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# IMPACT GREATER FAYETTEVILLE

Regional Impact Analysis for Reduction of  
Personnel at Fort Bragg and Recommendations  
to Mitigate Risk

# Project Introduction

- Army announced reductions
- OEA grant
- Scope of work
  - Community input sessions
  - Background and previous studies
  - Economic landscape
  - Reduction scenarios
  - IMPLAN modeling
  - Identified industries with highest potential for growth
  - Economic and workforce development strategies

# Steering Committee

- Rodney Anderson, Retired General
- Tamara Bryant, Fayetteville Technical Community College
- Letitia Edens, Hoke County
- TJ Haney, NC Community College System
- Chris Hawk, Harnett County
- Angie Hedgepeth, Fayetteville Regional Association of Realtors
- Tracy Jackson, Cumberland County
- Mark Locklear, Harnett County
- Adrian Lowery, Lumber River Council of Governments
- Zan Monroe, Fayetteville Regional Association of Realtors
- Greg Moore, Fayetteville Technical Community College
- Monika Morris, Fayetteville Technical Community College
- James Palenick, City of Fayetteville
- Brandon Plotnick, Fayetteville Alliance
- Don Porter, Hoke County
- Robert Rehder, Fayetteville State University
- Darsweil Rogers, Fayetteville Chamber of Commerce
- Patricia Tyson, City of Fayetteville
- Teddy Warner, Economic Development Partnership of NC
- Jim Lott, Cumberland Workforce Development Board

# SWOT Analysis

## STRENGTHS

- Affordable housing
- Work ethic, military spouses
- Proximity to Ft. Bragg, metros, RTP brain trust
- Cape Fear River-recreation, water resource
- Access to I-95, I-295 and highways
- Small town attitude
- Schools, Community College, Universities
- State parks, recreation parks
- Public infrastructure – planning department
- Diverse population
- Airport
- Health care system
- Diversity of jobs
- Cost of living

## WEAKNESSES

- Identity/Vision
- Perception of community
- Lack of connectivity
- Infrastructure
- Hotels
- Housing options, transient community
- Meeting space, convention space
- Dependency on military
- Attracting young workers
- Low tax base proportional to population
- Largest employers do not pay taxes, they are exempt (healthcare, university)
- Recreation facilities
- Out-commuters
- No one knows what we have to offer
- Airport facilities
- Better connected partnerships
- Poverty

## OPPORTUNITIES

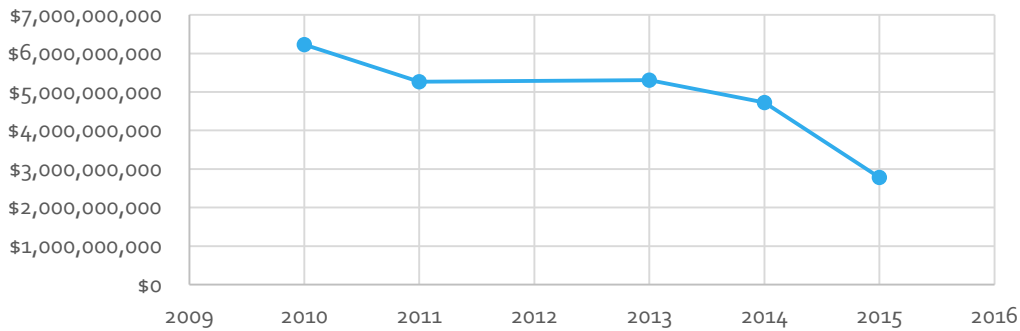
- Create an identity
- Lifestyle amenities
- Marketing
- Leveraging Ft. Bragg
- Become a destination
- Land management
- Better organized communities to attract youth
- Use river and spaces to create communities attract people
- Leverage talent
- Exiting military, graduating/graduate students
- Could have a glut of affordable housing if military left
- Agricultural products processing
- Small businesses development
- Regional strategy
- Community College closing skills gap with exiting military
- Improve water sewer capacity
- Home-based entrepreneur

## THREATS

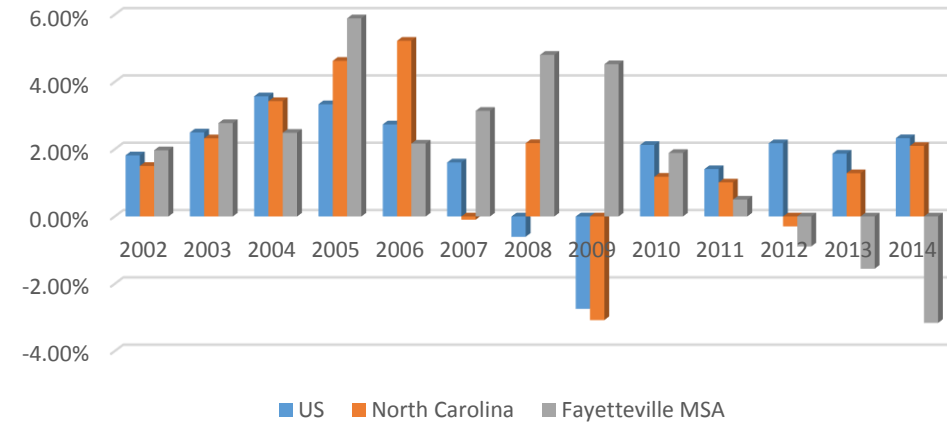
- Traffic
- People against change
- Complacency
- Workforce flight
- Poverty, crime
- Overcrowded schools
- Lack of connectivity
- National attention to HB2
- Pay scale for teachers in neighboring counties
- Growth-management
- Dependency on Ft. Bragg
- Health disparity issues
- Infrastructure lines designed to be a rural system
- Funding for implementation
- Coordination

# Economic Landscape

Fort Bragg Economic Impact on Cumberland County Economy (FY Data Cards)



Real GDP Growth Rate

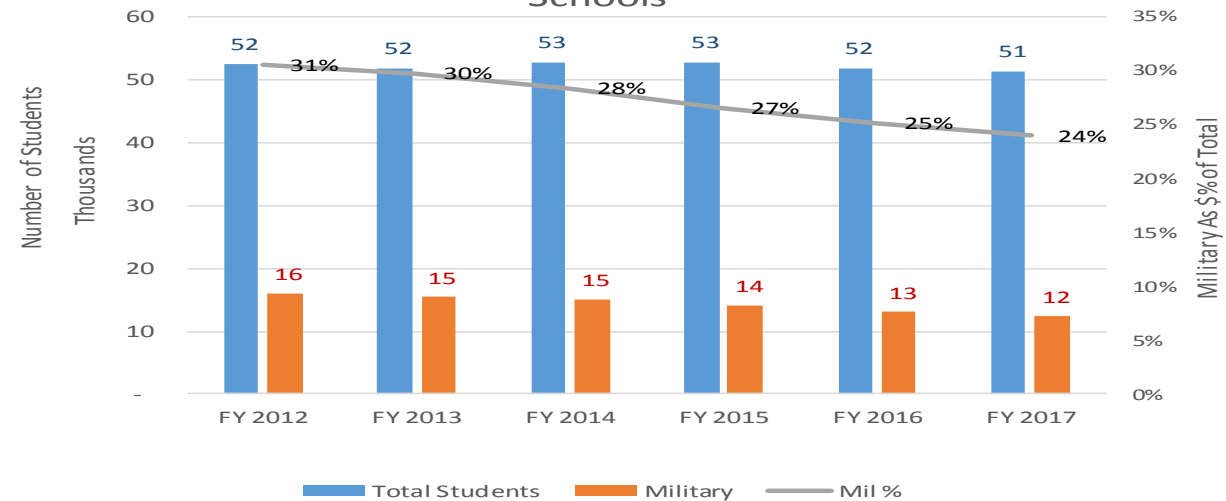


## Labor Market Conditions

### Unemployment Rate (SA)

	October-16	September-16	October-15
United States	4.90	5.0	5.0
Fifth District	4.6	4.5	5.2
North Carolina	4.9	4.7	5.6
Asheville MSA	4.1	4.1	4.6
Charlotte MSA	4.7	4.7	5.3
Durham MSA	4.3	4.3	5.0
<b>Fayetteville MSA</b>	<b>6.3</b>	<b>6.1</b>	<b>7.3</b>
Greensboro-High Point MSA	5.0	5.1	5.9
Raleigh-Cary MSA	4.2	4.2	4.8
Wilmington MSA	4.8	4.8	5.5
Winston-Salem MSA	4.7	4.7	5.4

Military Connected Students in Cumberland County Schools



# Illustrative Opportunities

Growing Military Demand for Advanced, Multi Function Textiles

Regional Expertise in Textile Manufacturing and Chemicals

Possible Military Contracts for Advanced Textile Materials

Growing Interest in Commercial Applications for Drone Technology

Growing Regional Expertise in Aerospace Supply Chain, Skilled Ex-Military Workforce

Possible Entrepreneurial Opportunities in Agriculture-Focused Drone Operations

Leverage demand for goods and services not met locally.

Cumberland County Input/Output Model Results: Specialty Food Stores, Food & Beverage Stores, and Electronic Appliance Stores

# Troop Reduction Impact

## High Case Scenario Set

3000 Troops Reduction				
Region	Employment	Labor Income	Output	State and Local Taxes
Cumberland County	-4,847	(\$264,458,573)	(\$617,522,885)	(\$12,087,902)
Harnett County	-6.5	(\$169,138)	(\$244,877)	(\$23,279)
Hoke County	-2.5	(\$35,895)	(\$176,356)	(\$5,167)
<b>Total Impact</b>	<b>-4,856.0</b>	<b>(\$264,663,606)</b>	<b>(\$618,344,116)</b>	<b>(\$12,116,348)</b>
2000 Troops Reduction				
Region	Employment	Labor Income	Output	State and Local Taxes
Cumberland County	3,231.90	(\$176,305,715)	(\$411,681,907)	(\$8,058,259)
Harnett County	-4.3	(\$112,759)	(\$4,429,918)	(\$15,512)
Hoke County	-1.6	(\$23,932)	(\$117,836)	(\$3,444)
Total Economic Impact	<b>-3,237.80</b>	<b>(\$267,632,801)</b>	<b>(\$416,229,661)</b>	<b>(\$8,077,215)</b>
1000 Troops Reduction				
Region	Employment	Labor Income	Output	State and Local Taxes
Cumberland County	-1,615.00	(\$88,152,857)	(\$98,514,207)	(\$1,712,323)
Harnett County	-2.2	(\$56,379)	(\$214,959)	(\$3,151)
Hoke County	-0.8	(\$11,966)	\$58,918	(\$699)
<b>Total Impact</b>	<b>-1,618.90</b>	<b>(\$88,221,203)</b>	<b>(\$98,788,084)</b>	<b>(\$1,716,173)</b>

- ❑ Each 100 active duty military jobs in the region support as many as 60 other jobs
  - including civilians at Fort Bragg
  
- ❑ Each active duty military job supports an average of as much as \$90,000 in labor income
  - representing soldier income plus income of soldier's share of supported jobs

# Target Sectors

- Logistics and Warehousing
  - Freight forwarding, warehousing, wholesaling, e-commerce, and supply chain planning segments
- Defense and Security
  - Navigation instruments, aerospace, communications equipment, wiring, cybersecurity, and other related areas
- Advanced Manufacturing
  - Transportation, aviation, defense industries, and production technology
- Business Services
  - Data processing, search engines, credit card processing, load administration, portfolio management, insurance claims adjusting, and payroll and bookkeeping services



# Workforce Development Strategy

- Match dislocated military & civilian workers to other local current or emerging job titles/occupation via transferable skills
- Additional skills 'gap' training and education (area colleges)
- Additional job placement assistance (NCWorks/TAP)
- Additional TA for aspiring entrepreneurs & small businesses (SBTDC/SBC/VBOC/MBC)
- Align and integrate regional p-20 education and training systems with economic development sector targets for talent pipeline (i.e., Health Career Pathway)

# Economic Development Strategy

- Increased and connected economic development efforts
- Increased connectivity
- Invest in education and training
- Support entrepreneurship
- Replace people
- Adaptive reuse

# Next Steps

<b>Timeline</b>	<b>Action</b>
February 6 – 14	Local government input
February 15 – March 3	Revise draft report
March 6 – 13	Steering Committee review
March 14	Steering Committee meeting
March 15 – March 31	Finalize report
April	Regional presentation and launch