

# 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**

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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.

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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

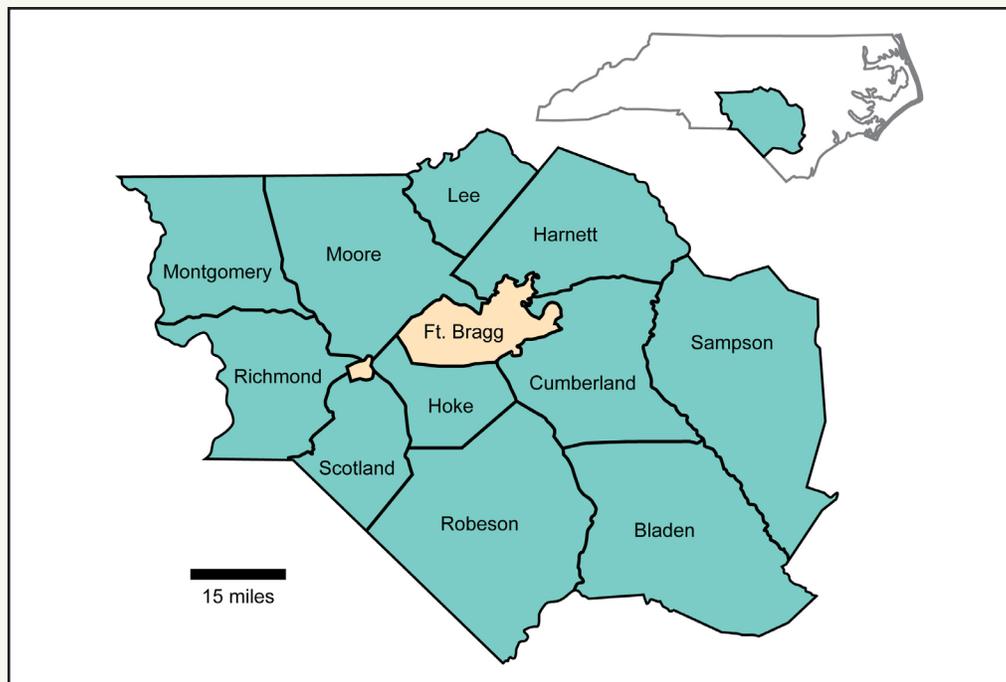


Table 1: Expected Number of Additional Military-Related Personnel

	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.

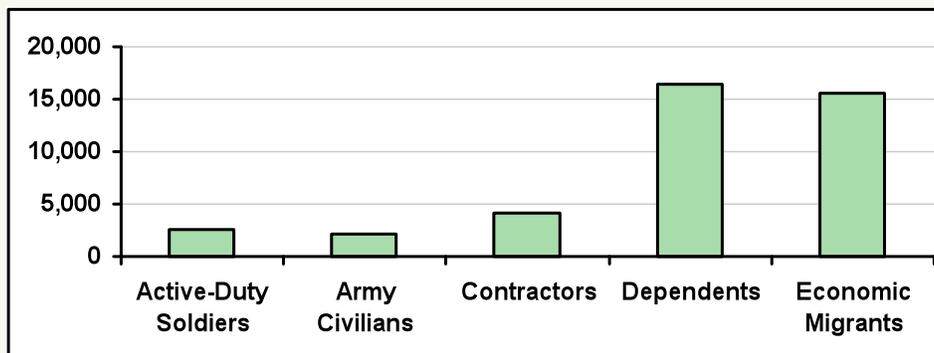
2008

- 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.

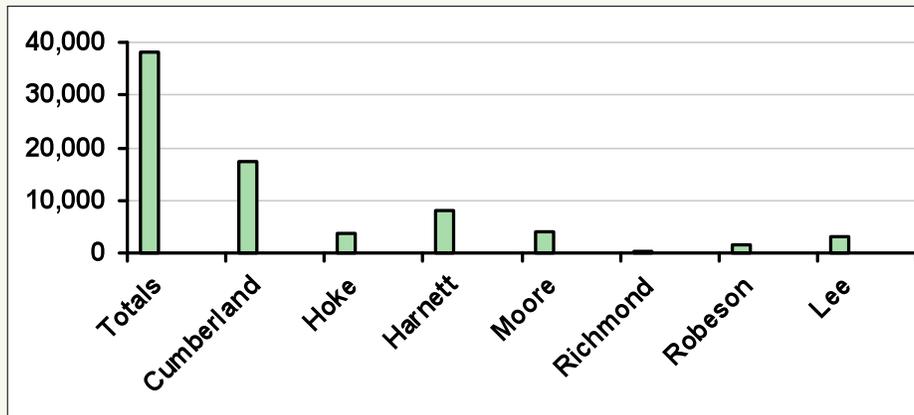
### E. Population Distribution

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