



Action Plan

North Carolina Global TransPark

March 15, 2018

Action Plan to Realize Strategic Plan Objectives

Strategy / Tactic		Success Measure	Planning Horizon / Timing	Re-evaluation
Specific actions to realize Business Plan objectives		Defined outcomes		
INDUSTRY TARGETS				
Strategy 1: Expand the role of NCGTP in regional Workforce Training				
Tactic 1.1	Collaborate with educational institutions to develop a skilled workforce for targeted industries			
1.1.1	Expand existing academic partnership to engage ECU, NC State, NC A&T as well as LCC in specific training programs at NCGTP.	Memoranda of understanding for enhanced on-site training and cluster incubation	Near-term 2018	Annually
1.1.2	Promote greater use of Spirit AeroSystems Composite Center of Excellence for advanced manufacturing training.	Incorporate into website and marketing materials; promote use in news releases	Near-term	Quarterly
Tactic 1.2	Capture exiting Military workforce and veterans			
1.2.1	Partner with NC Military Affairs Commission.	Targeted retraining and workforce recruitment to veterans	Near-term 2018	Annually
1.2.2	Work with State leadership to establish state initiative to make exiting military and veteran workforce data available to NCGTP for recruitment and training.	Targeted retraining and workforce recruitment to veterans	Near-term 2018	Annually
Strategy 2: Broaden Logistics Support Services that are performed and offered at NCGTP				
Tactic 2.1	Enhance import / export capabilities			
2.1.1	Activate magnet site within Foreign Trade Zone 214.	Decisive action to activate magnet site, with current contracted operator or new operator	Near-term 2018-2019	Monitor
2.1.2	Secure on-site FTZ operator.	Available on-site import/export services for NCGTP users	Near-term 2019-2020	2 year
2.1.3	Provide US Customs services.	Updated discussion and cost estimate for US Customs to provide on-call inspection services to NCGTP-based importers and exporters	Near-term / Medium-term 2019-2020	2 year, following action to activate foreign trade zone and definitive discussions with NC Ports re near-port uses at NCGTP

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Tactic 2.2	Enhance NCGTP capabilities to support on-site distribution and handling needs of target industries			
2.2.1	Attract additional or expand existing on-site Third Party Logistics (3PL) services to support NCGTP users.	Land use master plan that incorporates additional logistics support uses. Identify complementary logistics services that would be useful to existing tenants.	Near-term 2019	Annually
2.2.2	Attract additional packaging services to NCGTP.	Land use master plan that incorporates potential logistics support uses.	Near-term 2019	Annually
2.2.3	Evaluate development of temperature-controlled distribution facility for sensitive products.	Conceptual plan (size/location) incorporated into land use master plan for temperature-controlled facility	Near-term 2018	Annually
Tactic 2.3	Attract value-added logistics to NCGTP			
2.3.1	Target E-commerce fulfillment or return centers or contracted repair centers.	Market research; identify and contact targeted list of E-commerce center service providers.	Medium-term 2019-2020	Bi-annually
Strategy 3: Grow core focus on Aerospace and Automotive components industry				
Tactic 3.1:	Target component aviation and automotive parts manufacturing			
3.1.1	Build upon NCGTP's existing aviation base by targeting suppliers to nearby assembly plants (HondaJet, Boeing, BMW).	Identification of commonality among suppliers to nearby plants	Near-term 2018-2019	2 years
3.1.2	Conduct detailed examination of aviation of supply chain to identify parts manufacturers that would benefit from NCGTP assets and location.	Targeted supplier list for aviation supply chain	Near-term 2018-2019	2 years
Tactic 3.2:	Attract aircraft maintenance, repair, and refueling operations (MRO)			
3.2.1	Identify aviation of supply chain for existing MRO facilities manufacturers that would benefit from NCGTP assets and location.	Targeted list of MRO suppliers	Near-term 2018-2019	2 years
3.2.2	Identify private sector MRO companies that support Fleet Readiness Center East and Aviation Logistics Center at the Coast Guard Base in Elizabeth City – i.e. Lockheed Martin.	Identify existing private sector MRO companies supporting military MRO facilities in NC	Near-term 2018-2019	2 years
Tactic 3.3	Consider future passenger air service			
3.3.1	Monitor health of passenger aviation industry and FAA changes; be opportunistic as industry events change.	Connectivity to the charter flight market and low budget market.	Long-term	5 years

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Strategy 4: Attract Defense industry users to NCGTP site				
Tactic 4.1	Target defense contractors that provide contracted military aircraft testing (adversary air)			
4.1.1	Private sector staging area near the NC military complex	Versatile facilities that can support military and civilian's clients	Near-term 2018	Annually
Tactic 4.2	Attract defense contractors that value non-military site close to multiple military facilities			
4.2.1	Determine need for private sector need for staging / support facility near the NC military complex.	Complete Market Analysis	Near-term 2018	Annually
Strategy 5: Establish a base for Agribusiness & Food Science at NCGTP				
Tactic 5.1	Pursue establishment of a food science institute at NCGTP			
5.1.1	Collaborate with state and regional academic institutions to define objectives and scope of proposed research institute at NCGTP.	Memorandum of understanding with academic institutions on mission and purpose of institute at NCGTP.	Near-term / Medium-term 2018-2020	Year 2
5.1.2	Solicit North Carolina-based private sector partners to collaborate on research.	Identification of 2-3 funding partners for institute development.	Near-term 2018-2019	Year 2
Tactic 5.2	Incorporate Agribusiness & Food Science cluster into NCGTP land use master plan			
5.2.1	Identify proposed location to house R&D facilities and surrounding private sector uses.	Updated land use master plan	Near-term 2018	Year 2
Strategy 6: Consolidate Government uses at NCGTP				
Tactic 6.1	Develop a consolidated Government Facility			
6.1.1	Convene State-level discussion with NC Forest Service, Division of Emergency Management, and Highway Patrol about interest in a consolidated "campus" at NCGTP.	Approved plan to design and build a state agency site at NCGTP	Near-term 2019	Every 5 years
6.1.2	Develop land use master plan that consolidates Government uses to optimal location.	Optimize land uses	Near-term 2018-2019	Biannually
Tactic 6.2	Formalize NCGTP as center for regional Disaster Response			
6.2.1	Work with NCDEM and NC National Guard to establish potential role of NCGTP in mission critical response activities.	Memorandum defining state need for staging of state-controlled resources	Near-term 2019	Annually
6.2.2	Brief and enlist support of Congressional delegation on potential for increased uses at NCGTP.	Allocation of FEMA resources; designation by FEMA	Near-term 2018-2019	Every 2 years

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6.2.3	Build upon NCDEM to establish relationship with FEMA Region 4 to determine potential for NCGTP as staging area for federally-controlled resources.	Memorandum defining potential federal uses of NCGTP site	Near-term 2019	Annually
6.2.4	Work with EDPNC to identify and target private sector firms that may need staging areas post-event.	Contact list of high-volume retailers seeking resilient supply chain alternatives	Near-term 2019	Annually
6.2.5	Develop value proposition tailored to NCGTP offering disaster response / recovery and suitability of location for post-event operations.	Marketing materials tailored to illustrate NCGTP post-event benefits and suitability (e.g. statistics on ability to operate post-event such as number of days disrupted)	Near-term 2018	Annually
MARKETING				
Strategy 7: Create and Implement a Best In Class Marketing Plan				
Tactic 7.1	Increase business attraction and marketing capacity			
7.1.1	Develop and distribute an RFP to be distributed to "best in field" economic development marketing firms.	Improved resources and capacity to market to target clusters	Near-term 2018 Q2	3 months
7.1.2	Select a marketing firm to assist with implementation of the Economic Development Marketing Plan.	Improved resources and capacity to market to target clusters	Near-term 2018 Q3	3 months
7.1.3	Develop job description for marketing professional to lead implementation of the Economic Development Marketing Plan.	Improved resources and capacity to market to target clusters	Near-term 2019	3 months
7.1.4	Hire a marketing professional to lead implementation of the Economic Development Marketing Plan.	Improved resources and capacity to market to target clusters	Medium-term 2020	1 year
Tactic 7.2	Enhance Brand Identity			
7.2.1	Conduct a brand identity analysis to understand the vision, mission, brand message, logo and tag line.	Communication of distinct NCGTP identity and user benefits	Near-term 2019 Q3	1 year
7.2.2	Increase business attraction and marketing capacity.	Communication of distinct NCGTP identity and user benefits	Near-term 2018 Q3	Quarterly
7.2.3	Enhance brand identity.	Communication of distinct NCGTP identity and user benefits	Near-term 2018 Q3	Quarterly
7.2.4	Directly engage clients and stakeholders.	Communication of distinct NCGTP identity and user benefits	Near-term 2019 Q1	Quarterly
7.2.5	Leverage collaboration and partner relationships.	Communication of distinct NCGTP identity and user benefits	Near-term 2018 Q2	Quarterly

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7.2.6	Establish a program for gateway and wayfinding throughout the NCGTP campus.	Communication of distinct NCGTP identity and user benefits	Near-term 2018 Q3	Annually
7.2.7	Pursue NCGTP zip code.	Communication of distinct NCGTP identity and user benefits	Near-term 2018 Q3	3 months
7.2.8	Promote benefits of locating in Foreign Trade Zone 214.	Communication of distinct NCGTP identity and user benefits	Near-term 2018 Q3	Continually
7.2.9	Investigate available site certification programs and pursue programs that resonate with targeted clusters	Communication of distinct NCGTP identity and user benefits	Near-term 2018 Q2	Quarterly
7.2.10	Partner with and host conferences and trade events to create exposure and awareness (e.g., Aviation Conference).	Communication of distinct NCGTP identity and user benefits	Near-term 2018 Q1	Quarterly
Tactic 7.3	Directly Engage Clients and Stakeholders			
7.3.1	Conduct face-to-face visits with decision-makers, site selection consultants, real estate professionals, and corporate representatives active in targeted clusters.	Targeted industry engagement	Near-term 2018 Q2	Quarterly
7.3.2	Attend tradeshows that expose NCGTP assets to targeted clusters.	Targeted industry engagement	Near-term 2018 Q2	Quarterly
7.3.3	Analyze how NCGTP assets resonate with targeted sectors and develop collateral material to support recruitment of these sectors.	Targeted industry engagement	Near-term 2018 Q3	Annually
7.3.4	Communicate announcements, accolades, and other positive messages through targeted outreach.	Targeted industry engagement	Near-term 2018 Q2	Continually
7.3.5	Use public relations efforts to generate favorable coverage and publicity for NCGTP and to position it as an ideal location for targeted industries.	Targeted industry engagement	Near-term 2018 Q3	Continually
7.3.6	Host an annual economic development summit to celebrate existing industry and to illuminate assets and accomplishments.	Targeted industry engagement	Near-term 2018 Q4	Annually
Tactic 7.4	Leverage Collaboration and Partner Relationships			
7.4.1	Not-for-profit entity restructuring to increase stakeholder engagement, champion the NCGTP brand, generate leads, provide market intelligence, and augment the real estate and incentive portfolio.	Leveraged use of resources with common or complementary objectives	Near-term 2018 Q4	6 months

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7.4.2	Partner with local regional, and state economic development entities on business recruitment and marketing activities, including Lenoir County, EDPNC, North Carolina Department of Commerce, North Carolina's East Alliance and North Carolina's Southeast.	Leveraged use of resources with common or complementary objectives; more stable strategy for lead generation and lead sharing among state partners.	Near-term 2018 Q2	Continually
7.4.3	Partner with Universities and Community Colleges to develop and market training programs attractive to targeted clusters.	Leveraged use of resources with common or complementary objectives	Near-term 2018 Q2	Continually
7.4.4	Partner with infrastructure providers to extend the NCGTP brand, including Duke Energy, Electricities, PSNC, Century Link, and North Carolina Rail Road.	Leveraged use of resources with common or complementary objectives	Near-term 2018 Q2	Continually
7.4.5	Collaborate with the NC Ports to create business recruitment and retention opportunities.	Leveraged use of resources with common or complementary objectives	Near-term 2018 Q2	Continually
7.4.6	Participate in events held by trade associations representing targeted clusters.	Leveraged use of resources with common or complementary objectives	Near-term 2018 Q2	Quarterly
7.4.7	Collaborate with NC Department of Commerce to establish a Quad East statistical region.	Ability to track NCGTP regional economic and demographic data	Near-term 2018 Q4	Annually
CAPITAL ASSETS				
Strategy 8: Maintain and Enhance NCGTP Land and Capital Assets				
Tactic 8.1	Proactively manage NCGTP facilities and land			
8.1.1	Develop GIS database to assure availability of real-time parcel data, constraints, and documentation to facilitate response to site inquiries.	Single source of information for real-time access to parcel data, constraints, and documentation	Near-term 2018 Q4	Regular updates
8.1.2	Augment in-house zoning and real estate expertise.	Facilitate land use planning / zoning within 6-mile authority of NCGTP	Near-term 2019	Annually
8.1.3	Investigate means to expedite land use approvals required from DoD and FAA for certain parcels.	Elimination of barriers to site attraction within limits of FAA / DoD jurisdiction	Near-term 2018-2019	5 years
8.1.4	Prepare conceptual site specific layouts and renderings based on targeted industry needs.	Parcel-specific information to provide to prospective users	Near-term 2018	Annually
Tactic 8.2	Maintain site due diligence on existing and new land			
8.2.1	Research, review and catalog site due diligence completed to date.	Increases site readiness	Near-term 2018 Q3	Continually
8.2.2	Complete site due diligence on additional property.	Increases site readiness	Near-term 2018 Q4	Continually

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8.2.3	Investigate and pursue site certifications that are relevant and recognized by targeted industries.	Increases exposure and attractiveness of sites to targeted industries.	Near-term 2018 Q3	Annually
Tactic 8.3	Use NCGTP zoning authority to advance land use interests surrounding NCGTP			
8.3.1	Coordinate with surrounding municipalities (city/county) to develop a Comprehensive Land Use Plan that protects NCGTP and regional economic development interests and supports recruitment of targeted industries.	Oversight to protect development interests of NCGTP and region. Regional Comp Plan to address long-term growth and land uses required to support quality of life and future development in the region.	Near-term 2019 Q2	10 years
Tactic 8.4	Pursue options to control / obtain property near NCGTP			
8.4.1	Initial focus on areas within the existing US Army Corps 404 permit boundary. Complete in conjunction with Tactic 8.2.	Provide larger, contiguous land options to industry.	Near-term 2018 Q4	Annually
8.4.2	Discuss options to modify lease area boundary with Spirit AeroSystems.	Allows NCGTP to market areas not being used by Spirit AeroSystems; specifically pad ready parcels adjacent to CF Harvey Parkway.	Near-term 2018 Q3	Dependent on lease negotiations with Spirit AeroSystems.
8.4.3	Transfer parcel from NC Department of Agribusiness to NCGTP.	Allow assembly of larger parcels for development within 404 Permit Area	Near-term 2019	1 year
Tactic 8.5	Maintain NCGTP in a State of Good Repair			
8.5.1	Address deferred maintenance needs.	Multi-year, fully funded plan to address existing deferred maintenance deficiencies, improve efficiency of equipment/systems. Provides safer environment and boosts employee morale and image of NCGTP	Near-term 2018 Q3 (start)	Annually – monitor progress of component renewals
8.5.2	Implement upgrades to NCGTP information technology to assure reliability, security, and capacity of IT system.	IT reliability, security, capacity	Near-term 2018-2019	2 years
Tactic 8.6	Enhance physical appearance and site identity			
8.6.1	Design and install new perimeter wayfinding signage in conjunction with marketing and branding strategy, including coordination with municipalities on gateways.	Urban design program that matches new brand identify Entrance signage and wayfinding installed on primary roadways	Near-term 2019 Q3 Medium-term 2020	5 years
8.6.2	Review and update NCGTP's Exclusive Development Ordinance.	Update Ordinance to complement industry recruitment effort and promote design consistency	Near-term 2019 Q3	5 years

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Tactic 8.7	Proactively manage asset lifecycle costs			
8.7.1	Conduct comprehensive review of building systems (fire, HVAC) to identify and implement opportunities for more efficient O&M (retro-commissioning).	Reduction of energy usage and cost	Near-term 2018 Q2	Annually
8.7.2	Implement asset management program to address long-term needs for asset renewal or replacement.	Future capital needs are defined, well-organized, and defensible.	Near-term 2018 Q2	Annually
Tactic 8.8	Proactively plan land use to support recruitment of targeted industries and retention of existing			
8.8.1	Prepare comprehensive land use master plan of NCGTP that optimizes land use.	Defines future land use strategy and associated capital needs.	Near-term 2018 Q2	Bi-annually
8.8.2	Implement near- and long-term strategy to relocate existing uses where appropriate.	Optimizes existing land use	Near-term 2018 Q2	Bi-annually
8.8.3	Pursue adjustment of US Army Corps 404-permitted boundary to meet future land use needs.	Expedites site readiness	Near-term 2018 Q2	Bi-annually
8.8.4	Determine ways to stream line approval processes for land use/ownership changes with FAA and DoD.	Expedites site readiness	Near-term 2018 Q2	Dependent on discussions with FAA and DoD
Strategy 9: Expand Utility Capacity as Needed to Match Potential User Needs				
Tactic 9.1	Identify utility needs to support and recruit targeted industries.			
9.1.1	Prepare comprehensive utilities master plan of NCGTP that considers future land use and promotes redundancy. Complete in conjunction with Tactics 8.3 and 8.8.	Defines future strategy and associated capital needs.	Near-term 2018 Q2	Bi-annually
Tactic 9.2	Seek funding opportunities			
9.2.1	Research sources for grant and low interest loans to support utility improvements. Develop/maintain relationships with funding providers. Examples include USDA-RD, NCDEQ, Golden Leaf and NCRR.	Provides alternative funding sources.	Near-term 2018 Q2	Every 4 months
Tactic 9.3	Engage with utility providers			
9.3.1	Coordinate regularly with utility providers to promote support and investment in industry recruitment strategy.	Increase site readiness	Near-term 2018 Q2 Every 4 months	Continually

Strategy / Tactic Specific actions to realize Business Plan objectives		Success Measure Defined outcomes	Planning Horizon / Timing	Re-evaluation
9.3.2	Discuss options with NRWASA and the City of Kinston for a larger allotment of water through the City of Kinston if future development requires greater water service.	Increase site readiness	Near-term 2018	Annually
9.3.3	Conduct an evaluation with the regulatory agencies and the City of Kinston to determine if the City can withdraw a larger amount of water from the ground.	Increase site readiness	Near-term 2018	Annually
9.3.4	If the demand for water encroaches upon the limits of production for the NRWASA water treatment plant, evaluate expansion of the plant to a 30 MGD facility.	Increase site readiness	Near-term 2018	2-5 years
9.3.5	If future water demand for NCGTP exceeds the City's distribution system capacity, examine options for connecting into the 30 MGD transmission line along Hwy 58.	Increase site readiness	Near-term 2018	Annually
9.3.6	Update preliminary engineering report (previously prepared for Greene County) and cost estimate to serve the northern parcels so the project cost is known to serve these parcels with sewer capability.	Increase site readiness	Near-term 2018	2-5 years
9.3.7	Further examine age, condition and capacity of the current sewer system, especially the main 30" interceptor prior to adding significant flows to the sewer system. CCTV inspection should be conducted to study pipe integrity and determine whether improvements need to be made to the sewer system.	Increase site readiness	Near-term 2018	2-5 years
9.3.8	Build out sewer to northern parcels that are not currently being served.	Increase site readiness	Medium-term 2020 or as needed for targeted users	Annually
9.3.9	Evaluation of current power service, via City of Kinston and Duke Energy, to determine what additional improvements are needed if any to attract targeted industry.	Increase site readiness	Near-term 2018	Annually
9.3.10	If additional capacity is needed, the City of Kinston substations should be built out since transmission capabilities are higher than service than service that is provided by the substations. The City of Kinston substations can be built to 60 mVA if future demand requires more service.	Increase site readiness	Near-term or as needed	Annually

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9.3.11	Supply greater power service to parcels that are located outside the City of Kinston. Duke Power currently has limited reserve capacity to these sites that will limit future growth if additional capacity cannot be supplied. This additional service could be by either power supplier.	Increase site readiness	Near-term 2019	Annually
9.3.12	Determine current limits of gas distribution capacity.	Increase site readiness	Near-term 2018	Annually
9.3.13	Assess whether the current limits meet the current and future tenant needs.	Increase site readiness	Near-term 2018	Annually
9.3.14	Collaborate with Dominion Energy to identify opportunities for power facilities that will support industry location	Increase available utility service	Near-term 2018-2019	Continually
Strategy 10: Maintain and Enhance NCGTP Aviation and Aerospace Facilities				
Tactic 10.1	Maintain airfield in state of good repair			
10.1.1	Evaluate long-term Capital Improvement Plan and seek strategic funding sources for the Division of Aviation and FAA.	Seek multi-year plan and funding for maintaining infrastructure	Near-term 2018	Annually
10.1.2	Evaluate long-term maintenance goals / needs for currently unused or underused portions of the airfield.	Seek multi-year plan and funding for pavement maintenance and preservation.	Near-term 2018	Annually
Tactic 10.2	Implement landside improvements to support airfield operations			
10.2.1	Seek grant funding from Division of Aviation to address airfield deferred maintenance needs.	Return airfield to state of good repair	Near-term 2019	Annually
10.2.2	Evaluate long-term need to maintain unused or underused portions of the airfield.	Reduce long-term maintenance or reconstruction costs for portions of airfield/apron that are no longer needed and may be decommissioned	Near-term 2018	Biannually
10.2.3	Demonstrate continued demand for FAA-contracted Air Traffic Control Tower services	Continued FAA support of Air Traffic Control Tower	Near-term 2018	Annually
10.2.4	Incorporate airfield needs, including landside access and supporting facilities, into master plan update.	Well-defined terminal redevelopment and apron redevelopment program and funding needs	Near-term 2018	Biannually

Strategy / Tactic		Success Measure	Planning Horizon / Timing	Re-evaluation
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Strategy 11: Enhance NCGTP Highway Access and Connectivity				
Tactic 11.1	Advance plans for supporting regional highway investments			
11.1.1	Advocate for priority STIP projects to secure high rankings for NCGTP-supportive projects in STI prioritization process.	NCDOT STI funding for regional highway investments	Near-term 2018	Annually
11.1.2	Collaborate with NCDOT, RPO to secure high rankings for NCGTP-supportive projects in STI prioritization process.	NCDOT STI funding for regional highway investments	Near-term 2018	Annually
Tactic 11.2	Advance plans for on-site circulation			
11.2.1	Incorporate roadway loops and circulation into the NCGTP land use master plan.	Communication of clear plan for access to target site users	Near-term 2018	Biannually
11.2.2	Complete clearing and prepare roadbed for future construction of Spine Road.	Advance work to provide roadway access to north side parcels	Medium-term	1 year
11.2.3	Construct Spine Road.	Creates dedicated highway access to northern portion of Park and increase marketability of property in this area.	Long-term	5 years
Strategy 12: Enhance Rail Access and Connectivity				
Tactic 12.1	Improve on-site rail facilities			
12.1.1	Develop permanent on-site transload facility to support expanded short line rail operations for NCGTP users.	Provide enhanced rail capability to users	Medium-term 2020, or as needed by targeted users	2 years
12.1.2	Develop concepts and pursue funding for rail connection to north side of runway.	Conceptual plan and funding	Medium-term 2020, or as needed by targeted users	2 years
12.1.3	Construct rail connection to north side of runway.	Rail access to north side parcels	Long-term, or as needed by target users	5 years
Tactic 12.2	Advance concepts for secondary rail connection to serve NCGTP			
12.2.1	Pursue planning and environmental efforts for new rail connection along CF Harvey Parkway extension alignment.	Rail connection studies incorporated into ongoing development efforts for CF Harvey Parkway extension to establish future ROW needs for rail connection to AA-Line	Near-term 2019	2 years
12.2.2	Collaborate with NCDOT to develop a plan of action should Class 1 rail lines become available.	Plan of action for potential acquisition and rail operation	Near-term 2019	2 years
12.2.3	Pursue construction of new rail connection to CSX AA-Line.	Funding for engineering and construction of rail connection	Medium-term 2020	2 years & 5 years

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Tactic 12.3	Pursue competitive rail service			
12.3.1	Evaluate expanded role for Short Line rail operator.	Memorandum of understanding with short line operator to establish interest and rights for operation of expanded rail operation at NCGTP, interconnect service to NS including possible service, and future interconnect service to CSX.	Near-term 2019	2 years and 5 years
12.3.2	Evaluate business case for scheduled rail service to NC Ports (e.g. model used by SCSPA at Inland Port Greer with guaranteed volume).	Analysis of potential aggregated benefits (shipping cost, time) to target customers that would be generated by guaranteed scheduled rail service to NC Ports	Near-term 2018 Q4	2 years
12.3.3	Collaborate with NCRR and NS for improved rail access / service.	Defined State-level policy on means to improve rail access and service to Eastern North Carolina over NCRR-owned rights of way, perhaps to include trackage rights to short line operator to handle intrastate short haul routes to and from the Port of Morehead City	Near-term 2019	2 years
Strategy 13: Enhance Port Access and Connectivity				
Tactic 13.1	Evaluate potential near-port functions that may be located at NCGTP			
13.1.1	Collaborate with NC Ports to identify near-port functions that could be performed at NCGTP to free up waterfront property.	Strategy session with NC Ports leadership to identify and target areas where NCGTP and NC Ports can work together to attract and support needs of businesses supporting waterborne commerce through NC	Near-term 2018 Q4	2 years
INVESTMENT				
Strategy 14: Secure Funding and Resources to Support Business Plan Objectives				
Tactic 14.1	Pursue grant funding for capital investments needs			
14.1.1	Collaborate with State and regional funding partners, including RPO, NCDOT, NCDEM and others to identify and pursue funding sources for NCGTP capital needs.	Continued state of good repair and modernization of NCGTP assets to attract users	Near-term 2018	Annually

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Tactic 14.2	Augment management capabilities and resources			
14.2.1	Maintain consistent leadership to realize vision.	Clear and achievable performance objectives for NCGTP director and senior staff	Near-term 2018 Q2 and ongoing	Annually
14.2.2	Establish multi-year funding program to support daily requirements for management and operations of NCGTP.	Multi-year funding plan to match NCGTP needs for staffing and contract support related to NCGTP management and administration, air operations, park operations, marketing, and routine maintenance.	Near-term 2018 Q2	Annually
Tactic 14.3	Enhance organizational capacity to meet facility operations and maintenance needs			
14.3.1	Develop approach to address routine requirements for maintenance of buildings and grounds.	Multi-year staffing and contracting plan, along with associated plan for funding from NCGTP revenues and other sources, to meet building and grounds maintenance needs	Near-term 2018 Q3	Evaluate performance annually; Update plan after 2 years
14.3.2	Develop approach to address routine requirements for maintenance of airfield and associated assets.	2-year staffing and contracting plan, along with associated plan for funding primarily from NCDOT Aviation Division grants, to meet airfield maintenance needs	Near-term 2018 Q3	Evaluate performance annually; Update plan after 2 years
Tactic 14.4	Clarify / redefine role of GTP Foundation to support realization of NCGTP Business Plan objectives			
14.4.1	Work with GTP Foundation Board to position for increased and consistent operational, functional, marketing support for NCGTP growth and economic development.	Annual plan for allocating resources to projects/operations at NCGTP	Near term 2019	Biannually
14.4.2	Collaborate with GTP Foundation on funding, including potential use of nearly \$5 million in liquid assets and annual lease revenues of \$200,000 toward best advantage of NCGTP operation and its economic goals.	Annual plan for allocating resources to projects/operations at NCGTP	Near-term 2019	Biannually
14.4.3	Define roles that may be obtained or supported by GTP Foundation.	Updated GTP Foundation bylaws and policy to enhance support of NCGTP growth objectives and strategies	Near-term 2018	5 years