction of priority TIP projects. Several ongoing and projected TIP projects will provide direct support for Fort Bragg's expansion efforts, regional connectivity, and connectivity to external areas. These priority projects will need ongoing support if they are to be funded and constructed in a timely fashion.

*Important Action T-5:* Improve access to and integration of the Fayetteville Area System of Transit (FAST) and the On-Base Shuttle Service: FAST should consider expanding existing service and developing additional express bus service along high-priority routes. This expansion would include creating an additional transit interface with the on-base shuttle. Army transportation planners should consider reducing the time between buses for the on-base shuttle, should evaluate the potential for shuttle service between the base and Heritage Village in Hoke County, and should conduct a fiscal impact analysis to identify the costs and benefits of providing additional service.

*Important Action T-6:* Hire Base TDM Coordinator-Fort Bragg needs a Travel Demand Management (TDM) Coordinator. The Coordinator would oversee development and implementation of TDM Programs (carpooling, vanpooling, priority parking, improving transit interfaces at the ACPs, and the like). The Base TDM Coordinator would also develop and market alternative transportation options for the Fort Bragg community and would develop annual reports that included assessments of commuting modes (carpool, vanpool, bus, driving alone, bike, walk, etc.).

*Important Action T-7:* Support expansion of passenger rail service connecting the Fort Bragg region with destinations outside the region. Service could be expanded by

- Adding a Fayetteville stop on Raleigh-to-Wilmington routes,
- Establishing alternative Fayetteville to Raleigh commuter rail service (possibly including Fayetteville as a third leg of the Southeast High-Speed Rail Corridor), and
- Establishing intercity passenger service between

Fayetteville, the Washington, DC area, and the Northeast Corridor.

Other possible ways of enhancing the region's passenger rail system should be explored. These might include a cost-benefit analysis of the Selma and Lillington to Fuquay Varina routes as well as implementation of proposed US Highway 401 improvements where these parallel rail lines.

*Important Action T-8:* Prepare a regional, multi-modal transportation plan focused on mission growth. Convene a working group to explore the relationships among transportation modes, and between transportation and land use in the region. The group should look for opportunities to improve overall function of the transportation system through integrative, multi-modal planning.

## 5. Information and Communication Technology (ICT)

### a. Assessment

Region-wide, high-speed Internet is available for purchase at 89% of households. This compares favorably with the state average of 83.54% but falls far short of the 97% access enjoyed by FORSCOM personnel in the Atlanta region. True access at the community level ranges between 0% and 100%, depending on location. Access is particularly problematic in rural areas. In general, demand for high-speed Internet will be driven by the growing number of tech-savvy citizens and businesses moving to the area, increased demand for on-line education and workforce training, an increase in the number and use of telemedicine applications and the need to support interagency data transfers in the health arena, increased demand and cost efficiencies to be gained from electronic delivery of government services, and the need for never-down and interoperable first responder communications.

### b. Impact

The technologically adept military personnel relocating to Fort Bragg will expect to have immediate and sophisticated on- and off-base access to “e-applications” of all kinds and to the

hardware and software that supports them—high-speed broadband connections in particular. No less dependent on state-of-the-art computer-based technologies, the region's civilian populations will rely on them to support and enhance the quality of both their public and their private lives. Without high-speed access, the region's business, institutional, and commercial interests will find it considerably more difficult to compete and succeed in the 21st century marketplace.

### c. Suggested Actions

*Important Action ICT-1:* Bring high-speed Internet connectivity access to 100 percent. Broadband Internet is increasingly the platform on which growth and development in all sectors will be delivered. Making connectivity a cornerstone of its action agenda will support all other elements of the growth plan for the region and for individual counties. This can be supported by developing proposal to engage the support of federal and state governments to incent private sector partners to fully connect the region.

*Important Action ICT-2:* Develop a regional ICT Council to guide technology-based economic development in the region. The Council will be comprised of a Chief information Officer for each county in the BRAC region, as well as from Ft. Bragg.

*Important Action ICT-3:* Support a regional first responder VIPER network and establish a regional First Responder Council. A white paper seeking federal monies to fully implement the VIPER network in the region has been developed.

*Important Action ICT-4:* Pilot a regional K-20 network and regional Digital Learning Council. The DLC will leverage resources and sponsor professional development opportunities in instructional technology for teachers at all levels. The Council will work with the BRAC Workforce Demonstration Project to ensure adequate output of trained and certified computer and networks technicians in the region.

*Important Action ICT-5:* Define and develop plans for a regional Health ICT network and establish a regional Health Network Council: The Council will

work with statewide health network planners to ensure connectivity among the regions healthcare providers and to establish joint training programs in the use of web-based applications, upgrade connectivity to public health centers and clinics, and develop a regional health ICT network

*Important Action ICT-6:* Develop a Government Services best practice portal and train leaders in use of regional GIS resources to pan and manage public services. County and BRAC regional leaders will work with e-NC and its government and university partners to create regional and local models for sustainable e-government to better serve highly mobile military and established citizens and businesses.

## **6. Water, Sewer and Solid Waste**

### **a. Assessment**

The increase in solid waste and the additional demand for public water and sewer services resulting from the projected population increase is expected to be relatively minimal. It is likely these impacts can be handled by existing facilities and practices. In several instances throughout the region however, contaminated wells and failing septic systems are creating a public health risk.

Financing the needed infrastructure to remedy environmental health issues will be a challenge. Private market lenders, who are the primary source of water and sewer financing, account for 70% of the total financing for such projects. The availability of grants for infrastructure improvements have been reduced significantly in recent years.

### **b. Impacts**

Although the impact of military expansion is minimal, the lack of adequate water, sewer and solid waste funding will increase the incidence of environmental health risks.

### **c. Suggested Actions**

*Important Action SW-1:* Revisit the concept of sewer districts and bond financing (Cumberland).

Consistent with Cumberland County’s clean water task force recommendations the feasibility of establishing districts should be explored.

*Important Action SW-2:* Conduct feasibility studies related to new water and/or wastewater facilities (Cumberland and Hoke). The need to develop new water and/or wastewater facilities should be considered as a strategy to address water issues in Cumberland County and lack of sewer capacity in Hoke County.

*Important Action SW-3:* Develop partnerships with regional water and sewer providers (Cumberland, Hoke). Working collaboratively with local providers of water and sewer services will allow counties in need to better assess partnership opportunities.

*Important Action SW-4:* Promote the creation of new recycling programs and educate the public accordingly. New initiatives such as the City of Fayetteville’s curbside recycling program should be considered by other local governments.

## **7. Public Safety and Emergency Services**

### **a. Assessment**

Crime rates vary widely across the region; Cumberland, Richmond, and Robeson have crime rates that are higher than the state average, while crime rates in the other counties are lower than the state average. Fayetteville has the most paid police and fire personnel in the region. Most municipalities and the county jurisdiction largely depend on volunteer fire personnel. However, volunteer fire and rescue departments are having an increasingly difficult time meeting community needs. Fort Bragg has mutual aid agreements with adjoining counties, and routinely assists with fire response.

### **b. Impacts**

Military-related population growth plus the return of large numbers of troops from tours in the Middle East are expected to cause a rise in crime rates throughout the Fort Bragg region. Demand for emergency rescue services is also expected to increase due to growth in population. In addition, the expansion of Fort

Bragg’s mission and the number of high-ranking general officers stationed in the region are likely to raise the Base’s value as a target for terrorism. Public safety and emergency management personnel should concentrate on building a flexible and resilient response capability. Adequate facilities and equipment as well as trained personnel are critical to this effort.

**c. Suggested Actions**

*Important Action PS-1:* Coordinate closely with local transportation planners to ensure that emergency response times are not compromised during roadway construction. Emergency responders should meet with transportation planners to describe in detail the projected consequences of planned roadway construction and to determine potential alternative routes that can be used when primary routes are blocked.

*Important Action PS-2:* Coordinate closely with local community planners to anticipate future development so that public safety and emergency facilities can be appropriately located. Emergency responders should meet with local community planners to discuss likely changes in population distribution and development patterns.

*Important Action PS-3:* Fully integrate with the NC Department of Emergency Management’s Regionalization Process. Meet with the Executive Directors of the relevant Domestic Preparedness and Readiness Regions (DPRR) to identify potential actions (joint planning and training, funding applications, and the like) that would enhance regional preparedness and cross-discipline interoperability.

*Important Action PS-4:* Seek federal and state emergency-preparedness funding. Initiate a cooperative process through which relevant agencies and service providers can identify priorities and develop proposals.

*Important Action PS-5:* Establish Mutual-Aid Agreements among all counties in the region and with Fort Bragg. Identify those counties and local jurisdictions that do not have Mutual-Aid Agreements,

and encourage the establishment of such agreements.

*Important Action PS-6:* Work with the North Carolina Criminal Justice Training and Standards Commission to change the Administrative Code so as to permit lateral entry of military and civilian police officers. Contact state-level agency personnel and lawmakers to show support of the proposed change in the Administrative Code that would permit former military and civilian police from Fort Bragg to begin a civilian career in law enforcement without taking the state’s Basic Law Enforcement Training Program.

**8. Health Care**

**a. Assessment**

Cumberland County is region’s largest referral center for health-care service, particularly for TRICARE enrollees who have access to the Womack Family Medical Residency Clinic (Womack). Moore County also plays an important role in the region as a secondary referral center. The remaining Tier I counties provide their residents with primary and secondary level services and send patients requiring tertiary and quaternary care to referral centers elsewhere.

**b. Impacts**

There is an anticipated need for at least twenty-two additional primary care providers, sixty-two surgeons, and 133 dentists in the Tier I counties. Military-related growth will not add much to that demand. The existing number of inpatient acute-care, behavioral-health, and inpatient rehabilitation beds is adequate to handle the expected growth. Simply looking at the numbers suggests that the supply of medical specialists and behavioral-health providers in the Tier I Counties is sufficient. However, access to care is reduced significantly because of limited provider participation in TRICARE. Deployments related to the war on terrorism are expected to result in an increased near-term demand for behavioral-health services, particularly in Cumberland County.

**c. Suggested Actions**

*Critical Action HS-1:* Facilitate meetings with regional behavioral health care providers and North

Carolina regulators to identify mental health services challenges and associated solutions. Improving the quality of the services for individuals with chronic and persistent mental health issues should be a priority.

*Critical Action HS-2:* Increase the number of health care providers participating in the TRICARE system. Encouraging providers to join the TRICARE system - even if a small percentage of the number of overall patients in the practice were TRICARE patients - would expand the overall pool of TRICARE resources in the region.

*Critical Action HS-3:* Make the case to TRICARE that access to health care in the Fort Bragg region is severely limited by the reluctance of providers to accept TRICARE payment rates. A lobbying effort is needed to convince the Defense Department to increase payment rates. The DoD can elect to do this in response to a severe access problem in a given location.

*Important Action HS-4:* Convene task force to focus on the recruitment of additional specialists, particularly surgeons. Work to fully identify and fill needs by convening a collaborative working group consisting of regional health providers.

*Important Action HS-5:* Recruit additional dentists to the Fort Bragg region. Work with the leadership of the UNC dental school and the ECU dental school (which is under-development) to meet the substantial need for dentists in the region.

*Important Action HS-6:* Tier II counties should remain engaged with the BRAC Regional Task Force to pursue implementation of existing initiatives. Tier II counties should take advantage of the opportunity to benefit from regional initiatives as they pursue their health-care goals.

## **9. Social Services and Child Care**

### **a. Assessment**

Although a wide range of social services is available in the region, most of the social-service providers in the region are already operating at or beyond capacity.

The biggest gap currently is the need for more services for all types of children. Transportation and access issues are also significant. Issues stemming from the deployment and return from deployment of soldiers is a pressing concern. Fort Bragg has a wide range of services available for soldiers and their families, but many are under-utilized due to concerns about confidentiality (warranted or unwarranted) and transportation/access limitations. Lastly, the region needs to expand its mental health services to respond to the needs of soldiers, who are experiencing Post-Traumatic Stress Disorder, and to help their families cope.

### **b. Impacts**

The social services and child care capacity gap is expected to grow as the population increases due to military-related growth. The return of large numbers of soldiers from deployments in the Middle East is also expected to exacerbate the capacity gap in the near-term, particularly in the areas of counseling and emotional support, transportation and access to services, high-quality affordable child care, and emergency crisis support.

### **c. Suggested Actions**

*Critical Action SS-1:* Secure additional child care subsidies. The waiting lists for subsidies are long in all of the region's counties. In recent years, the NC General Assembly has authorized child care subsidy funding to Cumberland County specifically for military families. This past year these funds were expended months short of the new state fiscal year. Efforts to increase the funding for this program and to expand to other counties with a significant military presence should be encouraged.

*Important Action SS-2:* Design a multi-purpose facility on-base where access to counseling is not distinguishable from access to other types of services. A facility designed to house service providers of all kinds (that is, not just counselors) would reduce the likelihood that social-services visitors would be recognized as such.

*Important Action SS-3:* On-base shuttle bus should consider expanded routes to major Base services: Consider expanding on-base shuttle-bus routes to

include service to all main locations, including Army Community Services, hospital, grocery store, post exchange, child development centers, and connections to regional public transportation.

*Important Action SS-4:* Expand existing respite-care program for caregivers of children with special needs to include respite care for spouses of deployed personnel. Expand existing respite-care program, which is available for military families living both on- and off-base, to include spouses of deployed personnel. Continue development of social networks for spouses.

*Important Action SS-5:* Increase the coverage area of NC 2-1-1 to include all counties in the Fort Bragg region. Work with the United Way of North Carolina to introduce the service to the six counties in the Fort Bragg region that do not have or are scheduled to have a 2-1-1 service in place.

*Important Action SS-6:* Convene region-wide networking task force of social-services providers. Local Continuum of Care coalitions should be the foundation of larger community task forces that meet on a regular basis to share best practices information and increase coordination, reduce duplication of services, and increase effectiveness in the delivery of services.

*Important Action SS-7:* Locate Fort Bragg's newly-hired clinical social workers and counselors in local Department of Social Service Agencies and County Health Departments. Locate these counselors in the community (as opposed to on-base) in order to improve access by soldiers and their families and to reduce the load on the local agencies.

*Important Action SS-8:* Create reciprocity between graduates of the Army's Child Care Training Program and North Carolina Community College System. Begin discussions between Fort Bragg staff and the North Carolina Community College system aimed at easing the transition from the Army's training program to full licensure, potentially resulting in a cooperative educational/training program.

*Important Action SS-9:* Create dialogue between Fort Bragg and Smart Start Local Partnerships in the region. Find ways to work together to obtain funding so as to increase the availability of high-quality, affordable child care in the Fort Bragg region.

*Important Action SS-10:* Support local planning efforts to prevent rape and domestic violence and provide emergency shelter and services for victims of rape and domestic violence. Fort Bragg and local partners should work together to expand the availability of services and to stabilize funding for the local rape crisis center.

## 10. Hospitality

### a. Assessment

The available lodging supply in Fort Bragg region is largely concentrated within metropolitan areas in Cumberland, Moore, and Robeson Counties. Cumberland County, with the largest number of hotel rooms, primarily caters to Fort Bragg, Pope Air Force Base and businesses located within the City of Fayetteville. Moore County caters to a more upscale, destination-leisure segment and to a lesser extent to Fort Bragg and the businesses located in Pinehurst, Southern Pines and Aberdeen. Robeson County predominantly supports the travelers on Interstate 95 who are in transit from the Northeastern United States and Canada to Florida and back. The vast majority of hotels and motels within the Tier I counties are small, independent or economy branded limited service hotels. Full service hotels with meeting space in Cumberland County and resort hotels in Moore County help to diversify the available supply. Accordingly, the average daily price per room in most areas is at or below the prevailing government lodging per diem rate. In general, an ample supply of small to mid-sized meeting space venues exist in the Tier I counties, though most facilities are located within Cumberland County. There are several tourism-related efforts underway in the Fort Bragg region, but most are at the grassroots level, and could benefit from greater networking.

**b. Impact**

The expansion of Fort Bragg will result in increased demand for hotel rooms and meeting space in the Tier I counties. Cumberland County will accommodate the vast majority of the new demand, while Moore, Harnett, and Lee Counties will accommodate an increased amount of overflow demand. The increase demand will require new hotel development, ideally collocated with substantial meeting space. The relocation of the US Army Forces Command and the US Army Reserve Command will bring an additional ninety-five conferences to the Fort Bragg region annually; average attendance at these events is expected to be between 130 and 140 persons. Thus, the region will soon be in need of additional large-venue meeting space, preferably space that is collocated with hotel accommodations.

**c. Suggested Actions**

*Important Action H-1:* Conduct a detailed feasibility study for a new, full-service hotel with meeting space. Explore the possibility of developing a hotel in close proximity with underutilized, already existing, large-meeting spaces—the Crown Center in Fayetteville, for example.

*Important Action H-2:* Discourage the development of additional economy hotel properties and encourage the development of mid-market, limited-service and full-service hotels. Increasing the availability of higher-end lodging options in some parts of the region should be matched by a complementary increase in the military’s lodging per-diem rate.

**11. Parks, Recreation, and Cultural Resources**

**a. Assessment**

The Fort Bragg region has numerous and diverse parks and recreational facilities. Outdoor activities are particularly well served, with many areas suitable for hiking, biking, equestrian activities, and team sports. Golf, of course, is an important activity in Moore County; equestrian events are another recreational focus in Moore County. The rivers are also an important recreational amenity in many of the Tier I counties. The region offers a modest but diverse array of cultural activities, with several

annual festivals attracting people from both within and outside of the region. Cumberland County serves as the hub for cultural and arts events and attractions for the region east of Fort Bragg. The Crown Center in Fayetteville offers a venue for sporting events and national musical tours. Small theaters and art centers/museums are found in several of the Tier I counties, with a particular concentration in Cumberland County. Historical sites provide a focus for some cultural activities. In general, funding of cultural resources, both facilities and programs, is a constant challenge

**b. Impact**

While the expansion at Fort Bragg will significantly impact many of the region’s institutions and activities, it is not expected to appreciably increase demand for the region’s parks, recreational, and cultural facilities or programs. The region’s generally well-developed infrastructure and programming in these areas appears to be well equipped to absorb any additional demand generated by the new area residents. However, the funding of cultural resources will continue to be a challenge.

**c. Suggested Actions**

*Important Action PRCR-1:* Coordinate regional parks, recreational, and cultural resources programming. Establish an organization that brings a collaborative, coordinated approach to the creation and maintenance of the region’s parks, recreational, and cultural resource facilities and activities. Together with the organizations whose mission it is to support the communities most affected by BRAC, work to secure additional operating funds for use in cross-regional programs.

**12. Regional Planning, Compatible Land Use, and Sustainable Development**

Included among the established objectives of the BRAC Regional Task Force are: to ascertain requirements for maintaining a well-functioning green infrastructure and conserving the region’s natural resources and working lands, farms and forests; to ensure that land uses near Fort Bragg and Pope Air Force Base are compatible with military operations and training; to preserve and enhance

the unique, globally-recognized Sandhills longleaf pine ecosystem; and to establish a framework for launching the region toward sustainable growth and development. These objectives derive from an understanding that land use and development patterns have enormous impacts on the responsibilities of local governments in services as diverse as road construction, water and wastewater infrastructure, installation and maintenance, environmental protection, school construction, public safety, and taxation.

The actions suggested constitute a comprehensive and integrated regional approach to sustainable growth for the Fort Bragg region. These actions have important implications from a national, strategic perspective as well, considering the prevalence of key military installations within the Sandhills Ecoregion of the United States.

### Suggested Actions

*Critical Action RP-1:* Develop a coordinated, regional growth management strategy. The BRAC Regional Task Force, in cooperation with Sustainable Sandhills, should initiate a thorough review of local land use plans and zoning regulations to reflect the findings of the Land Use Suitability Model. Concurrently, the BRAC Regional Task Force will coordinate with local governments to provide training workshops that demonstrate the utility of the model in land-use decision-making. This training will be designed to help landowners, developers, planners and other stakeholders involved in the design and submittal of new development plans to better understand and fully utilize the suitability model prior to plan submittal.

*Critical Action RP-2:* Conduct further investigations on the impact of ambient light encroachment and telecommunications towers on military training operations. The BRAC Regional Task Force should conduct further investigations on the impact of ambient light encroachment and telecom towers on military training operations to: (1) determine the most problematic sources and locations of light pollution and towers; (2) assess the impact of these sources on night training standards and flight patterns; (3) recommend specific mitigation actions at the source or location of these impediments; (4) recommend

changes in military and training operations if mitigation measures are not feasible, and (5) evaluate the impact to the overall training mission, such as potential losses in readiness and operability, and provide recommendations for alleviating the impact.

*Critical Action RP-3:* Derive new geospatial datasets based on data generated during the development of the Comprehensive Regional Assessment. The BRAC Regional Task Force will contract with a geographic information systems (GIS) specialist to derive new geospatial datasets based on data generated during the development of the Comprehensive Regional Growth Plan, including population projections, economic growth, and locations of school-aged populations. This effort will build upon the Land Use Suitability Model and incorporate the findings of the CRGP. These datasets will enable local government land planners to provide growth projections and deliver optimal, ‘smart’ land use recommendations to decision makers. The contractor will also prepare a ‘needs analysis’ to determine shortfalls in seamless regional GIS capability.

*Critical Action RP-4:* Develop a ‘School-Centered Community’ pilot project in a high-impact Tier One county as an exemplar for the region. The BRAC Regional Task Force should coordinate with Tier One County School Superintendents and facilities planners, county and municipal staff, the Center for Sustainable Community Design at UNC Chapel Hill, and the Operations Research/Education Laboratory at NC State University to develop a conceptual framework and scope of work for the design of a school-centered community or ‘smart school’.

*Critical Action RP-5:* Design and conduct a process evaluation of the comprehensive regional planning process. This process evaluation will provide two major benefits to the BRAC Regional Task Force: (1) provide feedback designed to enable organizational learning and improve performance; and (2) demonstrate the effectiveness of efforts to date in order to gain support from key partners for future efforts. In addition, it can be used to develop “lessons learned” that can be readily adapted to BRAC Growth Communities elsewhere, providing a model for both BRAC and regional sustainability programs across the nation.

*Critical Action RP-6:* Develop ‘Guide for Integrated Capital Investment Planning’ to integrate infrastructure planning with future land use predictions. The BRAC Regional Task Force should work collaboratively with county and municipal governments and a consultant to develop the guide, which will provide a template for the region’s local governments to initiate integrated capital planning. The guide will be used to: (1) direct growth and development toward areas that have adequate availability and capacity of water and sewer infrastructure to support proposed development densities and uses; and (2) allow county or municipal staff to provide guidance to the development community during the conceptual design stages of any proposed development.

*Critical Action RP-7:* Assess the requirements for Fort Bragg and the Region to achieve energy self-sufficiency. BRAC Regional Task Force should engage with a qualified energy consultant to: (1) measure the energy outputs (fuel for vehicles and power generation, electric power requirements) of the Installation; (2) estimate the capacity of the eleven-county region to provide renewable sources of energy to the installation; and (3) outline a development strategy to provide Fort Bragg’s energy needs locally.

*Critical Action RP-8:* Develop a regional tourism initiative. Support the Sustainable Sandhills regional tourism initiative and the funding proposal to Golden LEAF. Seek additional project funding through NC Division of Tourism grants. This effort could engender strong support from diverse stakeholders, including economic development commissions, chambers of commerce, conservation groups, heritage organizations (ranging from Civil War re-enactors, for example to groups like the Sandhills Family Heritage Association), and the Lumbee Tribe.

*Important Action RP-9:* Promote participation of the region’s municipalities in the North Carolina Main Street Program. The BRAC Regional Task Force should engage cities and towns in a regional, collaborative effort with the NC Main Street program to leverage opportunities and resources for downtown revitalization. Topical areas of consideration may include the Complete Streets concepts, Context-Sensitive Design, Incorporating Multi-Modal Transit,

Efficient Parking Strategies, and Pedestrian-Friendly Streetscapes.

## H. Moving Ahead

Change is coming to the Fort Bragg region. Those immediately involved with this change will enjoy an unprecedented opportunity to shape it in ways that enrich their communities, the region, and Fort Bragg.

Numerous individuals, organizations, and agencies are involved in the day-to-day work that will shape the region’s future. Each has its own particular mission and goals; each plays a slightly different role in planning or management. It is important to remember, however, that the actions—and the destinies—of all these parties are intertwined. Individual, independent actions can complement or they can interfere with the actions and interests of others. Without some degree of collaboration and coordination among stakeholder organizations, there is a genuine danger that the efforts of one could compromise the efforts of the others, that improperly addressed challenges can escalate into critical problems<sup>15</sup>.

Coordination takes time and effort; working together places unfamiliar demands on those accustomed to focusing solely on their own individual missions. Successful collaboration often requires changes in behavior and attitude on the part of those in the habit of assuming that collaboration must entail unacceptable sacrifice—the expenditure of effort and funds that ought to be strengthening their own bottom line. A major challenge facing the Fort Bragg region, then, is that of finding ways to enhance the ability—and increase the willingness—of individuals, organizations, and agencies to work together successfully.

## I. Endnotes

1. Tier I counties only.
2. Data provided by the Modular Force Integrator/Fort Bragg Garrison in a “Fort Bragg Impact” report dated March 19, 2008. The numbers assume that 150 full-time equivalents will be on pay status out of the expected 1,675 Air Force Reservists.
3. Estimates provided by Glenn Prillaman, Fort Bragg Directorate of Public Works. A total of approximately \$2.2 billion in military construction funding has been approved. The \$1.3 billion is an estimate attributable to military expansion in addition to historical baseline construction spending levels.
4. Estimates provided by Gary Knight, Picerne Housing
5. The specific modeling framework used for this study is a forecasting and analysis tool provided by REMI, “Policy Insight.” For convenience, this model is referred to as simply REMI throughout this study. For more details on the REMI model, refer to the Policy Insight User Guide Version 9.5, available at [www.remi.com](http://www.remi.com).
6. Population estimate includes normal, direct, and indirect growth and is derived from REMI’s Policy Insight.
7. Population projections for the region affected by the expansion have been developed using the North Carolina State Demographic Office’s databases for each county. Because the REMI model relies primarily on census-based data sources, its population projections for the 11-county NC region were slightly different from the customized projections developed using North Carolina State Demographics Office data. As a first step in our modeling exercise, therefore, we calibrated the REMI model using the customized population projections by county to ensure that the baseline (normal growth) population projections obtained from REMI matched those provided by the North Carolina State Demographics Office, within bounds of modeling approximations.
8. Data provided by the Modular Force Integrator/Fort Bragg Garrison on 10/07/08. Given only major initiatives are included, totals in this section may not equal the totals in Table 1.
9. Includes Army civilian employees and private embedded contractors
10. FORSCOM BRAC Transition Update dated July 31, 2007
11. Military pay details are provided by the Defense Finance and Accounting Service ([www.dfas.mil](http://www.dfas.mil)) and are included in Appendix D for reference.
12. The net increase in privatized military housing at Fort Bragg is expected to be 850 units. This estimate accounts for all new construction, renovation and demolition activities on the base.
13. REMI Model Documentation, version 9.5.
14. Disposable income is equal to personal income less taxes
15. BRAC Regional Task Force Tabletop Exercise – After Action Report developed by Booz Allen Hamilton

# **Installation**

# **Background**

This Section Includes:

- Fort Bragg History

## Fort Bragg History

Courtesy of Fort Bragg History,

<http://www.bragg.army.mil/history/fortbragghistoryshort.htm>

<http://www.bragg.army.mil/history/HistoryPage/History%20of%20Fort%20Bragg/fort1.htm>

The post came into existence in 1918, when 127,000 acres of desolate sand hills and pine trees were designated as a U.S. Army installation. Adequate water, rail facilities and the Carolina climate lent themselves to Army needs and Camp Bragg emerged as a field artillery site on August 21, 1918. It was named in honor of Confederate General Braxton Bragg, a former artillery officer and North Carolinian.

Congress decided in February 1922 that all artillery sites east of the Mississippi River would become permanent Army posts. The camp was redesignated as Fort Bragg, September 30, 1922.

The fort grew slowly, reaching a total of 5,400 soldiers by the summer of 1940. With the threat of World War II and passage of the Selective Service act, a reception station was built here and Fort Bragg exploded to a population of 67,000 soldiers within a year. In 1942, the first airborne units trained here in preparation for combat. All five World War II airborne divisions the 82<sup>nd</sup>, 101<sup>st</sup>, 11<sup>th</sup>, 13<sup>th</sup> and 17<sup>th</sup>, trained in the Fort Bragg-Camp Mackall area.

The 82d Airborne Division was assigned here in 1946, upon its return from Europe. In 1951, XVIII Airborne Corps was reactivated here and Fort Bragg became widely known as the "home of the airborne."

More than 200,000 young men underwent basic combat training here during 1966-70. At the peak of the Vietnam War in 1968, Fort Bragg's military population rose to 57,840. July 1, 1973, Fort Bragg came under the U.S. Army Forces Command headquartered at Fort McPherson, GA.

By 1989 Fort Bragg would employ 40,000 soldiers and more than 8,000 civilians on its 140,618 acres. It is during this era that Fort Bragg earned its reputation as one of the Army's premier power projection platforms.

This era would not end on a quiet note. In December 1989 Fort Bragg once again threw itself whole-heartedly into deploying the 82d Airborne Division to Panama for Operation Just Cause. It was with justifiable pride that the Post learned of the Division's successful combat jump into Panama--its first since World War II.

The modernization of Fort Bragg began quietly in 1990 with a new Main Post Exchange and would accelerate throughout the decade to include the Devers Elementary School and the Prager and Cook Child Development Centers in 1994. The Post became more accessible in 1997 with the All American Expressway expansion from Reilly to Longstreet. And for those readers on Post, the opening of the new Throckmorton Library was also a welcome event.

The Fort Bragg would devote all of its efforts in the waning years of the 1990s to smoothing the transition to the twenty-first century. With the changing mission of the United States Army the Post eagerly concentrated on improving the quality of life for its soldiers and families, serving as an environmental steward for its increased acreage and serving as the premier power projection platform of America's elite soldiers.

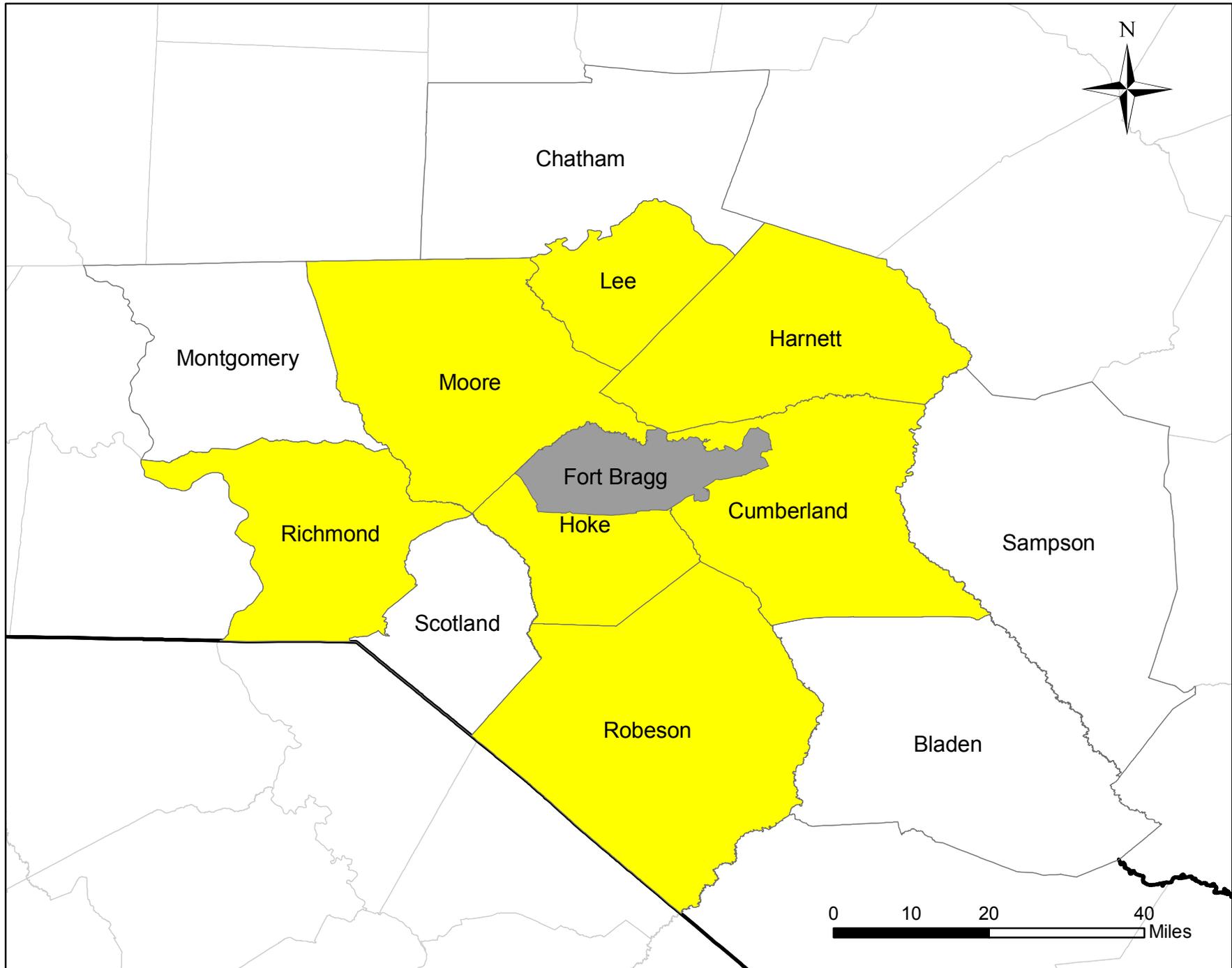
Today Fort Bragg and neighboring Pope Air Force Base form one of the largest military complexes in the world.

# **Maps**

This Section Includes:

- Affected Counties: Cumberland, Harnett, Hoke, Lee, Moore, Richmond, and Robeson (Tier 1)

# Counties in the Vicinity of Fort Bragg, NC



The counties highlighted in yellow represent the counties most impacted by mission growth (Tier 1)

# **Biographies for** **EAC Leaders**

**John D. Porcari**

Deputy Secretary  
Department of Transportation

John D. Porcari became Deputy Secretary of Transportation on June 1, 2009.

As Deputy Secretary, Porcari serves as the Department's chief operating officer with responsibility for the day-to-day operations of 10 modal administrations and the work of more than 55,000 DOT employees nationwide and overseas.



Before becoming Deputy Secretary, Porcari had served as Secretary of the Maryland Department of Transportation since January 2007, a position he also held between 1999 and 2003. The Maryland Department of Transportation is built on the U.S. DOT model, encompassing responsibilities for transit, highways, ports, aviation, toll authority and motor vehicles. His accomplishments in that position include transforming the state's capital program for transportation to require all projects to be consistent with the principles of smart growth, overseeing the \$1.4 billion expansion of Baltimore/Washington International Thurgood Marshall Airport, a plan to double transit ridership in the state by 2020, and a strategic plan for maritime commerce that resulted in contracts with long-term minimum tonnage guarantees at the Port of Baltimore.

Between 2003 and 2007 Porcari served as vice president for administrative affairs at the University of Maryland, College Park. He previously served as Deputy Secretary of Transportation for Maryland and as Assistant Secretary for Economic Development Policy at the Maryland Department of Business and Economic Development. Prior to his positions in the state government, he served as vice president of a civil engineering and land use consulting firm.

## **Jane Oates**

Assistant Secretary of Employment and Training Administration  
Department of Labor

Jane Oates was nominated by President Barack Obama to join Secretary of Labor Hilda L. Solis' leadership team at the Department of Labor in April, 2009. Confirmed as Assistant Secretary for Employment and Training on June 19, 2009, she now leads the Employment and Training Administration (ETA) in its mission to design and deliver high-quality training and employment programs for our nation's workers. Working with States and territories, municipalities, labor management organizations, employers, educational institutions, fellow



Federal agencies, and other partners, ETA strives to assist workers in gaining the skills and credentials needed to enter careers that pay family supporting wages and offer opportunities for advancement. With a nationwide reach and focus on good jobs in promising industries, ETA programs are designed to serve every American who aspires to career success. Prior to her appointment, Ms. Oates served as Executive Director of the New Jersey Commission on Higher Education and Senior Advisor to Governor Jon S. Corzine. In that position Oates worked to strengthen the connections among high school, post-secondary education and the workforce. Ms. Oates served for nearly a decade as Senior Policy Advisor for Massachusetts Senator Edward M. Kennedy. She worked closely with the Senator on a variety of education, workforce and national service legislative initiatives, including the Workforce Investment Act of 1998. Ms. Oates began her career as a teacher in the Boston and Philadelphia public schools and later as a field researcher at Temple University's Center for Research in Human Development and Education. She received her BA in Education from Boston College, and an M.Ed in Reading from Arcadia University.

## **Katherine Hammack**

Assistant Secretary of the Army  
Installations & Environment



Ms. Katherine Hammack was appointed as the Assistant Secretary of the Army for Installations and Environment (ASA I&E) by President Obama on 28 June 2010. She is the primary advisor to the Secretary of the Army and Chief of Staff of the Army on all Army matters related to Installation policy, oversight and coordination of energy security and management. She is also responsible for policy and oversight of sustainability and environmental initiatives; resource management including design, military construction, operations and maintenance; base realignment and closure (BRAC); privatization of Army family housing, lodging, real estate, utilities; and the Army's installations safety and occupational health programs.

Prior to her appointment, Ms. Hammack was a leader in Ernst & Young LLP's Climate Change and Sustainability Services practice. In that capacity she assisted clients with obtaining Leadership in Energy and Environmental Design (LEED) green building certification for their buildings and identification of sustainability strategies. She was the key LEED advisor to the largest LEED for new construction building in the world (8.3 million sq ft) which received LEED-NC Silver certification. She was also the key LEED advisor on the largest existing green building certification for building operation and maintenance (96 million sq ft) which received LEED-GB Gold level certification.

Ms. Hammack has over 30 years experience in energy and sustainability advisory services. She has experience in the evaluation of energy conservation projects, including ventilation upgrades, air distribution, indoor air quality, lighting efficiency, cogeneration, sustainable design, solar energy and building operation.

Ms. Hammack has a bachelor's degree in mechanical engineering from Oregon State University and an M.B.A. from University of Hartford. She is a Certified Energy Manager, LEED Accredited Professional and a Certified Indoor Air Quality Manager. She has been an active member of ASHRAE, where she has been on the 90.1 Energy Efficiency Standard Committee and on the Standard 189 High Performance Green Buildings Standard Committee. Ms. Hammack is a founding member of U.S. Green Building Council in Washington, D.C.

## **Colonel Michael C. Harasimowicz**

Director for Homeland Defense  
National Security Council

Since June 2009, Colonel Michael C. Harasimowicz has been the Director for Homeland Defense and Personnel/Readiness within President Obama's National Security Council. He represents the National Security Advisor on matters concerning NORTHCOM and SOUTHCOM military activities, Haitian Disaster Relief, National Security/Emergency Preparedness Communications, Cyber Operations, and Wounded Warrior/Military Family policy.

He is a 2009 distinguished graduate from the National War College with a concentration in Information Operations and India-Pakistan strategy.



Colonel Harasimowicz was formerly the commander of the 91<sup>st</sup> Network Warfare Squadron as part of the Air Force's only Cyber Wing, the 67th Network Warfare Wing. His squadron conducted Network Attack and Exploitation operations for Air Force and Joint forces. This unit has had tremendous success in direct support of Central Command's counter-insurgency operations in Multi-National Forces – Iraq (MNF-I) with concurrent cyber contingency and exploitation operations in other Geographic Combatant Commands. Together with Joint Staff/J39, he initiated proper command and control relationships across the interagency process to ensure capabilities were available worldwide. He also commanded the Air Force's Computer Emergency Response Team (AFCERT) winning NSA's Information Assurance Rowlett Trophy for 2007 and directed operations for USAF Cyber Tactics development including STRATCOM's first global network defense exercise.

Colonel Harasimowicz graduated from Syracuse University in 1989 with a Bachelor of Science in Electrical Engineering. He entered the USAF as a civilian network engineer for Rome Labs at Griffiss AFB, NY. After receiving his commission, Lt Col Harasimowicz was selected for Intelligence Officer Training at Goodfellow AFB, TX. His operational assignments have kept him at the forefront of transformation to include pioneering the F-16 concept of operations (CONOPS) for suppression of enemy air defenses (SEAD), the development of the Air Force's Air Operations Center, and the integration of stealth airpower and cyber capabilities. He has led intelligence integration and operational planning for across every major theater of operations. He has distinguished himself through outstanding academic achievement in Joint Military Intelligence College, 1995, USAF Weapons School, 1998, Air Command and Staff College, 2003 and the School of Advanced Air and Space Studies, 2004.

Colonel Harasimowicz, a native of Alden, New York, is married to Allyson L. (Auert) Harasimowicz formerly of Clinton, New York. Allyson was named Wing Spouse of the Year in 2001 and 2006. They have four children: Joshua, Samuel, Grace and Anna Lily.

### EDUCATION:

- 1989 Bachelor of Science, Electrical Engineering, Syracuse University, NY
- 1991 Intelligence Officer School, Goodfellow AFB, TX, *Distinguished Graduate*
- 1995 Master of Science, Strategic Intelligence, Joint Military Intelligence College, Bolling AFB, Wash DC
- 1996 Squadron Officer School, Maxwell AFB, AL, *Outstanding Contributor*
- 1998 USAF Weapons School, Nellis AFB, NV, *Distinguished Graduate*
- 2003 Air Command and Staff College, Maxwell AFB, AL, *Distinguished Graduate*
- 2004 School of Advanced Air and Space Studies, Maxwell AFB, AL
- 2008 Senior Leader Course (Air War College) by correspondence
- 2009 National War College, Fort Lesley J. McNair, Washington DC, *Distinguished Graduate*

### ASSIGNMENTS:

1. Jan 1991 – Aug 1991, Student, Intelligence Officer School, Goodfellow AFB, TX

2. Aug 1991 – Jul 1994, Officer in Charge, Intelligence Operations, 19th/78th Fighter Squadron, Shaw AFB, SC
3. Jul 1994 – Jul 1995, Student, Joint Military Intelligence College, Bolling AFB, DC
4. Jul 1995 – Jun 1998, Commander, Readiness Flight\*, 32 Air Intelligence Squadron, Ramstein AB, GE
5. Jun 1998 – Dec 1998, Student, USAFWS, Intelligence Division, Nellis AFB, NV
6. Dec 1998 – Jun 2002, Commander, Intelligence Flight\*, 509 Operations Support Sqdn, Whiteman AFB, MO
7. Aug 2002 – Jun 2003, Student, Air Command & Staff College, Air University, Maxwell AFB, AL
8. Jun 2003 – Jul 2004 Student, School of Advanced Air and Space Studies, Air University, Maxwell AFB, AL
9. Jul 2004 – Jun 2006, Director of Operations, 23d Information Operation Squadron, Lackland AFB, TX
10. Jun 2006 – July 2007, Commander, 33d Information Operations Squadron, Lackland AFB, TX
11. July 2007 – June 2008, Commander, 91st Network Warfare Squadron, Lackland AFB, TX
12. July 2008 – July 2009, Student, National War College, Fort Lesley J. McNair, Washington DC
13. July 2009 – present, Director, Defense Strategy, National Security Council, White House, Washington DC

\* Denotes final duty title

AWARDS AND DECORATIONS:

Meritorious Service Medal (4 OLC)  
 Joint Service Commendation Medal  
 Air Force Commendation Medal  
 Air Force Achievement Medal  
 Air Force Outstanding Unit Award (4 OLC)  
 Air Force Recognition Ribbon  
 National Defense Service Medal (with device)  
 Global War on Terrorism Service Medal  
 Armed Forces Services Medal  
 Air & Space Campaign Medal  
 NATO Medal

EFFECTIVE DATES OF PROMOTION:

|                   |             |
|-------------------|-------------|
| Second Lieutenant | 6 May 1990  |
| First Lieutenant  | 10 Sep 1992 |
| Captain           | 10 Sep 1994 |
| Major             | 1 Oct 2001  |
| Lt Col            | 1 Mar 2006  |
| Col               | 1 Sep 2010  |

## **Michele S. Jones**

Special Assistant to the Secretary of Defense  
for White House Liaison

Michele S. Jones was appointed as the Special Assistant to the Secretary of Defense White House Liaison on July 20, 2009. She is responsible for the management of the Department of Defense staffing, recruitment, vetting and clearance process for political sensitive positions, boards and commission appointments. She serves as the Principal DoD contact with the Presidential Personnel Office, White House Military Office and is the Principal DoD liaison for the White House Political Affairs Office, the White House Intergovernmental Affairs and the President's Council on Women and Girls. Ms. Jones is responsible for special projects as determined by the Offices of the President, Vice President, First Lady and other White House Agencies. She coordinates with other White House staff, members of Congress, senior DoD officials, and senior officials in other agencies. Additionally she conducts the final review and approval of all OSD, Defense Agency, Army, Navy and Air Force headquarters level consultants and expert actions. Michele S. Jones served as the 9th Command Sergeant Major (CSM) of the Army Reserve from October 2002 through August 2006. She retired on March 1, 2007 after 25 years of service in both the active and reserve component. As the CSM of the Army Reserve, she served as the Chief of the Army Reserve advisor on all enlisted Soldier matters. She represented the Army Reserve enlisted Soldier at all levels within the Army, Department of Defense, Congressional and in the media. She served on multiple councils, boards and testified before Congressional Committees and Subcommittees that made decisions, recommendations and legislative changes affecting Soldiers and their families. She distinguished herself as being the first woman selected as class president at the United States Sergeants Major Academy (Class 48), the first woman to serve as a division CSM, and culminating as the first woman to serve as the CSM of any of the Army's Components, Active or Reserve.



Prior to her retirement, she held the highest Noncommissioned Officer position of any woman in the Army. A career Soldier, Ms. Jones held many positions of leadership responsibility from squad leader, section leader, Platoon Sergeant, First Sergeant and Command Sergeant Major. Some of her career highlights include assignments to 78th Division, (Training Support), Edison, NJ; United States Army Special Operations Command (Airborne) (Troop Program Unit), Fort Bragg, NC; United States Army Civil Affairs and Psychological Operations Command (Airborne) Fort Bragg, NC; 82nd Airborne Division, Fort Bragg; 4th Infantry Division, Fort Carson, CO. She has served during every major contingency operation including - Operations Desert Shield/Storm, Restore Hope, Provide Comfort, Joint Endeavor and Nobel Eagle. She toured extensively throughout Bosnia, Kosovo, Iraq, Afghanistan, Kuwait, Qatar and Uzbekistan

Ms. Jones has been featured in multiple newspapers and magazines around the world, including Ebony, Jet and was highlighted in Essence Magazine's Anniversary Edition as 1 of 35 of the World's Most Remarkable Women. She has appeared on the nationally syndicated Tavis Smiley Show, Black Entertainment Television (BET), Steve Harvey Morning Show and numerous radio stations. Additionally, she has served as a panelist at several universities across the nation and at the "Women Shaping the World Summit" in New York City. Ms. Jones is continuously invited as a keynote speaker for various military and civilian organizations. She is the 2005 recipient of the NAACP Meritorious Service Award, the only enlisted service member to receive the award in the NAACP history and most recently received the 2009 National Coalition on Black Civic Participation, Inc. Spirit of Democracy Lifetime Achievement Award. Additionally she has received recognition for her dedication to the community, youth and the elderly. She was selected to speak at the Democratic National Convention and served as a surrogate speaker, throughout the country, during the Presidential campaign for then Senator Barack Obama. She continues to serve the community as a motivational speaker for both the civilian community and the Army's Planning For life Program- speaking to over 45,000 middle and high school students both in the

## **Victor Vasquez**

Deputy Under Secretary for Rural Development  
U.S. Department of Agriculture

On May 4, 2009, Victor Vasquez was appointed Deputy Under Secretary for USDA Rural Development.

Mr. Vasquez formerly served as the Special Projects Director for the Sul Ross State University at Rio Grande College in Uvalde, Texas. During the Administration of former President Bill Clinton, Vasquez served as Deputy Administrator of the Office of Community Development at the U.S. Department of Agriculture (USDA) where he led strategic planning, design, marketing, and implementation of community development programs.

He previously served as Assistant to the Governor for Intergovernmental and Community Relations in Oregon Governor Barbara Roberts' Administration and also directed the Oregon Community Services Department, with responsibilities for the state's anti-poverty efforts in the areas of homeless assistance, affordable housing, emergency shelter, and food programs.

Vasquez previously was a National Board Member to the Harvard Journal of Hispanic Policy, Board Member to the University of Oregon Alumni Council, and the Executive Alumni Council for the John F. Kennedy School of Government.

A former migrant worker, Vasquez holds a Master's degree in public administration from Harvard University's John F. Kennedy School of Government and a bachelor of science degree in political science from the University of Oregon in May 2009.



## **Dorothy Robyn**

Deputy Under Secretary of Defense for  
Installations and Environment

Dorothy Robyn became the Deputy Under Secretary of Defense for Installations and Environment in July 2009. In this position, she provides management and oversight of military installations worldwide and manages environmental, safety, and occupational health programs for the Department. The Department's installations cover some 29 million acres, with 539,000 buildings and structures valued at more than \$700 billion. Her responsibilities include the development of installation capabilities, programs, and budgets; installation-energy programs and policy; base realignment and closure; privatization of military housing and utilities; and integration of environmental needs into the weapons acquisition process. She is also responsible for environmental management, safety and occupational health; environmental restoration at active and closing bases; conservation of natural and cultural resources; pollution prevention; environmental research and technology; fire protection; and explosives safety. Dr. Robyn also serves as the Department's designated Senior Real Property Officer and the DoD representative to the Advisory Council on Historic Preservation.

Before her appointment to the Department of Defense, Dr. Robyn was a principal with The Brattle Group, an economic consulting firm that specializes in competition and antitrust, energy and the environment. She focused principally on economic analysis of public policy issues related to the aviation and telecommunications sectors, including such issues as: proposed changes in the governance and financing of the U.S. air traffic control system; antitrust issues affecting international airline alliances; and mechanisms for FCC allocation of vacant radio spectrum. Prior to joining The Brattle Group in 2002, she was a Guest Scholar at the Brookings Institution.

From 1993 to 2001, Dr. Robyn served as Special Assistant to the President for Economic Policy and a senior staff member of the White House National Economic Council. She managed interagency coordination on high-priority issues in aviation and transportation, aerospace and defense, science and technology, and competition policy. Most relevant to her current job, she oversaw the development and implementation of the Clinton Administration's Defense Reinvestment and Transition Initiative, which encompassed adjustment programs for workers and communities hurt by defense downsizing; a comprehensive strategy to accelerate reuse of closing military bases; and efforts such as housing privatization, defense acquisition reform and "dual-use" R&D that were designed to allow for greater DoD reliance on commercial markets.

Prior to joining the White House staff, Dr. Robyn was with the Joint Economic Committee of Congress and the congressional Office of Technology Assessment (OTA). From 1983-1987, she was an assistant professor at Harvard's Kennedy School of Government, where she taught courses in public management, policy analysis and the business-government relationship.

She is co-author (with William Baumol) of *Toward an Evolutionary Regime for Spectrum Governance: Licensing or Unrestricted Entry?* (Brookings Press, 2006) and author of *Braking the Special Interests: Trucking Deregulation and the Politics of Policy Reform* (University of Chicago Press, 1987). Dr. Robyn has served as an associate editor for the *Journal of Policy Analysis and Management* (1991-93) and as book editor for *Issues in Science and Technology* (1986-89). She wrote the 1995 White House report, *Second to None: Preserving America's Military Advantage through Dual-Use Technology* and co-authored the 1988 OTA report, *Commercializing High-Temperature Superconductivity*. She has a B.A. from Southern Illinois University and a Ph.D. and M.P.P. in public policy from the University of California at Berkeley. She is a native of St. Louis, Missouri.

## **Robert L. Gordon**

Deputy Under Secretary of Defense for  
Military Community and Family Policy

Mr. Robert L. Gordon, III, a member of the Senior Executive Service, is assigned to the Office of the Secretary of Defense, serving as the Deputy Under Secretary of Defense for Military Community and Family Policy, effective July 19, 2010.

Mr. Gordon is responsible for policy, advocacy, and oversight of all community support to service members and families; quality of life issues; state liaison initiatives; family programs and the 24/7, 1-800 family assistance services; child development and youth programs; military spouse career advancement; the off-duty, voluntary education program for military personnel; tuition assistance; morale, welfare, and recreation; defense resale for commissaries and exchanges; and family violence prevention and intervention. Included within the purview of his office is advocacy for quality education for all military students and defense-wide policy responsibility for the Department of Defense Education Activity that serves approximately 84,000 students in 192 schools in 14 districts located in 12 foreign countries, seven states, Guam, and Puerto Rico. His oversight includes the Armed Forces Retirement Home, casualty and mortuary affairs, and military funeral honors.



Prior to his appointment, Gordon served as the Chief People and Program Officer and Senior Vice President for Civic Leadership at City Year, where he was responsible for the organization's people programs including: recruitment, human resources, program and service, research and evaluation, the development of City Year's 1,600 member corps of young leaders, the appointment of more than 12,000 alumni as 'leaders for life,' and the engagement of children and teens in service and civic leadership.

A 1979 graduate of the United States Military Academy at West Point, Gordon was commissioned a second lieutenant in the Field Artillery. His 26-year Army career includes command and staff positions, duty as the Aide-de-Camp to then Brigadier General Colin Powell, service as an instructor and assistant professor of American Politics, and the Director of American Politics at West Point in the Department of Social Sciences. As a 1992–1993 White House Fellow, he served as the Special Assistant to the Secretary for Veterans Affairs and the Director of Special Operations, Office of National Service, The White House, to help found the AmeriCorps program. Gordon then served as the executive director and co-founder of the Service America program at West Point, and he has advised foreign governments on national service systems. Most recently, Gordon was the chair of Service Nation: Mission Serve, an initiative that created partnerships between the military and civilian service sectors to fill critical gaps of need in the military community.

Gordon's military education includes the Field Artillery Officer Advanced Course, the United States Army Command and General Staff College, and the National War College. He earned his BS from the United States Military Academy and an MA in public affairs from Princeton University's Woodrow Wilson School for Public and International Affairs.

His awards and decorations include the Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal, and Army Commendation Medal with five oak leaf clusters, the Outstanding Volunteer Service Medal, the Army Achievement Medal, Parachutist Badge, Ranger Tab, and two awards of the Honorable Order of Saint Barbara.

## **Patrick J. O'Brien**

Director of OEA

As Director of the Office of Economic Adjustment, Mr. O'Brien leads a talented team of project managers in assisting local economic adjustment efforts on behalf of the Department of Defense. Additionally, he manages the Defense Economic Adjustment Program and is the Executive Director of the President's Economic Adjustment Committee as it is established by Executive Order to assist communities to respond to Defense base closures, realignments, contractor reductions, and base expansions.

Prior to joining OEA, Mr. O'Brien negotiated public-private development packages of various sizes under the Urban Development Action Grant Program, reviewed labor policies, sized federal loan participations, assisted distressed communities in evaluating proposed housing and economic projects, and crafted Executive legislative initiatives for the U.S. Department of Housing and Urban Development where he started his Federal career as a Presidential Management Intern. Over this span, he also spent time with the Office of Congressman James Oberstar, working on community and economic development-related issues. Preceding his tenure with the Federal government, Mr. O'Brien was an Assistant Business Developer for the City of Duluth, MN, where he assisted with the reuse of a closed air base; prepared marketing, finance, and business survey packages to assist local development efforts; supported the conversion of a former steel plant; and co-drafted the State's first enterprise zone bill. He also served as a citizen representative to the Duluth Joint Airport Zoning Board.

Mr. O'Brien joined OEA as a project manager 1989, assisting various local BRAC recovery efforts including Fort Ord, Loring AFB, Wurtsmith AFB, NTC San Diego, and Cameron Station. He also managed industry adjustment projects in response to contract reductions in San Diego, Bath, ME, and southern Mississippi. He has authored technical publications, including the OEA Community Guide to Base Reuse and other resources for communities, and led different BRAC implementation policy reviews. He has demonstrated experience with all aspects of the BRAC and economic adjustment process and has worked a range of issues, including: public-private initiatives; federal real property disposal; local organization and business plan development; redevelopment planning; and, economic cost-benefit analyses.

Mr. O'Brien has Bachelor of Arts degrees in Urban Affairs and Political Science from the University of Minnesota-Duluth, where he graduated "cum laude" and as a member of the Golden Key National Honor Society. He also received a Masters of Science degree in Public Management and Policy Analysis from the School of Urban and Public Affairs at Carnegie-Mellon University, where he graduated "with distinction," student-taught organizational management, and was elected to Pi Alpha Alpha. Mr. O'Brien is certified as an "Economic Development Finance Professional" by the National Development Council and graduated from the Federal Executive Institute's "Leadership for a Democratic Society" as well as Harvard Law School's "Program on Negotiation."



**Jay Reich**

Deputy Chief of Staff

U.S. Department of Commerce

Jay Reich is the Deputy Chief of Staff at the U.S. Department of Commerce, serving as a senior advisor to Commerce Secretary Gary Locke and as primary liaison between the Secretary and the National Oceanic and Atmospheric Administration, the U.S. Patent and Trade Office and the Bureau of the Census. Mr. Reich joined the Department of Commerce in May 2009, after a 35 year legal career in the public and private sectors. He was most recently a partner at the Seattle law firm K&L Gates, where he spent 29 years specializing in public law and finance.

Prior to that, Mr. Reich served as a White House fellow in the office of U.S. Sec. of Agriculture Robert S. Bergland. Mr. Reich has also served in the King County Prosecuting Attorney's Office, first as a Deputy Prosecuting Attorney and later as the Assistant Chief Criminal Deputy in charge of the Juvenile Section. While serving in the King County Prosecuting Attorney's office, Mr. Reich was also a visiting Lecturer at the University of Washington School of Law and published numerous articles in law journals. Mr. Reich is a native of Seattle, where he returned after completing his undergraduate work at Amherst College and law school at Harvard. He is married to Jane Reich and has two children, Brian and Emily and two grandchildren.

## **Joseph F. Calcara**

Deputy Assistant Secretary of the Army (Installations and Housing)  
Office of the Assistant Secretary of the Army  
(Installations and Environment)

As Deputy Assistant Secretary, Mr. Calcara serves as the senior career person within the Army Secretariat responsible for the Army's worldwide installations and housing structure, with a replacement cost estimated at \$251 billion. He provides policy, program direction, and handles political issues involving Administration, Congressional, State and local officials for all Active Army and Reserve Component facilities. He oversees the execution of key Army engineering; housing; construction; real property acquisition, management and disposal; and base realignment and closures. He represents the Secretary of the Army in communications with industry, the public, and the media on installations and housing programs.



Prior to his appointment as the DASA(I&H), Mr. Calcara concurrently served as the Director of Real Estate and Chief of the South Pacific Division Regional Integration Team at Headquarters, U.S. Army Corps of Engineers since March 2006. As Director of Real Estate, Mr. Calcara was responsible for program execution, policy and technical expertise in the areas of realty acquisition, asset management, and property disposal support for 24 million acres of Army-controlled land and improvements. As Chief, South Pacific Division Regional Integration Team, he managed a multi-functional organization charged with integrating regional products and services, and establishing and maintaining relationships at the national level for over \$1.5 billion of annual civil works, military construction, and environmental projects in a 10-state area spanning from California to the Rockies.

From 1983 to 2006, Mr. Calcara was with the Navy supporting global shore installation management, products and services for real estate; mechanical engineering and design; housing; asset privatization initiatives; base closure and realignment; military construction; and sustainment, restoration and modernization program management. He served with the Naval Facilities Engineering Command at its Headquarters in Washington, D.C., and their component commands at Pearl Harbor, HI, San Diego, CA, and Philadelphia, PA, and in the Office of the Assistant Secretary of the Navy.

**Eric Waldo**

Special Assistant to the Secretary  
U.S. Department of Education

Eric Waldo currently serves as Special Assistant to Secretary Arne Duncan at the U.S. Department of Education, where he focuses on a broad array of policy issues. He has served as the Department of Education Co-Chair on the Advisory Council on Dependents' Education and visited DoDEA schools in Wiesbaden, Germany. Prior to joining the Department of Education, Mr. Waldo served as an attorney on the Obama-Biden Transition Project and served as Deputy and Assistant Staff Counsel to the Obama for America presidential campaign. Following law school, he served as a law clerk to the Honorable Ann Aldrich, U. S. District Court Judge for the Northern District of Ohio. Mr. Waldo received his J.D. from the University of Chicago, his Ed.M. from Harvard University's Graduate School of Education, and his A.B. from Brown University.

U.S. and abroad in the last two years alone. She is also a facilitator for the Family Leadership Institute- conducting multiple workshops to help parents become leaders in their homes. In addition she is a principle agent with the Army's H3 Program (Healing Helping Hiring Wounded Warriors), and continues to be an advocate and speaker for the military through multiple events. She is President and CEO of The Bones Theory Group, L.L.C. Some of her awards include the Legion of Merit, Meritorious Service Medal, Army Parachutist Badge, German Army Forces Airborne Wings, and Royal Thai Airborne Wings. Ms. Jones has a Bachelor of Science Degree (Cum Laude) in Business Administration from Fayetteville State University, a constituent Institution of the University of North Carolina. She is currently pursuing a Master s Degree in Management and International Relations.

**Installation**

**Biographies**

## **Lieutenant General Frank Helmick**

Commanding General  
XVIII Airborne Corps and Fort Bragg

Prior to assuming command of the XVIII Airborne Corps, LTG Helmick commanded the Multi-National Security Transition Command-Iraq along with the NATO Training Mission-Iraq from 3 July 2008 to 7 October 2009.

LTG Helmick has held numerous command and senior staff positions. He has commanded and served in many units in both operational and training Commands: Commander 3<sup>rd</sup> Battalion, 504<sup>th</sup> Parachute Infantry Regiment, 82<sup>nd</sup> Airborne Division, Fort Bragg, North Carolina; Commander Ranger Training Brigade, Fort Benning, Georgia; Assistant Division Commander 101<sup>st</sup> Airborne Division (Air Assault) Fort Campbell, Kentucky; Commander of the Southern European Task Force (Airborne) Vicenza, Italy.



His staff assignments include service in the 82<sup>nd</sup> Airborne Division, the Joint Staff, and the Office of the Secretary of Defense where he served as the Senior Military Advisor to the Deputy Secretary of Defense.

LTG Helmick has attended a variety of military schools including the U.S. Military Academy, Infantry Officer Basic Course, the Armor Officer Advanced Course, the Naval Postgraduate School, the United States Armed Forces Staff Course at the Armed Forces Staff College, and the United States Army War College.

His awards include the Defense Distinguished Service Medal, Distinguished Service Medal, Defense Superior Service Medal, Legion of Merit with two oak leaf clusters, Bronze Star Medal with oak leaf cluster, Meritorious Service Medal with three oak leaf clusters, Joint Service Commendation Medal, Army Commendation Medal with five oak leaf clusters, the Army Achievement Medal with oak leaf cluster, and the NATO Medal. He has been awarded the Ranger Tab, Expert Infantryman Badge, Combat Action Badge, Master Parachutist Badge, Air Assault Badge, Office of the Secretary of Defense Identification Badge and the Joint Chiefs of Staff Identification Badge.

## **Major General Rodney O. Anderson**

Deputy Commanding General

XVIII Airborne Corps and Fort Bragg

Major General Rodney O. Anderson is a native of Elloree, South Carolina and is a graduate of Wofford College, Spartanburg, South Carolina.

His most recent duty was as the Director of Force Management, Office of the Deputy Chief of Staff, G-3/5/7, Washington, D.C. Major General Anderson's previous duties included command at the battery, battalion, and brigade levels and staff assignments at the battery through Joint Staff levels.



Major General Anderson has served four tours with the 82nd Airborne Division. He served overseas assignments in Korea and Italy and operational deployments for Operation Urgent Fury in Grenada, Operation Desert Shield/Storm in Saudi Arabia and Operation Enduring Freedom in Afghanistan. Major General Anderson is a graduate of the Field Artillery Officer Basic and Advanced Courses at Fort Sill, Oklahoma; Command and General Staff College at Fort Leavenworth, Kansas; and the Naval War College at Newport, Rhode Island, where he earned a Master of Arts in Strategic and National Security Studies.

His awards and decorations include the Defense Superior Service Medal, Legion of Merit (1 OLC), Bronze Star Medal, Meritorious Service Medal (5 OLC), Joint Service Commendation Medal, Army Commendation Medal (1 OLC), Army Achievement Medal (3 OLC), Master Parachutist Badge, Air Assault Badge, Joint Chiefs of Staff Identification Badge, and Army Staff Identification Badge.

## **Brigadier General Michael X. Garrett**

Chief of Staff

XVIII Airborne Corps and Fort Bragg

Brigadier General Michael X. Garrett is a native of Cleveland, Ohio, and is a graduate of Xavier University with a Bachelor's Degree in Criminal Justice.

His most recent duty is as the Deputy Commanding General, U.S. Army Recruiting Command, after serving as a Senior Military Fellow at the Center for New American Security in Washington, D.C. Brigadier General Garrett's previous duties included command at the platoon, company, battalion and brigade level and staff assignments at company through corps level.



BG Garrett has served two tours on Fort Bragg to include an operations tour deploying to Afghanistan as Chief of Current Operations, Combined Joint Task Force 180, Operation Enduring Freedom. He commanded the 4th Brigade Combat Team (Airborne), 25th Infantry Division (Light) at Fort Richardson, Alaska, deploying in support of Operation Iraqi Freedom. Brigadier General Garrett is a graduate of the Infantry Officer Basic and Advanced Courses, the U.S. Army Command and General Staff College, and the Senior Service College Fellowship.

General Garrett's awards and decorations include the Legion of Merit (1 OLC), Bronze Star Medal (1 OLC), Defense Meritorious Service Medal, Meritorious Service Medal (3 OLC), Army Commendation Medal (2 OLC), Joint Service Achievement Medal, Army Achievement Medal, Expert Infantryman's Badge, Combat Infantryman's Badge, Master Parachutist Wings, Pathfinder Badge, Air Assault Badge and Ranger Tab.

Brigadier General Garrett and his wife Lorelei have two children Samantha (15) and Mikey (13).

## **Command Sergeant Major Earl L. Rice**

Command Sergeant Major  
XVIII Airborne Corps and Fort Bragg

Command Sergeant Major Earl L. Rice enlisted in the United States Army in November 1981. He received his Basic and Advanced Individual Training at Fort Benning, GA. During his 28 years of service, Command Sergeant Major Rice has held numerous leadership positions which include: Squad Leader; Section Leader; Platoon Sergeant; Drill Sergeant; First Sergeant; ROTC instructor; Battalion Command Sergeant Major; Brigade Command Sergeant Major; and Post Command Sergeant Major.



Command Sergeant Major Rice has held numerous Command Sergeant Major positions including Maneuver Center of Excellence and Fort Benning, US Army Infantry Center and Fort Benning, US Army Africa – SETAF, JRTC and Fort Polk, the 173d Airborne Brigade, the 2nd Battalion (Airborne), 503d Infantry Regiment, and the 1st Battalion, 505th Parachute Infantry Regiment.

Throughout his career, Command Sergeant Major Rice has continued to further his military and civilian education and training. He has completed the Basic Airborne School, Ranger School, Jumpmaster School, Pathfinder School, Drill Sergeant School, Instructor Training Course, Jungle Warfare School, and Reconnaissance School. He is also a graduate of all Non-Commissioned Officer Educational Schools (NCOES) Schools including the Battle Staff Course, First Sergeant Course and the Keystone Course. He received the Association of the United States Army Leadership Award during the First Sergeant Course and was selected as the Iron Person Awardee for both the First Sergeant and Battle Staff Courses. In 1991 he was selected as the 82<sup>nd</sup> Airborne Division and the XVIII Airborne Corps NCO of the Year. He holds a Bachelor of Science from Regents College and a Masters of Business Administration in Human Resource Management from TUI.

Command Sergeant Major Rice's awards and decorations include: Legion of Merit with two oak leaf cluster, Bronze Star Medal with V device and two oak leaf clusters, Meritorious Service Medal with five oak leaf clusters, Army Commendation Medal with eight oak leaf clusters, Army Achievement Medal with seven oak leaf clusters, Southwest Asia Service Medal with two bronze stars, Global War on Terrorism Expeditionary Medal with arrow head, Global War on Terrorism Service Medal, Korean Defense Service Medal, Kuwait Liberation Medals (*Saudi Arabia and Kuwait*), Drill Sergeant Identification Badge, Master Parachutist Badge (with bronze star), Pathfinder Badge, Ranger Tab, Combat Infantryman Badge, Expert Infantryman Badge, and five Foreign Parachutist Badges.

CSM Rice is married to the former Bertha Branch of Red Springs, NC. They have five children; Teisha, Joseph, Daniel, Shane and Earl Jr.

## **Colonel Stephen J. Sicinski**

Garrison Commander

U.S. Army Garrison, Fort Bragg

COL Stephen J. Sicinski is a native of Guaynabo, Puerto Rico. A 1986 graduate of the United States Military Academy at West Point, COL Sicinski's initial assignment was to the 197th Infantry Brigade (Mechanized) (Separate) at Ft Benning, GA where he served as a Rifle Platoon Leader, Rifle Company XO, Infantry HHC XO and Brigade Assistant S3 (LNO). During the first Gulf War, he deployed with the 197th IN BDE and served as the Brigade Tactical Command Post Battle Captain. After the war, COL Sicinski's next assignment was to the 11th Armored Cavalry Regiment (OPFOR) in Ft Irwin, CA where he served as a Brigade Assistant S4 (Maintenance), Rifle Company Commander and Armor HHC Commander.



His next assignment took him to Ft Bragg, NC where he served in the 96<sup>th</sup> Civil Affairs Battalion (Airborne) as a Civil Affairs Team Commander, Theater Plans Officer and Company Commander. After his last command, COL Sicinski served as the Battalion XO, for the 3/1<sup>st</sup> Special Warfare Training Group (Airborne). His next assignment was to the 3<sup>rd</sup> US Army (Coalition Forces Land Component Command) at Fort McPherson, Georgia, Camp Doha, Kuwait and Baghdad, Iraq where he was the C9 (Civil Military Operations), Chief of Plans, and then Deputy C9 in support of OEF I/II and OIF I/II. COL Sicinski's next assignment was to Camp Darby, Italy where he served as Commander, USAG Livorno. Immediately prior to re-assignment back to Ft Bragg, COL Sicinski was the National Geospatial-Intelligence Agency (NGA) SOCOM War Planner for a year.

COL Sicinski holds a Bachelor of Science degree in Latin American Studies from the USMA, a Master's degree in Political Science from the University of Kansas and a Masters degree in National Security Studies from the National War College. During the course of his 23 year service, COL Sicinski has graduated from the Infantry Officer Basic and Advanced Courses, the Combined Arms Service Staff School, the Civil Affairs and Psychological Operations Courses, the Command and General Staff College at the Western Hemisphere Institute for Security Cooperation, the National War College, US Air Force SERE Course, Airborne and Master Parachutist Courses, and Ranger School.

COL Sicinski's awards and decorations include, the Bronze Star, the Meritorious Service Medal with four Oak Leaf Clusters, the Joint Service Commendation Medal, Army Commendation Medal with one Oak Leaf Cluster, the Joint Service Achievement Medal with one Oak Leaf Cluster, the Army Achievement Medal with one Oak Leaf Cluster, the Joint Meritorious Unit Award with one Oak Leaf Cluster, National Defense Service Medal, the Kuwait Liberation Medal, the South West Asia Service Medal with two Battle stars, the Global War on Terrorism Service and Expeditionary Medals, the Humanitarian Service Medal, the Master Parachutist Badge, Ranger Tab, the Combat Infantryman's Badge and the Expert Infantryman's Badge.

Colonel Sicinski is married to the former Teresa Spencer (CW3, USA Retired). They have three children, two daughters and one son.

**Mr. Edward "Doug" Earle**  
Deputy Garrison Commander  
U.S. Army Garrison, Fort Bragg

Mr. Doug Earle entered federal civilian service in June 2008 after more than 30 years service in the US Army. Commissioned a Second Lieutenant in August 1975 from the University of Virginia, and following a two year educational delay to attend graduate school at the University of Wisconsin-Madison, 2LT Earle attended Transportation Officer Basic in 1978. Rising through the ranks to the grade of Colonel, he served in a wide variety of command and staff logistical positions culminating in command of the 296th Forward Support Battalion at Fort Lewis, WA in 1994-1996 and command of the United States Army Garrison at Fort Eustis, VA in 2000-2003. His principle staff assignments included G4 of the 2nd Infantry Division in Korea, and Deputy Region Director for IMCOM Europe. During his military career, COL Earle served two tours in Germany and one in Korea. He is also a graduate of the US Army Command and General Staff College (1989) and the US Army War College (1997). At the time of his retirement, COL Earle was assigned as Resource Division Chief in the Office of the Assistant Chief of Staff, Installation Management in the Pentagon. Currently, Mr. Earle is serving as the Deputy to the Garrison Commander, Fort Bragg, NC. He is married to the former Ms. Donna Connolly and they have two sons, Kevin and Brian.



## **Command Sergeant Major Samuel B. Campbell**

Garrison Command Sergeant Major  
U.S. Army Garrison, Fort Bragg

Command Sgt. Maj. Samuel B. Campbell enlisted in the United States Army in July 1982 as a Fire Support Specialist at Fort Sill, Okla. During his 27 years of service, Campbell has held numerous leadership positions including forward observer, company fire support noncommissioned officer, battalion fire support NCO, brigade fire support NCO, drill sergeant, battle staff NCO course instructor, first sergeant, division fire support sergeant major, battalion command sergeant major and brigade command sergeant major.



His previous assignments include 18th Fires Brigade (Airborne); 1st Battalion, 319th Airborne Field Artillery Regiment; 3rd Battalion, 319th Airborne Field Artillery Regiment; all based at Fort Bragg, N.C. Campbell also served with 1st Battalion, 320th Field Artillery Regiment; and 3rd Battalion, 320th Field Artillery Regiment at Fort Campbell, Ky., and Headquarters and Headquarters Battery, 4th Infantry Division based at Fort Hood, Texas. Prior to attending the United States Army Sergeants Major Academy, Fort Bliss, Texas, Campbell was assigned to 2nd Battalion, 41st Field Artillery Regiment at Aschaffenburg, Germany; and then 2nd Battalion, 80th Field Artillery at Fort Sill Okla.

Campbell has held two command sergeant major positions, as the battalion command sergeant major for 1st Battalion, 319th Airborne Field Artillery Regiment, 3 Brigade Combat Team, 82nd Airborne Division and his most recent position as the brigade command sergeant major for the 18th Fires Brigade (Airborne).

Throughout his career, Campbell has continued to further his military education and training. He has completed the Basic Airborne School, Jumpmaster School, Drill Sergeant School, Battle Staff Noncommissioned Officer Course, and Air Assault School. He is also a graduate of all Noncommissioned Officer Education System schools.

Campbell's awards and decorations include Bronze Star, with 2 oak leaf clusters; Meritorious Service Medal, with 2 oak leaf clusters; Army Commendation Medal, with 6 oak leaf clusters; Army Achievement Medal, with 6 oak leaf clusters; Good Conduct Medals, 9th award; National Defense Ribbon; Southwest Asia Service Medal; Kosovo Campaign Medal; Iraq Campaign Medal, with 2 bronze stars; NCO Professional Development Ribbon, with numeral 4; Army Service Ribbon; Overseas Service Ribbon; with numeral 1; NATO Medal; Kuwait Liberation Medal; Combat Action Badge; Master Parachutist Badge; Air Assault Badge; the Drill Sergeant Identification Badge; Russian Parachute Badge, and Chilean Parachute Badge. Campbell is also the recipient of the Honorable Order of St. Barbara.

# **Regional**

# **Biographies**

## **The Honorable Bob Etheridge**

United States Congress  
North Carolina's 2<sup>nd</sup> District  
Biography

Congressman Bob Etheridge is a proud native of North Carolina's Second Congressional district where he has lived virtually his entire life. He was born in Sampson County, grew up in Johnston County, and makes his home in Harnett County, where he has been a small businessman, part-time tobacco farmer, and full-time public servant.



Etheridge serves on the **Committee on Ways and Means** in the 111th Congress, considered one of the most powerful committees in Congress. The committee oversees a wide array of issues, including health care, Social Security, Medicare, unemployment benefits, welfare, child support and foster care and adoption. The committee has sole jurisdiction over tariffs and revenue-raising methods. Because of its broad jurisdiction, the committee plays a role in most major pieces of legislation that move through Congress. Within the committee, Etheridge serves on the Subcommittee on Trade and the Subcommittee on Oversight. Etheridge is also a member of the **House Budget Committee**.

As a part-time farmer, Bob Etheridge plays a unique role in protecting and promoting North Carolina's agricultural interests. As the only former state schools chief serving in Congress, Bob Etheridge has emerged as one of the Capitol's most authoritative voices for school construction, character education, early childhood development, youth safety, college aid and other education issues. Etheridge has also been a staunch advocate for first responders in North Carolina and across the country, earning the Congressional Fire Services Institute's 2004 Legislator of the Year Award.

He is a member of the New Democrat Coalition (NDC), a group of moderate, pro-business Democrats. The NDC plays a pivotal role in the U.S. House on important causes like balanced budgets, export promotion, research and development, education and economic growth.

Etheridge has used commonsense North Carolina values to guide his work in Congress. He is active in his church and teaches Sunday school. For his diligent and decades-long work for the Boy Scouts, Etheridge received the Silver Beaver Award, the highest district award a Scout leader can receive.

Bob Etheridge attended public school at the historic Cleveland School in Johnston County and after earning a basketball scholarship became the first member of his family to graduate from college when he earned his B.S. Degree in Business Administration from Campbell University in 1965. After graduating, Bob served two years in the U.S. Army. He has done graduate work in economics at N.C. State University and has received honorary degrees from Campbell University, Fayetteville State University, Pfeiffer College, and Shaw University.

Etheridge and his wife, Faye Cameron Etheridge, are the proud parents of Brian and his wife, Meredith, Catherine and her husband, Tim Otto, and David and his wife, Casey. They are also the proud grandparents of six grandchildren.

First sworn into Congress in 1997, Bob Etheridge voted to balance the federal budget, to provide tax relief to family farmers and small businesses, and to supply bulletproof vests to protect local law enforcement officers. Etheridge has earned a solid reputation for his leadership on education issues, first as a Harnett County commissioner and later in North Carolina's General Assembly. He served eight years as North Carolina's elected State Superintendent of Schools before taking his lifelong endeavor for better schools to Congress.

## **The Honorable Larry Kissell**

United States Congress  
North Carolina's 8<sup>th</sup> District  
Biography

Congressman Larry Kissell was elected November 4, 2008. He is a member Of the House Armed Services Committee where he serves on the Readiness and Land and Air subcommittees. He also serves on the House Agriculture Committee where he is a member of the subcommittees on Conservation, Credit, Energy, and Research; General Farms Commodities and Risk Management, and Specialty Crops, Rural Development and Foreign Agriculture.



Born January 31, 1951, Larry Kissell is the son of Virene, a retired mathematics teacher, and the late Richard Kissell, a decorated WWII veteran who served as local Postmaster for the town of Biscoe, NC for many years. Larry grew up in Biscoe attending both Biscoe Elementary School and East Montgomery High School, where he taught for the past 7 years, after a 27 year career in the local textile industry.

Larry attended Wake Forest University graduating in 1973 with a degree in Economics. He then returned to the area, first working in production management at Union Carbide, then joining Russell Hosiery in Star, North Carolina. Larry stayed with the plant for 27 years first through its acquisition by Fruit of the Loom, then acquisition by the Renfro Corporation which ultimately closed in 2003. During his 27 years of textile employment Larry worked in sales, service, administration, planning/scheduling, M.I.S., customer service, order processing and production management.

By 2001 the effects of free trade on the domestic textile industry were becoming evident. Textile plants were shutting down operations all over the area and many production jobs were being sent overseas. Foresight sent Larry in search of a career change. Education had been a huge part of his life, and Larry felt the need to make a difference through teaching. His mother Virene had been a teacher, and his wife Tina also worked in the local schools. In raising his own family, Larry realized that the next generation simply wouldn't have the same opportunities waiting for them upon graduation that his generation enjoyed. Something had to be done.

Once Larry had decided on the next challenge, he was teaching Social Studies in front of a room full of students the very next day after leaving textiles. His former employer ultimately did close laying off nearly 800 workers in the coming years.

Larry is married to Tina Kissell and they have two daughters, Jenny and Aspen.

**The Honorable Marvin W. Lucas**  
North Carolina House of Representatives  
District 42  
Biography

**Background and Education**

Marvin is a native of Cumberland County. Born during the chaotic period of World War II, he attended the public schools of Cumberland County and graduated from Anne Chesnutt High School in 1960. He then enrolled at Fayetteville State University where he earned a Bachelor's Degree in English in 1964. He earned a Master's Degree in Administration from North Carolina Central University in 1975 and an Educational Specialist Degree from East Carolina University in 1977.



**Work Experience**

He began a teaching career with Nash County Schools in 1964. In 1967, he came home to teach in the Cumberland County Schools. He taught high school English until 1970 when he then moved into school administration. He remained in school administration until his retirement as principal of Pine Forest Middle School in 1998. His administrative career included experiences at Hope Mills Middle School, South View High School, Sherwood Park Elementary School, and Pine Forest Middle School.

**Family**

He is married to Brenda Ricks Lucas who is also a retired Cumberland County Schools teacher. They have three children. A son, Darrell, resides in Raleigh, NC. Twin daughters, Angela Rene' resides in Greensboro, NC, and Marva Michael resides in Spring Lake, NC. Marvin and Brenda have seven grandchildren.

**Religion**

Marvin is a life-long member of Bethel A.M.E. Zion Methodist Church. He is a member of the Board of Trustees, a Class Leader, and a Sunday School Teacher.

**Political Career**

He was elected to the Spring Lake Board of Alderman in 1977. He served continuously as an Alderman until 1997 when he was elected as Mayor of Spring Lake. He served as Mayor until 2000 when he was elected to the North Carolina House of Representatives.

In the North Carolina House of Representatives, he serves as Chairman of the Committee on Education Policy, Vice-Chairman of Appropriations Subcommittee on Education; Vice-Chairman of Alcoholic Beverage Control, Ethics; Local Government II; Public Utilities and Wildlife Resources Committee. He has also been appointed to the National Conference of State Legislatures; Education Commission of the States; and Consolidation of Early Childhood Education Care Commission.

## **The Honorable Anthony G. Chavonne**

Mayor of Fayetteville, NC

Biography

Mayor Anthony G. Chavonne was elected mayor of Fayetteville in November 2005 and re-elected to a second term in November 2007.

Mayor Chavonne earned his bachelor's of science degree in business from the University of North Carolina at Chapel Hill in 1977. He graduated from the first graduating class of Douglas Byrd High School in Fayetteville in 1973. He attended Massey Hill High School in Fayetteville from 1969-1972.

He is the President of Chavonne Management Group, LLC. Mayor Chavonne retired in 2004 from Fayetteville Publishing Company as general manager after 25 years of employment. He was awarded the Fayetteville Business & Professional League's Outstanding Contribution Award and Fayetteville Chamber of Commerce Realtor's Cup Award. The Mayor also received the Sam Walton Business Leader Award, the Fayetteville Chamber of Commerce Volunteer of the Year award and the Department of the Army Commander's Award for Public Service.



Mayor Chavonne's list of professional and civic involvement includes:

- Elder, Session of Highland Presbyterian Church, Fayetteville (current)
- Member, North Carolina Advisory Commission on Military Affairs (current)
- Vice Chairman, BRAC Regional Task Force (current)
- Vice Chairman, Transportation Advisory Committee (2006)
- Member, Board of Directors, Fayetteville Area Economic Development Corporation (2000-2005); previous Chairman (2003-04)
- Member, Board of Directors, Cumberland County Business Council; Chairman (2003-05)
- Member, Board of Directors, Cumberland Community Foundation (2001-2005)
- Member, Advisory Board, N.C. Military Business Center (2004)
- Cochairman, Greater Fayetteville Futures (2001-2002)
- Member, Pope Special Activities Committee (1996-current)
- Member, Bragg Special Activities Committee (1996-current)
- Member, Friends of SOF (1996-current)
- Member, Board of Directors, Festival of Flight 2003 (2001-2003)
- Member, Board of Directors, The Arts Council of Fayetteville/Cumberland County (2002)
- Member, Cumberland County Board of Education Citizen's Budget and Management Advisory Committee (2000-2002)
- Member, Board of Directors, Airborne & Special Operations Museum (2001)
- Member, Board of Directors, Fayetteville Chamber of Commerce (1996-2001); previous Chairman (1999-2000)
- Marquis Society Chair, United Way of Cumberland County (2000)
- Member, Congressional Military Activities Committee, named by Congressman Robin Hayes (2000)
- Former President, Fayetteville Family YMCA (1985)
- Member, Braxton Bragg AUSA Chapter (1995-1997)
- Chairman, Operation Appreciation (1995)
- Attendee, Joint Civilian Orientation Conference, Department of Defense (1992)
- Treasurer, Fayetteville Jaycees (1978-1982)

He and his wife Joanne have two sons, Grayson and Tyson, and are members of Highland Presbyterian Church.

## **The Honorable Ethel T. Clark**

Mayor of Spring Lake, NC

Biography

The Honorable Ethel T. Clark is the first African American female Mayor of Spring Lake, North Carolina. She was elected by a landslide margin in the November 2001 elections, and currently serving her fourth term in office.

Mayor Clark began her public service career in 1981, becoming the first and thus far the only African American female elected to the Board of Aldermen in Spring Lake. She served continuously until her election as mayor.



As Mayor, her motto “Let’s make it happen” truly describes her winning attitude on making positive things happen for Spring Lake, a small town nestled between Fort Bragg Military Post and Pope Air Force Base. Her reputation is noted state wide where she has served in many organizations – North Carolina League of Municipalities, Mid-Carolina Council of Government, North Carolina Housing Trust Fund Study Commission, and is currently Vice-chair of the Sustainable Sandhills in partnership with Fort Bragg and North Carolina Department of Commerce.

Ethel’s professional career is as exemplary as her public service. She is the Office Manager & Financial Services Director at Hall Real Estate in Spring Lake. As a REALTOR® for more than 30 years, she has served in leadership roles at local, state, and national levels.

Her commitment to Spring Lake extends to her church. Since 1975 Ethel has been a devoted member of the Williams Chapel Free Will Baptist Church. She is one of the lead vocalists in the United Gospel Chorus, and has been on the Board of Trustees since 1998 where she is currently serving as Church Treasurer.

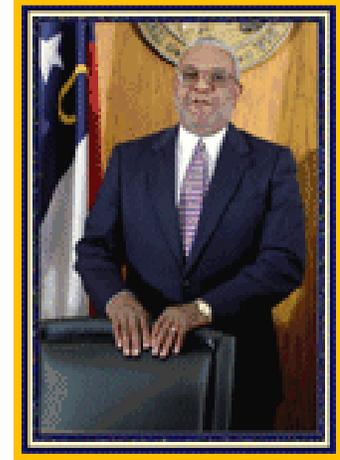
Ethel is married to MSGT (Ret.) US Air Force David L. Clark. They have two sons – Jonathan & James, four grandchildren – Brittany, Ashley, Amber and Dallas. For recreation she enjoys traveling, cooking and putting together large puzzles.

## **The Honorable Billy R. King**

Chairman, Cumberland County Board of Commissioners

Biography

Mr. King is an ardent advocate for Cumberland County, and has channeled his energies into making this county a better place. A champion for all citizens, he believes deeply in education, social equity and economic diversity. He is a community leader, having led the Cumberland County Commission as its chairman and vice-chairman, as well as having served on a wide-ranging number of boards, commissions and associations.



**DATA:** Marital Status: Married  
Wife - Margaret: Retired Educator, Cumberland County Schools  
Children – Gwendolyn, Felice, Golden, Jennifer

**EDUCATION:** 1979: East Carolina University, Education Administration Program  
1971: Appalachian State University  
1970: University of North Carolina at Chapel Hill  
1969: Elizabeth City State University: BS in Social Studies  
1965: Wilson County Public Schools

**EMPLOYMENT:** 1985 - Present: State Farm Insurance Agent  
1975-1985: Uniserv Director: District 10, N.C. Association of Educators  
1969-1975: Social Studies Teacher: Wilson County Schools  
1965-1969: Summer Jobs

**PUBLIC OFFICE:** 1990 to Present: Elected to the Board of Commissioners of Cumberland County  
Elected Vice Chairman, December, 1990; December, 1996 and December, 2004. Elected Chairman, December, 1991; December 1997; December, 2005; and December, 2009. Member, National Association of County Commissioners Board of Directors. Member, NC Association of County Commissioners Board of Directors. Member, NC Association of County Commissioners Human Services & Education Steering Committee. Member, BRAC (Army's Army, RTF Board of Directors & Executive Committee). Member, Area Mental Health Board. Member, Cape Fear Valley Health System Board of Trustees. Member, Cape Fear Valley Health System Finance Committee. Member, Public Works Commission. Member, Joint Transit Committee. Member, Community Health Care Council. Member, Juvenile Crime Prevention Council. Member, Fort Bragg-Pope Air Force Regional Land Use Advisory Board. Liaison, Mid-Carolina Rural Transportation Advisory Committee. Liaison, Cumberland County Business Council. Former President of the North Carolina Association of County Commissioners. Former First Vice President of the North Carolina Association of County Commissioners. Former Member, NC Association of County Commissioners Legislative Goals Committee. Former Member, NC Association of County Commissioners Insurance Board. Former President, Cumberland Behavioral Systems, Inc. Former Member, Criminal Justice Partnership Advisory Board. Former Member, City-County Liaison Committee. Former Member, Cumberland County Joint Planning Board. Former Member, ABC Board. Former Liaison, Social Services Board. Former Liaison, Parks & Recreation Advisory Board. Appointed by Governor Hunt to the N.C. State-wide Emergency Management Mutual - Aid and Assistance Committee.

### **CIVIC ORGANIZATIONS:**

Member, Lewis Chapel Baptist Church, Sunday School Teacher, Lewis Chapel Baptist Church, Fayetteville Area Chamber of Commerce, Fayetteville Branch NAACP Life Member, Fayetteville

Business & Professional League, Alpha Phi Alpha Fraternity, Masonic Lodge, NC Black Leadership Caucus, Volunteer: United Way Fund Drive, Volunteer: United Negro College Fund.

**POLITICAL INVOLVEMENT:**

Delegate, Democratic National Convention, 1992. Alternate, Democratic National Convention, 1984. Participant at each District and State Democratic Convention. State Democratic Executive Committee. Candidate for Delegate, Democratic National Convention in 1976 and 1980. District Judicial Nominating Committee, two terms. Cross Creek 9 Precinct Executive Committee. Cumberland County Young Democrats, Past President.

**AWARDS/RECOGNITIONS:**

Presidential Citation, National Association for Equal Opportunities In High Education, 2005 "Doers" recognition, Fayetteville Observer Times 1984 Man of the Year, Alpha Phi Alpha, 1983 Jack Brock Award.

## **The Honorable Tim McNeill**

Chairman, Harnett County Board of Commissioners

Chairman, BRAC Regional Task Force

Biography

Tim grew up in the Western side of Harnett County graduating from Benhaven High School in 1975. He attended Sandhills Community College and Lenoir Rhyne College majoring in Business Administration. He worked in industry for many years as a Manufacturing Engineer dealing with metal finishing and castings and a Manufacturing Manager for a plumbing products company.

Presently he works with Central Carolina Tire & Disposal as Sales Manager. Tim ran for and was elected County Commissioner for Harnett County's District 5 in 2000 and was reelected in 2004 and 2008. He has served as Chairman of the Board of Commissioners since 2008.



In April 2006 the BRAC Regional Task Force was formed to deal with the issues of the expansion of Fort Bragg and the impact on the surrounding region and Tim was elected Chair by the other elected officials and was re-elected Chair in 2010.

Tim has also served as Chairman of Regional Land Use Advisory Commission (RLUAC) that deals with encroachment issues around Fort Bragg and as Chairman of FAMPO that deals with transportation issues in the Fayetteville Metropolitan area and Fort Bragg.

He is married to Donna Cameron and they have 3 children Matthew, Rebecca and Maggie and 8 grandchildren Christian, Dillon, Madison, Macie, Carson, Blake, Mason and Drew. They reside at 101 Cameron Heritage Ln Cameron NC 28326 in the Johnsonville Community of Western Harnett County.

# **Talking Points**

**ECONOMIC ADJUSTMENT COMMITTEE  
SITE VISIT TO FORT BRAGG, NORTH CAROLINA  
SEPTEMBER 8, 2010**

**TALKING POINTS**

It is clear that successful community responses to growth at military installations does not occur without genuine partnerships among the local military installations, relevant Federal agencies, state and local government agencies, key nongovernmental organizations, and the private sector.

It is equally important to recognize that responses to military growth for any particular area must be flexible to adapt to the circumstances found at each location.

Current projected Department of Defense growth is unprecedented in the number of locations experiencing growth at one time. Accordingly, the purpose of this visit is to equip Federal officials with firsthand knowledge of successful local and state responses to growth to date, as well as to better understand those areas where gaps may exist or third party assistance may be necessary.

The “Defense Economic Adjustment Program,” as authorized under Executive Order 12788, relies upon a Federal inter-agency organization called the Economic Adjustment Committee (EAC), to support local efforts to respond to military growth and establishes a forum for the resolution of local adjustment issues.

Officials on this visit are hoping to gauge the true effects of the anticipated military growth, which can be influenced by several factors, including location, timing, and magnitude.

These visits are part of a more enduring partnership between the impacted community and these Federal agencies, a partnership that will continue to work with them into the future as the projected growth occurs and is absorbed locally.

Some keys for local success that we would share:

- Partner with the local installation
- “Speak with one voice” through strong public and private leadership.
- Commit political and financial resources in support of the response.
- Take advantage of existing resources.
- Leverage public and private sector resources.
- Seek solutions that are financially feasible.
- Coordinate with broader community development activities.
- Pace the effort so as to be responsive but neither premature nor over-extended.
- Understand the military construction and other mission growth processes.

# Q&As

**EAC Site Visit to Fort Bragg  
Sample Questions and Answers**

**1Q:** What is the purpose of the visit?

**1A:** This visit's objective is to improve executive-level knowledge and understanding of the impacts of military mission growth on education; workforce; transportation; infrastructure; health, public, and social services; and other quality of life issues at selected military installations.

**2Q:** Is one of the purposes of the trip to see if our community qualifies for Federal assistance to address from military mission growth?

**2A:** The purpose of the trip is to improve understanding and communication about local impacts from mission growth. What the Federal partners take away from this trip will help inform future discussions about appropriate Federal, state, and local roles in responding to growth at Army installations.

**3Q:** Why did you decide to come to Fort Bragg? Are there particular issues that the community or installation should be aware of?

**3A:** There are several Army installations that have growth planned in the near future, between now and approximately 2015, as a result of BRAC realignments, Army modularity, and the reassignment of troops from Europe and Korea to the U.S. Fort Bragg is among them. The Economic Adjustment Committee (created by Executive Order 12788, as amended) through the Office of Economic Adjustment (OEA) has scheduled technical and Federal partner and staff visits to some of the installations to better understand and foster greater communication around the issue.

**4Q:** Are there other installations and regions facing similar circumstances and growth impacts as Fort Bragg?

**4A:** The Economic Adjustment Committee has conducted six previous Senior Leadership Site Visits to military mission growth impacted regions in Georgia, Kansas, New York, North Carolina, Texas, and Washington. These visits were largely centered around military mission growth impacts on education and local education authorities. Though military mission growth may generate similar impacts in different geographical regions, it is important to note that responses to military growth for any particular area must be flexible to adapt to the circumstances found at each location.

**5Q:** What are the different federal agencies involved?

**5A:** The Economic Adjustment Committee is composed of 22 federal agencies that can help communities and states adjust to changes in Department of Defense missions. Several of these agencies and their subordinate organizations are represented on this site visit.

The National Security Council (NSC) in the ***Executive Office of the President*** has responsibility for reviewing strategic security policy with respect to military families.

The Office of the Under Secretary of Rural Development, U.S. **Department of Agriculture** is committed to helping improve the economy and quality of life in rural America. The Office of the Under Secretary of Rural Development helps individuals, communities, and businesses obtain the financial and technical assistance needed to address their diverse and unique needs.

The Office of Economic Adjustment (OEA) is part of the Office of the Secretary of Defense. OEA is the **Department of Defense's** primary source for assisting communities that are adversely impacted by Defense program changes, including base closures or realignments, base expansions, and contract or program cancellations.

Other secretariats under the Office of the Secretary of Defense represented in this visit include the Office of the Deputy Under Secretary of Defense for Installations and Environment, which provides management and oversight of military installations worldwide and manages environmental, safety, and occupational health programs for the Department of Defense; and the Office of the Deputy Under Secretary of Defense for Military Community & Family Policy, which is responsible for programs and policies that establish and support community quality of life programs for service members and their families worldwide, and serves as the focal point for coordination of the broad range of Quality of Life issues within the Department of Defense.

Also within the Department of Defense, the Office of the Assistant Secretary of the Army, Installations & Environment advises the Secretary of the Army and Chief of Staff of the Army on all matters related to installation policy. The Office oversees energy security and management and is responsible for sustainability and environmental initiatives.

The **Department of Education's** mission is to ensure equal access to education and to promote educational excellence throughout the nation. The Secretary is responsible for the overall direction, supervision, and coordination of all activities of the Department and is the principal adviser to the President on Federal policies, programs and activities related to education in the United States.

The Employment and Training Administration (ETA) is part of the **Department of Labor**. ETA's mission to design and deliver high-quality training and employment programs for our nation's workers. Working with States and territories, municipalities, labor management organizations, employers, educational institutions, fellow Federal agencies, and other partners, ETA strives to assist workers in gaining the skills and credentials needed to enter careers that pay family supporting wages and offer opportunities for advancement.

The **Department of Transportation's** mission is to serve the United States by ensuring a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future. The Office of the Deputy Secretary serves as the Department's chief operating officer with responsibility for the day-to-day operations of 10 modal administrations and the work of more than 55,000 DOT employees nationwide and overseas.

**May 10, 2010**

**CODEL Visit**

FORT BRAGG AND POPE AIR FORCE BASE

# BRAC REGIONAL TASK FORCE

COMMUNITY PLANNING FOR BRAC IMPLEMENTATION

**John Harbison, COL, USAF (ret)**

**Interim Executive Director**



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**CODEL Visit**  
**BRAC Overview**

**May 10, 2010**

# BRAC RTF Eleven Member Counties



More than 930,000 people

11 Counties

73 Municipalities



**Legend:**



7 Tier 1 counties



4 Tier 2 counties

# BRAC RTF Programs



## **Regional Planning**

Plan and prepare regional communities for BRAC changes and transformation. Plan for long term sustainability and smart growth.

## **Workforce and Educational Programs**

Develop innovative education and workforce training programs to meet the requirements of emerging defense and high tech industry clusters.

## **Economic Transformation**

Emphasize and promote the strengths inherent to a defense industry sector in NC to attract new industry.

# Community Impact of Changes at Ft Bragg



- **Population growth: projecting 30,000 newcomers.**
- **Significant impact on schools, housing, roads, airports, workforce, infrastructure, public safety, and medical.**
- **Challenges and opportunities exist for the region and the state associated with this growth.**
- **Fort Bragg region views growth as a transformational opportunity.**
- **Regional approach is essential to plan and prepare for the changes. State and federal support is required.**

# Tasks and Working Groups



- Workforce impact/employment opportunities
- Economic Impact
- Housing: on and off installation
- Infrastructure: Public Works/Public Safety
- Schools and Education
- Transportation (roads/rail/airline)
- Medical: on and off installation
- Meetings/Conventions/Special Activities
- Compatible Development, Environmental
- Regional Communication and Coordination
- Recreation, Parks, Arts and Culture

# Regional Planning Product



- **Comprehensive Regional Growth Plan completed in November, 2008**
- **Integrates our planning efforts into a cohesive “game plan” for sustainable growth and development**
- **Identified critical issues and action items**
- **Recommended actions in progress for local, regional and state planning initiatives and county/municipal plans**

# Community Impact: Employment 2013



- **15,200 jobs** will be created as a result of growth at Fort Bragg
  - 4,024 active-duty military jobs; 2,146 military civilian jobs; 1,972 embedded contractor jobs; 1,000 private defense contractors; **PLUS**
  - An additional **6,044** jobs will be created in the local economy to support increased population and military spending

# Current Status of BRAC Growth



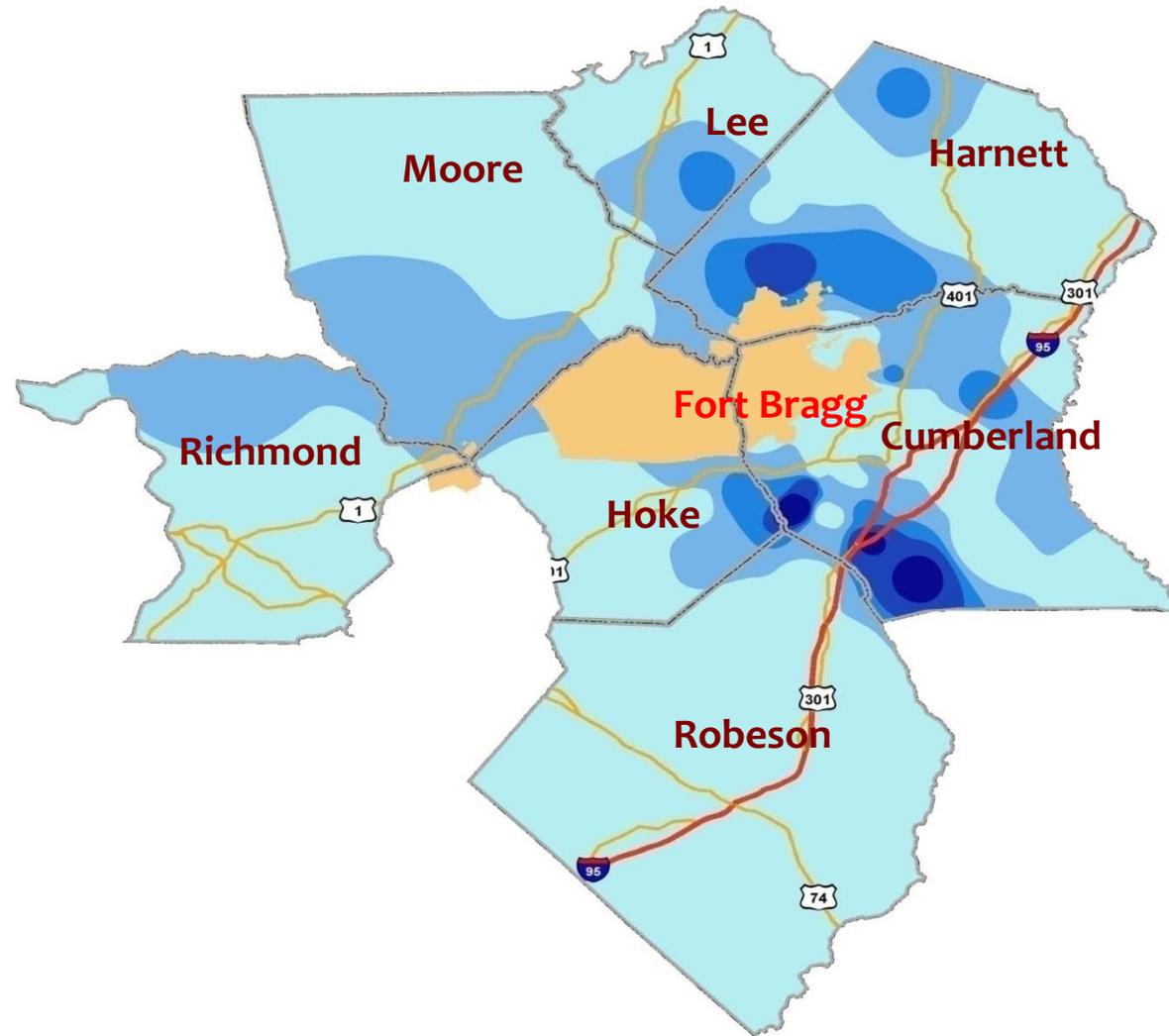
- **Legislated BRAC actions are on track**
- **Community planning for mission growth is complete - we know what is needed!**
  - **Top priorities for schools and roads are not fully funded**
  - **Implementing regional planning action items**
  - **Sustainability planning is on-going**

# Critical Issues



- **School Construction Shortfall: \$190.5 million**
  - Revised requirement for **5,980** mission-related students.
  - Schools sites identified, mission-related growth extensive in Cumberland (2046), Harnett (1786) and Hoke (755) counties

# Regional Growth



High density mission related growth areas shown in dark blue

Cumberland County:  
Largest school system in region,  
greatest gain in military-connected students

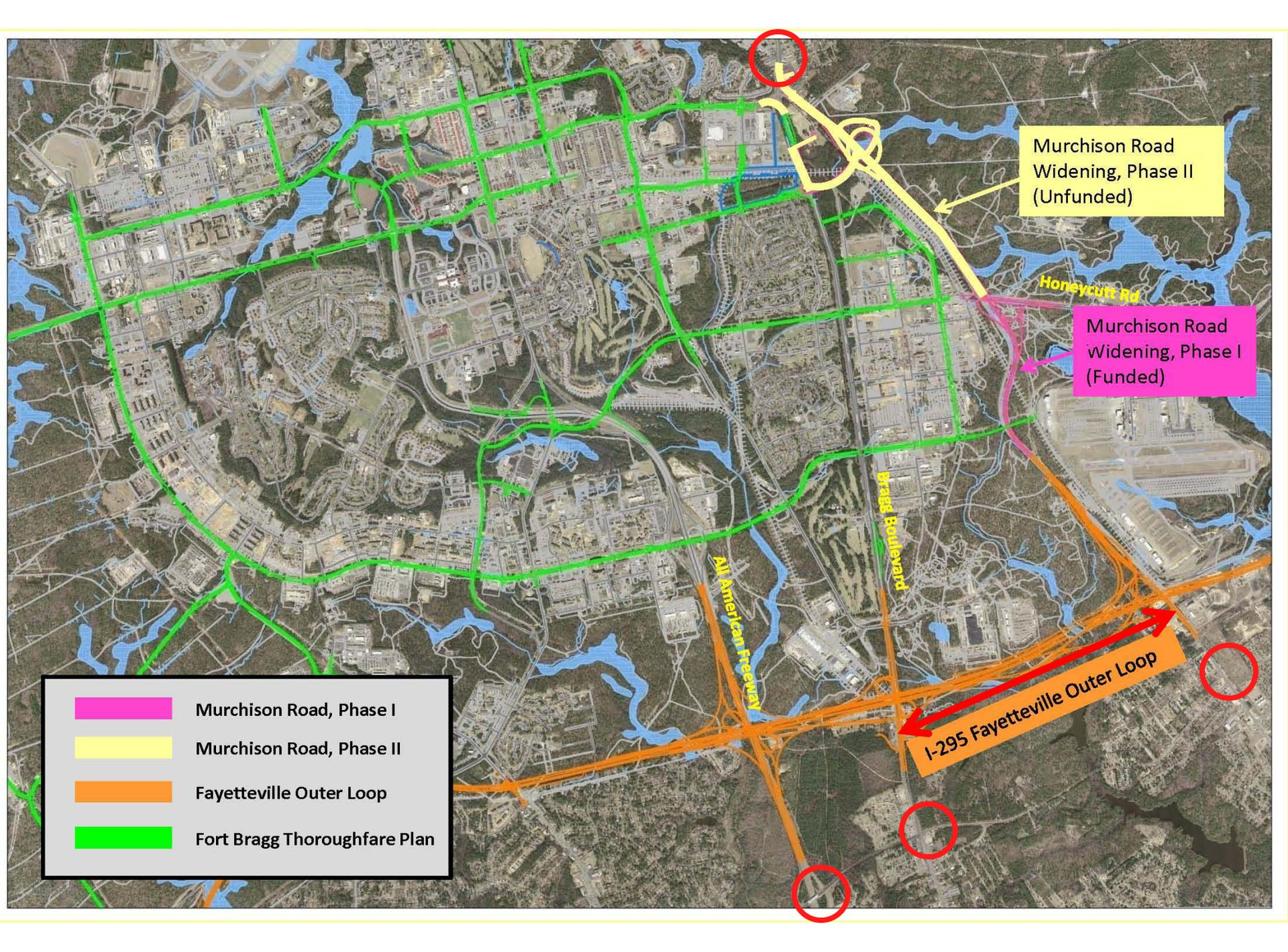


| <b>Estimated School Construction Costs</b> |              |                 |                      |
|--|--------------|-----------------|----------------------|
| <b>School System</b>                       | <b>Level</b> | <b>Capacity</b> | <b>Total Cost</b>    |
| Cumberland                                 | Elementary   | 500             | \$12,000,000         |
|  | Middle       | 900             | \$18,000,000         |
| Harnett                                    | Elementary   | 750             | \$24,000,000         |
|  | Middle       | 1000            | \$37,500,000         |
|  | High         | 1500            | \$69,500,000         |
| Hoke                                       | Elementary   | 650             | \$16,000,000         |
|  | Middle*      | 350             | \$13,500,000         |
| <b>Shovel Ready</b>                        |              |                 | <b>\$190,500,000</b> |

# Critical Issues



- **Force Protection Issue: Closing Bragg Blvd and widening Murchison Road: \$85 million**
  - Phase 1 funded at \$30.7 million; Phase 2 funding requires \$53 million: \$17 mil in FY 2011 budget, \$18 mil obligated by NC; \$18 million shortfall requested in FY2012 MILCON
- **Update on I-295 Segment**
  - I-295 segment connects Murchison Rd. and Bragg Blvd, under construction – still needs approximately \$21M to pave 1.2 mile section
- **Both projects critical to alleviate traffic congestion**



Murchison Road  
Widening, Phase II  
(Unfunded)

Murchison Road  
Widening, Phase I  
(Funded)

- Murchison Road, Phase I
- Murchison Road, Phase II
- Fayetteville Outer Loop
- Fort Bragg Thoroughfare Plan

I-295 Fayetteville Outer Loop

All American Freeway

Bragg Boulevard

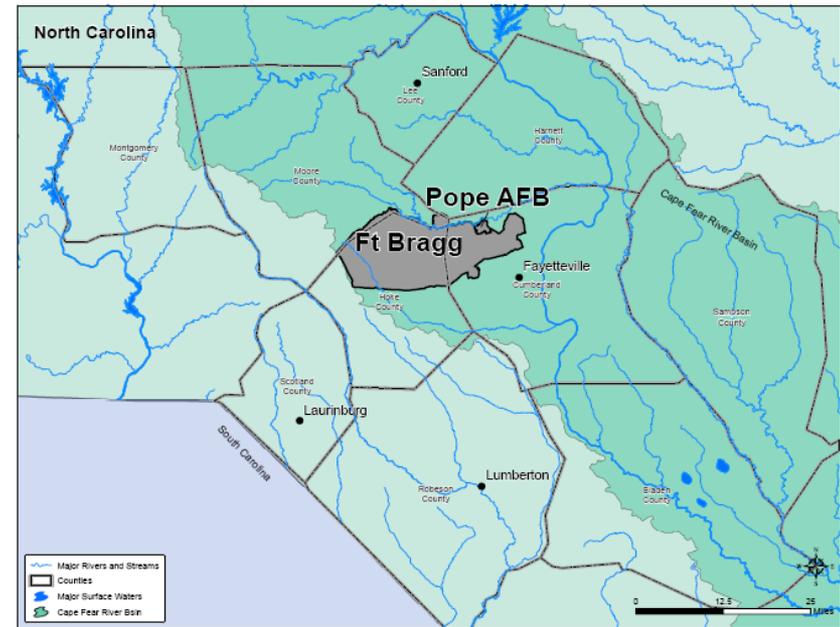
Honeycutt Rd

# Regional Water/Wastewater Plan

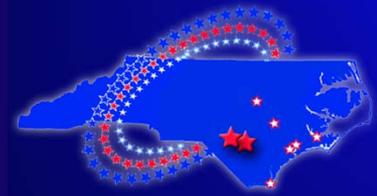


## Model completed October 2009

- Ensure adequate water supply and wastewater services to Fort Bragg and surrounding communities for the future
- Help sustain continued regional economic growth
- Provide plan for infrastructure improvements throughout region



# In Progress Action items



- **Regional Communications Interoperability:  
\$12.5 million**
  - Working with NC Crime Control & Public Safety on VIPER requirements for compatible emergency response radios.
  - No progress obtaining funding

# Aviation



- Air Service Study – Direct Flight to Washington, DC
  - Air Travel Market Study
  - Present Findings to Airlines
  - Study of General Aviation Charter alternatives
- **FAY-Dallas direct flight announced March 9, 2010**



# Transportation



- **Transportation Modeling & Simulation**
  - Optimizing flow of Traffic around Fort Bragg
  - Analysis of Impacts of Planned Traffic Improvements
  - Traffic simulations along key 'hot spots' and corridors
  - Recommendations concerning Transportation Improvements



# Housing



- Identify Growth Areas and Market Segments for Residential Housing
  - Survey regional housing stock; analyze market demand and trends in new construction
  - Study will provide area homebuilders with data necessary to meet demand and capture market needs



# Hospitality



- **Assess Suitability of Hotel/Convention Facilities to Meet Military Requirements**
  - Determine Fort Bragg and FORSCOM/USARC requirements
  - Assess available facilities and identify gaps
- **Full-Service, Upscale Hotel Needed; Cross Creek Mall determined to be optimal location**



# Solid Waste



- **Prepare Regional Solid Waste Infrastructure Plan**
  - Develop proposal for a regional solid waste management authority
  - Create regional recycling and recovery effort to reduce landfill disposal
  - Cost-effective, sustainable service delivery



# Renewable Energy



- Prepare Feasibility Study for Regional Biomass-to-Energy Program
  - Analyze power/fuel requirements of Fort Bragg and surrounding communities
  - Assess feasibility of regional biofuel capacity and municipal waste streams for energy generation



State Goal: By 2017, 10% of liquid fuels *locally grown and produced*

# Compatible Land Use Issues



- **Fiscal Impact Analysis of Encroachment on Critical and Important Areas Adjoining Fort Bragg**
  - Assess fiscal impact of various types of land uses planned for JLUS-defined Critical and Important Areas.
  - Quantify fiscal impact resulting from losses in training & readiness (i.e., impact from closing of training areas, etc.)
  - Provide recommendations for re-directing planned growth to less mission-sensitive areas

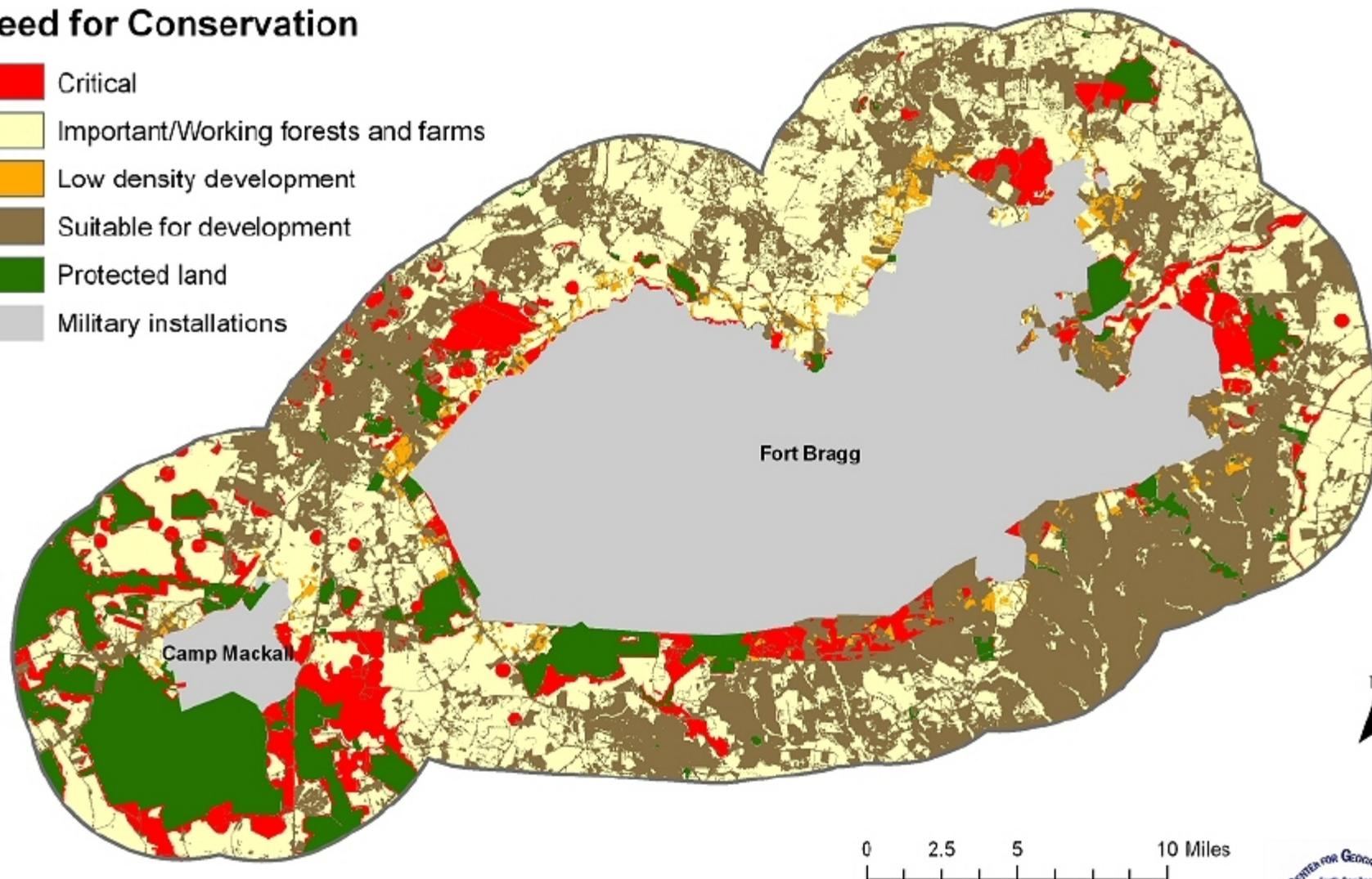


# Level of Conservation Needed Within 5 Miles of Military Installations

## Joint Land Use Study, Fort Bragg, North Carolina, 2008

### Need for Conservation

-  Critical
-  Important/Working forests and farms
-  Low density development
-  Suitable for development
-  Protected land
-  Military installations



Source: CGIA Analysis of Geospatial Datasets

Prepared by the Regional Land Use Advisory Commission and CGIA for the Joint Land Use Study and the BRAC Regional Task Force.

March 7, 2008



# Regional Planning: A Look Ahead



## Set Foundation for a Sustainable Defense Community

- Sustainable Growth Management Strategy under development
- Will provide recommendations, implementation framework for 'best practices' to sustain:
  - Mission
  - Economic Development
  - Environment
  - Community Improvement



# Future Impacts on Ft Bragg



## Ensuring a Sustainable Defense Community

- Long term community regional planning entity needed beyond BRAC 2005
- Consider military installations as national assets



# Questions

# **Travel Information**

**MILAIR Agenda for Senior Leaders Visit to Fort Bragg, NC**

**Andrews AFB to Fort Bragg, NC**

**Mission Number: NIH105012**  
**Aircraft: C26**  
**Originating/Supporting Unit: OTIS ANGB, MA/DET 12**  
**Unit DSN: 557-5291**  
**Depart: ANDREWS AFB (KADW) 0700L**  
**Arrives: POPE AFB (KPOB) 0811L**  
**Passengers: 12**  
**Comments: None**

| Departure Date/Time | Action                               | Time            | Action                |
|---------------------|--------------------------------------|-----------------|-----------------------|
| <del>0540</del>     | <del>Depart Pentagon</del>           | <del>0545</del> | <del>Arrive OEA</del> |
| 0600                | Depart OEA                           | 0630            | Arrive Andrews AFB    |
| 0615                | In-process/Board                     | 0700            | Depart Andrews AFB    |
| 0811                | Arrive Pope Airfield, Fort Bragg, NC | 0815            | See Ft Bragg Agenda   |

**Fort Bragg, NC to Andrews AFB**

**Mission Number: NIH105012**  
**Aircraft: C26**  
**Originating/Supporting Unit: OTIS ANGB, MA/DET 12**  
**Unit DSN: 557-5291**  
**Depart: POPE AFB (KPOB) 1735L**  
**Arrives: ANDREWS AFB (KADW) 1837L**  
**Passengers: 12**  
**Comments: None**

| Departure Date/Time | Action                             | Time | Action             |
|---------------------|------------------------------------|------|--------------------|
| 1735                | Depart Pope Airfield, Ft Bragg, NC | 1837 | Arrive Andrews AFB |
| 1850                | Clear Air Terminal                 | 1900 | Depart Andrews AFB |
| 1930                | Arrive 400 Army Navy Drive         |      |                    |

# **Points of Contact**

**Economic Adjustment Committee**  
**Site Visit Schedule Fort Bragg/Pope Community**  
*September 8, 2010*

**Points of Contact**

**Office of Economic Adjustment**

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