



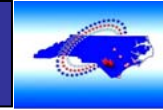
# **BRAC Regional Task Force Tabletop Exercise After Action Report**





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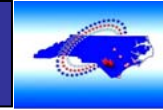
## Executive Summary

The Base Realignment and Closure (BRAC) Regional Task Force (RTF) conducted a table top exercise (TTX) on March 25, 2008. The intent of the exercise was to focus regional, state and federal actors on the mission change at Fort Bragg and Pope Air Force Base (AFB) associated with the BRAC actions approved by Congress in November of 2005 and the resultant impacts on the surrounding region. BRAC RTF ([www.bracrftf.com](http://www.bracrftf.com)) is a non-profit organization consisting of eleven county governments and the municipalities in those counties surrounding Fort Bragg and Pope AFB, North Carolina. The purpose of the organization is to unify and coordinate the regional response to changes that are occurring in response to BRAC 2005, the Grow the Army (GTA) program and other restationing efforts. BRAC RTF seeks to support the changing mission requirements of Ft Bragg and Pope AFB while supporting a positive transformation of the surrounding region which has been designated as the All American Defense Corridor (AADC).

This exercise format was designed to provide participants, to include Federal, State, regional and local organizations, with a forum to express ideas, concerns, and priorities related to growth challenges at Fort Bragg and in surrounding communities related to Department of Defense (DoD) actions in the next several years. The exercise consisted of a facilitated discussion of future growth scenarios and impacts on the workforce, the economy and the local and regional infrastructure conducted in 3 breakout sessions (Economic Transformation, Education and Workforce, and Regional Planning). The discussions in each breakout session were guided by question sets designed to assist participants in identifying issues, approaches, priorities and potential partnerships for collaborative planning and regional sustainability. The results of the separate sessions were consolidated and briefed to the entire group at the end of the day, with the intent that these results would become the basis for developing an Action Plan intended to continue the momentum and collaboration established during the table top exercise.

Specific outcomes of the table top exercise included:

- Development of specific recommendations for dealing with issues and opportunities identified at the TTX
- Identification of stakeholders associated with specific issues.



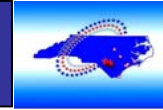
- Identification of potential obstacles to executing the recommended actions.
- Establishment of specific Action Steps associated with each recommendation.
- Identification of issues and opportunities for further consideration and focus
- Identification of roles participants and their organizations can play in regional growth planning and transformation
- Identification/creation of partnerships and alliances in focus areas, e.g., workforce management, economic growth, regional infrastructure planning
- Further coordination of organizational activities and efforts
- Agreement among stakeholders to work together as a model partnership

## Regional Planning

The Regional Planning Work Group went into the break out session with a list of 5 focus areas and emerged with two primary themes—one that focused on how the Region, the State and NC DoD installations should best organize to sustain comprehensive planning for growth and a second that focused on specific challenges that must be overcome to achieve critical outcomes in both the near and long term.

Within the All American Defense Corridor region, it was acknowledged that multiple groups including the BRAC RTF, Sustainable Sandhills, Council of Governments and others were conducting regional planning activities and, in some cases competing for funding from the same sources. The Working Group felt that the optimal situation would be the creation of a single regional planning authority with a legal mandate to represent the AADC. This would eliminate overlap in mission, unify planning resources, limit competition for scarce funding and ensure that there is a single, unified view of how to maximize the benefits and overcome the challenges of growth while fully supporting the mission needs of DoD installations.

While the Working Group focused a good deal of discussion on the need to organize the region and the state to respond to the expansion of the DoD footprint, it was noted that there was a clear need to establish an organization on the DoD side to promote coordination between NC installations and to develop unified positions for dealing with the issues of growth and mission impacts. The recommended solution was establishment of a “Commanders’ Council” with representation from all NC military installations to deal with common issues and coordinate communications and actions with local and regional organizations.



The Regional Planning Work Group also noted that North Carolina does not currently have a single focal point for coordinating State support for military installations in the State and recommends the establishment of an Office of Military Affairs (OMA) within the Office of the Governor as well as an Interagency Council chaired by the head of the OMA. The OMA would become the repository of information on DoD issues within North Carolina State government and would work through the Interagency Council to ensure that all State agencies were engaged solving the issues of growth and mission support.

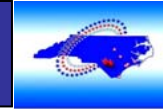
Finally, the Work Group addressed a number of high priority issues to include providing training and tools to improve the effectiveness of local government planning, using existing BRAC RTF Work Groups to address specific planning issues, and establishing a new Natural Infrastructure Work Group within the BRAC RTF.

### **Education and Workforce**

The Education and Workforce Work Group focused on five main areas of opportunity for improvement in anticipation of the growth associated with the Base Realignment and Closure activities.

The first focus area dealt with the need to acquire and retain sufficient teachers in the educational system to handle the increased student load with no reduction in quality and the need to ensure that the correct skills are being taught to prepare students for the kind of emerging employment opportunities associated with regional transformation. Multiple approaches were suggested to meet these challenges including greater collaboration among institutions providing teacher education programs, more effective ways of dealing with lateral transfers of teachers, innovative programs to promote teacher retention and greater use of effective models, tools, and strategies to prepare students for the workforce.

The second area focused on retaining trained, transitioning military personnel in the region. Over 4,000 skilled workers separate from Fort Bragg and Pope AFB annually. Many have homes and employed spouses settled in the area. Retaining these individuals will strengthen the quality of the regional workforce and significantly contribute to the attractiveness of the region to potential defense industries. Solutions suggested include easing the transition for military members—increasing the number remaining in NC, and increasing the flexibility used by educational institutions when teaching military students.



A third area dealt with attracting new talent and using local pools of talent, matching skills and opportunities, and creating innovative career models. Attention was given to the needs of incumbent workers and newly arriving individuals as well as those that are reentering the workforce from the justice system.

The fourth area addressed focused on the quality and quantity of employment opportunities for the military spouse. Military families have unique needs that should be addressed by educators and employers alike. Some of the solutions to this problem suggested by the work group include expanding the career transition support for departing service members to include spouses and educating employers about the benefits of hiring military spouses.

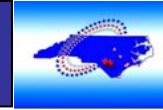
The final area addressed by the Education and Workforce Work Group highlighted the need to engage students to stay in school and continue their education. Some solutions recommended include increased relevancy of instruction for students and knowledge of career opportunities, ensuring that facilities and technology are up-to-date and appropriate, and that there be a regional commitment to innovation and leadership to solve the problem of school drop-outs.

### **Economic Transformation**

The Economic Transformation Working Group went into the TTX with 4 focus areas to consider and emerged with three primary themes: Maximize the AADC's advantages to focus on specific defense industry targets; nurture small businesses and entrepreneurs; and, integrate State and AADC efforts to attract Defense businesses.

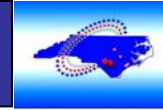
Focus on specific defense industry targets—If the State of North Carolina could improve its share of DoD Procurement spending by as little as ½%, it would add 30,000 new jobs by 2010 and grow tax revenue by \$150 million, more than offsetting the losses of manufacturing that have occurred in recent years. A first step toward achieving a greater share of that market is the development of new survey data identifying specific defense industry clusters that could be targeted for the AADC.

Nurture small businesses and entrepreneurs –The resiliency and durability of a regional economic transformation will be strengthened by promoting the growth of small businesses and entrepreneurs. This can be done in a number of ways, including establishment of business incentives focused on small businesses including identification of NC-based venture capital, designating the region as a special development zone for State and Federal incentives, creating a business



incubator in the region through bringing together entrepreneurs with regional education institutions and establishing a Center of Excellence to directly support NC businesses' access to the DoD market.

Integrate State and AADC efforts to attract Defense businesses—There needs to be one coordinated voice for the region on all matters related to the DoD marketing and the economic transformation of the region. This position, which was also strongly endorsed by the Regional Planning Working Group, envisions a single region-wide planning authority with dedicated funding and legal mandates. This regional planning authority should develop strong and collaborative relationships with key state resources such as the university and community college systems, HBCUs, the NCMBC, DSTA, NC Military Foundation and with regional and Federal programs such as SERPPAS. The planning authority should work with the State to define Defense as a separate industry area to be pursued through State marketing programs out of NC DOC.



## Table Top Exercise Overview

The table top exercise conducted by the Base Realignment and Closure Regional Task Force (BRA RTF) on March 25, 2008 was intended to focus regional, state and federal actors on the military and community changes in the 11 county region associated with the BRAC actions approved at Fort Bragg and Pope AFB by Congress in November of 2005.

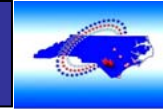
BRAC RTF ([www.bractf.com](http://www.bractf.com)) is a non-profit organization consisting of eleven county governments and the municipalities in those counties surrounding Fort Bragg and Pope AFB, North Carolina. The purpose of the organization is to unify and coordinate local, regional and state governmental and non-governmental responses to the community impact and initiatives arising from BRAC 2005, the Grow the Army (GTA) initiative and other restationing efforts and to provide community support for installation requirements.

The table top exercise was designed to provide participants, consisting of representatives from Federal, State, regional and local organizations, with a forum for expressing ideas, concerns, and priorities related to growth challenges at Fort Bragg and in surrounding communities and to then address them with the intent of developing responses and actions as appropriate.

The exercise centered around facilitated discussions of future growth scenarios and impacts on the workforce, the economy and the local and regional infrastructure conducted in 3 breakout sessions (Regional Planning, Economic Transformation, and Education and Workforce) according to the evaluation criteria of

- Resilience (ability to positively react to and adapt to change)
- Enduring capacity (ability to use resources without using them up)
- Quality of life
- Cost

Discussions in each breakout session were guided by question sets designed to assist participants in identifying issues, approaches, priorities and potential partnerships for collaborative planning and regional sustainability. The results of the separate sessions were consolidated and briefed to the entire group at the end of the day, forming the basis for



developing an Action Plan intended to continue the momentum and collaboration established during the table top exercise.

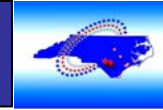
Specific outcomes of the table top exercise included:

- Identification of issues and opportunities for further consideration and focus
- Identification of roles participants and their organizations can play in regional growth planning and transformation
- Identification/creation of partnerships and alliances in focus areas, e.g., workforce management, economic transformation, regional infrastructure planning
- Further coordination of organizational activities and efforts
- Agreement among stakeholders to work together as a model partnership
- Creation of an Action Plan using data evolved from the TTX

The vehicle used to set the stage for the TTX was the presentation of a time-specific scenario describing a post-BRAC situation in the year 2013. This baseline scenario was predicated on an ideal future for the military and the region and served as a departure point for discussions as to the results and ramifications of “less than favorable” actions and decisions and how they would impact the baseline 2013 scenario. The key assumptions contained in the 2013 scenario included:

#### **State of the military community at Ft. Bragg/Pope AFB in 2013**

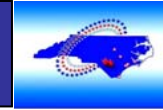
- Involvement in Iraq has decreased, with corresponding decreases in deployment rates
- Military training state-side has increased, increasing impact on local ranges
- Lots of equipment returns from overseas needing refurbishment
- BRAC mission changes at Fort Bragg and Pope AFB are complete, including relocation of US ARMY Forces Command (FORSCOM) and US ARMY Reserve Command (USARC) headquarters (HQ)
- Preliminary studies are being conducted for another round of BRAC
- Number of military personnel at Ft Bragg and Pope AFB has returned to a steady-state level
- Military construction for FORSCOM and USARC HQ’s and military housing units are complete, Operations and Maintenance (O&M) funded phases of these projects has begun



- Ft Bragg and Pope AFB can complete missions without undue constraints, such as from natural resources, availability of workers, or infrastructure

### **State of the Region in 2013**

- 25,000 people have moved into the area due to BRAC changes
- Several major defense contractors, many currently serving Ft McPherson, GA, have relocated or greatly increased local office/workforces to the area as a result of BRAC
- Housing construction that was started as a result of population increases has been completed and the market has returned to a steady-state
- State-wide, NC contractor share of DoD contracts has risen to 1.5%, adding new jobs and additional annual tax revenue
- Changes to the built and natural infrastructure have kept pace with growth, protected zones have been established, water and waste systems are matched with need
- Growth of schools, roads, water systems, utilities, etc is complete
- Strategic partnerships necessary for compatible growth have been established
- BRAC related increase to the Gross Regional Product is about \$1 billion/year
- 16,500 jobs directly related to Ft Bragg personnel changes have been created since 2008 – 6,000 construction, 3,000 professionals, and 7,500 others, including health care, retail, services.



## Regional Planning

### Introduction

The Regional Planning Work Group went into the break out session with a list of 5 focus areas and emerged with two primary themes—one that focused on how the Region, the State and NC DoD installations should best organize to sustain comprehensive planning for growth and a second that focused on specific challenges that must be overcome to achieve critical outcomes in both the near and long term.

### *I. Effectively Organizing to Plan and Manage Growth*

#### **Establish a long-term regional planning organization for the All American Defense Corridor (AADC)**

**Description:** The Regional Planning Work Group, through a series of discussions addressed the need to develop and sustain effective planning organizations at the region, the State and across all DoD installations in North Carolina. The comment was made by Colonel Fox of Ft. Bragg that he was “attending multiple meetings with the same people addressing the same or similar issues” as he sought to coordinate with multiple planning efforts currently underway within the AADC. It was acknowledged by multiple participants that various groups within the AADC were seeking grant support from the same Federal and state sources for similar kinds of planning activities. Participants from OEA suggested that having a single, empowered regional planning organization for the AADC would be viewed favorably by Federal agencies that provide planning grants.

**Stakeholders:** Groups currently engaged in planning activities within the AADC include Sustainable Sandhills (SS), BRAC Regional Task Force, Council of Governments, North Carolina Military Business Association, planning staffs for 11 County Board of Commissioners within the AADC, SERPPAS, RULAC and others.

Other stakeholders essentially include all individuals and organizations in the AADC region and those agencies engaged in assisting the region to respond to the BRAC changes. Discussions have already occurred between some of these planning groups on the possibility of merging their missions and organizations.



**Desired Outcomes:** The optimal situation would be the creation of a single regional planning authority with a legal mandate to represent the AADC. This would eliminate overlap in mission, unify planning resources, limit competition for scarce funding and ensure that there is a single, unified view of how to maximize the benefits and overcome the challenges of growth while fully supporting the mission needs of DoD installations.

**Obstacles:** Some planning organizations may resist merging their organizations into a larger regionally-based organization. These organizations may not perceive the benefit of coordinating efforts.

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Develop a plan to unify regional growth planning group that combines the efforts of the BRAC RTF, Sustainable Sandhills, Councils of Government, Economic Development regions, etc. Elements of this plan should include: <ul style="list-style-type: none"> <li>• Document efficiencies associated with merger of planning organizations.</li> <li>• Negotiate and seek agreement on common goals for an organizational merger</li> <li>• Develop a common mission charter</li> <li>• Develop and coordinate strategies and planning efforts for sustainable financing</li> <li>• Formalize planning work groups for specific areas within the new organization</li> </ul>	BRAC RTF, SS, other regional planning groups
Coordinate efforts to gain legal status from the State of North Carolina for the unified planning group by working with Congressional delegation and regional State Legislators.	BRAC RTF, Congressional Delegation, State Legislators



- Study model legislation from other states.
- Brief Congressional Delegation and AADC State Legislators on merits of unified planning organization.
- Create an “AADC Caucus” to push for a Legislative mandate for the new organization.

### **Establish a unified group to represent NC DoD Installations**

**Description:** While the Working Group focused a good deal of discussion on the need to organize the region and the state to respond to the expansion of the DoD footprint, it was noted that there was a clear need to establish an organization on the DoD side to promote coordination between NC installations and to develop unified positions for dealing with the issues of growth and mission impacts.

**Stakeholders:** Ft. Bragg/Pope, Seymour Johnson Air Force Base, MCAS Cherry Point, Camp LeJuene / New River, Air National Guard- Charlotte and the Coast Guard Station-Elizabeth City.

**Desired Outcomes:** Establish a “Commanders’ Council” with representation from all NC military installations to deal with common issues and coordinate communications and actions with local and regional organizations.

**Obstacles:** There should be few obstacles to this initiative, but it will be imperative that representatives from the installations be at the proper level for decision-making.

#### **Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Establish a Commanders’ Council to represent NC military installations to ensure mission needs are understood and supported	Installation Commanders at Ft Bragg, Camp LeJuene / New River, MCAS



and coordinate with regional and state organizations to support regional planning. Such a council is currently being formed under the SERPPAS program which could potentially meet this need.	Cherry Point, Seymour Johnson AFB, Air National Guard- Charlotte and the Coast Guard Station-Elizabeth City, with support from OSD.
Commanders' Council will have responsibility to inform the state of any changes in military weapons system footprints.	Installation Commanders at Ft Bragg, Camp LeJeune, MCAS Cherry Point and Seymour Johnson AFB.

### **Establish an empowered authority within NC State government to coordinate State agency's support for DoD and regional growth**

**Description:** North Carolina does not currently have a single focal point for coordinating State support for military installations in the State. With the influx of units and personnel associated with BRAC and other DoD growth initiatives, North Carolina has an historic opportunity to transform large areas of the state to benefit both our military installations and the citizens in the affected regions. Other states such as California and Maryland have taken the initiative to establish empowered organizations to coordinate the activities of all state agencies in support of DoD. North Carolina would benefit from establishing a similar organization.

**Stakeholders:** State agencies, Regional Planning Authorities, Federal agencies, DoD and local governments.

**Desired Outcomes:** There was a strong consensus that the best approach was to establish an Office of Military Affairs (OMA) within the Office of the Governor as well as an Interagency Council chaired by the head of the OMA. The OMA would become the repository of information on DoD issues within North Carolina State government and would work through the Interagency Council to ensure that all State agencies were engaged solving the issues of growth and mission support.

**Obstacles:** There will be a new Governor next year who may, or may not need to be encouraged to support this approach.



### Action Plan:

Action Steps	Office or Person of Primary Responsibility
Study model legislation or executive orders from California, MD or other States.	BRAC RTF, in conjunction with NCMF
Establish an Office of Military Affairs in Governor's Office with tasking authority on military issues.	Governor—Executive Order, or Legislature
Establish an Interagency Council chaired by OMA to coordinate all State action on military issues.	Governor—Executive Order, or Legislature

## II. Critical Issues for Comprehensive Regional Growth Planning

### Develop necessary data and tools to effectively conduct Regional Growth Planning

**Description:** Several parts of the Regional Planning Working Group discussion touched on the data and tools needed to effectively plan for the impact of growth in the AADC. Numerous planning teams were formed as part of the RTF study conducted by TDA to effectively address the impact of growth on various sectors of the community within the region. As an example, as part of this effort the BRAC RTF has a team of planners looking at agricultural and other land use issues. This effort includes 'County Land Teams', consisting of the County Planner, Cooperative Extension Director, and the Soil and Water District Conservationist which are looking at "value-based" land planning that intensively utilizes the Growth Suitability Models developed by NC Center for Geographic Information and Analysis. The group was also reminded that the next phase of the RTF growth study would be completed in May and that this phase of the study would deal with multiple issues not addressed in the preliminary report. Issues to be addressed in this next phase of the RTF growth study include land, water, wastewater, solid waste, air, energy, environmental (i.e. wetlands, ESA), transportation, public health and family support, and commercial and recreational development issues. Good data and effective tools are essential for effective regional planning.



**Stakeholders:** Local governments, State agencies, Regional Planning Authorities, Federal agencies, DoD and various in-state and regional non-governmental organizations.

**Desired Outcomes:** Enacting an action plan to address priority issues. Adoption of well-established regional growth planning tools that address the discussed impacts in the RTF study, the concerns of the regional planning parties and stakeholders within the region. These tools will help enhance the planning process by establishing a framework and action plan for conducting sustainable and resilient future growth with the community that also supports the region’s military mission.

**Obstacles:** An inability to agree on the most appropriate or necessary growth planning tools to use. There may a lack of understanding of the importance of employing specific tools inherent in consistent growth planning.

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Follow-up on priority issues from preliminary growth study—primarily pursuit of funding for school construction and compatible land use studies.	BRAC RTF, OEA
Analyze next phase of growth study due in May and revise priorities	BRAC RTF
Work with counties, the State and Federal agencies to standardize and share data and tools as appropriate.	BRAC RTF

**Develop strategies to help State and local governing authorities improve their planning capabilities and their ability to determine and execute planning priorities.**

**Description:** The primary discussion of organizational needs within the Regional Planning Work Group focused on building an effective and sustainable set of organizations at the Region, the State and within DoD Installations. During this discussion, however, it was noted that North Carolina is a “Dillon’s Rule” state—local governments have to seek authorization from the State Legislature to take certain actions such as the establishment of local sales



taxes, development impact fees, development moratorium initiatives, etc., and that this impedes local authorities from effectively dealing with planning issues. The vast majority of the initiatives responding to growth associated with BRAC are conceived, funded, and executed by affected local governments. Intelligent planning at the State and regional levels is critical, but if local governments lack the expertise or legal authority to act progress will be impeded.

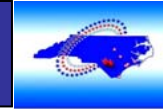
**Stakeholders:** Local governments, Regional planning organizations, State Government, the American Planning Association (NC Chapter) (NCAPA)

**Desired Outcomes:** Help enhance the planning capabilities of local governments in the AADC and increase their authority to act on planning issues.

**Obstacles:** There are several obstacles to be overcome on this issue. Some counties have strong planning organizations and others do not. Federal, State and regional planning organizations should assist with providing tools and training to improve planning at the local level. The Dillon's Rule greatly slows the process of taking effective action to execute plans.

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Develop a program to educate local planning groups on land use issues and compatible land use planning tools.	BRAC RTF, OEA, State Government
Support passage of the NCAPA legislative agenda to give counties necessary authority to plan and execute smart growth programs (zoning, forming active planning boards, enacting impact fees, etc). Consider packaging this with legislation to establish a new Regional planning organization.	BRAC RTF, AADC Caucus in NC Legislature, NCAPA

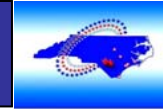


## Address high priority planning issues

**Description:** Certain specific, high priority issues were raised and discussed in the Working Group, to include:

### **Built Infrastructure Priorities**

- **Rail capacity to Port of Wilmington**—Colonel Fox noted that as the size of the force to be deployed from Ft. Bragg has grown, much larger percentage of deployable equipment is now planned for ocean shipment rather than air, making transportation to the Port of Wilmington critical. The current rail corridor is not sufficient to effectively handle this demand.
- **General transport of goods**
- **Passenger rail from Raleigh to Fayetteville**—One aspect of the vision for transforming the AADC region is closer integration with the RTP area. Developing effective passenger rail service between Raleigh and Fayetteville would contribute to that integration.
- **Information Communication Technology (ICT)**--There is an agreement within the group that ICT is important as a tool in supporting other elements of the regional infrastructure such as public safety, health care, water capacity, sewer, etc. The ICT infrastructure needs to be in place to support the growth expected in all of these areas and is considered to be an important mission and "quality of life" issue for incoming FORSCOM staff who will want to connect from home to base through high speed connections. Not all of the region possesses this capability.
- **Shortage of medical personnel**—Ft Bragg has 252 hiring actions now and can't get specialty hires such as mental healthcare professionals. Need to look at:
  - Local training at civil institutions
  - Increase pay to attract professionals
  - Partner with VA to share resources. VA already partners in military health system (Bragg/Lejeune/Semour-Johnson)



We are competing for the same workforce and there is already a shortage in trained personnel.

- **Commercial Aviation capacity**--There is a predicted increase of over 21,000 flights per year into Fayetteville Regional Airport within the next 5 years. Fayetteville Regional Airport will have to expand services to accommodate the extra business
- **School Capacity**—There should be no capacity shortfalls in the schools by 2013. This has already been established as the top priority for the BRAC RTF and efforts are underway to explore funding sources to assist local School Boards with their required construction needs.

Other built infrastructure components important to region, but not discussed in great detail include: road and air transportation capacity, electrical energy sources and capacity, and housing.

#### **Natural Infrastructure Priorities**

- **Agriculture land use valuation**--With a predicted regional population growth of over 25,000 within the next five years, land values and land tax rates will increase, and pressures on farmers to sell will increase. Farmers will need motivation to retain land ownership. The BRAC RTF and others need to engage real estate development organizations, such as the NC Home Builders Association, the North Carolina Association of Realtors, and others in planning activities to ensure that development/housing needs are satisfied without compromising protection of farmland and the agricultural capacity of the region.
- **Water / Wastewater**--With a predicted regional population growth of over 25,000, regional water and wastewater capacity must be sustained.

Other natural infrastructure components important to the region but not discussed include: air, recreational areas (parks), endangered species management and solid waste

**Stakeholders:** Local governments, State agencies, regional planning authorities, Federal agencies, DoD and various in-state and regional non-governmental organizations.



**Desired Outcomes:** Adoption of a well-coordinated Comprehensive Regional Growth Plan that addresses the concerns of all the regional planning parties and stakeholders within the region. This plan will help drive the planning process by establishing a framework and action plan for conducting sustainable and resilient future growth within the community that also supports the region’s military mission.

The Comprehensive Regional Growth Plan should address the sustainment of regional built and natural infrastructure capacity in support of the military mission and to sustain regional economic growth. The Plan should facilitate the prioritization of near-capacity natural and built infrastructure issues

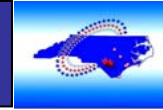
**Obstacles:** Some counties have strong planning organizations and others do not. Further, there is an unequal distribution of infrastructural capacity. Some counties have enough water, others do not. Some counties possess enough energy capacity, some do not. There may be resistance to coordinating due to the perception that counties may have to “give up” capacity to share with others at the detriment to their growth.

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
For priority issues within the Built Infrastructure area (e.g. rail transport to Wilmington, ICT, energy, etc) refer to the appropriate BRAC RTF working groups with tasking to develop specific action plans.	BRAC RTF, Transportation Working Group, Infrastructure and Public Works Working Group, Medical Working Group, Education Work Group. State of NC, DoD (Ft. Bragg, Camp Lejeune, SJAFB, MCAS-Cherry Point, etc.
Form a Natural Infrastructure Work Group under the RTF to focus on the broad range of issues in this area. This new Work Group would work with community, state and federal parties to ensure the region’s natural infrastructure capacity is sustained in support of continuous future community growth and in support of the military mission.	BRAC RTF
Work with multiple entities in the region to ensure consistent corridor development; i.e., open space stays open space, industrial impacted	BRAC RTF, State and DoD, Land Working Group, Natural Infrastructure



land is developed as industrial land, etc.	Work Group, Solid Waste Work Group and Water/Wastewater Work Group
In support of its mission and to prevent encroachment, Ft. Bragg should work with regional planning parties and farmers to ensure open space and easements are preserved. Conduct outreach to farmers to educate them on programs, tools and funding mechanisms available to farmers to support them maintaining ownership of their land.	Ft. Bragg, BRAC RTF, Agriculture Work Group



## Education and Workforce

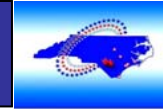
### Introduction

The Education and Workforce Work Group focused on five main areas of opportunity for improvement in anticipation of the growth associated with the Base Realignment and Closure activities. The five areas discussed included:

- I. Educating the workforce about the career paths and critical skills needed to pursue future employment opportunities, especially in high skilled, high tech fields
- II. Retaining trained, transitioning military workforce, reducing regional “brain drain”
- III. Attracting new talent and using local pools of talent, matching skills and opportunities, and creating innovative career models
- IV. Improving the employment opportunities, both in quantity and quality, for the military spouse contributes to a more attractive quality of life for the military family
- V. Communicating with students regarding workforce opportunities and tailoring programs to the right audience gives students necessary hope and relevance to complete their education

The group worked through the scenarios, identifying desired outcomes, obstacles and recommended actions.

**Much of work in this TTX suggests that more innovative leadership is needed at all levels to find relevant solutions to these problems.**



## ***I. Educating the workforce about the career paths and critical skills needed to pursue future employment opportunities, especially in high skilled, high tech fields***

**Description:** The 2005 BRAC actions create both potential problems and opportunities for teaching professionals. The most obvious challenge is the influx of people into the region creating a substantial demand for additional teachers and infrastructure. Existing educators must have incentives to stay in the region, and new educators must be recruited. Of equal importance, there will be requirements for new skills sets among their students, and this will place demands for innovative instruction on the teaching staff. Finally, all educators must possess the knowledge and techniques to support the evolving needs of the region. “Meeting the requirements” for the BRAC expansion is only the minimum achievement. Becoming the model of education and workforce excellence is the goal. **Note:** The TTX discussions focused heavily upon teacher supply and how to best educate the students. The group participants recommended additional work and collaboration will be needed in the future to concentrate on other workforce issues.

**Stakeholders:** BRAC RTF, community colleges, public school systems, NC legislature, businesses, workforce development boards, NC Military Business Center, NC State Board of Education

**Desired Outcomes 1:** Increase the number of teaching professionals recruited and retained in the region.

### **Obstacles:**

- Low pay and other quality of life factors
- Difficulty with reciprocity of certifying teachers from out of state
- Issues with licensure for lateral entry teachers and perception that lateral entry programs are too time consuming
- Lack of teacher empowerment and opportunities for advancement.
- Excessive emphasis on testing
- Teachers are not equipped with effective student management tools and skills early on in the process

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Improve collaboration between regional universities, community colleges, and public school systems to more efficiently provide teacher education programs	BRAC RTF, universities, community colleges (CC), public schools
Ease transition for lateral entry teachers entering from other professions or from other locations. Programs should ensure that these individuals receive the appropriate training to enable such a move. More efficient model.	BRAC RTF, universities, CC, public schools
Establish Leadership Institutes for teachers with a focus on teacher empowerment and professional advancement opportunities	BRAC RTF, universities, CC, public schools
Utilize technology to facilitate master teacher modeling throughout the region	BRAC RTF
Employ standard business practices in the recruiting and hiring processes (e.g., providing travel/moving expenses)	BRAC RTF, public schools, NC legislature
Implement strategies to increase teachers' job satisfaction. Provide something beyond salary (empowerment, collaborative models, flexible scheduling). Treat them as professionals.	BRAC RTF, public schools, NC legislature
Increase support for first year teachers (mentors, co-teaching, reduced class loads, classroom management techniques, advocate/advisor to assist in parent-teacher conferences)	BRAC RTF, public schools, NC legislature, NC State Board of Education

**Desired Outcomes 2:** Enable teachers to use effective models, tools, and strategies to prepare students for the workforce.

**Obstacles:**

- Teachers are not equipped with effective student engagement tools and skills early on in the process
- Some teachers do not have first-hand experience in the business/industry environment to connect subject matter to real world



- Students are disinterested in lecture style classes

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Increase 'infusion models' with career tech prep emphasis to connect K-12 with community colleges e.g., Huskins Programs, Learn and Earn Programs	BRAC RTF, public schools, CC
Enable more Science, Technology, Engineering, Math, Innovation, and Entrepreneurship (STEMIE) training for teachers	BRAC RTF, public schools
Increase emphasis on soft skills as a essential element of teaching and learning across all grade levels and subject areas	BRAC RTF, public schools
Facilitate implementation of i3D technology in the classroom	BRAC RTF, public schools, CC
Provide business immersion experiences for teachers	BRAC RTF, public schools, businesses

**Desired Outcomes 3:** Ensure the workforce is responsive to change and adaptable to employer demand.

**Obstacles:** Workforce training programs are encumbered by administrative traditions.

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Catalog existing programs and promote through JobLink centers/website, link to Matchforce	BRAC RTF, Workforce Development Boards (WDB), NC Military Business Center (NCMBC)



Package Continuing Education courses for certification and credentialing	BRAC RTF, CC
Develop an articulation agreement for students to transfer back and forth from community colleges to 4-year colleges. Enable a reciprocal relationship	BRAC RTF, CC, universities
Investigate and promote flexible employment options including compressed time, alternate hours, alternate delivery, job-sharing, childcare accommodations	BRAC RTF, businesses

## ***II. Retaining trained, transitioning military workforce, reducing regional “brain drain”***

**Description:** Over 4,000 skilled workers separate from Fort Bragg and Pope AFB annually. Many have homes and employed spouses settled in the area. Retaining these individuals will strengthen the quality of the regional workforce and significantly contribute to the attractiveness of the region to potential defense industries considering relocation or expansion.

**Stakeholders:** BRAC RTF, Department of Defense, WDBs, ACAP, CC, Installation, NCMBC, NC Military Foundation, UNC Board of Governors, NC Legislature, Veterans Administration (VA)

**Desired Outcomes 1:** Ease the process of transition for military members to increase the number remaining in NC

### **Obstacles:**

- There is no clear pathway to education, training, and job placement for some military skill sets
- Regional college graduates do not remain in the area because of a real or perceived lack of positive career opportunities
- Retiring and separating military lack career guidance for the transition

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Restructure and improve the job placement processes for transitioning military	BRAC RTF, WDB, ACAP
Create a pipeline to match interest, abilities, and job opportunity. Jobs are available today, but many former military members are not aware of them	BRAC RTF, WDB, ACAP
Investigate industry-sponsored transition academies for fast track certification of critical skills	BRAC RTF, CC
Strengthen the collaboration between appropriate military manpower, personnel, education, and other support agencies for transitioning military to the workforce	BRAC RTF, DoD, ACAP, VA, Installation Education Offices,
Educate industry about the availability of exiting military members and how their skills match civilian workforce requirements	BRAC RTF, NCMBC
Improve state programs impacting transitioning military members (e.g., in-state tuition for separating military members). This may require legislative action. Research baseline state programs and their impact	NC Military Foundation, UNC Board of Governors, NC Legislature

**Desired Outcomes 2:** Encourage educational institutions to use greater flexibility when teaching military students.

**Obstacles:**

- The current model does not allow the flexibility to meet the needs of transitioning military. They are treated much as non-military undergraduates. Their unique demands are not met.
- Current policy is driven by state and national accreditation requirements so changes would be difficult.
- Military members are not always accommodated in traditional educational settings (i.e., variable schedules, skill sets not recognized in academia, mobility/sudden deployments, pay structure, state residency for tuition purposes, etc.)

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Identify and advocate different models and certificate programs to provide the flexibility to best support the military member	BRAC RTF, CC, universities
Investigate different delivery models for education and training, e.g., online, compressed or variable timeframes, weekend training, etc.	BRAC RTF, CC, universities
Develop crosswalks between military skill sets and civilian careers requiring industry-recognized certification, e.g., EMT.	BRAC RTF, NCMBC, CC
Collaborate with faculty on more effective and appropriate adult learning models for teaching military students.	BRAC RTF, CC, universities

### ***III. Attracting new talent and using local pools of talent, matching skills and opportunities, and creating innovative career models***

**Description:** Economic development within the All American Defense Corridor is strengthened with a focus on a targeted set of industries centered on homeland security, strategic defense, technology, and modeling and simulation along with innovative leadership and entrepreneurship development. Emphasizing these clusters of opportunity through education and workforce training will supply the talent required to attract these businesses.

**Stakeholders:** BRAC RTF, Local law enforcement officials, State Department of Corrections, NC Department of Commerce, Social Workers, School Counselors, Intervention Program coordinators, NC DPI, community colleges, universities, business and municipal agencies, Department of Labor, Community programs and agencies, Workforce Development Board (WDB)



**Desired Outcomes 1:** Align training and placement programs with emerging AADC's clusters for new arrivals and incumbent workers are in place. Encourage new talent for existing and emerging industries to move into the region.

**Obstacles:**

- Missing links exist in the development of new and existing career clusters and how they are put into practical use to align candidates and students with jobs.
- Career Technical Education and workforce training programs emphasize generic career clusters rather than regional opportunities

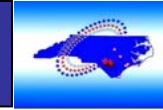
**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Use UNC Tomorrow planning to response to the change in the regional economy and workforce preparation.	UNC System partners (i.e., FSU, UNC-P)
Match All American Defense Corridor clusters with existing career pathways from DOL and DOE; add new clusters where necessary	BRAC RTF, NCDPI, community colleges
Identify apprenticeship and internship opportunities to enhance workforce development	Business and municipal agencies, NC DOL

**Desired Outcomes 2:** Develop robust programs to 1) prevent individuals from developing habits that will impede employment or 2) rehabilitate offenders and transition them into the workforce.

**Obstacles:**

- Students re-entering from justice system (correctional institutions) create particular problems
- Low graduation rates



- Culture where unemployment is an acceptable option
- Background issues (e.g., criminal records or substance abuse) limit the number of otherwise qualified individuals entering the workforce in challenging positions

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Determine how unemployed individuals (ex-criminal offenders, dropouts, substance abusers) re-enter the workforce	Local law enforcement officials, State Dept of Corrections, NC DOC, Social Workers, Community College GED programs, WDB
Collaborate with Adult and Juvenile Justice system to improve transition into workforce	Local law enforcement officials, State Dept of Corrections, NC DOC
Review early intervention programs to strengthen students' commitment to lifelong learning	School counselors, Intervention program coordinators
Identify and implement successful drug resistance and crime prevention programs	School counselors, Intervention program coordinators, community programs and agencies
Expand re-integration schools throughout the region for young high school dropouts (Fuller PLC model)	BRAC RTF, public schools, social workers



#### ***IV. The quality and quantity of employment opportunities for the military spouse improves the quality of life for the military family***

**Description:** Military families have unique needs that should be addressed by educators and employers alike. Military members have schedule issues such as deployments and watch hours, and may not be able to commit to a typical semester schedule. Spouses have needs that are, at times, akin to single parents. Many of these people may also have credits to transfer, specific targeted certifications, or have been out of the classroom for some time.

**Stakeholders:** BRAC RTF, CC, Universities, Installation, ACAP, Army Education Office, business community

**Desired Outcomes 1:** Consider military spouses as assets to the workforce capable of securing high skill, high wage, and high demand careers. Build regional programs and enable employers to support their unique needs.

**Obstacles:**

- Employers are reluctant to hire military spouses because of their traditional transience
- Highly educated spouses of service members cannot find challenging employment
- Military spouses encounter additional childcare issues when the spouse is deployed
- Flexible employment opportunities are minimal

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Inform educators and employers about benefits of hiring military spouses (e.g., well-educated, experienced, adaptability, etc)	BRAC RTF, CC, Universities, Installation
Look at lessons learned from other states (Texas, Colorado, etc) for examples addressing military spouse workforce issues	BRAC RTF
Expand the career transition support for departing service members to include spouses.	BRAC RTF, ACAP, Army Education Office



Investigate and promote flexible employment options including compressed time, alternate hours, alternate delivery, job-sharing, childcare accommodations	BRAC RTF, business community
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***V. Communicating with students regarding workforce opportunities and tailoring programs to the right audience give students necessary hope and relevance to complete their education.***

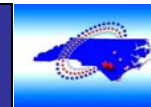
**Description:** Engaging students to stay in school and continue their education results in high school graduation rates that are improved and exceed state and national averages.

**Stakeholders:** BRAC RTF, employers/businesses, Public Schools, CC, school boards, WDB, municipal planners, county commissioners, Department of Labor (DOL), DoD, Department of Education (DOE), NC Department of Public Instruction (NCDPI), NC Department of Commerce (DOC), Economic Developers, Regional Chamber of Commerce officers, universities, literacy agencies, training providers, community leaders, community agencies

**Desired Outcomes 1:** Increase the relevancy of instruction for students and increase knowledge of career opportunities.

**Obstacles:**

- Career guidance message that all students must have a 4-year bachelor's degree to have lucrative career options
- Insufficient information available about career guidance and educational opportunities
- Industry's perception about public education's capability to prepare students for the workforce
- Lack of information linking skills and opportunity
- Students express dissatisfaction - - the lack of hope and relevance with education

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Achieve a culture change toward community college as the value added option for post-secondary education	BRAC RTF, Public Schools, CC
Create more apprenticeships (K-12 and other)	BRAC RTF, NC DOL, CC, employers, Public Schools
Increase emphasis on career technical education programs	BRAC RTF, Public Schools, CC
Collaborate with Piedmont Triad WIRED Partnership with their regional workforce and educational initiatives	BRAC RTF, WDB, Public Schools
Examine the Georgia “Work Ready” program as a good ‘community’ model to study	BRAC RTF, WDB
Make one robust portal with career mapping information easy for all users to maneuver and understand	BRAC RTF, WDB
Embed certificate/credentialing programs within high school career tech prep programs wherever possible	BRAC RTF, Public Schools, CC
Increase partnerships with industry (mentoring, training needs, internships) Establish a mentoring program with business. Get 20 potential drop outs at each school hooked up with a mentor. Provide a grass roots solution.	BRAC RTF, WDB, Business, Public Schools, Community leaders and agencies

**Desired Outcomes 2:** Ensure educational environments are consistent with the way students learn.

**Obstacles:**

- Difficulty keeping infrastructure (technology and other instructional resources) up to date



- Facilities (physical plant) not keeping pace with growth
- Today's students do not learn in the same way, with the same tools, or the same approaches as students in the past.

### Action Plan:

Action Steps	Office or Person of Primary Responsibility
Ensure sufficient capacity for the expected number of students. Ensure updated facilities	BRAC RTF, public schools, CC
Use facilities creatively, e.g., multiple scheduling tracks, expand afternoon classes for students who need to work/sleep more during early day with noon to 5p or 3-8p options.	BRAC RTF, public schools
Review the Southern Regional Education Board's schools reform model for high schools that work.	BRAC RTF, Public schools
Co-locate high school/community college campuses with emphasis on career technical preparation (may offer financial efficiencies)	BRAC RTF, Public schools, school boards, CC
Explore Science Technology Engineering Mathematics and Entrepreneurship grant financing of programs that link business and research sectors with students in education and workforce development programs	BRAC RTF, business, CC, public school systems, WDB
Investigate creative public/private/non-profit industry-related school partnerships funding opportunities	BRAC RTF
Build grass roots engagement to support Smart Schools model (school as community center)	BRAC RTF, public school systems, school boards, municipal planners, county commissioners
The environment for learning should reflect new techniques (e.g. utilize i3D technologies)	BRAC RTF, CC, public schools



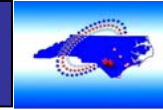
**Desired Outcomes 3:** Enable regional commitment to innovation and leadership.

**Obstacles:**

- Bureaucracy stands in the way of creativity
- Office of Management and Budget guidance (circulars and other policies) is outdated or inflexible

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Build flexibility in the waiver process between various state and Federal agencies (e.g., DOL, DoD, and DOE) to facilitate workforce development	BRAC RTF, DOL, DoD, DOC, DOE, NCDPI
Nurture leadership among school administrators to create school transformation (e.g. plan school events in neutral community facilities to encourage parent involvement)	Public Schools, universities
Convene a business forum to strengthen the knowledge of tools and resources used to prepare the workforce for meaningful employment (businesses, chambers of commerce)	BRAC RTF, Economic Developers, Regional Chamber of Commerce officers
Increase community business leaders' involvement in education systems	BRAC RTF, Business community leaders
Establish regional programs fostering leadership in schools, among professional educators, within the entrepreneurial environment	BRAC RTF, School systems, CC, universities, business
Promote literacy and lifelong learning initiatives throughout the region	BRAC RTF, all literacy, training and education providers in region
Implement community/parent involvement partnerships focused on the development of successful students at middle and high school levels throughout the region. Research best practice models.	BRAC RTF, School systems, Community leaders



## Economic Transformation

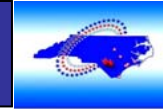
### Introduction

The Economic Transformation group went into the TTX with 4 focus areas and emerged with three primary themes—focus the All American Defense Corridor’s advantages on specific defense industry targets, nurture small businesses and entrepreneurs, and act as one regionally and as a State to attract Defense businesses.

There was general agreement on three points: a new survey is needed, with emphasis on the post-BRAC environment in order to put a finer focus on the target defense industry clusters as well as the capacity within North Carolina and the region to support the economic transformation desired; encouraging growth of small businesses and entrepreneurs will help to insure resiliency and durability of the economic transformation, and finally, North Carolina and the AADC need to present a unified, regional, defense-focused marketing plan—one that will bring together the existing successful, but disparate marketing and planning efforts and is fully integrated with a State-level marketing plan to make North Carolina attractive to Defense contractors within the selected defense industry clusters.

Although NC is 4<sup>th</sup> in number of military stationed in the state, it is 23<sup>d</sup> in the amount of Defense industry sales. During 2005-2007, the North Carolina share of total DoD procurement remained at or below 1%. From 2001-2005, North Carolina construction contractors and specialty trades have captured less than 15% of the \$2.4 billion worth of military construction (MILCON) contracts at Ft Bragg, Pope AFB and the other DoD installations within the region and State. The value of base support contracts—food, drink, landscaping, security services, communications support, infrastructure maintenance, etc—won by North Carolina firms was well below 20% of total contract values.

The state has multiple organizations working to help North Carolina defense contractors, including the burgeoning crop of entrepreneurs, discover, pursue and win DoD contracts of all kinds. The NC Department of Commerce’s (NCDOC) North Carolina Technology Development Center focuses on small businesses with their Small Business Innovation Research programs that help small businesses and entrepreneurs transition their inventions and innovations into DoD programs and



contracts. With the help of state funding, the University of North Carolina system and North Carolina Community College system have established the North Carolina Military Business Center (NCMBC) and the Defense and Security Technology Accelerator (DSTA), respectively. The programs and opportunities developed by the DSTA and NCMBC have reaped impressive results and have increased North Carolina contractor share of DoD contracting for small and large businesses. The achievements of these programs and organizations serve to emphasize both the inherent capacity of the region and state for growth and the potential successes that a coherent, long-range growth strategy would bring to the AADC and the state.

### ***I. Focus the AADC's competitive and comparative advantages on specific defense industry targets***

**Request UNC (or whomever is conducting the cluster survey) modify ongoing cluster survey to determine suitable defense industry targets that would represent the greatest prospects for future growth.**

**Description:** There have been multiple surveys/studies conducted since 2001 to identify the market available within the region, one of the latest being the NCMBC's 2005 Gap Analysis. The Gap Analysis was conducted to identify the leading candidate Defense industry clusters to be pursued and the available capacity within the state and region. While these studies have provided insights into the potential DoD contracting market, to date that potential has only been partially realized. What continues to be lacking is a comprehensive planning effort within the AADC at a minimum and within the NC DOC—a branding effort similar to the State's Biotechnology branding effort. This state has representation from all DoD branches, including the largest population of US Army and US Marines on the Eastern Seaboard. Improving its economic share of DoD procurement spending by ½ of 1% would mean 30,000 new jobs by 2010 and over \$150 million in new tax revenue, greatly overshadowing the losses of manufacturing that have occurred in the last 20 years.

**Stakeholders:** UNC, AADC, BRAC RTF, NCMBC, DSTA, Congressman Robin Hayes,

**Desired Outcomes:** The optimal situation would be a report detailing the specific defense industry clusters that consider the AADC as the most beneficial area to expand or to relocate to. These clusters would include large Defense contractors, small businesses and entrepreneurs, all providing hard goods and services, especially IT,



training and simulation. Other likely targets discussed would be industries associated with Special Operations and simulations/gaming technologies. This mix is needed to provide resilience and endurance for the economic environment of the AADC and to support a .5% increase in NC share of defense procurement spending.

Discussion consensus was that an ongoing UNC effort could be modified to produce the desired data. This, along with existing market analyses, including the NCMBC's 2005 Gap Analysis, should provide enough data for a follow-on analysis to determine the AADC's advantages for attracting large contractors as well as small businesses and entrepreneurs. This would then become the basis for a marketing effort targeted at a select group of targets.

**Obstacles:** Changing a study effort already approved and underway.

**Action Plan:..**

Action Steps	Office or Person of Primary Responsibility
Contact the appropriate UNC department/group that is conducting the cluster survey and arrange for its modification or the immediate start of a new survey with goals as described above.	BRAC RTF
Monitor the survey to ensure its focus and methodology meets AADC objectives	BRAC RTF

## ***II. Nurture Small Businesses and Entrepreneurs***

### **Establish business incentives focused on small businesses as well as larger ones.**

**Description:** This would include identifying NC-based venture capital to be used by the small business start-ups and entrepreneurs. Members of the Working Group discussed that small businesses and entrepreneurs often need direct support, rather than tax breaks.

**Stakeholders:** NC DOC, AADC, BRAC RTF, NCMBC, DSTA, State and Federal Legislators, US DOC, SBA



**Desired Outcomes:** Coordinated incentive program that provides direct and indirect incentive for all levels of businesses. These would include grants, subsidized or free rent office and manufacturing space for small businesses and entrepreneurs and tax breaks for larger and more established companies. DSTA and the NCTDC would collaborate to identify and support defense

**Obstacles:** Bureaucratic inertia, political inertia, lack of infrastructure and funding for offices and research/development and manufacturing facilities.

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Reinforce existing local and State incentives programs for small defense businesses with widespread marketing efforts and adequate, multi-year funding.	BRAC RTF, NC DOC, AADC Caucus in State Legislature
Develop and adequately fund new local and State incentive programs within AADC.	BRAC RTF, NC DOC, AADC Caucus in State Legislature
Actively proselytize local investors, economic councils/ business organizations to invest in local entrepreneurs through individual and governmental incentive programs	BRAC RTF, NC DOC, local economic development councils, SBA local offices

**Get region designated as a special development zone for State and Federal incentives.**

**Description:** State and Federal law makers and governmental agencies and departments have identified existing programs under which AADC would qualify to become a special development zone—similar to existing HUB zones, with emphasis on defense related industries and companies. This would allow more flexibility and emphasis on the smaller businesses, provide support to existing incubators and accelerators, encourage investment in start-ups and inventors, and create a “defense-friendly” atmosphere in the state and local governments



**Stakeholders:** NC DOC, AADC, BRAC RTF, NCMBC, DSTA, State and Federal Legislators, DoD

**Desired Outcomes:** Small Business Innovation Research (SBIR) and DoD-related start-ups incentive programs should be established with long-term funding; State-funded equivalents to the 8a (Small and Disadvantaged business) program should be created to encourage small businesses and entrepreneurs. New technology advances in communications and high-speed internet will allow businesses to base within AADC and to provide services and material to clients outside the AADC as well as inside.

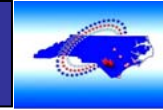
**Obstacles:** Legislative inaction, bureaucratic inertia, lack of funding-State and Federal, unfocused or lack of planning

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Have the AADC designated as a Special Development zone	BRAC RTF, DoD, NC Congressional Delegation.
Promote Small Business Innovation Research (SBIR) and DoD related start-ups incentive programs.	BRAC RTF, DoD, NC TDC
State-funded equivalents to the 8a (Small and Disadvantaged business) program in place	BRAC RTF, NC DOC, AADC Caucus in State Legislature

**Facilitate the region as a business incubator, encourage grassroots entrepreneurship, entice new and leverage existing defense contractors and promote the growth of local workforce.**

**Description:** The success of the recently established Defense and Security Technology Accelerator (DSTA), serves as an example of how many under- and un-utilized resources exist in the AADC, and in North Carolina as a whole. The DSTA's charter and mission to assist the development of defense- and security-related entrepreneurs, small business startups and inventors has encouraged North Carolina's "little guys with big ideas" to come forward



and be seen and heard. The same should be said of the accomplishments of the NC Military Business Center (NCMBC). Its mission is to serve all defense contractors in North Carolina and in this it has gained traction. Its support programs and seminars, and education programs on contracting with the Federal Government have brought much needed visibility and understanding of the DoD acquisition system and the Federal Acquisition Regulations or FARs, which has enabled more local companies to compete and win Defense contracts. The collaboration of institutes of higher learning with Defense industry research and development (R&D) would encourage more contracts being awarded within the state, which in turn will increase the probability of follow-on R&D as well as transition to manufacturing opportunities.

**Stakeholders:** NCTDC, DSTA, NCMBC

**Desired Outcomes:** DSTA now has offices in all 7 economic regions and a self-sustaining grant fund. DSTA continues to foster startups and facilitate access for entrepreneurs and startup companies to venture capital and strategic partnerships. The great work being done by existing organizations will be leveraged by a collaborative, disciplined and focused state-wide effort to identify and nurture those small businesses and entrepreneurs who can address DoD requirements, whether intellectual/knowledge-based or manufacturing and services. Small businesses and entrepreneurs will have access to available support structures and will understand how to do business with DoD. They will know the entry points for high technology research and development (R&D) efforts and how to access them. State institutions of higher learning in the region will work closely with the DoD R&D system and have active programs to identify and assist inventors, entrepreneurs and small businesses transition their ideas and inventions into viable R&D efforts supporting valid DoD requirements.

**Obstacles:** Funding to support outreach and education for clients, facilities for nurturing clients, and lack of visibility of DoD requirements, especially in the high technology and research and development. Lack of State leadership to integrate all the existing efforts into a mutually supportive environment that encourages development of small business, entrepreneurs and inventors. Lack of information flow between State & Local Government/Military/Private Sector

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Increase capacity of DSTA, NCMBC and other defense industry focused advocacy groups to reach out to NC businesses, entrepreneurs through marketing efforts, funding, education programs, visible and active support at State level.	State legislature
NC TDC advertises and markets the SBIR program more extensively within NC	NCTDC

**Establish a Center of Excellence or Think Tank for defense entrepreneurs/innovators to ease North Carolina businesses' access to the defense market.**

**Description:** There needs to be an operational arm of the regional planning authority which can provide the ongoing, sustained effort needed to create, expand and execute programs to bring state businesses together with the Defense market. Significant services provided by the COE would include:

- Linking local entrepreneurs and R&D efforts to military R&D labs early in development process to increase likelihood of funding
- Education, consultation and support for local businesses unfamiliar with the military acquisition process
- Central source of timely information concerning defense contracting opportunities in the State
- Support to local entrepreneurs and R&D programs
- Central source of information for DoD on local R&D projects

**Stakeholders:** AADC, BRAC RTF, NCDOC, DSTA, NCTDC, NCMBC, MC

**Desired Outcomes:** A physical or virtual Center of Excellence that will have the dedicated resources to make this initiative work.



**Obstacles:** Long-term, dedicated funding, identification of what a COE or Think Tank should look like, what should it do, how should it do it; establishing pecking order of collaboration to manage the COE/Think Tank

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Develop a concept for a Center of Excellence	BRAC RTF
Create a Center of Excellence to assist NC companies access the defense market.	BRAC RTF

**III. Act as one regionally and as a State to attract Defense businesses**

**Develop a consolidated region-wide vision for growth strategy-identify long term issues and present a united voice on all issues.**

**Description:** There are at least three regional planning efforts within the AADC focused on three separate but mutually supporting functions. Sustainable Sandhills (SS) is an environmental working group, Regional Land Use Advisory Council's Joint Land Use Study (RLUAC: JLUS) is focused on compatible land use, and the BRAC RTF is focused on the impacts of the BRAC on regional planning, local workforce and the regional economy. All three groups are currently engaged in discussions about the possibility of having a single Board of Directors to unify planning efforts. Discussions during the exercise reinforced the utility of the concept. The intent was to leverage the "single voice" concept. Again and again those outside the region, at State, Federal and DoD levels have expressed great interest in the concept of a single entry point for discussing issues and support to the region.

**Stakeholders:** AADC, SS, RLUAC, BRAC RTF, NCDOC,



**Desired Outcomes:** A coordinated voice for the region on all matters related to the wider DoD marketing effort and the more specific economic transformation of the AADC from rural farming and bedroom communities for the military bases to thriving defense industry hubs supporting DoD acquisition efforts in and out of NC.

**Obstacles:** Multiple and often competing agendas.

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
BRAC RTF, Sustainable Sandhills and RLUAC should continue discussions on merging into a single planning authority for the AADC.	BRAC RTF, SS, RLUAC.
AADC coordinates and develops consensus on major issues and communicates these to relevant decision makers.	BRAC RTF

**The State should announce that Defense is a separate industry area and will be pursued as a primary target for NC market planning.**

**Description:** NC Department of Commerce's (DOC) marketing efforts need to be significantly improved and focused to favorably define defense business leadership perceptions of North Carolina and the AADC. NCMBC's capability to link NC defense industry resources and defense contracts needs the additional support and reinforcement it would receive from a state-directed campaign that identifies Defense as one of NC's marketing objectives. A logical step would be for the state to define Defense as a separate industry area to be a priority target for NC market planning.

**Stakeholders:** NCDOC, AADC, Governor

**Desired Outcomes:** North Carolina establishes a State-level marketing plan that calls for attracting Defense industry clusters to the state and assisting existing and future NC based defense industry clusters to increase their market share of DoD acquisition dollars. Continuing partnerships established among education systems, industry,



government, development organizations, R&D, and local and national military. State and regional leadership providing strong support for a coordinated market and economic development plan with “Defense “as a state marketing target. NC Department of Commerce’s (DOC) marketing efforts have significantly improved potential defense business leadership perceptions of NC and the AADC. NCMBC efforts to link North Carolina defense industry resources and defense contracts have matured into a nationally recognized source.

**Obstacles:** Lack of interest in developing this market within existing State agencies. Lack of Gubernatorial emphasis on Defense as a North Carolina target.

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Establish relationships with state leadership and communicate the need for a consistent State marketing strategy that would support efforts in the AADC to attract private defense contractors.	BRAC RTF
The State should announce that Defense is a separate industry area and will be pursued as a primary target for NC market planning	NC DOC
NC establishes a State-level marketing plan that calls for attracting Defense industry clusters to the state and assisting existing and future NC based defense industry clusters to increase their market share of DoD acquisition dollars.	NC DOC

**Strong and collaborative relationships between key state resources (i.e. UNC system, NC Community College system, North Carolina’s Historically Black Colleges and Universities (HBCU), the NCMBC, DSTA, NC Military Foundation (NCMF) is vital for the long term success of the AADC growth strategy.**

**Description:** Existing relationships must be strengthened and new connections must be established to tie all the key state resources, governmental and non-governmental, into the pursuit of a common goal—the economic transformation of this mainly agricultural and fiber manufacturing region into a vibrant, resilient and durable



economic powerhouse fueled by defense contracting. The influence and importance of the State's institutions of higher learning, public and private, cannot be emphasized enough. The research and development potential of our universities and colleges has been barely scratched for Defense purposes.

**Stakeholders:** UNC System, NC Community College system, NC HBCU, DSTA, NCMBC, NCMF, BRAC RTF, NCDOC, NCDOL, NCTDC

**Desired Outcomes:** Significant shift in the sustainable economic base for the AADC region to a more technology and Defense industry basis.

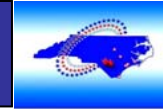
**Obstacles:** Academic isolation; poor understanding of DoD R&D programs; lack of a coordinated program to promote collaboration.

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Determine current state of collaboration	BRAC RTF, DSTA, NCMBC, NCMF, Universities and Community Colleges
Address the concerns and shortfalls and establish a framework for future collaboration	BRAC RTF, DSTA, NCMBC, NCMF, Universities and Community Colleges

**Develop sustainable funding sources for regional planning efforts**

**Description:** The BRAC RTF has not identified a sustainable funding source. In order to continue its current efforts to unify community planning a sustainable funding source must be identified. It was stated that the money needed to fund BRAC RTF planning efforts was not a significant sum in relation to the State budget. Since the State and the AADC stand to benefit from success of the BRAC RTF's effort, it was believed by many in the group



that State leadership would be predisposed to supply funding. In order to more effectively make the argument the BRAC RTF should carefully document and communicate their successes.

**Stakeholders:** BRAC RTF, State of North Carolina, Federal Agencies

**Desirable Outcome:** A sustainable funding source to support long-term regional planning is identified.

**Obstacles:** Competition for funding.

**Action Plan:**

Action Steps	Office or Person of Primary Responsibility
Develop relationships with the State Legislature and State leadership in order to communicate the value of BRAC RTF.	BRAC RTF
Develop business model for sustainable funding	BRAC RTF
Identify and develop alternate sources of funding.	BRAC RTF