

GLOBAL TRANSPARK REGIONAL VISION

Carteret, Craven, Duplin, Edgecombe, Greene, Jones, Lenoir,
Nash, Onslow, Pamlico, Pitt, Wayne, Wilson

A region of more than 850,000 population

VISION

By 2015 the Global TransPark Region:

- will have a world-class competitive workforce through quality life-long education.
- will promote and embrace an excellent quality of life with responsible environmental stewardship that is balanced with economic development.
- will be connected to the world through state-of-the-art communications, utilities and transportation infrastructure.
- will be the benchmark for developing and supporting economic development focused on world-class competition.
- will have objective and effective political representation at all levels of government that maximizes the region's potential.
- will be known for the quality and quantity of its result-oriented private sector leadership.

KEY BENCHMARKS

The following key benchmarks will be used to measure the region's progress over the next twenty years. They represent a bold step forward for the region, but we expect to make measurable progress each year.

1. The students reaching age 19 each year in the region will have an education outcome exceeding the US average:
History: *The well-known Expansion Management Magazine Graduate Outcome Index will exceed the US average of 100. In 1995, the index varied from 63 to 91¹ in eight of the thirteen counties as shown in the table on page 3.*
2. The poverty level² of each county in the Global TransPark Region will be below the US average for individuals and children.
History: *See table page 3:*
3. There will be parity between the races in income.
History: *See table page 3:*

¹ The "Graduate Outcome Index" is from the 1995 Expansion Management Magazine. On a 50 to 150 scale, with 100 being the average, it provides a capsule summary of how a school district stands on a continuum of US school districts with enrollments of 450 students or more, considering two indicators of education quality. The factors are 1) graduation rate and 2) average college board scores.

² The poverty and income parity data is from The Wadley-Donovan Groups' data base.

4. The percentage of manufacturing³ jobs in the region will increase to and remain above the North Carolina average times 1.1.

History: *The region's manufacturing job percentage in 1992 was 15.6% of total jobs, while North Carolina times 1.1 was 21.4 X 1.1=23.5%*

5. Total net new jobs in the region will increase at a rate that will provide enough jobs for the region's children if they want to stay at home and at an annual percentage rate higher than North Carolina and the US.

History: *From 1980 to 1992, the region produced the approximate number of jobs required for the region's children to have a job. The region's net new jobs increased at 2% per year from 1980 to 1992, while North Carolina increased 2.5% and the US increased by 1.9%.*

6. The average earnings per job will continue to increase at an annual rate in constant dollars above North Carolina and the US.

History: *The Global TransPark Region average annual earnings per job in constant 1987 dollars increased .93%² per year from 1970 to 1992, while North Carolina increased .77% and the US .26%. From 1990 to 1993, the Global TransPark Region increased 1.64% per year, North Carolina-1.4% and the US-1.02%.*

Other benchmarks may be developed during the implementation process.

TOP TEN PRIORITY ISSUES FROM THE STAKEHOLDERS SUMMIT

The participants in the summit on January 13, 1996 selected their Top Ten Priority Issues to be addressed in the VISION Process.

<u>Category</u>	<u>Number of Points (out of possible 50)</u>
Education	50
Environment*	41
Economic Development	23
Transportation/Infrastructure**	18
Human Resources/Leadership***	17
Quality of Life	16
Planning**	15
Regionalism***	14
Family Values*	9
Infrastructure	7

* in Quality of Life

** in Infrastructure

*** in Private Sector Leadership

The facilitator used this list as a guide during the VISION facilitation process in January and February. These issues are addressed in the VISION and Strategies for the six foundations required to provide global competitive advantage for the region.

³ Job and income data are from the CEEDS 94' "MSA Profile-Metropolitan Area Forecasts to 2015" by Woods & Poole Economics, Washington, DC. Employment data is for all jobs including 2nd and 3rd jobs and the military and is located by place of work. Population, employment and income data are for July 1 of each year. This employment definition is broad and includes wage and salary workers, proprietors, private household employees and miscellaneous workers. Because of the broad definitions and place of work factoring in the mix, the numbers of jobs are frequently larger than other employment data series. The Benchmark Comparison will be updated on a regular basis to monitor progress level.

BENCHMARK MEASUREMENTS

County	Education	Poverty		Income Parity	
	Graduate Outcome Index % 1995	% of Individuals Below Poverty Level 1990	% of Children 0-17 Below Poverty Level 1990	% of Black Households Below \$15,000 Annual Income 1990	% White Households Below \$15,000 Annual Income 1990
Carteret	76	11.6	16.3	53.2	25.5
Craven	73	13.6	19.7	50	20.2
Duplin		19.1	22.5	53.2	31.6
Edgecombe		20.9	28.9	46.2	25
Greene		19.1	28.2	49.4	23.7
Jones	79	20.2	25	53.4	31.1
Lenoir	63	20	28.2	57.5	25.4
Nash		13.6	17.8	43.9	21.3
Onslow	74	12.1	16.2	34	22.6
Pamlico	91	18.9	22.7	53.4	29.9
Pitt	74	22.1	25.6	53.3	25.6
Wayne	70	15.2	20.6	46.4	23.6
Wilson		19.7	28.6	53	22.9
Rocky Mount (City)	67				
United States	100	13.1	17.9		

I. EDUCATION

VISION

The Global TransPark Region will have a world-class competitive work force through quality life-long education.

STRATEGIES

- A. Children will enter the region's K-12 school system ready to learn and leave ready to go to work, attend a two-year or four-year college.**
- 1. Produce ⁴ a world-class work force by restructuring K-12 education to require competency at each grade level, with no social promotion. Recognize there is a diversity in abilities and begin at the kindergarten level to ensure grade level competency.**
 - 2. Require all students at the end of eighth grade to decide between college prep, tech-prep or apprenticeship programs. Encourage students and parents to recognize the value of beginning early preparation for the 70% of jobs that will not require a four-year college education. Produce productive citizens meeting global market demands through an alignment of curriculum and market needs. Prepare students to be responsible for a life-long commitment to learning in a changing competitive world and working in teams with their fellow citizens.**
 - 3. Hold school boards, administrators and teachers responsible and accountable for education excellence.**
 - 4. Maintain high expectations of the learning potential for every student.**
 - 5. Maintain a safe environment in schools for teachers and students.**
 - 6. Maintain equitable and competitive facilities, student/teacher ratios and teacher resources.**
 - 7. Lower the drop-out rate dramatically by putting the best drop-out prevention programs in place.**
 - 8. Foster performance-based pay scales for teachers and administrators in a business-like approach.**
 - 9. Remove tenure for teachers.**
 - 10. Create neighborhood-centered schools with site-based management and accountability.**
 - 11. Develop strong Alternative Schools.**
 - 12. Utilize the appropriate learning styles as appropriate for teaching each individual student.**
 - 13. Develop curricula that are socially, economically and culturally sensitive.**
 - 14. Provide the freedom to send children to any public school in the region no matter where they live.**
 - 15. Increase college board scores.**
- B. Community Colleges and Technical Institutes will train and retrain our adults to provide the skills to meet employers' needs. Workforce preparation is a major priority.**
- 1. Maintain the opportunity for all people to enter the technology-oriented job market with necessary computer and technical skills and as team members, effective communicators, analytical thinkers and problem solvers.**
 - 2. Involve employers and educators in developing a life-long system that satisfies the requirements of employment opportunities and eliminates illiteracy.**
 - 3. Enhance the region's community colleges--technical, college transfer and life-long learning opportunities.**
 - 4. Encourage technical institutes near technology industries.**
 - 5. Create assessment opportunities to identify training required for welfare recipients to obtain a family-sustaining job in the marketplace.**

⁴ The task force participants voted by ballot to establish priority for the strategies within the six foundation areas. The highest priority strategies are arranged in order within each foundation or sub-section and indicated by bold type.

C. Four-Year and Advance Degree Institutions

- 1. Deliver competitive engineering and technical education in the region aligned with the needs of logistics services, just-in-time manufacturing, and information technology.**
- 2. Increase graduate school slots in the region.**
- 3. Encourage opportunities for top students to return to this area to live.**

D. Community Support

- 1. Expect parents to be responsible for their children's education, but ensure churches, community organizations, and employers/employees fill the gap in supporting children whose parents are either unwilling or unable to provide encouragement, motivation and support.**
- 2. Value education, then fund what we value.**
- 3. Develop technology in all schools including computers and access to the Internet and information utility of the future.**
- 4. Strengthen the partnership between communities, public schools and higher education.**

II. QUALITY OF LIFE

VISION

The region will promote and embrace an excellent quality of life with responsible environmental stewardship that is balanced with economic development.

STRATEGIES

A. Balance the environment with economic development

1. Maintain good stewardship of our environment and provide infrastructure to protect the environment while providing the opportunity for economic development.
2. Encourage regular environmental reviews of our air, water and noise resources.

B. The region's citizens will enjoy an excellent quality of life

1. Create an environment that provides job opportunities at all levels for all people in the region.
2. Support a living environment safe from crime.
3. Assist in providing quality health care that is affordable and readily available.
4. Achieve a drug-free region.
5. Advocate public transportation connecting homes and places of employment throughout the region.
6. Increase civic capital through developing a sense of community for the region.
7. Increase the opportunities for owner occupied affordable housing.
8. Coordinate all governmental services to increase service quality through dramatic productivity increase.
9. Foster affordable and accredited child and elderly care.
10. Improve the judicial system and provision of equitable law enforcement.
11. Encourage opportunities for employees and employers to maintain pension plans.
12. Encourage money management training.
13. Distribute low income housing through out the community.
14. Improve programs and services for disadvantaged.

C. Family enhancement

1. Promote strong family values
2. Encourage parenting training.
3. Encourage fathers to be as interested as mothers in their children's welfare.
4. Strengthen accessibility to supportive services for family enhancement.
5. Assure proper pre-natal and post-natal care for all women of child-bearing age.
6. Empower parents with the resources to control TV viewing.

D. Quality enjoyment of leisure time

1. Enhance recreational opportunities.
2. Foster arts and cultural opportunities.

E. Leadership

1. Seek the commitment of all citizens, private sector organizations and government to make our VISIONS and Strategies a reality.
2. Promote inter-county team work for the enhancement of the quality of life in the region.
3. Develop a regional leadership institute.

III. INFRASTRUCTURE

VISION

The region will be connected to the world through state-of-the-art communications, utilities and transportation infrastructure.

STRATEGIES

- 1. Create a comprehensive inter-modal transportation system:**
 - Market-driven jet air passenger service for the region is essential
 - Inter-state quality roads north/south from Norfolk to the South Carolina border and east/west through the center of the region
 - Development and build-out of a world-class Global TransPark
 - Ports and truck/rail system for both bulk and container cargo
 - Mass transit within the region that ultimately may be expanded to rapid transit
- 2. Promote use of comprehensive planning and growth strategies to better match resources needed to provide infrastructure for desired development. Create a quick response system for infrastructure needs of industry. Shift government resources to expand infrastructure.**
- 3. Create a 21st century communication system linking the region's counties to each other and the World.**
 - Encourage cost competitive state-of-the-art telecommunications; i.e., fiber optics throughout eastern North Carolina.
 - Reduce/eliminate long distance charges within the region.
- 4. Promote cost-effective intra-regional infrastructure systems needed for the desired development of the region.**
- 5. Encourage the development of national and state energy policies that will improve the region's ability to compete, foster economic development, and maintain fairness to all energy users.**
- 6. Create a health care delivery system for business and industry that is cost-effective.**

IV. ECONOMIC DEVELOPMENT

VISION

The region will be the benchmark for developing and supporting economic development focused on world-class competition.

STRATEGIES

A. Targeted Industry

- 1. Create global recognition for the region as the location of a network of businesses connected by communications, technology and transportation infrastructure that facilitates just-in-time manufacturing, fast movement of perishable products, inventory reduction, and global exports/imports.**
- 2. Establish a strong, diverse regional economy with high value added business that exports products and services from the region to the rest of North Carolina, the Southeast, the United States and the World.**
- 3. Enhance the agricultural industry of the region as a viable component of the economic base through research and development on products for the global market and processing facilities for locally grown products.**
- 4. Retain the region's military and depot activities.**
- 5. Enhance the tourism industry, including opportunities for participatory activities.**

B. Business Environment

- 1. Develop the economic development capacity to retain, expand and attract targeted business enterprises through the networking of state, regional and county economic developers.**
- 2. Create a new mind-set of acceptance of change in the region that leads to a positive attitude about our global competitiveness.**
- 3. Create specific areas that provide competitive advantage for targeted industries and encourage the development of an industrial park within each county of the region.**
- 4. Create a competitive comprehensive incentive package for job creation including a system of taxes, loans and infrastructure.**
- 5. Create a marketing strategy that assists in exporting the region's products to North Carolina, the United States and the World. Coordinate assistance for small companies to enhance their exporting capabilities.**
- 6. Foster a business environment that encourages and supports entrepreneurial start-ups.**
- 7. Enhance the partnership between business and higher education.**

V. GOVERNMENT

VISION

The region will have objective and effective political representation at all levels of government that maximizes the region's potential.

STRATEGIES

1. Encourage the thirteen counties in the region to develop strategic plans that are coordinated with this regional VISION, Strategies and Benchmarks.
2. Expect local elected officials to be visionary leaders who run government on business-like basis including: use of best management and leadership practices; elimination of turf barriers, favoritism, classism, racism and sexism in the government process; focus on issues and not personalities; improved use of technology.
3. Eliminate duplicate systems of service delivery within each county to provide cost effective and efficient services. Implement cooperative operating arrangements that will enable city and county governments to become more efficient and cost effective.
4. Develop a non-partisan regional political caucus that provides political clout at the state and national government levels.
5. Develop better and more effective intra-regional communications between residents, business, education and government.
6. Encourage government and business to cooperate in public/private partnerships for regional development.
7. Maintain an environment that fosters new business start-up and growth.
8. Develop government leadership willing to invest in the region's future even if it means raising taxes.
9. Create a leadership development training institute for regional government officials that includes planning and multi-cultural training components.
10. Create tax incentives for capital intensive industries.
11. Hold an annual meeting open to the public that outlines the progress of our VISION, Strategies and Benchmarks.
12. Develop an annual planning retreat for the County Commissioners in the region.
13. Strive to end the adversarial relationship between government and business.
14. Increase coordination between county commissioners and school boards.
15. Facilitate citizen participation to provide a balance between the job creation process and maintaining our desired quality of life.
16. Facilitate citizen participation to provide a balance between the job creation process and maintaining our desired quality of life.
17. Consider rotating the Global TransPark Development Commission meetings among all counties in the region.
18. Include the leading financial institutions in the United States and the World in developing regional and local financial options.
19. Foster our foreign trade zone status in the international marketplace.

VI. PRIVATE SECTOR LEADERSHIP

VISION

The region will be known for the quality and quantity of its results-oriented private sector leadership.

STRATEGIES

- 1. Seek a commitment from private, public and not-for-profit organizations throughout the region to adopt the regional VISION, Strategies and Benchmarks and incorporate them in their five-year operating plan.**
- 2. Commit the private sector to be totally involved in the job creation process. Recognize that all of the foundations of the VISION (education, quality of life, infrastructure, economic development, government and private sector leadership) are interconnected and dependent on each other for the creation of our region as a product and the region's sale on a global basis.**
- 3. Encourage the participants in the VISION Task Force process to involve county political/business leaders and the general public in an ongoing dialogue about regionalism and the role of the Global TransPark Development Commission.**
- 4. Actively recruit top management from industry/military to serve in regional leadership position (i.e., Weyerhaeuser, PCS Phosphate, DuPont, military).**
- 5. Encourage the private sector to commit the resources and energy to make our regional VISION, Strategies and Benchmarks reality.**
- 6. Establish a regional task force to identify critical leadership needs that require urgent attention.**
- 7. Encourage the chambers of commerce in the counties of the GTP Development Region to assume the role of facilitator of the implementation process of the region's VISION.**
- 8. Stimulate the cooperative and coordinated outreach of higher education, business and not-for-profit organizations to provide leadership training opportunities.**
- 9. Encourage private industry to expect their employees to participate in the volunteer activities of the region.**
- 10. Recognize on an annual basis people of the thirteen counties who have contributed to the advancement of the region.**
- 11. Develop approaches for the early identification of those with leadership potential and seek to keep them in the region.**
- 12. Ask state financial institutions to look at the thirteen counties as a region.**
- 13. Develop a regional leadership program from the alumni of the local leadership programs.**
- 14. Expect the media to keep the public informed and involved about the competitiveness of the region.**

THE PROCESS

The process began because of belief that the Global TransPark Region needed to develop a shared **VISION** for the future. The Global TransPark Development Commission funded the process as a part of the development of a Strategic Plan for the region. The Commission formed a diverse member Steering Committee in October of 1995. Each county in the region was represented by 2 members on the committee to guide the development of our regional **VISION**.

The following steps led to the adoption of our shared **VISION** for the future:

- The Steering Committee selected 142 additional members to join in forming a diverse **VISION** Task Force from all sectors and geographic areas of the region.
- The facilitator interviewed approximately 70 individuals at six locations in the region in November and December.
- Nearly 100 people attended the Stakeholders Summit on an icy day-January 13, 1996. Supporting organizations and the news media had publicized this public meeting at Kinston High School. The participants selected their top ten issues to be considered by the **VISION** Task Force and selected five additional members for the **VISION** Task Force.
- The 173 member **VISION** Task Force met during January and February and reached consensus on **VISION**, Strategies and six key Benchmarks.
- **VISION** Task Force members will present the draft **VISION** to private and public sector organizations in their counties for their input at the Town Hall meeting.
- A thirty-minute broadcast of excerpts from the **VISION** Task Force meetings was shown on fifteen governmental and local organization cable channels in all thirteen counties of the region during the week preceding the Town Hall meeting.
- A Town Hall meeting was held for citizen input at 7:00 p.m. on April 2, 1996 at the Arts Center in Kinston.
- **VISION** Task Force members will ask private and public organizations in their counties to adopt the final regional **VISION**. The organizations will be asked to identify specific strategies that they will commit to work on for at least five years. By September 15, a complete list of supporting organizations and Strategy commitments will be compiled and made available to Task Force members, the supporting organizations and the press.
- The Steering Committee will provide coordination and communications during the regional **VISION** implementation process over the next five years. An annual public meeting will be held to report on our progress on the Key Benchmarks and for organizations to report on their progress in Strategy implementation. A report will be issued each year either before or after the public meeting.

The Global TransPark Region will have a bright future as we work together to make our **VISION**, Strategies and Benchmarks reality. The Steering Committee invites private and public organization throughout the region to adopt our shared **VISION** for our future. Select the parts your organization or you as an individual are most interested in and make it happen. The region's future is in our hands.

VISION Task Force Members

Chair - Polly M. Mason

Randall Albertson	Billy Dill	Larry Jones	Stephen W. Raper
Joe Albright	Samuel P. Douglas, Jr.	Jerry Kanter	W.E. Rasberry, DDH
Alex Badger	Jimmy Edmundson	Clyde E. King	Forbson A. Rhodes
T. Wesley Bailey	Edwin R. Edwards	Don Kirkman	J. B. Rhodes
David Barker	Todd Edwards	Mary Kurek	Kenneth R. Ritt
Carson Bays	Albert Ellis	Bill Lamm	Norma Sermon-Boyd
Ron W. Beamon	James Fairchild	Billy Lamm, III	Louis Sewell
E. Bruce Beasley, III	Jack Farrow	David Lanier	William P. Siler
Inez Bell	Barbara Fenner	Jennifer Lantz	Thelma F. Simmons
Turner. G. Blount	John Ferron	Levonne Laughinghouse	Mary Ann Southern
Andy Boyd	Thomas Fife	Ronald K. Lingle	Don Stancil
Jim Bradshaw	Alfred J. Fisher	Carol Lohr	Dick Staunch
Charles E. Branford	Eugene P. Fleming	Lenwood Long	Jacob Stern, Ph. D.
Geraldine Brewington	Phyllis Ford	Johnnie Lyles	Norfleet Sugg
Steve Brian	Myrtle M. Franks	Robert H. Maier	Melvin Tate
George Brinson	Art Furtney	Dennis K. Marsh	Sam Ernest Taylor
Woody Brinson	Dave Galati	Jon Martin	Brenda H. Teel
Michael Brisbon	Johnsie Gantt	Annie J. Mason	William Teel
Albert Brown, Jr.	P. J. Gay	James A. Mason, Sr.	Darrell Terry
David Bryant	Jack Goldstein	Marian McLawhorn	Valerie Collins Thomas
Greg Byrd	Elijah Gooding	Mike McLawhorn	J. W. Thomason
Jean Caldwell	Deborah Gorham	Larry Meadows	John Charles Thompson
Brenda Canup	George Graham	Lionell Midgett	Joanna Thompson
Shirley Carraway	Samuel E. Gray	O. P. Miller	Sylvia G. Turner
Nancy H. Carroll	Robert W. Griffith, Jr.	Charles Moore	Travis W. Twiford
Stephen T. Cerjan	Hunter B. Hadley	Garrie W. Moore	Bob Waddell
Sam Chambers	George Haislip	Ben E. Moore, Jr.	Alex Warlick, Jr.
Don Chatman	Allen Hardison	Walter E. Morehead	Carey Washburn
Louise Chut	Tyler Harris	Johnnie Mosley	Robert Watson
Bob Clark	Jerry Henderson	Theodore Muchiteni	Donna Webb
Wanda Clay	John Henderson	Susan Q. Nobles	Annette T. West
Marilyn Cogdell	Brian Henry	Jeanne Nociti	John White
R. Lynn Coleman	Steve Hicks	Brian O'Donnell	J. Norwood Whitley
Doug Craig	Johnny Hill	Bruce Parson	Jim Whitley
Larry Crisafulli	Gene Hooks	Charles Patrick	Charles Williams
Karen Crutchfield	Joe Huffman	Judy Pierce	Ellis Williford
Andy Culpepper	B. R. Huggins	Anita Powers	Sallie Winfrey
Paul R. G. Cunningham	Clyde Hurst	William E. Price	Jim Woodall
Robert Daly	Marie Inscore	Dave Quick	Earl Wooten
Darryl Davis	Burwell Jackson	Barbara Quinn	John H. Wooten, Sr.
James T. Davis, III	Curtis D. Jackson	Ruth Quinn	Robert Zdunczyk
Bobby Dawson	Hans Jacobsen	Greg Quinton	Gary Zinn
Wayne Deal	Lynne James	Marvin Raines	Leo Zonn

Facilitator: Henry Luke
LUKE Planning, Inc.
Jacksonville, Florida

Process Manager: Karl Grant

* Bold names indicate Steering Committee members