

# Summary for Policy Makers

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.

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* contains details of anticipated impacts and action plans, on both a regional and a county-by-county basis. The draft Plan is available for public review, and comments and suggestions are welcome. The Plan is expected to be finalized in September, 2008.

## Study Area

Eleven counties were identified by the BRAC Regional Task Force and the Department of Defense as the study area: Cumberland, Hoke, Harnett, Moore, Lee, Richmond, Robeson, Scotland, Montgomery, Bladen, and Sampson (Figure 1). Seven of these 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 I counties. Scotland, Bladen, Sampson, and Montgomery are referred to as Tier II counties because they are expected to receive mostly secondary expansion-related effects.

The *expected growth scenario* assumes that 2,651 active-duty soldiers, 2,091 civilian employees with the Army, 3,116 embedded contractors, and approximately 1,000 private defense contractors will be added to the communities surrounding Fort Bragg between the years 2006 and 2013. An additional 1,675 reservists will also train at Fort Bragg one weekend each month. The number of active-duty soldiers and civilian jobs with the Army reflect the net gain in personnel after considering all gains and losses of personnel from both Pope Air Force Base and Fort Bragg. In addition, the expected growth scenario includes expected construction expenditures for military projects managed by the Army Corps of Engineers as well as privatized military housing projects managed by Picerne Housing. Military construction expenditures will total \$2.24 billion between 2006 and 2013, and privatized military housing construction will total \$336 million in the same period.

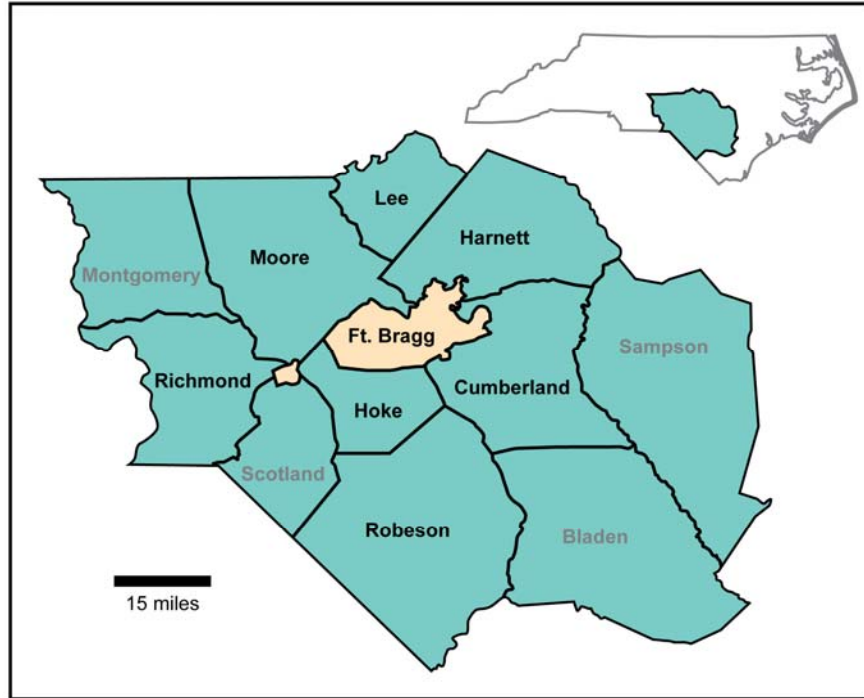


Figure 1: Map of the Region

## Population

As of 2013, 40,800 new residents will have moved to the area as a result of the growth at Fort Bragg. These new residents will consist of four major sub-populations: active-duty military personnel, Army civilians, employees of private defense contractors, and other economic migrants who move to the area for employment. These individuals and their spouses, children, and other dependents will significantly impact the region's resources.

### **Active-Duty Military**

Active-duty military personnel make up a significant portion of the incoming population. Because the move involves two Army Commands, the estimated number of re-locating higher-income field-grade and general officers is relatively large. Dependents of the incoming soldiers—spouses, children, and adult dependents—substantially outnumber the soldiers themselves. It is expected that there will be 1.64 dependents in every military household (Table 1).

*Table 1: Active-Duty Military Personnel and their Dependents*

<b>Active-duty soldiers</b>	2,651
<b>Spouses</b>	1,836
<b>Children</b>	2,505
<b>Total active-duty and their dependents</b>	<b>6,992</b>

**Army Civilians**

Due to the U.S. Army Forces Command and the U.S. Army Reserve Command's relocation to Fort Bragg, as well as other personnel movements at the Base, there will be a net increase of 2,091 Army civilians by 2013. There will be an estimated two dependents in every Army civilian household (Table 2).

*Table 2: Army Civilians and Their Dependents*

<b>Army Civilians</b>	2,091
<b>Spouses</b>	1,673
<b>Children</b>	2,509
<b>Total Army civilians and their dependents</b>	<b>6,273</b>

Over half of the Army civilian positions were transferred in 2006 and 2007, and the remaining positions will be relocated in 2008 and 2009. The average salary for these positions is nearly \$40,000. Nearly 200 positions with Womack Hospital have already been transferred to the area; nearly 500 positions—with the JFK Special Warfare Center and School, the 1<sup>st</sup> Special Warfare Training Group, and the 1<sup>st</sup> ROTC Region—will relocate to the area in 2008 and 2009.

In 2011, relocated jobs will be filled by civilians moving from the Atlanta area, residents of the Fort Bragg region, and others from areas throughout the country. Many of these Army civilian jobs are high paying and require a bachelor's degree at a minimum. Although it is difficult to predict what kinds of individuals will be taking these jobs, information about the persons currently holding them will be of use in determining the needs of the newcomers.

The demographics for existing FORSCOM and USARC personnel describe a workforce that is predominantly male (61%) with an average age of fifty-three and an average salary of between \$75,000 and \$78,000. Listed below are the major findings of a survey distributed to all FORSCOM personnel at Fort McPherson during October of 2007.

- About 30% of existing FORSCOM personnel will relocate to Fort Bragg.
- The primary factors considered by those contemplating relocation included the overall cost of living in the Fort Bragg area, the cost of appropriate housing in this area, the availability (or lack) of help with the sale of their present homes.

- Over 70% of respondents considered community safety as a major criterion.
- Over 40% of respondents identified the availability of high-speed Internet, proximity to a major airport, and easy access to major shopping centers as important factors to consider when contemplating relocation.
- Nearly 90% of respondents plan on buying their next homes; 77% need to sell their existing homes.
- Nearly 90% of respondents prefer a single-family, detached house.
- The majority (56%) of respondents prefer a three-bedroom home, while 38% prefer four or more bedrooms.
- Thirty-three percent of respondents prefer a house with 2,000-2,500 square feet, and 33% of respondents prefer a house of 2,500-3,000 square feet.
- Forty-seven percent of respondents prefer suburban living, while 30% prefer rural living.
- Thirty-seven percent of respondents prefer living in a gated community.
- Fifty-nine percent of respondents reported commuting to work between thirty and sixty minutes each way; 88% use a car to commute.

### ***Private Defense Contractors***

Defense contractors provide products or services to the U.S. Department of Defense. Products provided typically include military aircraft, vehicles, weaponry, and electronic systems. Services can include logistical, technical, training, and communications support as well as staff augmentation in a variety of other areas.

Numerous defense contractors have found it beneficial to be near the US Army Forces Command (FORSCOM) and the U.S. Army Reserve Command (USARC) in the Atlanta area. In fact, 3,116 embedded private contractors—that is, contractors officed on a military installation—are being relocated to Fort Bragg. It is likely that other private firms that work outside Fort McPherson in Atlanta will want to maintain their close proximity to key Army decision-makers and therefore will relocate to the Fort Bragg area along with FORSCOM and USARC. The addition of FORSCOM and USARC to the large military population already at Fort Bragg will attract additional businesses. Startup businesses seeking proximity to key decision-makers and to thousands of soldiers needing training and other mission-related products and services will also be attracted to the area. Large 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 with complete accuracy, our analysis indicates that roughly 1,000 new private, defense-contractor jobs—in addition to the 3,616 embedded contract jobs mentioned above—will be created in the Fort Bragg region by 2013. Defense contractors—together with their spouses, children, and other dependents—are expected to add 12,348 to total population growth (Table 3).

Table 3: Defense Contractors and Their Dependents

<b>Defense Contractors</b>	4,116
<b>Spouses</b>	3,292
<b>Children</b>	4,940
<b>Total Defense Contractors and their dependents</b>	<b>12,348</b>

### ***Economic Migrants***

The term *Economic Migrants* refers to people who move to other areas to find employment and other opportunities not available at their present locations. Approximately 15,181 economic migrants are expected to relocate to the area to take advantage of the opportunities created by the expansion at Fort Bragg.

## **Economic Impacts**

### ***Employment***

A total of 19,200 jobs will be created in 2013 as a result of additional military investment in the region. Of these new jobs, the largest number will be in government employment. In 2011, governmental bodies in the area will have added about 6,450 jobs. Owing to the increased need for housing, the next largest economic impact of the expansion at Fort Bragg will be felt in the construction-related sectors. Region-wide demand for additional 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. Only 1,860 construction-related jobs will be needed in 2013 and fewer than 1,500 will be needed in 2014 and beyond. The third biggest job gain is expected to be in the professional and technical services sector. At the peak of the expansion—that is, in 2012—the professional and technical services sector should be able to support an additional 3,000 jobs in the region (Table 4).

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 should expect lesser employment gains include finance and insurance; arts, entertainment, and recreation; and wholesale trade.

*Table 4: Projected Number of Jobs Added in the Leading Growth Sectors*

	2011	2013
<b>Government</b>	6,450	7,330
<b>Construction</b>	6,267	1,862
<b>Professional &amp; Technical Services</b>	2,515	2,965
<b>Retail Trade</b>	1,617	1,353
<b>Health Care &amp; Social Assistance</b>	1,158	1,302
<b>Administrative &amp; Waste Services</b>	851	814
<b>Accommodation &amp; Food Services</b>	795	717

***Income, Gross Regional Product (GRP), Sales, and Demand***

Personal income in the region will increase in 2013 as a result of mission growth at Fort Bragg from around \$43.67 billion to \$45.14 billion, or by \$1.47 billion. Disposable income in 2013 will 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 Fort Bragg region in 2013, the increase in GRP resulting from 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, by the local region’s share of each market, and by international exports from the local region. In 2013, the increase in output attributable to military growth is expected to be \$0.86 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 5: Economic Impact of Additional Military Investment*

	2013
<b>Personal Income</b>	+ \$1.47 billion
<b>Disposable Income</b>	+ \$1.27 billion
<b>Gross Regional Product</b>	+ \$1.11 billion
<b>Total Sales (output)</b>	+ \$.86 billion
<b>Total Demand</b>	+ \$1.69 billion

## Action Plans

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.

### *Housing*

#### **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. An additional 21,500 owner-occupied homes and 6,900 rental units will be needed 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.

#### **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.

#### **Suggested Actions**

*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*

*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.

*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.*

*Action H-4: Promote sustainability in all counties through the LEED's Program for Homes - Encourage use of a rating system that promotes the design and construction of high-performance "green" homes.*

## **Education (K-12)**

### **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 \$54.6 million. To accommodate the growth expected between the 2006-07 school year and the 2013-14 school year, another \$293 million would be needed for new school construction.

### **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.

### **Suggested Actions**

*Action K-1: 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.*

*Action K-2: 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 over-crowded 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

*Action K-3: 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.

## ***Workforce Development and Higher Education***

### **Assessment**

A significant aspect of this regional impact assessment has been the identification of the region's Top 25 High Skill/High Wage careers (Attachment C). 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.

### **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 21<sup>st</sup>-century economy are to be met, it is imperative that the work of these stakeholders be collaborative, coordinated, and mutually supportive.

## Suggested Actions

*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.

*Action WD-2: Develop an information network among regional employers, educators, and workforce.* Expand the demonstration program recently implemented by the BRAC Regional Task Force to cover the entire eleven-county region.

*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.

*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.

*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.

*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.

*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.

## ***Transportation***

### **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.

### **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.

### ***Suggested Actions***

*Action T-1: 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.

*Action T-2: 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.

*Action T-3: 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.

*Action T-4: 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.

*Action T-5: 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.).

*Action T-6: 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.

*Action T-7: 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.*

*Action T-8: Initiate discussion of the larger issues associated with the movement of people and goods in and out of the region. 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 planning.*

## ***Information and Communication Technology (ICT)***

### **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.

### **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 21<sup>st</sup> century marketplace.

### **Suggested Actions**

*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.

*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.

*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.

*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.

*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

*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.

### ***Water, Sewer and Solid Waste***

#### **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.

## **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.

## **Suggested Actions**

*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.

*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.

*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.

*Action SW-5: 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.

## **Public Safety and Emergency Services**

### **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.

### **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.

*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.

*Action PS-2: Coordinate closely with local community planners to anticipate future development so that public safety and emergency facilities can be appropriated located.* Emergency responders should meet with local community planners to discuss likely changes in population distribution and development patterns.

*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.

*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.

*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.

*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.

## **Health Care**

### **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 Tier1 counties provide their residents with primary and secondary level services and send patients requiring tertiary and quaternary care to referral centers elsewhere.

### **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.

### **Suggested Actions**

*Action HS-1: 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.*

*Action HS-2: 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.*

*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.*

*Action HS-4: 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.*

### **Social Services and Child Care**

#### **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.

#### **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.

## **Suggested Actions**

*Action SS-1: Develop and implement a highly-visible marketing and public awareness campaign.* Army Community Services (ACS) should consider initiating a public awareness campaign to encourage military personnel and their families to increase their usage of the Army's extensive and quality array of social-services programs.

*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.

*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.

*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.

*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.

*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.

*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.

*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.

*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.

*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.*

*Action SS-11: Establish an Individual Development Account (IDA) Program. Local organizations should work with the North Carolina Department of Labor to set up the program and to find private and public sources of funding to match contributions by lower-income participants.*

*Action SS-12: Evaluate the effectiveness of the "Sponsorship Assistance Program" at Fort Bragg and implement improvements as needed. Army Community Services should establish a set of minimum expectations for sponsors and provide follow-up services to assess these sponsor's effectiveness.*

## **Hospitality**

### **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.

### **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 co-located with hotel accommodations.

## **Suggested Actions**

*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.

*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.

## **Parks, Recreation, and Cultural Resources**

### **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.

### **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.

### **Suggested Actions**

*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.

## ***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**

*Action RP-1: Educate citizens, planning board officials, and elected officials on Planning for Sustainability (Growth Suitability Models, Smart Growth Principles & Implementation). Education program will culminate in county-wide 'visioning' exercises in advance of Land Use Plan rewrites & updates.*

*Action RP-2: Initiate a thorough review and update of local land use plans and zoning regulations to reflect the findings of the Regional Growth Suitability Model. Continue to provide training for land owners, planners, and developers to demonstrate the utility of the model in land-use decision-making.*

*Action RP-3: Address Compatible Land Use Issues by Implementing the Recommendations of the 2008 Draft Joint Land Use Study (JLUS).*

*Action RP-4: Create a Research & Demonstration Program for Sustainable Development.*

## **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.

## ***The Need for Coordinated Regional Planning***

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.

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.<sup>1</sup>

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<sup>1</sup> BRAC Regional Task Force Tabletop Exercise – After Action Report developed by Booz Allen Hamilton