

PROJECT SUMMARIES

Comprehensive Regional Growth Plan (CRGP) Implementation BRAC Regional Task Force

Introduction

For the past two years the BRAC RTF has assessed the impact of mission growth at Fort Bragg on the communities surrounding the installation and developed a [Comprehensive Regional Growth Plan \(CRGP\)](#) to assist local communities with planning and accommodating that growth. With support from the DOD Office of Economic Adjustment (OEA), this assessment was performed by the BRAC RTF staff in conjunction with our primary consulting firm, Training and Development Associates, working with hundreds of stakeholders and concerned citizens that were organized through functional area working groups. The community working groups initially identified concerns and issues associated with mission growth, and these issues became part of the Community Impact Assessments and integrated into the CRGP as an action plan for the future. Included in the CRGP report are descriptions of current conditions, projections of future needs, explanations of the major gaps in capacity, and suggestions for actions to fill these gaps. The report points out the connections among identified problems and gaps, and emphasizes responses that can build on the region's strengths and assets to produce positive benefits while minimizing negative consequences. The recommendations in the CRGP will be used by local governments, regional and state agencies and other organizations to plan for the impacts that are identified in the report.

The CRGP also identifies functional areas that require additional or more detailed assessments, as well as recommendations that can and should be implemented through the BRAC RTF staff. In most of the functional areas, community working groups will continue to assist with the implementation plan and follow-on assessments. Consultants will be hired as needed to assist with this process. These recommendations, which comprise the implementation and action plan tasks in the CRGP, will be the basis for forthcoming Requests for Proposals (RFPs) to be released in May-June 2009.

EDUCATION (K-12) SECTION

Comprehensive Regional Growth Plan Assessment: School districts in the seven Tier I counties will experience an increase of at least 6,674 military growth related students between the 2006-2007 and 2013-2014 school years. Student enrollment increases will be most significant in Cumberland, Harnett, and Hoke Counties.

In the Tier I counties, the average per-pupil expenditure for supplying new schools with teachers and supporting staff is over \$7,800. To maintain current levels of educational services from 2006 through 2013, Tier I counties will need an additional \$58.4 million in annual operating revenue. The envisioned student enrollment growth will also generate the need for at least an additional \$274 million in capital construction to build new schools.

Community Impact/Description: Owing in part to the mission-growth at Fort Bragg, several school districts in the area are expected to experience significant increases in enrollments. These student enrollment increases will generate into additional facility and operating costs in the

2008-2009 school year and beyond. These student enrollment increases will be especially pronounced at schools in parts of Harnett, Cumberland, and Hoke Counties, and will need to be addressed immediately. The areas expected to experience the most significant military-related population growth are also those that are already experiencing the highest levels of school overcrowding.

Action/Justification - Task E-1: BRAC RTF and a qualified consultant will work with each Tier I school system to identify short-term strategies for accommodating expected enrollment increases. Short-term strategies examined may include the following: using non-traditional transportation systems, using mobile or modular classroom facilities, capping enrollments at over-crowded schools, transporting students from over-capacity schools to under-utilized schools, implementing alternative-calendar schools to maximize available schools, and leasing appropriate buildings to accommodate increased student enrollment.

Deliverable: Report & Action Plan on Short-Term Strategies for Accommodating Increased Enrollment

Action/Justification - Task E-2: The BRAC RTF will hire a consultant to identify funding solutions to address the gap in military-generated education operating and construction expenses for each of the Tier I school system. This consultant will develop a feasibility study regarding the issuance of new general obligation education bonds, raising property and/or sales taxes, implementing impact fees, tax increment financing, securing additional federal funding through the Federal Impact Aid program, working with local, state and federal policy makers to secure new funding, and exploring the creation of a new state agency to address these unique funding challenges. Along with public funding sources, the consultant will also advise local education authorities (LEAs) on establishing Public-Private Partnerships (P3) for constructing new schools in conjunction with well-designed and integrated residential and commercial developments, offsetting the cost of school construction by increasing the tax base. While school funding is the responsibility of each local school system, the BRAC RTF will secure consultants who specialize in public sector finance and capital improvement programs. These consultants will advise the region's school systems as they grapple with new unfunded expenses associated with this influx of new students related to the military growth at Fort Bragg.

Deliverable: Report on Alternatives for Public and Private Financing of New Schools

HEALTH CARE SECTION

Comprehensive Regional Growth Plan Assessment: The expansion of Fort Bragg will result in the need for new health care services and providers in the region. Wounded warriors, military retirees locating to the area, and the influx of new military families will place greater burdens on the region's medical system as it responds to serve a growing population, ranging from newborns to the critically ill.

Community Impact/Description: Health care services encompass the provision and availability of health-care professionals, acute care centers, outpatient services, inpatient rehabilitation, behavioral health, and hospitals. First and foremost, the region needs to recruit and retain at least 63 additional surgeons and 133 new dentists. It also needs to secure health care providers that will join the TRICARE system, which is the managed care component of the U.S.

Department of Defense's Military Health System. TRICARE provides civilian health benefits for military personnel, military retirees, and their dependents, including some members of the Reserve Component. Lastly, the region needs to expand its mental health services to respond to the needs of soldiers, who are experiencing Post-Traumatic Stress Disorder, and to help their families cope.

Action/Justification - Task HC-1: The BRAC RTF will hire consultants to facilitate meetings with regional behavioral health care providers and North Carolina regulators to identify challenges and solutions to increasing services for individuals with chronic and persistent mental health issues. With the region's increase in military population and the addition of units at Fort Bragg, and the extended military deployments resulting from the Global War on Terrorism, the need for psychiatric, mental health and substance abuse treatment is on the rise. In this instance, the primary emphasis is on improving the quality of the services rather than increasing the quantity of providers.

Deliverable: Report on Solutions for Increasing Behavioral and Mental Health Care in the Fort Bragg Region

Action/Justification - Task HC-2: The BRAC RTF will hire a consultant to reconvene the Health Care Working Group and organize a regional Health Network Council. The consultant will also facilitate the coordination between regional healthcare and dental organizations to develop a plan to recruit these needed healthcare professionals. Additionally, the consultant will recommend a course of action to address the lack of healthcare provider enrollment in the TRICARE system. Facilitation efforts will require research, planning, marketing, and the development of a recruitment campaign plan. Funds will be used to defray the costs of related technical and clerical support. The BRAC RTF recognizes that there is nationwide competition to find, attract, hire and retain new physicians, particularly surgeons. Conservatively, at least 63 new surgeons must be recruited to meet the demands of mission-related growth in the Fort Bragg region. In addition, there is a shortage of approximately 133 dentists to serve the region. Given that many of the civilian and military personnel forming the influx of new citizens to the area are families with young children, the urgency of attracting new dentists to the area is especially critical. Furthermore, returning soldiers have often gone for months without adequate dental care.

Deliverable: Strategy and Action Plan for Meeting the Needs for Physicians, Surgeons, and Dentists

TRANSPORTATION SECTION

The region is served by ten airports, an interstate highway, rail, and sea-based transportation assets to facilitate the movement of people, goods, and services. The Comprehensive Regional Growth Plan divided transportation into intra-regional and inter-regional assets. The intra-regional section described regional challenges with roads and transit, and the inter-regional section articulated needs regarding aviation and rail. For the reader's convenience, the BRAC RTF has combined these two sections into one transportation narrative.

Comprehensive Regional Growth Plan Assessment: Roadways. The primary transportation issues in the Fort Bragg region are congestion and access to Fort Bragg. Several arterial

roadways in Spring Lake converge causing intense traffic congestion, particularly during peak military traffic commute times. In addition, the six primary access points to Fort Bragg experience long traffic delays during peak conditions and, combined with existing security procedures, produce significant traffic queues that cause further disruption of vehicle flow on adjacent roadways. Congestion in some other adjacent communities is also increasing due to rapid growth.

Military Freight Rail Service. In most of the Fort Bragg region, rail service is more than sufficient to meet current customer demand. However, rail freight moving from Fort Bragg to the North Carolina ports at Morehead City and Wilmington must take an indirect route to the coast via Pembroke. The result is higher shipping costs and longer travel times that could be significantly reduced if a direct route from Fayetteville were established.

Community Impact/Description: *Roadways.* The BRAC-related growth in the Fort Bragg region will aggravate stresses on the region’s transportation infrastructure. On-post roadways, the Base’s Access Control Points (ACP), and the major travel corridors surrounding the Base will be particularly hard hit, most notably Spring Lake and the southern access roadways to Fort Bragg. In response, the Fayetteville Area Metropolitan Planning Organization (FAMPO) is investing \$100,000 in a new Spring Lake Gateway study for the NC 210/NC 87/NC 24 corridor.

The most immediate need is to provide easy access to Fort Bragg from those counties to be most significantly affected by the military-related growth—Cumberland, Harnett, Lee, Moore, and Hoke Counties. There are several Transportation Improvement Program (TIP) projects in various stages of completion and funding throughout the Fort Bragg region that have the potential to improve traffic flow. Yet, the increase in personnel working at Fort Bragg will increase traffic at the already strained Access Control Points.

Military Freight Rail Service. The transfer of U.S. Army Forces Command and the U.S. Army Reserve Command will increase demand for shipment of military-related freight to and from the North Carolina ports. Current freight rail service is inefficient and inadequate to meet that demand.

The specific actions addressed in the Comprehensive Regional Growth Plan are:

Action/Justification - Task T-1: *Roadways.* The BRAC RTF, in close collaboration with the technical experts at Fort Bragg, FAMPO, Mid-Carolina Rural Planning Organization, and the Lumber River RPO, will provide community outreach and host stakeholder meetings to facilitate an action plan for the overall improvement of the region’s transportation system. This collaborative partnership will also initiate an integrated transportation planning and traffic study for the area immediately adjacent to the perimeter of Fort Bragg. The resulting “decision support tool” will entail creation of a travel simulation model to be used for measuring the effects of the North Carolina Department of Transportation’s highway projects on travel to and from Fort Bragg linking to Cumberland, Hoke, Moore, and Harnett Counties. It would also target on-post highway projects, providing enough detail to support the creation and assessment of alternative traffic scenarios. In addition, a travel simulation model will support evaluation of the traffic flows and queues at the post’s ACP locations and congested intersections.

Deliverable: An action plan for improving the regional transportation system; a sub-area traffic study and travel simulation model

Action/Justification - Task T-3: Rail Service. The BRAC RTF will hire a consultant to undertake a comprehensive military freight rail service feasibility study. The study will analyze Fort Bragg's roll-in/roll-out capability, rapid rail loading infrastructure, and freight rail connectivity to North Carolina ports such as Wilmington and the planned Southport deep-water port facility that will be operational within a decade. Using North Carolina seaports will enable Fort Bragg to have a more rapid deployment of its forces from the United States to overseas locations. In addition to the study of these military freight rail requirements, the BRAC RTF's feasibility study will all assess the impacts on the 11-county region as well and analyze the regional application of commercial freight rail enhancements.

Deliverable: A comprehensive military freight rail service feasibility study

SOLID WASTE SECTION

Comprehensive Regional Growth Plan Assessment: The assessment identified significant mission related growth in the four counties adjacent to Fort Bragg and lesser growth in the other three Tier One counties. Accommodating mission growth and ensuring the long term sustainability of the installation through smart growth requires further planning, coordination and implementation of projects associated with solid waste removal and treatment systems. Environmental concerns also need to be addressed.

Action/Justification - Task WW-2: The BRAC RTF will hire a qualified consultant to investigate the creation of a Regional Solid Waste Authority. Presently, each county (and Fort Bragg) manages its own solid waste. By creating a regional Solid Waste Authority, all 11-counties in the Fort Bragg region can more ably accommodate the BRAC-related growth, enhance landfill capacity, provide necessary services more cost-effectively, and better plan for long-term sustainability. This will include the creation of a regional recycling effort to reduce landfill waste. A key element is the development of a regional Material Recycling Facility (MRF) to reduce, reuse, and recycle appropriate materials to mitigate unnecessary waste in area landfills. A MRF is scheduled to open in Cumberland County within the next six to nine months, with sufficient capacity to manage regional recycling requirements. The BRAC RTF will facilitate discussions with other regional counties and Fort Bragg about using the MRF to augment their recycling efforts.

Deliverable: A report on the feasibility of creating a Regional Solid Waste Authority.

REGIONAL PLANNING SECTION

Comprehensive Regional Growth Plan Assessment: Coordinated regional land planning is essential for ensuring: (1) compatibility of land uses surrounding Fort Bragg, Pope AFB, and Camp Mackall; (2) that the region benefits from the growth at Fort Bragg while preserving its quality of life.

Mission growth at Fort Bragg and the attendant population increase in the region will result in significant impacts on the availability and use of developable land. For example, planned

transportation improvements will provide access to under-developed and ‘greenfield’ sites that will present opportunities for new commercial, retail, office, institutional, and residential uses. Likewise, the need for new schools will generate a market demand for new residential housing in close proximity to these facilities. Also, the projected growth in population coupled with the imminent annexation of Fort Bragg by the City of Fayetteville will entice new national retailers and service providers to develop facilities in the region, increasing the demand for land.

Community Impact/Description: A coordinated, regional approach to land planning will ensure that new development is directed toward those areas most suitable for urbanization and away from sensitive natural areas, critical areas identified in the Joint Land Use Study, and working lands. It will help maximize infrastructure capacity, minimize capital expenditures by the region’s local governments, and ensure that community improvement goals and economic development interests are balanced with a view toward resilient and sustainable growth. A coordinated, regional approach will also raise awareness of land development ‘best practices’ and facilitate their implementation in planning, design, and construction.

Action/Justification - Task RP-1: The BRAC RTF will contract with qualified planning, design, community facilitation, and land management consultants to develop a coordinated, regional growth management strategy. BRAC RTF will continue its leadership and participation in the Sustainable Sandhills Land Planning Program and coordinate a series of high-profile meetings with key representatives from the respective local, state, and federal agencies that are in the process of implementing JLUS recommendations.

The BRAC RTF will build upon the previous efforts of Fort Bragg and surrounding communities to preserve the mission operability of the installation through a concerted Growth Planning and Management strategy. The Strategy will encompass a range of ‘best practices’ which may include but are not limited to: revisions to a county or municipal comprehensive plan, traditional land use and development controls, e.g., zoning ordinances and subdivision regulations, structural height restrictions, design standards, and the promotion of planned development concepts. The Land-Use Suitability Model developed by Sustainable Sandhills will provide the conceptual basis for the strategy.

The BRAC Regional Task Force will initiate a thorough review of local land use plans and zoning regulations to reflect the findings of the Land Use Suitability Model. Concurrently, the BRAC Regional Task Force will coordinate with local governments to provide training workshops that demonstrate the utility of the model in land-use decision-making. This training will be designed to help landowners, developers, planners and other stakeholders involved in the design and submittal of new development plans to better understand and fully utilize the suitability model prior to plan submittal.

Community involvement in regional planning efforts will be a major emphasis, particularly with owners of properties deemed ‘critical’ as defined in the 2008 Joint Land Use Study (JLUS). BRAC RTF will engage with RLUAC, Fort Bragg, Sandhills Conservation Partnership, and other stakeholders to conduct public educational forums and workshops through previously established ‘landowner councils.’ In addition to traditional land use and development controls, voluntary, incentive-based measures and economic opportunities arising through existing land protection initiatives will also be leveraged toward acquisition of critical parcels identified in the JLUS.

Optimizing land use to ensure compatible uses around the installation is an essential element of a growth management strategy. Toward this goal, BRAC Regional Task Force will work in collaboration with its member counties, other regional partners, and a qualified consultant to develop a Strategic Lands Inventory for the Fort Bragg region.

The BRAC Regional Task Force will contract with a qualified consultant or team to delineate a strategically-planned and managed network of open spaces, working lands, parks, greenways, and conservation easements that help ensure compatible land uses around and near the Installation (the region's economic engine) and contribute to the health and quality of life for the Fort Bragg region's communities and people. This inventory of critical regional infrastructure around/near the installation will help communities meet the goals and objectives of the JLUS and will facilitate the management and/or acquisition of critical 'compatible use' areas. Included in this inventory is a regional analysis of land supply. This particular analysis is needed to assess the potential negative economic impact of incompatible development in the 'critical' and 'important' areas surrounding Fort Bragg.

The BRAC Regional Task Force will (1) coordinate with its regional partners and use the Land Use Suitability Model as a basis for preparing the Strategic Land Inventory; and, (2) coordinate a regional proposal to obtain grants from various NC Trust Funds to help acquire critical lands to ensure the long-term sustainability of Fort Bragg.

As stated previously, a central objective of the CRGP is to advance sustainable development in the region. BRAC RTF will leverage its established collaborations, including those of the All-American Center for Workforce Innovation and Sustainable Fort Bragg, to facilitate region-wide efforts to identify the most effective ways of integrating sustainability into decision making and practice at federal, state, and local governance scales. The BRAC RTF will expand upon its working relationships with North Carolina State University, Sustainable Fort Bragg, US Army Installations Management Command, and other agencies to formulate a system of measurement, analysis, and implementation of sustainable practices suitable for federal, state, and municipal agencies.

Deliverables: Regional and small area plans and other reports necessary to combine various funding sources and programs into a coordinated growth management strategy to implement the recommendations of the 2008 Joint Land Use Study and the Comprehensive Regional Growth Plan.

Action/Justification - Task RP-2: Two previous studies by RLUAC surveyed and provided mitigation recommendations in two critical topical areas. The study *Light Pollution in the Fort Bragg Region of North Carolina* considered ambient light encroachment upon the night sky at Fort Bragg, and a second report, *Telecommunications Tower Study, Fort Bragg Region*, inventoried telecommunications towers within the Joint Land Use Study area. The BRAC RTF will build upon these studies and the 2008 JLUS and assess the potential impact of planned land use and development on mission capability and training at Fort Bragg. Qualified consultants will conduct further investigations to evaluate the impact of encroachments from planned 'build out' in JLUS-defined Critical and Important areas to the overall training mission, such as potential losses in readiness and operability, and provide recommendations for redirecting planned land

use and development toward less mission-sensitive areas. The assessment will include a fiscal impact analysis of planned build-out versus the loss of training area and capability.

Deliverable: A ‘Range and Training Area’ assessment and fiscal analysis of encroachment from planned land uses and development within Critical and Important areas as defined in the Joint Land Use Study, with recommendations for redirecting planned growth toward less mission-sensitive areas.

Action/Justification - Task RP-5: Develop an integrated infrastructure plan that ties both normal and mission growth and development with future land use recommendations. County and municipal governments will work in collaboration with BRAC RTF and its consultants to develop a template to assist local governments in adopting integrated capital planning. The template will help: (1) direct growth and development toward areas that have adequate availability and capacity of water and sewer infrastructure to support proposed development densities and uses; and (2) allow county or municipal staff to provide guidance to the development community during the conceptual design stages of any proposed development, and (3) help Fort Bragg identify economies of scale and possible collaborations on infrastructure projects. The coordinated and integrated approach described in the template will benefit the construction of off-post housing and defense-related buildings and facilities. The template will also benefit other development-related efforts including delineation of urban service areas, capital project budgeting, school system growth, and transportation planning. It will also help direct new growth away from critical lands adjacent to military training areas as identified in the JLUS and provide an example for other BRAC growth communities to follow.

Deliverable: A technical guide for integrated infrastructure planning for the Fort Bragg Region.

Action/Justification - Task RP-6: Assess the requirements for Fort Bragg to achieve energy self-sufficiency. In the event of a national emergency, large segments of the U.S. electrical power grid could become disabled. Fort Bragg, like other DoD installations, is almost completely dependent on electricity from the national grid to power critical missions at fixed installations and on petroleum to sustain combat training and operations. Both sources of energy and their distribution systems are susceptible to damage from extreme weather. One approach to securing energy supplies to DoD installations involves a combination of applying energy efficiency technologies to reduce the critical load (more mission, less energy); deploying renewable energy sources; and “islanding” the installation from the national grid. Islanding allows power generated on the installations to flow two ways—onto the grid when there is excess production and from the grid when the load exceeds local generation. By pursuing these actions to improve resiliency of mission, DoD would become an early adopter of technologies that would help transform the grid, reduce our load, and expand the use of renewable energy. BRAC RTF will engage with a qualified energy consultant to: (1) estimate the capacity of the eleven-county region to provide renewable sources of energy to the installation; and (2) outline a development strategy to provide Fort Bragg’s energy needs locally.

Deliverable: A technical report analyzing the electric power and fuel requirements of Fort Bragg and the capacity of the surrounding region to meet these requirements through renewable sources.

HOUSING SECTION

Comprehensive Regional Growth Plan Assessment: At least 18,416 owner-occupied homes and 6,256 rental properties will be needed to house both normal and military growth increases in the seven-county Tier I region between 2008 and 2013. Overall, there appears to be an adequate amount of housing stock, but the housing stock being built may not align with demand. Housing availability was assessed based on projected areas where people will live.

Community Impact/Description: Each of the seven Tier I counties offers a wide variety of housing choices, ranging from smaller homes for less than \$100,000 to larger estate homes for \$350,000 and above. Although the local market began to slow in the last eighteen months, the arrival of additional military personnel is expected to reduce inventories of previously existing, as well as newly constructed, homes. In response, the regional housing market is expected to tighten, spurring new construction by late 2009 and 2010. Affordable rental housing – especially for junior enlisted personnel – may also be in short supply as the market tightens. In addition, niche buyers - unable to find what they want on the market - will drive new construction activity, as will the lack of adequate housing in specific neighborhoods. Finally, housing projections need to be assessed periodically to determine if projections are accurate and that housing is available in areas that military families desire to live.

Action/Justification - Task H-1: The BRAC RTF will contract with a housing market specialist to survey the region's housing stock and analyze trends in new construction and market demand. This study will provide the region's residential development community with the data necessary to meet the demand for housing in specific growth areas.

Deliverable: Report identifying residential growth areas and the market segments where new housing demand exists.

INFORMATION AND COMMUNICATION TECHNOLOGY SECTION

Comprehensive Regional Growth Plan Assessment: Demand for additional communications and information technology (IT) capability will increase both on and off-post, and will be driven by the growing number of tech-savvy citizens and businesses moving to the area. There will also be an increased demand for on-line education, workforce training, the number and use of telemedicine applications, and the need to support interagency data transfers in the health arena. In addition, increased efficiencies will be gained from the electronic delivery of government services and continuous "always on-line" communications operability for first responder. Additional high-speed Internet, cable, and wireless services will be needed on Fort Bragg. The requirements of an Information Technology system should be assessed to determine the increased needs from mission-related growth.

Community Impact/Description: The technologically adept military personnel relocating to Fort Bragg will expect immediate and sophisticated on- and off-base access to "e-applications" of all kinds and to the hardware and software that supports them, especially high-speed broadband connections. The region's civilian populations are no less dependent on state-of-the-art computer-based technologies and will rely on them to support and enhance the quality of both their public and their private lives.

Action/Justification - Task ICT-1: The BRAC RTF will hire a consultant to assess the requirements for additional communications and IT capability to support Fort Bragg and associated defense-related contractors on and off-post. The consultant and BRAC RTF will coordinate its efforts with the E-NC Authority and its government and university partners to create regional and local IT training and infrastructure solutions to better serve highly mobile military and established citizens and businesses.

Deliverable: Report assessing the communications and IT requirements to serve Fort Bragg and the region's defense and homeland security industry.

SOCIAL SERVICES AND CHILD CARE SECTION

Comprehensive Regional Growth Plan Assessment: Social services in the Fort Bragg region - already stretched thin - will be severely compromised by the growth in the population of military families, returning soldiers and active civilians who are expected to live and work in the Fort Bragg area. Absent funding for additional facilities and personnel, the provision of vital mental health, child care, and health care services will be in serious jeopardy.

Community Impact/Description: In North Carolina, the term "social services" includes a wide range of activities and programs designed to support, strengthen, and improve the overall well-being of individuals and families. Primarily, the system is federally mandated and funded, state supervised, and county administered. The specific actions addressed in the Comprehensive Regional Growth Plan are:

Action/Justification - Task SS-1: The BRAC RTF will hire consultants to convene a region-wide networking task force of social service providers. It will build upon existing local Continuum of Care coalitions that serve the counties in the Fort Bragg area and that are led by the North Carolina Department of Health and Human Services, the Sandhills Community Action Program, the Fayetteville/Cumberland County Continuum of Care Planning Council and the United Way. This leadership group will focus their collaborative actions around six threshold goals: 1) increase the number of social service providers; 2) improve access to on-base services; 3) improve public transportation options for those seeking social services; 4) increase the availability of high-quality, affordable child care; 5) coordinate delivery of social services to avoid inefficient use of scarce resources; and 6) change the prevailing assumption that the use of social services curtails progression in a military career. The effort will be multi-faceted, multi-tiered and staff-intensive. Expected outcomes include, but are not limited to, a prioritization of needs, the identification of applicable funding sources, and an agreement to work collegially and cooperatively to address all six Social Services gaps identified in the Comprehensive Regional Growth Plan for the Fort Bragg Region.

Deliverable: Implementation strategy developed by the regional Social Services Provider Task Force, including report prioritizing regional needs and identifying funding sources.

HOSPITALITY AND CULTURAL RESOURCES SECTION

Comprehensive Regional Growth Plan Assessment: *Hospitality*. Cumberland County serves as the hub for lodging, meeting space, parks, recreation facilities, and cultural resources and programs for current and future residents of Fort Bragg and its surrounding area. As the Fort Bragg population grows, a projected demand for an additional 120,000 hotel room nights along with complimentary and adjacent meeting space has been identified as a critical economic necessity. Because Department of Defense travel regulations generally require military travelers to obtain lodging on a military installation before obtaining accommodations off post and because meeting space is not readily available in lodging establishments at Fort Bragg, the post is at a disadvantage as base personnel and/or official visitors plan their travel to Fort Bragg.

Community Impact/Description: *Hospitality*. For the purposes of this request, hospitality refers to Fort Bragg's lodging and meeting space needs only.

Action/Justification - Task HCR-1: The BRAC RTF will hire a consultant to convene representatives from the County Convention and Visitors Bureaus, Economic Development Commissions and other municipal officials and advise on the shortfalls and gaps in available meeting space that (1) meets the requirements of Forces Command, Reserve Command, and other military users, and (2) can accommodate the needs of the burgeoning civilian and military personnel expected at Fort Bragg.

Deliverable: A report identifying the appropriate existing or planned meeting facilities suitable to the needs of Army Forces Command, both on and off-post. The report will include an assessment of security requirements.