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ALL-AMERICAN CENTER FOR WORKFORCE INNOVATION REGIONAL AND ECONOMIC DEVELOPMENT ABSTRACT

APPLICANT NAME: Governor Michael Easley, North Carolina

PROJECT TITLE: “Meeting the Needs of America’s First Responders”.

IDENTIFICATION OF REGION: The Region is comprised of 11 contiguous counties – Bladen, Cumberland, Harnett, Hoke, Lee, Montgomery, Moore, Richmond, Robeson, Sampson, and Scotland – in the Southeast Region of North Carolina. The region of approximately 6,698 square miles is unique because of the presence of Ft. Bragg and Pope Air Force Base (AFB), the impact these military installations have on the economy, and the burgeoning homeland security and military preparedness industry sectors.

OVERVIEW OF STRATEGIES: The title *“Meeting the Needs of America’s First Responders”* evokes multiple positive First and Rapid Response connotations for educators, workforce professionals, economic developers, military units at Ft. Bragg, and the defense cluster supporting America’s Rapid Response Force at Ft. Bragg. Our overall theme is to transform the regional economy from its reliance on declining industries, such as agriculture and textiles, to higher-skilled, higher-wage technology-based emerging industry clusters, such as military preparedness and homeland security. These industry clusters incorporate an array of fields that are defense and non-defense related such as enhanced training and simulation; developing leading edge technologies for a wide array of uses including information systems and advanced sensors and detection systems; meeting the growing educational and healthcare requirements, and creating skilled labor for new and advanced trades. This initiative will build on the already strong educational, organizational, workforce development, and social assets and networks in the region to meet the human capital needs of emerging industries, which will create thousands of new jobs in this region.

The BRAC Regional Task Force (RTF), along with co-leaders from the Region’s four Workforce Development Boards, and the key stakeholders from the 11 counties, propose the following two strategies designed to transform the region’s workforce to meet the job requirements of growing defense-related industry clusters.

Strategy One: Utilize the extensive growth at Ft. Bragg and in the region’s defense and homeland security sectors as the transformational engine to integrate and synergize the region’s workforce, economic, and educational resources and assets to support the growing homeland security and military preparedness industry clusters. This strategy will implement a comprehensive outreach, education, and analysis effort, which will establish the foundation for the All-American Center for Workforce Innovation and Regional Economic Development in Strategy Two. Specific deliverables will be a thorough resource mapping of regional and state assets, an exhaustive analysis of emerging occupational and academic demands, and a gap analysis of existing industry and workforce requirements and projected requirements. This analysis will be used to develop programs in Strategy Two that more efficiently and effectively align and integrate the region’s labor supply; education, employment and training capabilities; and emerging employer occupational demands.

Strategy Two: Establish the All-American Center for Workforce Innovation in Regional Economic Development as the transformational mechanism to create specific career tracks within each of 10 industry-based program areas. The programs within the Center will reinvent the supply-driven workforce process by fusing demand-based workforce requirements with education and workforce training programs to develop the talent supply to meet the requirements of emerging industries. The Center will virtually and physically connect the region's workforce, economic and educational assets and coordinate and collaborate across the regional assets and partners without regard to geographic or sub-division boundaries to create a synergy of effort and resources unmatched in this state, and perhaps the nation. It will attract employers, job seekers, educators, service providers, and public, private and philanthropic investors. The Center will benefit employment, education, growth and economic development in all eleven counties that are part of our regional economy. It will allow the Region and the State to leverage the growing and inter-related military and homeland security industry clusters by engaging private and public sector and academic organizations.

The Center will create a Leadership Program and mentoring opportunities for schools, businesses, non-profit organizations, government, and individuals to encourage students to graduate or to establish roots and grow here. The Center will help discern specific occupational, employment, education and training requirements for the emerging industries, create career tracks, and develop specific programs to link job training and educational program information with the Region's workforce and JobLink Centers, school systems, community colleges, universities, businesses and citizens to create a better educated, highly trained talent pool for emerging industry requirements.

Regional Partnership Members

Eight Community Colleges: Bladen County, Central Carolina, Fayetteville Technical, Montgomery County, Richmond County, Robeson County, Sandhills, and Sampson County Community Colleges.

Five Universities: Fayetteville State University, University of North Carolina Pembroke, Campbell University, Methodist University, and St. Andrews Presbyterian College.

Eleven County Public School Systems: Bladen, Cumberland, Harnett, Hoke County Schools, Lee, Montgomery, Moore, Richmond, Robeson, Sampson, and Scotland County Schools.

Four Workforce Development Boards and 12 JobLink Centers (Co-leads for this initiative): Cumberland County, Lumber River, Mid-Carolina, and Pee-Dee. Associated JobLink Centers are established in all 11 counties and two in Hoke County.

11 County Boards of Commissioners (Members of the BRAC RTF): Bladen, Cumberland, Harnett, Hoke Lee Montgomery, Moore Richmond, Robeson, Sampson, and Scotland County Boards of Commissioners.

State Supported Agencies & Partners: North Carolina Military Business Center; Defense & Security Technology Accelerator; North Carolina Advisory Commission on Military Affairs

(Fayetteville Area); North Carolina Military Foundation (Raleigh, NC); North Carolina Technology Association (Raleigh, NC); Small Business & Technology Development Centers (Fayetteville, Wilmington, Chapel Hill, Charlotte, and Pembroke, NC); Fayetteville Area Metropolitan Planning Organization; Rural Planning Organizations (Triangle Area , Piedmont Triad, Mid-Carolina, and Lumber River RPOs); Sustainable Sandhills; Regional Land Use Advisory Commission (RLUAC); North Carolina Sandhills Conservation Partnership, and Cumberland County Business Council.

County Business Organizations and Economic Developers: Bladen County EDC, Cumberland County Business Council EDC, Harnett County EDC, Hoke County Economic Development, Lee County ED Corp., Montgomery County ED Corp., Moore County Partners in Progress, Richmond County EDC, Robeson County EDC, Sampson County EDC, Scotland County Chamber of Commerce, and Southeastern Economic Development Commission.

Councils of Government: Mid-Carolina Council of Governments (CoG), Lumber River CoG Triangle J CoG, and Piedmont Triad CoG.

BRAC RTF 11 County Managers: Same counties as the eleven County Commissioners.

Philanthropic Community: Golden Leaf Foundation and North Carolina Military Foundation.

Additional Partners: NC Rural Centers; Cumberland County Partnership for Children; NC Children's Developmental Services Agency; Hoke County Partnership for Children; Child Care Solutions Fayetteville; MPRI Fayetteville (enhanced simulation training); Seabrook Community/Murchison Road Watch Project; and Native American – North Carolina Lumbee Tribe.

11 County Business Organizations and Chambers of Commerce: Representatives from the eleven counties form the Economic Development Committee for the BRAC RTF and this proposal.

REQUESTED FUNDING LEVEL: \$5,000,000

INITIAL COMMITTED CASH LEVERAGED RESOURCES: Over \$2.6 million

WIRED GRANT RECIPIENT: North Carolina Department of Commerce, Division of Workforce Development

FISCAL AGENT: Mid-Carolina Workforce Development Board

INITIAL SUB-GRANTEE ADMINISTRATIVE ENTITY: Base Realignment and Closure Regional Task Force, Inc. (BRAC RTF)

**ALL-AMERICAN CENTER FOR WIRED TIMELINES AND IMPLEMENTATION
PLAN**

TECHNICAL PROPOSAL

“Meeting the Needs of America’s First Responders” through the All-American Center for Workforce Innovation in Regional Economic Development is based on a unique and innovative opportunity to transform our region’s entire economy by leveraging the Base Realignment And Closure (BRAC) actions at Ft. Bragg and Pope Air Force Base (AFB), and the Region’s emerging defense industry clusters, which are without question the Region’s economic engine. In an unparalleled approach, the Center harnesses and directs that energy so the entire region grows, benefits, and prospers.

The programs established in the All-American Center for Workforce Innovation in Regional Economic Development will reinvent the supply-driven workforce process by creating demand-based training programs and career tracks that will develop the talent supply to meet the requirements of emerging industries. The Center will virtually and physically connect the Region’s workforce, economic and educational assets with regional assets and partners without regard to boundaries to create a synergy of effort and resources unmatched in this state, and perhaps the nation. The Center will help discern specific occupational, employment, education and training requirements for the emerging industries, create career tracks, and share job and program information with the Region’s Workforce and JobLink Centers, school systems, community colleges, universities, businesses, and citizens to create the talent pool for the future.

SECTION A – IDENTIFICATION OF REGION. The Region that is being proposed in support of the WIRED Initiative is comprised of 11 geographically contiguous counties - Bladen, Cumberland, Harnett, Hoke, Lee, Montgomery, Moore, Richmond, Robeson, Sampson, and Scotland - in the Southeastern region of North Carolina. Factors that contribute to the economic interdependence of this region include common industries, human and financial capital, and educational assets.

Most significantly, what unifies the Region is the presence of Ft. Bragg and Pope AFB, and the enormous impact that these military installations have on the Region's economy, specifically with respect to the high growth industry clusters of homeland security and military preparedness.

According to a 2003 study conducted by East Carolina University, Ft. Bragg and Pope AFB directly contributed \$6.5 Billion to the state's economy. The same study also suggests that Ft. Bragg, as one of the state's largest employers, contributed about \$1 Billion in 2005 to the 11 counties in the Region. Region-wide 65,000 civilian, Department of Defense (DoD), soldier, and contractor jobs are created by Ft. Bragg and Pope AFB. Additionally, Ft. Bragg and Pope AFB provide a significant labor force consisting of military spouses and members separating from the military that adds appreciably to the Region's skill pool.

After the BRAC legislation became law in November, 2005, the Base Realignment and Closure Regional Task Force, Inc. (BRAC RTF) was formed as a partnership of local governments to plan and prepare for the significant impact that the BRAC 2005 actions and other growth at Ft. Bragg and Pope AFB will have on the Region related to education, workforce and economic development, housing, and transportation.

The BRAC actions transfer the U.S. Army Forces Command (FORSCOM) and U.S. Army Reserve Command (USARC) headquarters to Ft. Bragg, which along with Army Transformation and other DoD mandates, results in substantial growth. The changes are projected to result in a net gain of 9,069 military, civilian and contractor personnel. Additionally, a May 2006 projection suggests that as a result of the Ft. Bragg actions, an additional 17,772 military, families, and civilian personnel will arrive by 2011. As these changes occur, communities surrounding Ft. Bragg and Pope AFB will experience significant economic

impact, and preparation and planning for this impact are extremely important to facilitate economic growth.

Economic Interdependence. Under the umbrella of homeland security (e.g., airport security, port/maritime security, bioterrorism/chemical and physical security/critical infrastructure protection, information security, and food supply/distribution) and military preparedness (e.g., manufacturing, health care, construction, educational services, and information technology) there is a distinct economic interdependence between the eleven counties, and the needs of the Ft. Bragg and Pope AFB military and civilian communities. Homeland security and military preparedness as high growth industry clusters bring new opportunities to the Region.

Currently, the 11 counties are dominated by agriculture, including animal processing; manufacturing; health care and social assistance; retail trade; and educational services industries. Over the last six years, economic growth for the Region was less than one percent. Formerly prominent industries like agriculture and manufacturing are in decline, resulting in the critical need to retrain the existing workforce. The Region's economic development and vitality are highly dependent on creating a talent pool for emerging and growing industries.

Similarly, the construction requirements on and off post represents a strong regional employment cluster, with numerous civilian and military employment opportunities in skilled trades including electricians, equipment operators, construction specialists, general contracting, heavy construction, and special trades contracting. On Ft. Bragg there is over \$1 Billion in military construction planned each year for the next five years. Additional on post construction is expected in the future, and combined with off post infrastructure improvements to interstates and state roads, new port facilities and commercial facilities, presents a continuing requirement for skilled labor.

High growth sectors like health care and information technology also represent transferable employment opportunities between the civilian and military communities. Within each of the industry clusters, job opportunities exist. Health care opportunities include dental specialists, medical care technicians, medical services technicians, optometric technicians, physical and occupational therapy specialist, dietitians, physical and occupational therapists, physician assistants, and nurses. Information systems opportunities include computer systems specialists, and computer systems officers.

Assets. The Region has significant human, financial, and capital assets, as well as renowned research and development and education institutions within a 75 mile radius, along with a strong and stable infrastructure.

Human capital. The approximate population of the Region is 890,771. Of this, 408,376 citizens compose the labor force. Due to the loss of numerous manufacturing jobs in the Region, many semi-skilled workers are finding that they do not have the skills to compete for jobs in high demand occupations. The difficulties facing these workers are exacerbated by two facts: (1) high demand jobs are disproportionately being created in a few urban areas while losses are occurring in other parts of the Region, and (2) the levels of skills needed to be competitive for good paying jobs is rising dramatically. There are simply not enough skilled workers to fill the high-skill, high-wage jobs in occupations that are growing. Those being squeezed from traditional mid-level jobs are not ready to compete for available opportunities.

Financial Capital. The Region's aggregate annual salary is \$9 Billion, and federal government investment is approximately \$8 Billion. With a growing defense industry, the addition of FORSCOM/USARC and a growing salary base, the financial capital will increase significantly.

Research Institutions. While not specifically in the 11 county Region, the largest research institution of its kind, the world renowned Research Triangle Park, known for its biotechnology and information technology research capabilities, is within 70 miles of Ft. Bragg. Additionally, the University of North Carolina, North Carolina State, and the Army Research Office at Research Triangle Park are within 50 miles of Ft. Bragg. These institutions are partners for this initiative and will work with us to establish programs for the Center.

Education Institutions are stakeholders and partners. There are 354 K-12 schools in the Region, which also boasts five universities and eight community colleges, which are part of the North Carolina Community College System, a national pioneer of customized industry training for new and expanding industries. The 59-campus system is the 3rd largest in the nation, and is recognized for its support of economic workforce development and training.

Infrastructure. The Region is supported by a strong infrastructure, which currently operates with comfortable surpluses of water and wastewater treatment infrastructure. Natural gas, electric power and telecommunications services are available through investor-owned utilities, municipal agencies and membership cooperatives. The Region has 10 airports, highways, rail and sea-based transportation assets to facilitate the movement of people and commerce. It has 19 hospitals.

Networks. A strong social network of organizations and individuals are committed to the continued economic vitality of the Region exists in each county. The BRAC RTF exists as a strong regional network that crosses all 11 counties and has united the counties for developing and implementing solutions to positively respond to the impending changes at Ft. Bragg. The Center will utilize and build on this strong existing regional network.

Specifically, the BRAC RTF has taken a leadership role in planning and preparing for the changes that will impact Ft. Bragg, and now has a unique opportunity, in conjunction with the Workforce Development Boards, to unite the key networks around the broad-based strategy of transforming the regional economy to high-skill high-wage technology-based emerging industry clusters. With overwhelming public and private support, the Center will be a productive entity for many years. This group has facilitated a series of workgroups and brought together key stakeholders around the common goals of developing solutions to housing, transportation, school and education, workforce and employment, infrastructure and public works, and medical changes that will impact the 11 counties in the Region. This network which includes leaders from organizations within each of the impacted areas, fully supports the transformation strategies to enhance the economic vitality of the eleven counties.

The Cumberland County Workforce Development Board (WDB), Lumber River WDB, Mid-Carolina WDB, and the Pee Dee Region WDB – will be co-leaders and provide policy, oversight and evaluation for the WIRED grant. Their established network of JobLink Centers is a key part of the transformation strategy regarding human capital needs, availability of human capital, as well as talent development resources.

Additional members of the leadership and investor network (**Additional Information Section**) include the county commissioners and county managers, and the economic development entities for which they provide oversight, for each of the 11 counties in the Region. Each of these governing agencies has also demonstrated significant buy-in for the transformation strategy. The Regional Land Use Advisory Commission (RLUAC) is also a part of the leadership/investor network. RLUAC was funded through the BRAC RTF using DOD Office of Economic Assistance (OEA) funds to update a joint Ft. Bragg Land Use Study. In addition, the

Sustainable Sandhills is in the leadership/investor network and is a model for regional sustainability planning that preserves natural resources and enhances economic development, improving the quality of life for the Region. They recently increased their scope of work to include all eleven counties.

The North Carolina Military Business Center (NCMBC) is a collaborative effort between North Carolina business and the North Carolina Community College System. The NCMBC will assume a critical role within the leadership network by leveraging the presence of the military in the State to promote economic development and quality of life by increasing military business for existing North Carolina customers; supporting the development of defense-related businesses in North Carolina, and matching North Carolina businesses to government contracts.

Additionally, the four Council of Governments (COG) represent the 11 counties and provide networking and planning support. The COGs provide technical assistance to member governments including land use planning, zoning administration, subdivision and zoning ordinances, water sewer studies, annexation reviews, and community development workshops.

The Ft. Bragg military leadership will play a strong role as a part of the leadership/investor network. Specifically, Col. Zadalis, Wing Commander, Lt. Gen Austin, Corps Commander, Col. David Fox – Garrison Commander will continue to coordinate support and provide guidance to the BRAC RTF and co-leads regarding the changes that will be occurring.

SECTION B – REGIONAL LABOR MARKET AND ECONOMIC LANDSCAPE: INDUSTRIES OR ECONOMIC SECTORS THAT ARE DECLINING OR EMERGING IN THE REGION.

Declining Industries. The primary challenge of this initiative is to turn around the low job creation and high unemployment rates in the Region. For example, from 2000 to 2006 only

2,807 net new jobs were generated or about a 1% growth, compared to 6.6 million jobs created in the nation. In 2006, the Region had 23,033 unemployed, which is a 5.9% unemployment rate, compared to the State average of 5.2%. The national unemployment rate for March 2007 was 4.4%, a six year low, and the Region's household income was \$34,315 while the national median household income was \$46,326. From these sobering statistics, it is evident that the Region is generating few new jobs, and there are unfortunately more unemployed people than jobs.

The Region, as well as the state, has witnessed a significant decline in the textile industry since 1995. In 1995, there were 2,235 textile and apparel plants in North Carolina employing 252,704 people. By 2005, there had been a 37% decline in the number of plants, to 1,402 plants, and a 61% decrease in employment to 97,525 workers. As the largest textile state (33%) in the United States, North Carolina has been the hardest hit in terms of job losses and plant closings.

The Region has lost more than 16,000 jobs due to plant closings in the past five years.

An example of this industry decline involved the closing of West Point Home, a leading textile company in Scotland County that closed in 2007, resulting in losing more than 900 jobs. A range of different issues, including the effects of globalization, led to the closing of the company. Another example, Black & Decker located in Cumberland County experienced a plant relocation in September 2006, resulting in 1,005 individuals losing their jobs.

Emerging Industries. Homeland security is an emerging and rapidly growing industry cluster and Ft. Bragg plays a key role in this evolving mission. Marketplace forecasts for the global homeland security industry anticipate business will grow from approximately \$40 billion in 2004, to nearly \$180 billion by 2015. (Homeland Security Research Corporation estimate). The median annual compensation for security professionals in the United States in 2004 was \$75,200, a 5.9% increase over the 2003 level, outpacing inflation. (ASIS U.S. Security Salaries Survey

Results, 2005) The majority of homeland security is performed in the private sector, with 85% of all critical infrastructures privately controlled and 35% of all U.S. companies planning to invest in and expand security programs in 2005. (ASIS International Foundation Trends Report, 2005). Clearly, homeland security is a growing and viable industry sector in this region.

Military Preparedness, which is directly related to homeland security, is represented by the U.S. DoD. With over 1.3 million men and women on active duty, and 670,000 civilian personnel, the DoD is the nation's single largest employer. Its budget is expected to grow from \$400 Billion in FY '06 to \$502 Billion in FY '11. During this time, Ft. Bragg will become the largest Army installation in the country with the addition of FORSCOM and USARC. These commands control over \$30 Billion of the DoD budget.

Ft. Bragg is one of the largest training installations in the country, recently employing enhanced training and simulation techniques to more effectively train personnel. Defense companies locating to the Region are providing training that utilizes enhanced simulation, which is a growing technology and an emerging industry. This technology presents a unique opportunity to train the Region's civilian workforce and provides new job opportunities.

Characteristics related to the regional labor force such as skill and education levels, income levels, and commuting patterns. In the Region, approximately 73 % of the citizens obtain a high-school diploma, although the current graduation rate is 62%, and approximately 14.2 % obtain a bachelor's degree or above. The average income level in the Region is \$28,064. These figures are well below the state and federal levels and indicate a decline in achieving a high school diploma. Thus, fewer students are graduating and skilled labor is leaving due to the lack of good paying jobs.

With respect to commuting patterns, it is projected that over the next five years, approximately 70,000 more cars will travel the main thoroughfare adjacent to Ft. Bragg, which is the primary north/south route linking the Region. In addition to the 129,663 people that reside and work in Cumberland County, an additional 21,588 individuals commute into the county from the 10 remaining counties in the Region. The largest influx of commuters occurs at Ft. Bragg, where the Center will be located, with more than 100,000 cars entering the installation each day. Indicators of impacted economic elements in the Region are high unemployment rates, low average wages, and low job creation. From 2000 to 2006, 16,811 jobs were lost due to 94 establishments in the 11 counties experiencing closings or layoffs due to a business consolidation, import competition, relocation, off shoring, declining demand, restructuring, acquisition, or economic downturn.

Extent to which foreign trade has impacted the regional economy. The closures of West Point Home and the Black & Decker plant are examples of how the foreign trade and off shoring have impacted the regional economy. The Black & Decker plant was relocated to Reynosa, Mexico.

Indicators of innovation such as entrepreneurial activity and small business development, investment capital, and patent data. The Region has benefited from job creation by small businesses which account for between 60 to 80% of the net job creation. These small businesses are supported by the Small Business Technology Center (SBTDC), the NC Community College system and county economic development agencies. Further, the relocation of FORSCOM will bring new small business companies to the area.

SECTION C – STRENGTH OF PARTNERSHIP. The Center is a strategic partnership that will bring together a strong team of regional leaders with the authority to drive the transformation strategy

within the Region. Senior representatives from the four WDBs have been designated as the co-leads for the Region's Center. Additionally, senior leadership from the education community (e.g., K – 12, community colleges, and four year institutions); regional business leadership; and regional and local economic development entities, are fully supporting this initiative and have demonstrated enthusiastic buy-in for the proposed transformation strategies.

Additional Recommended Partners. The BRACF RTF leadership has gained buy-in from numerous additional partners who will continue to work with the BRAC RTF around developing and implementing the transformation strategies and the virtual network. A list of the additional recommended partners can be found in the section entitled Additional Information. For example, within the philanthropic community, the North Carolina Military Foundation will identify and pinpoint new and existing avenues to bolster the military economy. Within the investor community, the SBTDC may expand the Micro Angel Venture Capital Fund to include the Region's targeted industries.

Strategic Partners and Articulation of Each Partner's Role. A comprehensive list is included in the section entitled Additional Information. The BRAC RTF is a non-profit partnership consisting of the eleven county governments and the 73 municipalities surrounding Ft. Bragg and Pope AFB. The BRAC RTF Board of Directors consists of two representatives from each of the 11 counties and will be the governing body for the Center and for the WIRED grant. The BRAC RTF will also serve as the administrative entity for the All-American Center, and the existing organizational structure will be the foundation for the new Center.

Regional Workforce Development Boards. The co-leaders for this initiative are the Region's four local WDBs, which are the Cumberland County WDB, the Lumber River WDB, the Mid-

Carolina WDB, and the Pee Dee Region WDB. The Director's of the four WDBs serve on the Steering Committee and represent all 11 counties.

All-American Center for WIRED Steering Committee. The Center's Steering Committee will consist of the Directors of the four WDBs; the Executive Director of the BRAC RTF; three representatives from the academic community, and three representatives from regional economic development entities. The steering committee will provide direction, policy oversight, and evaluation of the Center's programs. They will coordinate and interface with member school systems; DOD Education Authority; and NC Department of Public Instruction; WDBs and JobLink Centers; Civilian Personnel Offices; state Division of Employment and Training and other state agencies; Community Colleges; and universities and other education and training institutions in the Region; and economic development organizations.

County Commissioners Representing the 11 Counties in the Region. The County Commissioners for the 11 counties in the Region have demonstrated wholehearted support for this initiative. Each of the county commissioners Boards provides oversight of the economic development entities for their county. The Center will rely on solid relationships with these local policy makers to maintain county support for the respective economic and workforce development entities, school systems, and community colleges in the Region.

Education. Local school system's superintendents and staff, community college presidents and chancellors of the four-year institutions will serve as strategic partners for the Center. Their role will be to provide guidance related to curriculum development and enhancements, and education and training efforts in support of the human capital and talent development needs of the Region.

Regional Business Leadership and Economic Developers. The BRAC RTF's Economic Development (ED) Committee consisting of the Region's 11 economic development entities

(listed in Additional Information), in conjunction with the four Directors of the WDBs will serve as the nucleus for business development and human capital needs. The ED Committee will interface with business leaders representing emerging industries in the Region to share knowledge regarding the regional labor market, emerging trends related to homeland security and military preparedness, and high growth industry sub-clusters (e.g., manufacturing, construction, health care, information technology). Each of these entities will be deeply involved in formulation and implementation of the transformation strategies.

State Supported Agencies and Strategic Partners. Numerous state supported agencies and strategic partners will support the Center's transformational strategies. A list of these organizations can be found in **Additional Information**.

Integration or High Level of Coordination Already Existing between Partners. The BRAC RTF as the administrative entity for the All-American Center will use its existing mechanisms for integrating and ensuring high-level coordination between partners. Formal and regular Executive Committee, full Board, and working group meetings represent an excellent opportunity for partners to come together on a regional basis to plan and implement the transformation strategies. Additionally, a virtual information network system used for knowledge sharing will be developed and maintained as an integral part of the Center to optimize coordination and communication between stakeholders.

Capacity to Lead Regional Partnership in Implementing the WIRED Initiative. North Carolina Governor Michael Easley, Lt. Governor Beverly Perdue, Senate Majority Leader Tony Rand, and North Carolina Secretary of Commerce Jim Fain have all participated in the development of the BRAC RTF because they recognized its potential impact across the entire Region. Additionally, the BRAC RTF has existing infrastructure and staff in place to manage

the information flow between federal, state, and regional officials. The BRAC RTF Executive Director is a retired Brigadier General and former commander of Pope AFB, who has experience implementing initiatives of this caliber. As mentioned earlier, BRAC RTF was awarded a \$1.16 Million 2-year grant from the DoD OEA to fund a Comprehensive Growth Management Plan. Additionally, the organization was awarded \$265,000 of the state's National Emergency Grant to help the 11 counties in the Region develop their transition plans and enhance the economic development programs that will be key to helping workers and communities adjust and create new opportunities as the BRAC process moves forward.

SECTION D—STRATEGIES FOR TRANSFORMATION. *“Meeting the Needs of America’s First Responders”* utilizes two interconnected strategies to innovatively transform and integrate the Region’s workforce development, economic development, and education systems. Strategy One utilizes the extensive growth at Ft. Bragg and in the Region’s defense and homeland security sectors as the transformational engine to integrate and synergize the Region’s workforce, economic, and educational resources. *Strategy One* will implement a thorough regional and State resource mapping, provide an exhaustive analysis of the targeted emerging industries occupational demands, and a gap analysis to bridge the Region’s labor supply; education, employment and training capabilities; and emerging employer demands. This strategic analysis and planning will be coordinated by the Center’s Workforce and Economic Development Officer and the Academic Development Officer in concert with the relevant state and local partners, including the North Carolina Department of Commerce, its Division of Employment and Training, the Employment Security Commission, UNC, NC State, NCMBC and DSTA to ensure that we have assessed all of the workforce related data necessary to establish an effective program.

Determining the applicability of all resources and industry capabilities and gaps are necessary initial steps in the development of goals and objectives prior to full implementation. The Region wide analysis will also expand the existing level of *integration and synergy* among the workforce development, economic development and education systems. For example, more than 70 regional representatives from workforce, economic development and educational communities participated in the stakeholders meetings which developed the strategies for this proposal. As a result of these early stakeholder meetings, the groups have begun breaking down institutional barriers to create new innovative talent development strategies. This level of cooperation and creativity will allow the Region to more efficiently and effectively integrate its workforce, economic and educational resources after a thorough and deliberate resource mapping, academic and vocational assessment, and gap analysis are completed.

A benefit of this increased public dialogue and dissemination of information will be the recognition by *entrepreneurs and small business owners* of new regional business opportunities, such as the development of state-of-the-art simulation training technologies for educators and military professionals, creation of current and real time economic and labor market information (LMI), and the reinvigoration of the Region's construction industry and skilled trades in response to the new housing, commercial construction, infrastructure and utilities required by this influx of new residents. These new business opportunities will be integrated into the programs established in the Center in the form of career tracks and educational programs.

An additional outcome of ***Strategy One*** is to *create connectivity between existing research and business development programs* by utilizing public supported assets, such as the North Carolina Military Business Council, Defense Science and Technology Agency, and the SBTDC. Connecting regional scientists, venture capitalists and entrepreneurs will result in the

transfer of innovative technology solutions across military, homeland and civilian applications. Thus, the Center will encourage the development of new products, applications and services.

Engaging the entire region in this analysis will also positively highlight homeland security and military preparedness as industry clusters that *build upon and align* with current state and local strategic plans currently in place under the Workforce Investment Act (WIA). For example, the U.S. Department of Labor's Employment and Training Administration (ETA) intentionally targets *homeland security* as one of its 13 high growth high skill industry clusters. ETA is the federal agency that oversees WIA nationwide. WIA funds flow from ETA to the NC Department of Commerce and into the four regional WDBs. Thus, our focus on homeland security aligns with policy at the regional, state and national level. In addition, our stakeholders included representatives from the federal Community Development Block Grant (CDBG) Entitlement Cities and Entitlement Counties programs, which are administered by the U.S. Department of Housing and Urban Development. The 11 county area also includes representatives affiliated with the U.S. Department of Commerce's Economic Development Administration. Thus, the Center's strategies builds upon and aligns with current strategic plans in place under the WIA, the Department of Commerce's economic development programs, and the Department of Housing and Urban Development's CDBG programs.

Strategy Two will establish the unprecedented All-American Center for Workforce Innovation in Regional Economic Development (Center) as the transformational mechanism to reinvent the supply-driven workforce process by creating demand-based training programs and career tracks which will develop the talent pool to meet the requirements of emerging industries. The Center will create an information network that will virtually and physically connect the Region's workforce, economic and educational assets. Program information regarding career training and

career tracks, job requirements, and educational programs can be shared between the regional assets and partners without regard to boundaries.

The Center's Program Directors will use the assessments and workforce data developed in Strategy One to develop specific programs, create career tracks which link job training and educational programs with the workforce and JobLink Centers, school systems, community colleges, universities, and businesses.

Our stakeholders selected the name for the Center because Ft. Bragg is literally accessed by the All-American Highway, which is named for the 82nd Airborne Division, which is known as the All-American Division, located at Ft. Bragg and deployed worldwide. Thus, it is appropriate that All-American Center for Workforce Innovation and Regional Economic Development physically reside at Ft. Bragg, reach every part of the Region, and be virtually accessible worldwide. **A graphic of the Center is located in the Additional Information section.**

The Directors of the Region's four local WDBs and the BRAC RTF are working together to create the structure for the Center. The Center builds upon the existing BRAC RTF staff and grows to eight professionals to develop the programs, coordinate with stakeholders and implement the career tracks. The additional personnel are essential for creating the programs and establishing the connectivity necessary for the data transfer and information flow from the demand side of the defense clusters, through the career tracks and educational programs, to the JobLink centers to reach the human capital to build a highly trained talent pool. **An organizational chart in the Additional Information section illustrates the Center's staffing pattern.** The Executive Director, along with the Center's Steering Committee will be responsible for executing the Strategies. The Center's Steering Committee is the hub that aligns

and unifies the region's workforce, economic and education resources and assets to effectively and efficiently *address the previously described workforce, education and economic development challenges*. Supporting the Steering Committee and the Center will be an Executive Assistant, an Administrative Assistant, an Information Systems Officer, the Academic Development Officer, the Workforce and Economic Development Officer, and two Program Directors.

The Information Systems Officer will assist with the development and implementation of a region wide virtual network to allow the Center to establish connectivity with all the regional stakeholders to pass program, career track, job opportunities and workforce data.

Low educational attainment is another significant challenge in the Region. The Center's regional Academic Development Officer will work with the Region's schools systems, community colleges, universities and state agencies to create and develop innovative employer-driven curriculum, paid and un-paid internships, youth apprenticeships, and formal apprenticeships that align with the Region's identified high-growth industry clusters. This person will also coordinate the Center's Leadership Program, which focuses on Middle and High School students, resulting in more and better prepared graduates, who are the Region's future workforce.

The Center's Workforce and Economic Development Officer will support the Region's WDBs, the JobLink Career Centers, and Economic Development Agencies so these services are integrated and seamlessly transition geographic boundaries. The Workforce and Economic Development Officer will work with numerous regional and state agencies to determine the job requirements for defense and non-defense companies and track the supply side of Workforce Development programs. This also includes coordination with existing stakeholders, such as the

JobLinks Career Centers and the State's Department of Commerce in the creation of regional real-time Labor Market Information (LMI). The Center will use its virtual network to disseminate this LMI to all regional stakeholders so they can disaggregate the data for their specific requirements. Through the Center's virtual network an extensive database and all of this workforce and economic development information will be shared with the Region's stakeholders so they can prepare for and capitalize upon these future opportunities. By making the Center's databases and information available to the whole Region, the Center will *increase the integration and synergy* among the Region's workforce development, economic development and education systems.

Programs and Elements in the Center: The Center will develop programs that integrate and fuse demand based requirements with existing workforce training and educational programs to provide the talent needed by emerging industries. The Center's Workforce and Economic Development Officer and the Academic Development Officer will utilize the four WDBs, the Employment Security Commission, the SBTDB, regional community colleges, universities and other existing agencies to continuously and comprehensively assess workforce requirements and develop the Center's programs. Each Program will fuse three primary elements: industry job requirements; training and job development courses; and workforce supply to breakdown the stove pipes that currently exist. Career development "tracks" will be created, which will integrate educational programs, workforce training and industry requirements into action plans to train for specific career fields. Existing studies such as the North Carolina Military Business Center "Gap Analysis", and the proposed Roadmap for Building a Defense Industry in North Carolina, will be utilized. Program elements will evolve and change over time to meet industry demands.

Programs: The 10 individual programs within the Center will address both defense and non-defense emerging growth industries. Two Program Directors will manage and coordinate the Programs. The first five programs are grouped together as, “Defense, Homeland Security and Technology Innovation”, will create the career tracks and job requirements for emerging defense related industries and coordinate with workforce and educational entities to create job development program elements. The second group of five Programs: “Professional Development, Skilled Trades and Social Resources” will address the non-defense workforce needs associated with the growth in the Region. Each Program Director will develop programs and courses that fully utilize the workforce development community and the educational capabilities in our schools, community colleges and universities.

Programs for “Defense, Homeland Security and Technology Innovation”:

1) **Homeland Security:** Considering the extensive industry requirements that have developed since 9/11, this program would use the assessments from Strategy One to develop career tracks to meet the requirements and job opportunities associated with this \$115 billion homeland security market, and specifically those associated with Ft. Bragg.

2) **Military Preparedness and Strategic Defense:** This element specifically targets the military requirements of units at Ft. Bragg, identifying companies and tasks and creating career tracks and programs to provide a qualified workforce to meet the needs of the growing defense industry in this Region.

3) **Enhanced Training and Simulation:** More than 40,000 soldiers are in various stages of training at Ft. Bragg and Pope AFB. Enhancing their training with advanced technology simulation is a key DoD goal to reduce training time and costs. This element will provide qualified training instructors, as well as software and simulation experts.

4) **Technology Innovation:** Career development for the job requirements for technology-oriented companies primarily associated with military preparedness and homeland security, and in developing programs and career paths for educating and training personnel skilled in these areas. Links with North Carolina Military Business Center; Defense Security and Technology Accelerator (DSTA); North Carolina State Technology program; and with DOD programs such as Cooperative Research and Development Agreements (CRDAs);

5) **Entrepreneurs:** A growing number of entrepreneurs are meeting the needs of Defense and Homeland Security requirements. Encouraging this effort and providing specific training and career tracks to meet the needs of entrepreneurs is the goal of this element. Links to SBTDCs; Small Business Innovative Research (SBIRs) programs; and other related programs in community colleges and universities is essential.

Programs for Professional Development, Skilled Trades and Social Resources:

1) **Leadership Development:** Focus is on students in Middle and High Schools to motivate and inspire them to graduate, develop role models and pursue career tracks to develop skills needed by emerging industries. The Center will build its own programs and build on the Leadership centers that already exist, such as FTCC and Sandhills CC, and NCSU's Leadership Center.

2) **Educational Careers:** Extensive growth requires more trained and certified teachers and education professionals. This element establishes career tracks for achieving teaching degrees, and assists in-bound teachers and military spouses, with certifications and placement.

3) **Healthcare Careers:** Similar to the Educational Career program, establishes career tracks for health care fields. Also assists with in-bound spouses certified in healthcare.

4) **Skilled Labor and Trades:** With more than \$1 Billion in military construction planned at Ft. Bragg for each of the next five years, providing skilled labor is a key opportunity for the regional economy. Develops career tracks and training programs for creating a highly skilled labor force.

5) **Social Resources:** Ensures that all communities and the entire labor force in the Region are addressed by programs in the Center. Rural Centers and low income communities, as well as high-end business leaders in the communities will be engaged. This program is key for sustainability by involving all aspects of the regional communities.

These workforce demand-driven program areas will unearth new regional research, and cultivate business, education, and workforce opportunities by linking and better utilizing existing resources. The programs and career tracks developed by the Center's professional staff will be shared via the Center's information system network and available to the entire Region. Blending this information together, the Center will use this information to tailor curriculum, develop new school-to-work opportunities, identify common workforce solutions, and *increase opportunities for entrepreneurship and small business development and the capacity for innovation within both new and existing businesses*. This regional research application is also an example of the *connectivity between research and business development*. As cited earlier, this proposal builds upon and aligns with WIA's strategic plans, the Department of Commerce's economic development programs, and the Department of Housing and Urban Development's CDBG programs.

Targeted High Growth Industries and Economic Clusters. The Region's proposed targeted high growth industries and economic sectors are homeland security and military preparedness. Homeland security is *described* as the broad national effort by all levels of military and civilian government and the private sector to protect the U.S. from hazards both internal and external. Ft.

Bragg and FORSCOM are tasked with training and responding to the homeland security mission. The scope of homeland security includes emergency military and civilian preparedness and response for both terrorism and natural disasters, including volunteer medical, police, emergency management and fire personnel; critical infrastructure protection; border security, including both land and maritime borders; transportation security, including aviation and maritime transportation; biodefense; detection of nuclear and radiological materials; and research on next-generation security technologies.

Homeland security and the inter-related military preparedness industries were systematically *chosen* by the Region's stakeholders because of their high-skill, high-wage, and high-employment potential. In addition, the clusters strategically align with the Region's expanding transformation employer – Ft. Bragg and Pope AFB. North Carolina has also strategically selected the defense sector as a focus of economic development activity. Further, Homeland Security is one of 13 high-growth, high-wage industry clusters nationally identified by ETA. Homeland Security is also a critical responsibility of the U.S. Departments of Defense and Homeland Security and these sectors funding and personnel needs are rapidly growing. In fact, the Department of Defense is the nation's single largest employer. Thus, the Region's decision to target these high growth industry clusters and economic sectors aligns with regional, state, and national strategies. *The strategies support the continued growth of these industries, and these industries will contribute to the growth of the regional economy.*

Discussion of Goals. The Center, which strategically integrates for the first time the Region's workforce, economic and educational resources and assets, will use a *results-oriented* approach to manage and optimize the federal WIRED grant resources. The specific measurable **outcomes** **for Strategy One** are the completion of a comprehensive regional resource mapping;

quantification and qualification of the academic and vocation demands of the targeted industry clusters; and creation of a gap analysis of existing industry and workforce capability versus projected needs to be shared with the Region's academic, employment and training service providers. Thus, a significant portion of ETA's year-one WIRED assets will be invested in this comprehensive regional resource mapping, vocational and academic demand analysis, gap analysis and comprehensive regional communication of these deliverables.

Strategy Two's outcomes build upon Strategy One. This strategy will be measured by a regional increase in homeland security and military preparedness industry cluster-related training, employment and wages. The Center's integrated regional efforts will be unified and aligned to quickly discern the specific qualifications and educational attainment requirements of 9,000 new positions at Fort Bragg which will create multiple additional service and support jobs in the Region. Our immediate unified regional workforce goal is identifying and filling the direct BRAC civilian positions and the 9,000 to 18,000 additional in-direct BRAC jobs. A complementary goal is to retain the 6,000 military that depart the service from Ft. Bragg each year. These highly talented individuals are an untapped human resource for the Region.

The Center will invest ETA's WIRED capital in years two and three to establish the virtual network and develop career tracks that utilize existing WDB, community college and university programs to create a region wide pool of talent that supports the identified emerging industry clusters. This investment capital will be used to identify vocational and academic requirements for these industry clusters and then link these requirements through the Region's K-12 systems, community colleges, and four-year colleges and universities. The outcome measurements of this increased alignment will be the increased number of residents employed in the emerging industry clusters, the regional increase in average annual salary, and the decrease in

the Region's unemployment rate. The Center will monitor retention and wage gains in collaboration with the State using its Unemployment Insurance database to measure quarterly employment, wages and wage gains, and employment retention. This progress will be regularly reviewed with the Region's stakeholders using the Center's information system network. The overwhelming support by stakeholders and partners, along with funding support from counties and the State, will ensure the success and long term sustainability of the Center.

SECTION E—LEVERAGED RESOURCES. The Center has significant local, regional, state, federal, for-profit, and non-profit leveraged resources (these are listed in a table located in the Additional Information section). Our stakeholders have identified existing and planned initiatives to support the Center. Summarizing this table, the Center has at least \$2,630,000 in committed direct leveraged resources. These resources, augmented by the WIRED investment and the Region's in-direct leveraged resources, will have a significant and critical positive impact on the entire Region's economy, workforce and educational systems.

CONCLUSION. The All-American Center for Workforce Innovation in Regional Economic Development is a unique and exceptional opportunity to transform the Region's entire economy by leveraging the BRAC actions. Very few communities have the opportunity to transform their workforce or to experience this type of economic growth expected in the Region. The changes at Ft. Bragg and Pope AFB, are without question this Region's most powerful economic engine. The All-American Center for Workforce Innovation in Regional Economic Development will use an innovative process involving many regional and state assets to create demand-driven programs that will produce the talent pool to meet the needs of this powerful economic engine. In an unprecedented fashion, the Center harnesses and directs that energy so the entire Region grows, benefits, and prospers.

ADDITIONAL INFORMATION

ORGANIZATIONAL CHART

GIS MAP

WIRED MAP

BUBBLE CHART

MUNICIPALITIES (CITIES/TOWNS) WITHIN THE RESPECTIVE COUNTIES:

Bladen County - Bladenboro, Clarkton, Dublin, East Arcadia, Elizabethtown, Tar Heel, and White Lake; **Cumberland County** - Falcon, Fayetteville, Godwin, Hope Mills, Linden, Spring Lake, and Wade; **Harnett County** - Angier, Broadway, Coats, Dunn, Erwin and Lillington; **Hoke County** - Raeford, Red Springs; **Lee County** - Sanford; **Montgomery County** - Biscoe, Candor, Mount Gilead, Star, and Troy; **Moore County** - Aberdeen, Cameron, Carthage, Foxfire, Pinebluff, Pinehurst, Robbins, Southern Pines, Taylortown, Vass, and Whispering Pines; **Richmond County** - Dobbins Heights, Ellerbe, Hamlet, Hoffman, Norman, and Rockingham; **Robeson County** - Fairmont, Lumber Bridge, Lumberton, Marietta, Maxton, McDonald, Orrum, Parkton, Pembroke, Proctorville, Raynham, Red Springs, Rennert, Rex, Rowland, and St. Pauls; **Sampson County** - Autryville, Clinton, Faison, Falcon, Garland, Harrells, Newton Grove, Roseboro, Salemburg, and Turkey; and **Scotland County** - East Laurinburg, Gibson, Laurinburg, Maxton and Wagram.

COMMUNITY COLLEGES

Bladen Community College, Dr. Darrell Page, President
Central Carolina Community College, Dr. Matthew S. Garrett, President
Fayetteville Technical Community College, Dr. Larry B. Norris, President
Montgomery County Community College, Dr. Karen A. Stout, President
Richmond Community College, Dr. Diane Honeycutt, President
Robeson Community College, Dr. Charles V. Crestman, President
Sandhills Community College, Dr. John R. Dempsey, President
Sampson Community College, Dr. William C. Aiken, President

UNIVERSITIES

Fayetteville State University, Dr. T. J. Bryan, Chancellor
University of North Carolina Pembroke, Dr. Allen C. Meadors, Chancellor
Campbell University, Dr. Jerry M. Wallace, President
Methodist University, Dr. M. Elton Hendricks, President
St. Andrews Presbyterian College, Dr. Paul Baldasare, President

COUNTY SCHOOLS

Bladen County Schools, Dr. Kenneth Dinkens, Superintendent
Cumberland County Schools, Dr. William C. Harrison, Superintendent
Harnett County Schools, Dr. Dan Honeycutt, Superintendent
Hoke County Schools, Dr. Freddie Williamson, Superintendent
Lee County Schools, Dr. James T. McCormick, Superintendent
Montgomery County Schools, Dr. Donna Peters, Superintendent
Moore County Schools, Susan Purser, Superintendent
Richmond County Schools, Dr. Larry Weatherly, Superintendent
Robeson County Schools, Johnny Hunt, Superintendent
Sampson County Schools, Dr. L. Stewart Hobbs, Jr., Superintendent
Scotland County Schools, Dr. Shirley Prince, Superintendent

WORKFORCE DEVELOPMENT (WDB)

Cumberland Co. WDB, Patrick Hurley, Director/Robert W. Dickerson III, Chairman
Lumber River WDB, Dana Powell, Director/John Wishart, Chairman
Mid-Carolina WDB, Denise Day, Director/Gabriel Soltren, Chairman
Pee-Dee WDB, Janice Scarborough, Director/Kay Thomas, Chair

11 COUNTY BOARD OF COMMISSIONERS

Bladen County Board of Commissioners (7 Municipalities), Margaret Lewis-Moore, Chair
Cumberland County Board of Commissioners (8* Municipalities), Kenneth Edge, Chairman
Harnett County Board of Commissioners (6* Municipalities), Teddy Byrd, Chairman
Hoke County Commissioners (2* Municipalities), James Leach, Chairman
Lee County Board of Commissioners (2* Municipalities), Robert H. Brown, Chairman
Montgomery County Board of Commissioners (5 Municipalities), Billy Maness, Chairman
Moore County Board of Commissioners (11 Municipalities), Colin McKenzie, Chairman
Richmond County Board of Commissioners (6 Municipalities), Kenneth Robinette, Chair
Robeson County Board of Commissioners (15* Municipalities), Noah Woods, Chairman
Sampson County Board of Commissioners (10* Municipalities), Jeffrey Wilson, Chairman
Scotland County Board of Commissioner (5 Municipalities), J. D. Willis, Chairman

* Indicates part of a municipality lies within an adjacent county

STATE SUPPORTED AGENCIES & PARTNERS

North Carolina Military Business Center, Scott Dorney, Executive Director
Defense & Security Technology Accelerator, R. Scott Perry, General Manager
North Carolina Advisory Commission on Military Affairs (Fayetteville Area), General Hugh Shelton, Chairman and Troy Pate, Co-Chair
North Carolina Military Foundation (Raleigh, NC), Buck Kernan, Chairman
North Carolina Technology Association (Raleigh, NC), Joan P.H. Meyers, President & CEO
Small Business & Technology Development Centers, Scott Daugherty, Executive Director

Fayetteville, NC, Greg Taylor, Director at UNC Pembroke FSU
Wilmington, NC, Leslie Langer, Director at UNC Wilmington
Chapel Hill, NC, Ron Illinitch, Director at UNC Chapel Hill
Charlotte, NC, George McAllister, Director at UNC Charlotte
Pembroke, NC, Greg Taylor
Fayetteville Area Metropolitan Planning Organization, Rick Heicksen, Coordinator
Rural Planning Organizations:
Triangle Area RPO, Pat Strong, Coordinator
Piedmont Triad RPO, Hannah Cockburn, AICP, Coordinator
Mid-Carolina RPO, Joel Strickland, Coordinator
Lumber River RPO, Janet Robertson, Coordinator
Sustainable Sandhills, Jon Parsons, P.E., Executive Director
Regional Land Use Advisory Commission (RLUAC), James H. Dougherty, Executive Dir.
North Carolina Sandhills Conservation Partnership, Pete V. Campbell, Steering Committee Chair
Cumberland County Business Council, William A. Martin, President

11 COUNTY ECONOMIC DEVELOPERS

Bladen County EDC, Chuck Heustess, Executive Director
Cumberland County Business Council EDC, Valerie Welch, Economic Development Coord.
Harnett County EDC, Lee Anne Nance, Director
Hoke County Economic Development, Don Porter, Director
Lee County ED Corp. Bob Heuts, Director
Montgomery County ED Corp. Judy Stevens, Executive Director
Moore County Partners in Progress, Fred M. Hobbs, Chairman
Richmond County EDC, Rick Sago, Director
Robeson County EDC, Greg Cummings, Director
Sampson County EDC, John Swope, Director
Scotland County Chamber of Commerce, Jim Frank Henderson, President
Southeastern Economic Development Commission, Leon Martin, President

COUNCILS OF GOVERNMENT

Mid-Carolina Council of Governments Reg. M, James E. Caldwell, Executive Director
Lumber River Council of Governments Reg. N, Raymond Cummings, Chairman
Triangle J Council of Governments Reg. J, Dee Freeman, Executive Director
Piedmont Triad Council of Government Reg. G, Randall L. Billings, Executive Director

BRAC RTF 11 COUNTY MANAGERS

Bladen County Manager, Greg Martin
Cumberland County Manager, James Martin
Harnett County Manager, Neil Emory
Hoke County Manager, Mike Wood
Lee County Manager, David Smitherman
Montgomery County Manager, Lance Metzler
Moore County Manager, Cary McSwain (Interim)
Richmond County Manager, Jim Haynes
Robeson County Manager, Kenneth N. Windley, Jr.
Sampson County Manager, Scott Sauer
Scotland Manager, John A. Crumpton

PHILANTHROPIC COMMUNITY

Golden Leaf Foundation, Valeria L. Lee, President
North Carolina Military Foundation, Will Austin, President

ADDITIONAL PARTNERS

Cumberland County Partnership for Children, Eva Hansen, Executive Director
NC Children's Developmental Services Agency, Anne Crane, Director
Hoke County Partnership for Children, Jean Squire, Executive Director
Child Care Solutions Fayetteville, Monica Walls, Military Outreach Coordinator
MPRI Fayetteville (enhanced simulation training), Joseph Adamczyk, Project Director
Seabrook Community/Murchison Road Watch Project, Theodore DeBose, Vice Chair
Native American – North Carolina Lumbee Tribe, Jimmy Goins, President

11 COUNTY CHAMBERS OF COMMERCE

Bladen County, David deAndrade, Pres.
Cumberland County, Bill Martin, Pres. Cumberland County Business Council
Harnett County, Angela Brown, President-Elect
Hoke County, Dr. Tony Santangelo, President
Lee County, Robert Joyce, President
Montgomery County, Judy Stevens, Director
Moore County, Patrick Coughlin, Pres.

Richmond County, Emily Tucker, President
 Robeson County, Cindy Kerns, Executive Director
 Sampson County, Patrick Noble, President
 Scotland County, Jim-Frank Henderson, President

Bios for BRAC RTF Leadership

Paul R. Dordal (Executive Director): Brigadier General, USAF (retired). Last position was the deputy director for Air and Space Operations, Headquarters, USAF. Prior to that, he was responsible for operations, logistics, support functions and the well-being for over 9,000 military personnel and a \$128 million budget as the commander of a major Air Force wing. Also commanded two wings at Pope AFB, which is in the Region. He works on a daily basis with community and military leaders, and he is involved in numerous community organizations.

Donald R. Belk (Regional Planner): A certified planner with extensive planning experience. He is a member of the American Institute of Certified Planners; has 16 years' experience as a land planner for three different local governments in NC; and a recognized leader in resolving land use conflicts through community education and consensus-building; Last position was Senior Planner for the John R. McAdams Company, a consulting firm based in Research Triangle Park. Duties included research and analysis for land development projects and special initiatives related to sustainable development, conservation planning, historic preservation, and public dispute resolution.

John A. Bellamy (Executive Assistant): Has an extensive background in Administration, Personnel Management, and Event Planning. John served 20 years in the U.S. Navy. He spent most of his naval career serving as Personnel Officer, Chief Administrator, and Manpower Manager in various assignments and staff headquarters. He handled executive correspondence for high-ranking military officials, maintained administrative budgets, pay and personnel data, and military service records. He holds a Top Secret Security Clearance. Last position was Navy Personnel Officer at Joint Special Operations Command Fort Bragg until his retirement in January 2004.

LEVERAGED RESOURCES

Direct Leveraged Resources			
Name	Value	Commitment	Nature and Quality
U.S. Dept. of Defense (U.S. DOD) – Office of Economic Assistance (OEA)	\$1.16M	2-Year Grant, Already in Place	Fund a Comprehensive Growth Mgmt. Plan (CGMP) that includes an assessment of the region's workforce and employment, schools and education systems, economic dev., infrastructure, medical, social services, parks, recreation, public safety, regional convention and mtg. space, planning and transportation.
U.S. DOD – OEA	\$250K	3 rd -Year Extension	Augment and implement CGMP and regional planning.
U.S. Dept. of Labor – Nat'l Emergency Grant	\$300K	Funded	Resources being invested in comprehensive growth mgmt. studies that measure employer demand, local labor market supply, identify gaps, and propose solutions to meet those gaps.
U.S. Army – Ft. Bragg	\$70K	Existing	Ft. Bragg is currently providing the RTF in-kind office and conf. room space, parking and overhead. Should this in-kind contribution continue, the value of their contribution will escalate in value over the 3-year WIRED grant.
N.C. State Govt.	\$250K	Proposal in development	Utilize State economic development funds to contract with national consulting group to comprehensively quantify and qualify the military preparedness and inter-related homeland security industry cluster in the 11 county region.
Support from 11 county Govt's. in the region	\$300K	Funded	The 11 county Govt's have committed and several have paid a total of approx. \$300K in support for this comprehensive planning. Sources of the funds have included school systems, econ. dev. agencies and local gen'l funds.
On-going support from 11-county Govt's in the region	\$300K	On-going envisioned future support	Since County Govt's are funded on an annual 1-year cycle, future year financial commitment cannot be made. However, the 11 counties have indicate their continued support for this regional planning. An add'l 2 years of support would be approximately \$300,000
In-Direct Leveraged Resources from the Public Sector			
Name	Value	Commitment	Nature and Quality
Expansion of regional transportation infrastructure	Up to \$65K	Prop. being dev. by NC Congressional delegation	NC Congressional Representatives on House Appropriations Committee are considering proposing add'l regional resources for BRAC-related influx.
0 % financing for capital assets	TBD	Prop. being considered by NC Congressional delegation	NC Congressional Representatives on House Appropriations Committee are considering proposing 0 % financing so local school systems can affordably build the capital infrastructure for the BRAC-related influx.
Sustainable Sandhills	\$3.5M	Funded by U.S. EPA	Working together on regional GIS Mapping and environmental tool kit for the 11 county region.
Cumberland County WDB (CCWDB)	\$6M	Funded, and requesting a no-cost grant modification	This \$6M grant is from the USDOL to assist displaced military spouses at Ft. Bragg. Ctr. plans on building and expanding this pgrm. in support of the CCWDB extension because grant expires 6/30/2007.

In-Direct Leveraged Resources from the Public Sector Continued			
Name	Value	Commitment	Nature and Quality
U.S. DOD Tuition Assistance	Up to \$4,500 a yr.	At stakeholder mtg. on the 3/9/07, Ft. Bragg rep. committed to advising students to align their education w/ regional industry sectors.	DOD offers all members of the military up to \$250 a semester hour, and a total of \$4,500/yr. in tuition assistance, up to a Masters. This pgm. at Ft. Bragg has estimated annual expenditures of \$2M a yr. From this point forward, students utilizing this benefit will be advised to consider aligning their curriculum with Homeland Security and Military Preparedness industry clusters, so they are more marketable when they exit the military and can secure well paying, high-skilled employment opportunities in the region.
Montgomery GI Bill	Varies	At stakeholder mtg. on the 3/9/07, GI rep. encouraged linkages to apprenticeship pgrms. aligned to the selected industry clusters	Funded tuition assistance for Active Duty, Military Reserve, Survivors and Dependents. NOTE: Active Duty Full Time begin at a monthly rate of \$1,075, and Apprenticeship and OJT starts at \$913.75 a month.
Troops to Teachers	Eligible indiv. receive stipends up to \$5K to help pay cert. costs or as bonuses of \$10K to teach in low-income schools	At stakeholder mtg. on the 3/9/07, the pgm. leadership committed to augment the Ctr. with these resources	Troops to Teachers is a U.S. Dept. of Education and U.S. DOD pgm. that helps eligible military personnel begin a new career as teachers in public schools where their skills, knowledge and experience are most needed.
BRAC Caucus	In-kind	State legislators are creating a BRAC Caucus	First meeting of the State legislature BRAC Caucus will be the week of March 19 2007. The Center is the first item of discussion.
Pending NC Legislation	In excess of \$20M to be invested in the State's military communities	To be introduced this session by Speaker Tony Rand	Provides funds to NC's military communities. Funds to be available July 1, 2007. Specifics of legislation to be determined.
Learn and Earn High Schools	In-Kind	At stakeholder mtg. on the 3/9/07, several of region's Learn and Earn offered to expand focus to include new industry clusters.	Learn and Earn schools are an initiative of the NC Governor. They provide students with option of a 5-year high school pgm. that enables them to earn a high school diploma and a community college associates degree while gaining necessary skills to pursue a career in the new economy.
NC Advisory Commission on Military Affairs	In-Kind	Advisory Capacity	Advise the NC Governor and the Sec. of Commerce on protecting the existing military infrastructure in the State and promote new military missions and economic opportunities for the State.
JobLink – NC's One-Stop System	In-Kind	4 local WDB's are co-leaders for the proposal and One-Stop staff actively participated in stakeholder mtgs.	The JobLink system is state and region-wide. These local One-Stop employment and training ctrs. will contribute their T/A, incumbent worker training assistance, dislocated worker training assistance, (especially relevant for BRAC relocating spouses and family members), and Work Keys worker certification pgrms, as well as link their virtual One-Stops to the Ctr's virtual network.
Future Inclusion in regional analysis	In-Kind	Offered by UNC leadership at 3/9/07 stakeholders mtg.	Univ. of NC (UNC) - Pembroke, UNC – Wilmington, and Fayetteville State University produce an annual report for 6 of the 11 counties. Next year, they will expand this analysis for all 11 counties.
Global Business Entrepreneurship	In-Kind	FSU Leadership at 3/9/07 stakeholders mtg.	Fayetteville State University (FSU) has just launched a \$500K global business incubator and T/A center to assist military veterans with the development of business concepts, and the regional launch and growth of those innovative business ideas.
In-Direct Leveraged Resources from the Public Non Profit Sector			
Name	Value	Commitment	Nature and Quality
Methodist Univ. Ctr. for Entrepreneurship	In-Kind	At the 3/9/07 stakeholders mtg. offered to provide T/A to the Ctr.	Since opening its doors in 1973, the CFE at Methodist Univ. has played a key role in providing an educational and networking forum for the entire region on Eastern North Carolina.

In-Direct Leveraged Resources from the Private Sector			
Name	Value	Commitment	Nature and Quality
T2Bridge	In-Kind	Committed by SBTDC representative at 3/3/07 mtg.	T2Bridge is a focused outreach prgm. that provides one-on-one support to companies interested in licensing technologies developed w/DOD resources or transitioning their own innovative products or technologies into DOD.
In-Direct Leveraged Resources from the Investor Community Sector			
Name	Value	Commitment	Nature and Quality
Micro-Angel Venture Capital Fund (VCF)	Case by case basis	SBTDC rep. proposed on 3/3/07 expanding this VCF to include the region's targeted industry clusters	NC Small Business and Technology Development Center (SBTDC)
In-Direct Leveraged Resources from Philanthropic Community Sector			
Name	Value	Commitment	Nature and Quality
NC Military Foundation (NCMF)	In-Kind	Chaired by Gen. Buck Kernan, and will provide advice and counsel.	Created in 2006 by NC's Lt. Gov, the NCMF identifies and pinpoints new and existing avenues to bolster a military economy in NC. The NCMF board is comprised of highly-decorated military leaders and the state's top corp. citizens.
Economic Development Community Sector			
Name	Value	Commitment	Nature and Quality
Regional Econ. Dev. Agencies	Yrly. Financial support included in previously cited \$300K region-wide investment made by 11 counties	On-going	All 11 of the region's economic development agencies are committed partners of the proposal and are already investing time, energy, and effort to bring this regional economic, workforce, and educational integration and synergy to fruition.

LETTERS OF SUPPORT
