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Defense and Cybersecurity
Cluster Report

TexAmericas Center – Texarkana MSA – Texas

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3.6 DEFENSE CLUSTER – SMALL ARMS, TACTICAL WHEELED VEHICLES, WEAPONS SYSTEMS, MUNITIONS, EQUIPMENT MANUFACTURING AND CYBER SECURITY & TECHNOLOGY BUSINESSES

TexAmericas Center and the Texarkana region is an attractive location for a defense company to locate a facility for several reasons:

- **Proximity to Military Installations:** The Texarkana region is strategically located near several military installations, such as Red River Army Depot in Texas and Camp Minden in Louisiana in a right-to-work state. Proximity to these installations can provide opportunities for collaboration, subcontracting, and support services for defense projects.
- **Proximity to the Texarkana Area Defense Cluster:** A large number of defense contractors are located in the greater Texarkana area, most with ties to the DOD installations found there. Military installations often require security clearances to interact with senior DOD civilians and uniformed personnel. Access to talent with these clearances and connections makes the Texarkana area an attractive location to serve the needs of these bases and related government agencies.
- **Supporting Industries:** Texarkana has an “Instant Supply Chain” of supporting industries and suppliers in sectors such as transportation, logistics, engineering services, metal fabrication, and more providing additional resources and support for manufacturers in this sector.
- **Skilled Workforce:** The region benefits from available, skilled workforce with experience in manufacturing, logistics, and other industries relevant to defense contracting in a Right-To-Work state. This workforce can provide the talent needed for specialized defense projects and manufacturing operations.
- **Community Support:** The Texarkana region has a long-standing and strong sense of community and local support for manufacturing businesses. This support manifests itself through partnerships with local organizations, workforce development initiatives, public entities and networking opportunities within the business and civic community.
- **Multimodal Transportation HUB Infrastructure:** Texarkana is situated, in the central time zone, at the crossroads of major transportation routes, including Interstate 30, Interstate 49 and Interstate 369, as well as railroads, airports, and the Port of Caddo-Bossier. This transportation infrastructure facilitates the efficient movement of goods and materials, making it easier and more cost-effective to access suppliers and distribute products.
- **Cost Competitiveness:** The Texarkana region offers a lower cost of doing business compared to larger metropolitan areas, including lower logistics, labor, and utility costs, affordable real estate, favorable tax policies, and other operating

costs. This cost advantage enhances the profitability and competitiveness of metals, machinery, and equipment manufacturing facilities located in the area offering a comparative advantage.

- **Business-Friendly Environment:** The Texarkana region offers a business-friendly environment with competitive tax incentives, supportive local governments, and access to business development resources. These factors can help defense businesses establish and grow their operations more effectively.
- **Innovation Ecosystem:** Texarkana is increasingly fostering an Innovation Ecosystem conducive to advanced and traditional manufacturing, with initiatives aimed at supporting research, development, and technology commercialization. Collaboration with local universities, research institutions and colleges can further drive innovation within manufacturing processes, existing product lines and for new product development.
- **Research and Education Institutions:** The presence of research institutions, such as universities or technical colleges, in the Texarkana region can provide opportunities for collaboration, workforce development, and technology transfer for defense businesses.
- **Cost of Living:** Texarkana typically has a lower cost of living compared to larger metropolitan areas, making it attractive for businesses seeking to minimize operating expenses while still accessing a skilled workforce and essential amenities.
- **Quality of Life:** The Texarkana region offers a relatively high quality of life, with access to outdoor recreational activities, cultural amenities, excellent educational resources, and a supportive community. This can help attract and retain employees, including those with specialized skills needed for defense-related work.

Overall, the Texarkana region's strategic location, skilled workforce, transportation infrastructure, business environment, cost of living, quality of life, and access to educational institutions make it a potentially favorable location for defense businesses seeking to establish or expand their operations.

3.6.1 An Overview Of The Greater Texarkana Defense Cluster

With two munitions manufacturing depots, a tactical wheeled vehicle reset depot, the Midwest Defense Logistics Agency (DLA) facility, two air force bases, four Army National Guard Training bases (Texas, Louisiana, and two Arkansas), an Arkansas Air National Guard Training Base, two DOD, ATF and EPA approved energetics disposal facilities and three former munitions depots housing scores of defense contractors, multiple commercial airports and a world-class engineering university and junior colleges, Texarkana is at the heart of a robust and thriving defense and security cluster that has an essential, worldwide impact. Anchored by the Red River Army Depot (RRAD) and a

major DLA operation, the Defense & Cybersecurity Cluster within 150-miles of Texarkana has everything from OEM's, supply chain, to end users. Our Defense companies create highly advanced Weapons Systems, Tactical Wheeled Vehicles, Munitions (and their disposal) as well as produce and manage programs and logistics for critical parts and electronics for this industry's large global supply chain.

The 150-miles market around Texarkana is home to MRO, component parts, completion centers, and defense contractors like: Advanced Global Resources (AGR), Aerojet Rocketdyne (GenCorp Inc), Amentum, BAE, Boeing, Cherokee Nation, Day & Zimmermann, Esterline Defense Group, General Dynamics Armament & Technical Products, Lockheed Martin Missile & Fire Control, Metro Aviation, SAIC, Rheinmetall, EnviroSafe Demil, National Technical Systems, Raytheon Missile Systems, Spectra Technologies, Beako Manufacturing, Commercial Manufacturing Company, Inc., and many more. These contractors are further supplied and supported by strong, diverse groups of manufacturers, vendors, and suppliers throughout the region. Finally, the region is home to a large number of Department of Defense organizations housed at the DOD in installations.

3.4.3.4 Opportunities At TexAmericas Center

- A TexAmericas Center facility can uniquely exploit not just the unique workforce skills and defense contracting knowledge related to the RRAD & DLA but also its supply chain both in terms of RRAD supplier recruitment and for similar companies that act as primary contractors as subcontractors as well as in the private market.
- Although the military armored vehicle segment in the US has experienced consolidation and hence a decrease in business locations (it has been increasing employment), the global market, especially Asia Pacific, Middle East, and Eastern Europe has growth potential. However, tactical vehicle assembly, subassembly, and component parts manufacturing has a clear competitive advantage operating here.
- All non-aerospace defense-related activities should be interested in learning more about TexAmericas Center, especially if energetics is involved - including the private sector. This cluster would also include private, defense and non-defense industries in firearms and ammunition that require testing facilities.
- Specifically, for the small arms and ammunition the region can offer a high concentration of key occupations, especially in welding, Cutting, Punching, and Press Machine Setters/Operators, and assembly. Further, there exists the potential to partner with the RRAD on use of shooting ranges, and TexAmericas Center's large sites and existing energetics storage facilities allow for safe storage of ammunition and for companies to expand into ammunition production.

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- Unmanned aerial vehicles (UAVs), vertical take-off equipment and other drones are emerging segments of the Defense and Civilian Industry. With access to large amounts of TexAmericas Center owned timber land, Texarkana Regional Airport facilities and off-property area that is sparsely populated there is ample area for flight testing. As well TexAmericas Center boasts dedicated Heli-pad sites. The Texarkana region is an optimal location for R&D, testing and production.

3.4.3.5 Intangibles

- Political support can play a significant role in pursuing federal Department of Defense (DOD) contracts, especially for large-scale contracts or projects. Here's why:
 - **Influence on Funding Allocation:** Politicians have the power to influence budget allocations within the DOD. By garnering political support, companies can increase the likelihood of funding being allocated to specific projects or contracts they are involved in.
 - **Regulatory and Legislative Influence:** Politicians can shape regulations and legislation that affect defense contracting. Having political allies can help companies navigate complex regulatory environments and advocate for favorable policies that could impact contract opportunities.
 - **Access to Decision-Makers:** Political support can provide access to key decision-makers within the DOD and other government agencies. This access can be crucial in promoting a company's capabilities and securing contracts.
 - **Visibility and Public Relations:** Political endorsements can enhance a company's visibility and credibility, both within the DOD and in the public eye. This can be advantageous when competing for contracts, as it may give the company an edge over competitors.
 - **Mitigating Risks:** Political support can help mitigate certain risks associated with defense contracting, such as regulatory challenges or contract disputes. Politicians may intervene on behalf of a company to resolve issues or advocate for fair treatment.
 - However, it's essential to note that while political support can be beneficial, it should not be the sole factor in pursuing DOD contracts. Companies still need to demonstrate their capabilities, expertise, and value proposition to win contracts competitively. Additionally, over-reliance on political connections can sometimes backfire if perceived as favoritism or cronyism, potentially damaging the company's reputation and relationships within the DOD and industry.

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- The four-state Texarkana region boasts the potential for favorable Political Support from
 - 8 US Senate and 5 US Congressional Districts
 - 1 Texas Senate and 2 Texas Congressional Districts
 - NDIA Shreveport Chapter
 - Texarkana Military Affairs Committee of the Texarkana USA COC
 - Access to High level security clearances possible
 - **Access to high-level security clearances** is crucial for Department of Defense (DOD) contractors, especially those involved in sensitive or classified projects. Here's why:
 - **Access to Classified Information:** Many DOD contracts involve working with classified information, such as defense technologies, sensitive military operations, or classified data. Contractors must have personnel with the appropriate security clearances to access and handle this information securely.
 - **Contract Requirements:** DOD contracts often include specific security clearance requirements as part of the contract terms and conditions. Contractors must meet these requirements to fulfill their obligations and access the necessary resources for project execution.
 - **Collaboration with Government Agencies:** Contractors frequently collaborate with various government agencies, including military branches and intelligence organizations. Access to high-level security clearances facilitates communication, collaboration, and information sharing between contractors and government entities.
 - **Protection of National Security:** Maintaining strict security protocols and ensuring that only cleared personnel have access to sensitive information is essential for protecting national security interests. High-level security clearances help mitigate the risk of unauthorized access or information leaks.
 - **Competitive Advantage:** Having employees with high-level security clearances can provide a competitive advantage when pursuing DOD contracts. It demonstrates a contractor's ability to handle classified information responsibly and may be a requirement for certain projects.
 - **Compliance with Regulations:** DOD contractors are subject to various security regulations and standards, such as the National Industrial

Security Program (NISP) and the Defense Counterintelligence and Security Agency (DCSA) requirements. Maintaining high-level security clearances ensures compliance with these regulations.

Overall, access to high-level security clearances is not only important but often necessary for DOD contractors to participate in classified projects and fulfill their contractual obligations while upholding national security standards.

3.6.2 The Defense Cluster In The Immediate Texarkana Area

- **Red River Army Depot**

- The Red River Army Depot (RRAD), its mission is to sustain the Warfighter's combat power by providing ground combat and tactical systems sustainment maintenance and proving grounds operations, is part of the US DOD's Organic Industrial Base that ensures members of our Joint Forces have what they need, whenever they need it. A unique capability of RRAD is its Rubber Products Division which is the only facility of its kind in the Department of Defense. As the sole source provider of the M1 road wheel, the depot has the most sophisticated, state-of-the-art track shoe and roadwheel re-build / manufacturing facility in the world. RRAD's Rubber Products Division is capable of producing multiple types of track shoes and road wheels simultaneously to meet the Army's demand. Equipment modernization projects such as the automated rubber denuding system and robotic road wheel material handlers have ensured that RRAD will continue to be a leading producer of track shoes and road wheels well into the future. Along with the equipment modernization program, RRAD has developed a professionally trained staff of engineers, technicians, equipment specialists, rubber workers, systems operators, and inspectors in its Rubber Products Operations. RRAD consists of 15,375 acres, more than 1,400 buildings totaling over 8 million sq. ft. of floor space to rebuild a large variety of vehicle systems and components for our Soldiers. RRAD is the Army's Center of Industrial and Technical Excellence (CITE) for Tactical Wheeled Vehicles including but not limited to each variant of the Mine Resistant Ambush Protected (MRAP) Vehicle; the High Mobility Multipurpose Wheeled Vehicle (HMMWV); the Heavy Expanded Mobility Tactical Truck (HEMTT); the Armored Security Vehicle (ASV); the 5-Ton Truck Family of Vehicles; the Family of Medium Tactical Vehicles (FMTV); the Heavy Equipment Transporter (HET); Palletized Load System (PLS) and the Rough Terrain Container Handler (RTCH). The depot is also CITE for the Bradley Fighting Vehicle and also conducts rebuild work on the Multiple Launch Rocket System (MLRS) and the High-Mobility Artillery Rocket System (HIMARS). RRAD is also the maintenance location for a

multitude of secondary items and oversees the remanufacture of road wheels and tracks for various vehicle systems. The depot's multiskilled workforce possesses a wide range of technical resources including the capability to design, fabricate and manufacture a wide range of items, from specialty parts to unique prototype weapon systems and vehicles. RRAD is the first Tank-automotive and Armaments Command (TACOM) facility to achieve Voluntary Protection Program (VPP) Star Status. Achieving VPP shows its continued commitment to outstanding occupational safety and health. In addition, RRAD was the first depot within the Army Material Command to achieve ISO 9001:2000 (now ISO 9001:2015) certification throughout all administrative and production processes. The depot also possesses a long-standing ISO 14001:2015 registration for Environmental Management Systems. Red River Army Depot not only supports the Army but also provides inter-service support to the Marine Corps, Air Force, Navy's and various National Guards repair and overhaul programs. RRAD's commitment to productivity, quality and cost-efficient performance not only ensures its place as vital partners with the Department of Defense, but also at the forefront of partnerships with private industry. Since 2002, RRAD has signed over 40 teaming agreements and negotiated over 200 partnering contracts generating more than \$400 million in revenue.

- **Defense Logistics Agency - Distribution Red River, Texas**
 - Co-located with the RRAD is Defense Logistics Agency (DLA) Distribution Red River, Texas'. Its primary mission is to provide truck, rail, and air distribution services and tailored logistics solutions of the highest quality, on time and at the best value to the warfighter and other customers. The distribution center provides distribution support for Class IX repair parts and secondary items for tracked and wheeled vehicles, aircraft, and major weapon systems. DLA Distribution Red River, Texas, also has a large Class VII major end item distribution mission. The Army has designated DLA Distribution Red River, Texas, as the storage site for its Bradley Fighting Vehicle Systems, Multiple Launch Rocket Systems, High Mobility Artillery Rocket Systems, and the High Mobility Multipurpose Wheeled Vehicles. In support of these systems, the distribution center builds and maintains a supply of basic issue items and components that accompany wheeled and tracked vehicles shipped to units in the field. The distribution center is also the primary distribution point for the Single Channel Ground and Airborne Radio System. This system links communications in a network between wheeled vehicles, tracked vehicles, helicopters, and soldiers on foot. When weapon systems, vehicles, or aircraft are delivered to Service units, those units also get support packages assembled by distribution center employees. Tailored logistics support for these weapon systems

involves spare parts, tools, technical publications/manuals, and diagnostic equipment needed to keep a particular item up and running until full operational support systems are in place. The distribution center tailors this support to specific customer requirements. In addition, the distribution center provides rebuilt roadwheels and track and complete wheel assemblies for many of the vehicles being used by the various Services.

- **Tactical Wheeled Vehicle MRO and contract OEM**

- Advanced Global Resources (AGR), an Argano company, has a long history of supporting the US Government as both a prime and sub-contractor across many departments and a broad spectrum of services including information technology operations support, custom applications development, enterprise systems implementation, cloud architecture and migration, data science and management, cyber security, and program support across most operational areas. AGR is a HUBZone Certified Small Business with an active DoD Facility Clearance at the Secret level. The team has successfully supported the US Government on over 75 prime contracts and 20 subcontracts. The facility at TexAmericas Center focuses on supporting the allies of the USA by performing retrofitting to full reset on Tactical Wheeled Vehicles bought through the Foreign Military Sales program. AGR has performed contracts with Argentina, Israel, Ukraine and more. The capabilities of this facility also allow for AGR to be an OEM contract assembly location.

- **Munitions Manufacturing (Munitions, Security, Logistics, Base Operations, Program Management)**

- Located in the Texarkana MSA, Day & Zimmermann operates their Lone Star production facility (DZMG). They began operations in 1951 when the DOD awarded the company a contract to manage the US Army Lone Star Army Ammunition Plant. When the DOD shut down the main facility in 2010, Day & Zimmermann continued to operate a vast complex on over 6,000 acres, with hundreds of industry specific buildings, miles of roads and notable infrastructure. Products produced in Texarkana for the US DOD and its allies include Percussion Primers, various types of Grenades and Fuses, Mortar Rounds, Cartridge Actuated Cutters, and other forms of ammunition.

- **Demilitarization of Ammunition, Ordinance and Counter Measures**

- Located in the Texarkana MSA at TexAmericas Center are two companies that specialize in the Demilitarization of Ammunition, Ordinance and Counter Measures. They are Rheinmetall's ExpalUSA and EnviroSafe Demil, both of which are Headquartered at

TexAmericas Center. Both facilities have worked through approval processes with DOD, ATF, DOT, and EPA to move, store, safely disassemble, and dispose of munitions in an environmentally friendly process. Products that have been recycled or disposed of include cluster bombs, scatter mines, torpedoes, howitzer shells, propellants, aerial bombs, mortars, counter measures, small arms cartridges, canisters, fuses, detonators, and other items.

- **Weapons Testing and Engineering Center**

- Located in Camden Arkansas is the National Ordnance and Ballistic Test Center operated by National Technical Systems (NTS). NTS Camden is a commercial testing complex and is one of the most complete independent weapons and ordnance testing facilities in the country. It can do arena and range testing, including shoulder fired weapons testing, and has fully instrumented small, medium, and large caliber ranges up to 3000 Meters and can test calibers up to 155mm. It can do a range of firearm safety device testing and performs Comprehensive Firearm Analysis to include:
 - Trigger Job in Progress
 - Cylinder Transport Variation
 - Trigger Energy Distribution
 - Altered Hammer Spring
 - Coil Spring Comparison
 - Forward and Reverse Test
- In addition, NTS can do bullet impact testing using small and medium caliber ammunition. One of NTS's core strengths is to offer full product design engineering, systems engineering, managed engineering services to its clients, design & build services for automated test equipment systems, and/or the design and implementation of automated industrial control systems.
- Among the products produced in Camden are the PAC-3, THADD, HIMARS, MLRS and Guided MLRS, Standard Missile-3, Evolved Sea-Sparrow Missile (ESSM), Hydra-70 rockets, Modular Artillery Charges (MACs), pressed warheads, infra-red flares and other countermeasures, practice round munitions, including "green" training grenades, Hellfire/Javelin Tactical Missiles, and tactical rocket motors and warheads for use in Javelin, PAC-3, Tomahawk, Standard Missile, Army TACMS, and GMLRS.

3.6.3 The Defense Cluster In The Larger Texarkana Area

- **Pine Bluff Arsenal**
 - The Pine Bluff (AR) Arsenal supplies specialized production, storage, maintenance, and distribution of readiness products, and delivers technical services to the Armed Forces and Homeland Security. It also designs, manufactures, and refurbishes smoke, riot control, and incendiary munitions, as well as chemical/biological defense operations items. It serves as a technology center for illuminating and infrared munitions and is also the only place in the Northern Hemisphere where white phosphorus munitions are filled. Its Homeland Security mission includes first-responder equipment training and surveillance of pre-positioned equipment. The capabilities of the Pine Bluff Arsenal include: chemical defense and test equipment; individual and collective chemical protection and decontamination systems; chemical material surveillance program; machining, fabrication and assembly; specialty ammunition production; less than lethal ammunition production; and quality assurance and joint logistics services.

- **McAlester Army Ammunition Plant**
 - McAlester Army Ammunition Plant (MCAAP) is a weapons manufacturing facility for the United States Department of Defense in McAlester, OK. The facility is part of the US Army Joint Munitions Command. Its mission is to produce and renovate conventional ammunition and ammunition related components. The plant stores war reserves and training ammunition. McAlester performs manufacturing, industrial engineering, and production product assurance. The plant also receives, demilitarizes, and disposes of conventional ammunition components. The plant is the largest, in terms of storage, in the Department of Defense's munitions stockpile housing close to one-third of total inventory. MCAAP's capabilities include: manufacturing; logistics support; demilitarization and disposal; training support; safety and environmental protection; research and development; and renovation. The facility produces a range of munitions from 20mm shells to the eleven-ton Massive Ordnance Air Blast (MOAB).

- **Barksdale Air Force Base**
 - Barksdale AFB is home to Air Force Global Strike Command (AFGSC), Eighth Air Force (8th AF), the 2nd Bomb Wing (2nd BW), and the 307th Bomb Wing (307th BW). Barksdale AFB has approximately 11,400 military and civilian personnel, 6,300 family members, and 25,000 military retirees (living in its three-state area).

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- **Little Rock Air Force Base**
 - Little Rock AFB is home to C-130 Center of Excellence and is the primary C-130 Hercules training base for pilots, navigators, flight engineers, and loadmasters from all branches of the US military for tactical airlift and aerial delivery. The host unit at Little Rock AFB is the 19th Airlift Wing (19 AW). Other organizations at Little Rock AFB include the 189th Airlift Wing of the Arkansas Air National Guard, and the C-130 division of the U.S. Air Force Weapons School.
 - **Camp Minden - Louisiana National Guards Training Site**
 - Camp Minden Training Site (CMTS) is the Louisiana National Guard's (LANG) newest military training site. In 1941, the Federal Government acquired 15,868 acres of farms, farmland, and private lands for construction of The Louisiana Army Ammunition Plant (LAAP). In January 2005 the entire area that formally belonged to the U.S. Government as LAAP totaling 14,995 acres was deeded over to the State of Louisiana under the control of the Louisiana Military Department.

3.4.3.6 *Texas Is A Defense Giant - Arkansas, Louisiana And Oklahoma are Key Players*

- **Texas** plays a vital role in our nation's defense industry due to its military installations, aerospace and defense manufacturing capabilities, research and development activities, defense contracts, industry clusters, and cybersecurity expertise. The state's contributions bolster national security and defense capabilities while driving economic growth and innovation within the defense sector.
- **Texas** is home to no less than 15 major military installations across all branches of the armed forces. These include Red River Army Depot, Defense Logistics Agency - Red River, Fort Hood, Fort Bliss, Joint Base San Antonio (comprising Lackland Air Force Base, Randolph Air Force Base, and Fort Sam Houston), Naval Air Station Corpus Christi, Naval Air Station Kingsville, and many others. These installations support a wide range of military operations, training, and research and development activities.
- **Texas** is home to the headquarters for two international airlines, two of the world's busiest airports, and NASA's world-famous Johnson Space Center. It is one of the most important locations for the global aerospace and aviation industry. The broad range of aerospace activities in Texas includes fighter planes and helicopter assembly, navigation instrument development, advanced space-flight research, spacecraft manufacturing, military pilot training and commercial space travel. This industry has a substantial presence in many regions of the state. The Dallas-Fort Worth region, 160-miles from TexAmericas Center, boasts the state's largest concentration of aerospace manufacturing companies

and workers, as well as the headquarters of American Airlines and Southwest Airlines.

- **Texas** has a strong aerospace and defense manufacturing sector, with numerous companies engaged in the production and MRO of our nation's military aircraft, missiles, munitions, and other defense-related equipment. Major defense contractors such as Lockheed Martin, BAE Systems, Raytheon Technologies, Boeing, and Amentum have a significant presence in the state and in the Texarkana region.
- **Texas** boasts several research institutions, universities, and technology hubs that contribute to defense-related research and development efforts. These institutions collaborate with government agencies, defense contractors, and military installations on projects related to advanced technologies, cybersecurity, materials science, and more. Texarkana's proximity to Arkansas, Louisiana and Oklahoma brings with it the potential to partner with the leading institution of higher education found in those states.
- **Texas**-based defense contractors secure substantial defense contracts from the Department of Defense (DoD) and other government agencies. These contracts cover a wide range of products and services, including aircraft, weapons systems, logistics support, cybersecurity solutions, and intelligence services.
- **Texas** has developed defense industry clusters in regions such as the Texarkana TX-AR Area, Dallas-Fort Worth Metroplex, Greater Houston area, San Antonio, and Austin. These clusters foster collaboration, innovation, and workforce development within the defense sector.
- **Texas** and the greater Texarkana area is a hub for cybersecurity activities, with many companies and organizations specializing in cybersecurity solutions and services for government, military, and commercial clients. This rising expertise in cyber-security adds to our national defense efforts and protection against cyber threats.
- **Arkansas** plays a role in the defense industry primarily through its contributions to aerospace and defense manufacturing, research, and development including Aerospace manufacturing, Military Installations, Research & Development partnerships, Supply Chain Support, Defense Contracting, and Cybersecurity. These contributions help bolster our national defense capabilities and provide economic opportunities for the state and can be leveraged by a Texarkana location.
- **Louisiana's** position in the defense industry is characterized by its military installations, aerospace and defense manufacturing capabilities, maritime

operations, cybersecurity expertise, and contributions to homeland security. The state's defense-related activities support national security objectives while driving economic development and innovation.

- **Oklahoma's** position in the defense industry is characterized by its military installations, aerospace manufacturing expertise, research and development activities, defense contracts, cybersecurity initiatives, and contributions to homeland security. The state's defense-related capabilities support national security objectives while driving economic growth and innovation.

3.6.4 Cybersecurity

TexAmericas Center and the Texarkana region is an attractive location for a defense business for several reasons:

- **Proximity to Military Installations:** The Texarkana region is strategically located near several military installations, such as Red River Army Depot in Texas, Barksdale Air Force Base, which is home to the United States Air Force Global Strike Command, Camp Minden, and other installations. The presence of military installations and government agencies often translates to a demand for cybersecurity services, as these entities require robust digital security measures to protect sensitive information and critical infrastructure. Proximity to these installations can also provide opportunities for collaboration, subcontracting, and support services for defense projects.
- **Skilled Workforce:** The region benefits from a skilled workforce with experience in manufacturing, logistics, and other industries relevant to defense contracting in a Right-To-Work state. This workforce can provide the talent needed for specialized defense projects and manufacturing operations.
- **Transportation Infrastructure:** Texarkana is situated at the crossroads of major transportation routes, including Interstate 30 and Interstate 49, as well as railroads and the Port of Caddo-Bossier. This transportation infrastructure facilitates the movement of goods and materials, making it easier to access suppliers and distribute products.
- **Business-Friendly Environment:** The Texarkana region offers a business-friendly environment with competitive tax incentives, supportive local governments, and access to business development resources. These factors can help defense businesses establish and grow their operations more effectively.
- **Cost of Living:** Texarkana typically has a lower cost of living compared to larger metropolitan areas, making it attractive for businesses seeking to

minimize operating expenses while still accessing a skilled workforce and essential amenities.

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- **Research and Education Institutions:** The presence of research institutions, such as universities or technical colleges, in the Texarkana region can provide opportunities for collaboration, workforce development, and technology transfer for defense businesses.

Overall, the Texarkana region's strategic location, skilled workforce, transportation infrastructure, business environment, cost of living, quality of life, and access to educational institutions make it a potentially favorable location for defense businesses seeking to establish or expand their operations.

3.6.5 Educational Pipeline

There are over 33 institutions of higher education within 100 miles of Texarkana with over 86,000 students enrolled: over 26,000 graduate each year. Texarkana region's cybersecurity educational programs train workers that enter almost every industry of the economy. But they also contribute greatly to the cybersecurity industry itself — an industry so new it has yet to be defined by NAICS.

3.6.6 Additional Recognized Regional Leaders

- **Shreveport, LA:** Serving as an anchor in our regions Cybersecurity Corridor, Shreveport hosts the Cyber Innovation Center and its National Cyber Research Park (NCRP), providing space for collaborating, conducting leading research and developing state-of-the-art technologies.
- **Little Rock, AR** is home to numerous national and global companies (operators of critical infrastructure), specifically in the Electric Grid, Financial Services and Food/Logistics sectors. Strong leadership within the state has led to Arkansas becoming a focal point for Computer Science, Data Science and Cybersecurity talent. Numerous initiatives exist to push Arkansas forward, making it a state prime to support innovative new concepts and collaborations. Some key initiatives relevant to the ACA, include: (1) AR Governor's Computer Science Initiative requiring every high school to teach computer science, (2) Arkansas Center for Data Science which is advancing the education and resource opportunities for businesses and citizens in Arkansas, (3) the Arkansas Legislature which among several bills passed the Governor's Accelerator Bill providing a financial state-match to private sector innovation initiatives within the state, and (4) strong academic centers, including: University of Arkansas

Little Rock Emerging Analytics Center (NSA/DHS COE), DoE Cybersecurity Center on Secure Evolvable Energy Delivery Systems (SEEDS) (a multi-university center headquartered at the University of Arkansas), and UCA Cyber Range. Finally, Gov. Hutchinson is Co-Chair of the President's Council of Governors and National Governors Association (NGA) Cybersecurity Committee.

- **Hot Springs AR:** Garrisoned at Hot Springs (AR) the 223rd Cyber Space Operations Squadron Air Force Air Combat Command Cyber Mission and the Arkansas Air National Guard "Cyber Arkansas" unit has been stood up to train for Cyber Mission Force (CMF) AFSPC/AF 1B4. The Cyber Education Program operates in a large SCIF and will train hundreds of students for the Department of Defense this year in CMF, Digital Forensics, ICS/SCADA and Vulnerability Assessments.
- **University of Arkansas at Little Rock** launched the Emerging Threat Information Sharing and Analysis Center (ET-ISAC) to combat growing cyber threats in the energy sector. More than 80 percent of the nation's energy infrastructure is privately owned, so enhancing coordination and engagement is vital to our national interests. Too often critical information is not reported and shared widely, which slows down responses to security concerns. By collaborating with electric utilities and partners in the region we can better protect our energy infrastructure. The ET-ISAC will develop training simulations and information sharing practices among the energy sector to identify threats and communicate across the industry about current risks. This initiative will be an instrumental part of our national strategy to prevent breaches and attacks that have the potential to disrupt our lives while positioning the region as a leader in cyber defense. It builds on the existing collaboration in Arkansas to meet our growing need for skilled cybersecurity professionals. In 2021 UA Little Rock joined UA Pine Bluff and the Forge Institute to create the Consortium for Cyber Innovation. This project is developing and aligning cyber instruction and marshaling applied research capabilities throughout the state, creating a cluster of industry and education that will support our cyber readiness. Unique coursework at the University of Central Arkansas is also generating a pipeline of employees to defend against evolving cyber threats. President Biden signed into law the Cybersecurity Opportunity Act; legislation championed by Congressman Boozman (AR) to expand cybersecurity training programs.

There is great potential for the Defense and Cybersecurity & Technologies industry in the Texarkana area, with a focus on traditional segments, as well as developing technologies such as unmanned aerial vehicles, robotics, and biometrics. The defense and security technologies industry can include

search and navigation instruments, aerospace, communications equipment, shipbuilding, cybersecurity, and other related areas. The military presence, large pool of skilled technology workers and pipelines of new talent available to support and aid this growing and expanding industry is very attractive. The region is poised to expand with companies in this fast-growing industry.



Whether you are looking to expand your business, your current lease is expiring, you are planning a move to Texas, or you have considered leaving the mid-south region, talk to us first!

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