



NORTH CAROLINA MILITARY AFFAIRS COMMISSION

Minutes for Executive Steering Group (ESG) Meeting, 2nd Quarter, May 4, 2021

Microsoft Teams/984-204-1487 Code: 718 995 812#

Members Present

Grier Martin, Chairman
Kirk Warner, Quality of Life, Chair
David Hayden, Economic Dev, Chair

Members Not Present

Hon Chuck Allen, Installation Area
Hon Harry Brown

OTHER Commission Members Present

Representative Cleveland
ET Mitchell, Commission member

Ex-Officio Present

Secretary Walter D. Gaskin, DMVA

Additional Attendees

Larry Coleman, NC National Guard
Christopher Hailey, LA to Grier Martin
Jamie Norment, ACT
Chad Sydnor, Cassidy & Associates
Carmen Lombardo, MCI- East
Debra Bryant, Cumberland County Rep
Jeremy Tarr, Governor's Office
Greg Bethea, DMVA
Ariel Aponte, DMVA
Kelly Jackson, Executive Director, NCMAC

OPENING REMARKS: CHAIRMAN GRIER MARTIN

Chairman Grier Martin called the meeting to order at 10:03 am. Chairman Martin welcomed everyone to the Executive Steering Group (ESG) meeting and thanked everyone for all of their hard work. He informed the Group that Frank Bottorff has stepped down from the NC Military Affairs Commission and that is a terrible loss to the NC Military Affairs Commission, and he has given many years of great service. He has also resigned from the City of Havelock as the City Manager. He thinks that Frank Bottorff's sense of the situation and he does not want to put words into his mouth. That his work on the NC Military Affairs Commission was connected to that job. He has had a chance to talk to him and thanked him deeply for everything that he has done for the NC Military Affairs Commission and if you have time he thinks that he would appreciate hearing from you and thanking him for everything that he has done for us and the Commission. If we had a NC Military Affairs Commission building, he would suggest that we name it after Frank Bottorff. He asked Kelly Jackson to take the roll call and let him know if there was a quorum. She said that they had a quorum for this meeting. Kelly Jackson read the ethics statement. The Group has a legal obligation to disclose any conflict of interest that may or may not arise or potentially arise with your regular job or any of the business of the Executive Steering Group. If you have a potential conflict, she asks that you disclose that potential conflict, so we are aware of potential conflicts. Does anyone have such a conflict? So, does anyone have any potential conflict of interest with the business on the agenda and if not, please be cognizant of any potential conflicts that arise from the discussion topics and govern yourself accordingly.

**Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 2**

CONSENT MINUTES: CHAIRMAN GRIER MARTIN

Chairman Martin asked for a motion to approve the minutes from the 1st Quarter meeting held on February 2, 2021. Kirk Warner made a motion to approve the minutes. David Hayden seconded the motion and it passed by a unanimous vote. The Executive Steering Group minutes were approved.

DEPARTMENT OF MILITARY AND VETERANS AFFAIRS (DMVA) UPDATE: SECRETARY WALTER GASKIN

Good morning Commissioners, thank you for having me here this morning. I would like to deliver to the committee a few important updates regarding the work we have been doing at the NC Department of Military and Veterans Affairs during the first quarter of this year. Of course, as you know the General Assembly has been in session, and we engage on a daily basis. The Department is actively tracking approximately 40 pieces of legislation that would impact our constituents or the agency itself in some way. As the budget process continues to play out, we will be advocating for the military members and veterans of North Carolina, and their families, and the issues that impact them, and frankly, all of us. That is why our advocacy does not stop at the installation gates—we know that quality of life issues is paramount in considerations around base realignment. That is why we have adopted a holistic approach to the issues, working with the Department of Public Instruction and local education boards, the Department of Environmental Quality (DENCR), and other partners in state and local government to advance the legislative and policy goals of the Department. Across the Department we are easing back into a more “normal” routine as vaccine rates rise and covid-19 cases fall. We have been working with our nursing home service provider to get residents vaccinated, and even conducted 3 clinics at each of our homes. Our resident vaccination rate fluctuates slightly as residents and staff come and go, but we are holding fairly steadily around 90% for residents and half of the staff. We face challenges in encouraging State Veterans Nursing Home staff to get vaccinated, just like all the State agencies, but we will continue to push for a full vaccination rate from the Department-level. Veterans Stand Downs are starting up again after the disruption caused by the pandemic; there were 6 last month alone. These events helped more than 300 homeless veterans take advantage of Veteran Affairs services, mental health screenings, employment assistance and donated supplies including toiletries, shoes, linens, and backpacks. An estimated 130 COVID-19 vaccines were delivered as well. This quarter, the Veterans Affairs Commission selected 388 students in NC to receive the Scholarship for Children of Wartime Veterans, which is awarded and administered through our Department. This scholarship is earned by children who have suffered some tragedy in their life, related through the service contributions of their family. It is one of my top priorities to ensure that this program is not only fully funded, but well-structured and sustainable well into the 21st century. Our State Veterans Home program is expanding. We are on track to open a new state of the art facility in Kernersville later this summer that will house 120 beds and we are currently right in the middle of the bid opening for a facility in Raleigh as well. Since I was appointed to my position by Governor Cooper, I have made it a point to visit our major military installations across North Carolina and, so far, have been to each one except Cherry Point, where I will be later this month. North Carolina is proud of our reputation as the most military friendly state in the nation, and rightfully so. I intend to strengthen our unique relationship with the Armed Forces. In my travels to each of the installations, one theme continues to come up again and again—quality of life issues. These types of issues are the modern challenge that our installations face when it comes to a potential BRAC round in the future, but perhaps more importantly, they are the greatest influencers on Department of Defense (DoD) decision makers shaping force realignment policy *right now*. Whether it be road and infrastructure challenges at Fort Bragg, easement, and encroachment

Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 3

obstacles at Camp Lejeune, or the inflated housing costs in Wilmington, all of our NC military installations are facing these types of challenges. I am working to strengthen our Military Affairs Division as a partner for our installations as they confront these issues. We are also working to ensure that our NC service members know that our State values them—we want them to call our state home, not just a stop along the way in their military career. That is why we organized an opportunity for the NC Military Family of the Year, SGT Justin Dixon, his wife Tawni and their son Cameron, to Raleigh last week to meet First Lady Kristin Cooper and tour the Museum of Natural Sciences. You may have even seen the Dixon family on WRAL news this past weekend.

The bottom line is that he feels as the Department, we have to have in collaboration with the NC Military Affairs Commission all things that are military related and military impact. To ensure that we are in tune with the active duty. We are very much in tune to the Veterans. We have a couple of issues in the area of the Cemeteries that he would like to shore up but overall, he thinks that everybody wants to help Veterans. He has not seen anyone out there that does not want to help Veterans. He does think that it needs to be channelized so that all Veterans regardless of what part of the State they live in receive the services needed. We have some great initiatives as it relates to the injuries of Veterans that cannot be seen such as PTSD or TBI and also assault and sexual assault. There are medical agencies outside of the gate that can help the active duty as well as veterans. That is where we are, and he will stand by for questions. Chairman Martin said that he appreciated the presentation that he provided and the incredible support that he and the Department is giving to the NC Military Affairs Commission.

QUALITY OF LIFE (QOL) COMMITTEE: KIRK WARNER

Kirk Warner said that the QOL committee met on Tuesday, April 27, 2021, and had a robust meeting as usual. The meeting was well attended and great discussions on many topics. They had a briefing from John Biggers, Cape Fear Valley Medical Center about the Adolescent facility for mental health that the General Assembly had given \$4 M to support a real need in the Fort Bragg area for an in-patient facility. This is a good thing. The unit was originally going to the Betsy Johnson Hospital but because of a variety of reasons they had some opportunities there at the Cape Fear Valley Medical Center and that is where they are building this facility. They should be opening the care unit in September 2021 if everything goes well. This is a project that Womack Hospital and the NC Military Affairs Commission has been working on for a few years. This care unit will be up and running soon and we need to have John Bigger's give an update to the Commission at the next meeting. This is a win-win for the Fort Bragg area and also Seymour Johnson Air Force Base (SJAFB). The second topic that we talked about was the Military Interstate Children's Compact Commission (MIC3) and got an update from Jamie Livengood. The best thing out of that was that this MIC3 is on the military issues and how the states are dealing with issues. The third area was the Purple Star Program and that program just finished up for the year. The Department of Public Information (DPI) has that program in their nest of activities. Last month was the Month of the Military Child and the Purple Star Program awarded 288 schools with this award. That is more than double what had been awarded in the first year in 2020. They had 12 Districts involved, 1 Department of Defense Educational Activity (DoDEA) school and 5 Charter schools. That is an opportunity throughout the state and once people have heard about the program they want to participate. This also addresses something that Secretary Gaskin was talking about reference the Guard and Reserve forces being all over the state. We have active duty concentrated near the installations.

Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting

May 4, 2021

Page 4

This is an opportunity to get the word out and take care of the Guard and Reserves. The Military Liaison Officer from Seymour Johnson Air Force Base talked about the Joint program with Seymour Johnson and Wayne County on base. That is going to be fun to watch and hopefully we will get updates as the project processes. There was also a lively discussion about DPI and the need for the State Level Military Liaison coordinator. We need to push this effort. The NC Military Affairs Commission signed a Resolution of Support for this effort in 2018 and we need to see where this request is at. There are so many topics that this coordinator could track and monitor. We have spoken to the DPI Superintendent, and this is a budget issue. She is working on this matter, but funding is an issue. Another topic we talked about was the NC High School Athletic Association about athletes moving in and out. The Troops to Teachers grant was also discussed. Chad Sydnor hosted a meeting between staff from Senator Burr's and Senator Tillis' offices. The program is schedule to sunset in May and this is an important program for North Carolina. There will be a couple of people out of jobs very soon. We will continue to follow up on the program to see if there is any progress. Finally, two things that we will be working on, one is the Score Card that the Air Force put out and the other services will also evaluate education and licensure for installations. Pope Field and SJAFB were part of that score card. The Score Card involves counties that surround the installations. We were red for both installations on the education side, and we need to do better. Red is the minimal, yellow is moderate, and green is strong. Shaw Air Force Base was a good comparison for him to look at. Shaw is yellow (education)/green (licensure), and we are red (education)/yellow (licensure). We are developing a working group and will be looking at the score card information to see how we can improve things and move from red to yellow and yellow to green. We think that this could be a Base Realignment and Closure (BRAC) significant type document. We need to be ahead of the game where possible. Finally, we had a discussion on the Sexual Assault and Harassment and off installation reporting option. He knows that Texas had passed legislation to have someone off installation be a reportable option for the service members. They would be able to work with the commanders. Texas has passed that, and Kirk Warner is not sure we are at that point. The issue to him is that the reporting is always important but whether or not there is an independent prosecution opportunity off post. That is a jurisdictional struggle. The Services will have to tell us more about. That directly affects the Command Discipline line. This all came from the Fort Hood incident. The score card will be a priority for the committee. ET Mitchell said that reference sexual harassment issues, we need to remember that sexual harassment happens on all sexual ventures but if it is in your chain of command, not having a way to report it outside of your chain of command with an independent objective individual, means it will not get reported. That is just common sense. Kirk Warner said that they are looking at that too. There will be some guidance from the Secretary of Defense, and we need to follow the Texas legislation to see how that is shaping up. We need to keep our eye on this legislation. Chairman Martin asked Kirk Warner what he had for the Commission meeting? Kirk Warner said that he wanted to get a presentation from John Biggers and maybe the virtual schools once we reach out to them.

LEGISLATIVE AFFAIRS:

No meeting was held this quarter. Representative Cleveland said that there are numerous bills that are moving that will affect the military but nothing that is of great importance. Just nickel and dime stuff. David Hayden said that the Tax Exemption bill for Military Retirees is nickel and dime stuff.

Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 5

ECONOMIC DEVELOPMENT COMMITTEE: DAVID HAYDEN

David Hayden said that they met on Tuesday, April 13, 2021, with the normal attendees and a couple new attendees. Economic Development in North Carolina, he wants to put down two data points. Apple and their presence in North Carolina are a game changer of every area of the economy in North Carolina. Apple will not come by itself. It is all of the other people that come with them that he thinks we will see the impact. Some of them are going to be involved in the defense industry as well. We have to think about how in long term strategically planning we can include them in our discussions. The second data point is the General Motors facility in Concord for the construction of the light infantry squad vehicle. We are making big things happen in North Carolina that will bring more defense dollars to the state of North Carolina.

During our meeting we had a good update on the budget from Frank Bottorff and we need to figure out how to get him back. We also got a good update from Jamie Norment for Cherry Point and Fleet Readiness Center-East (FRC-East). We also have an update for Fort Bragg from Rodney Anderson and Scott Dorney from the NC Military Business Center (NCMBC). We did hear from Senator Don Davis about legislation, Senate Bill 621. The bill would set aside \$250,000 to help NCMBC create a defense cyber office in an area we at least have a presence and grow in North Carolina. We know that Scott Dorney and his team always do a great job with the funds that he receives. We also had Will Best, NC Commerce and he introduced the team that will talk about the Economic Impact Study that had been done in 2013 and updated in 2015 which is the economic impact of the military on the North Carolina economy. We all know that with the risk of the BRAC, especially under this new administration, and having an updated report will be invaluable to our elected officials and others who are playing defense against any potential BRAC in the future. We now have an opportunity to update to a 2021 version. This is where Will Best has tapped into his folks at Commerce that were involved in the earlier updates. We have heard from Jeff DeBellis and Joshua Levy from Commerce, and they have a proposal that he wants us to put on the calendar for the next Commission meeting. He wants to request that funding in the amount of \$40,000 to update the economic study. They had originally talked about a proposal for six figures but have come back with a proposal of \$40K. The company is Regional Economic Models Inc (REMI), and they will gather and model the data. Then this information will be given to Commerce to analyze that information as an In-kind gift. Then we will have a 2021 version of the Economic Report. They are talking about a six week turn about time. That is one of the items that he is asking to be on the agenda for the Commission meeting and also get a presentation from Jeff DeBellis and his team. We also heard from the Defense Alliance of North Carolina (DANC) about the Memorandum of Understanding (MOU) that we have with them. They briefed us on the multi-step plan to take the industry cluster study that we had updated and advance it. They will be highlighting the different areas that indicated strengths in our business community in North Carolina. We have also already had a kickoff meeting with them on this project. They will be briefing the Economic Development committee quarterly and solicit input from the Commission when needed. He requests time on the Commission agenda for three items. His Economic Development Committee summary, a presentation from NC Commerce on the economic report and an update from DANC on the MOU. Kirk Warner asked if we had a game plan for NC Commander's Council (NCCC) to have a business leader orientation plan. Something where they invite community leaders and show them around their installations. That would be something good for leaders of Apple. This could be an opportunity for any new business coming into North Carolina to show them what we have. This could inspire a company to invest in transitioning

Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting

May 4, 2021

Page 6

military and veterans. He just recommends that some group welcomes new business to the area. David Hayden said that was a great idea and he supports that. He said that Fort Bragg had a rotating local interaction private/public partnership where they would bring people in. He thinks that our economic development partnership group Chris Chung and NC Commerce are the best idea people to work on ways to do this. He was not sure if Will Best was still online and had anything to add. Chairman Martin asked if Secretary Gaskin had any thoughts on this topic. Secretary Gaskin said that he saw an example of that at Camp Lejeune with the twelve projects that they have and recently have a groundbreaking for the first one. They invited large companies in for Military Construction (MILCON) projects. That was a \$1.3 B project going into the installation. The issues with transitioning of those who qualify for it is part of every installations transition out. They have job fairs and people that work with the Department of Commerce and other state agencies. The problem that all of them have, is it is like herding cats. He has not seen the effectiveness of the NCCC for the larger issues. The Marine Corps does it different than the other base Commander's so that is why he went around to the 18th Airborne Corps Commander, II Marine Expeditionary Force (MEF) Commander, and the Base Commander for Seymour Johnson AFB. They have the requirements for industry, and we can match them up for the things that the Army does better. Using the triangle of the institutions as well as the combination that went with Apple when they were looking for qualifications. The coordination that does that is when we are looking at what type of projects. One problem that Fort Bragg had is do we have companies large enough to do the MILCON? What Commerce has required in that relationship is that you can subcontract with companies here for that workforce. He has talked to Catherine Truitt, DPI about if we are training the right folks to take on these jobs. One thing in particular about Apple is that they have 3,000 jobs and \$185,000 jobs annually, but you have to have the skill sets to do those jobs. This is a matter of coordination. He sees that as a Department oversight, and he has told the Governor that he would be looking at everything military and veteran. That is why he is tracking the 40 bills from the General Assembly (GA) and why he is talking to Catherine Truitt about education. The problem that Catherine Truitt has is that each county has their own superintendent, That can be difficult to get each of them to coordinate things. So, for the school at Seymour Johnson AFB, he will need to work with three superintendents and the Department of Defense Education Activity (DoDEA) superintendent in order to make this work. There has to be someone full-time to oversee this project. We have also talked about the military liaison and that position needs to be hired. The GA gives all of the money and to get a Full-time equivalent (FTE) you have to give up your first born. He appreciates that fact that we do this, but we have a better relationship, and he wants to be the clearing house and move things forward. Chairman Martin asked David Hayden to think about the best way to work this concept. What are some possible ways to move forward on this matter? David Hayden said that he would look into that. He said that he would work with Kirk Warner and if anyone else has recommendations to email that to him. He asked Secretary Gaskin to join them on this discussion. Secretary Gaskin said that he would welcome the invitation to continue this discussion. Kelly Jackson said that she had added the Economic Impact Report update from Jeff DeBellis and DANC to the agenda. She also asked about the letters of support for the two bills presented by Senator Davis to the committee. David Hayden said that they had talked about supporting the bills but as Rep Cleveland said, there are a lot of bills out there at this time. He recommends that we support a concept and not a bill like we have done for the military tax exemption resolution.

**Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
 May 4, 2021
 Page 7**

BASE SUSTAINABILITY AND COMMUNITY AFFAIRS (BS&CA) COMMITTEE: FRANK BOTTORFF

No meeting was held this quarter. Chairman Martin asked if there was anything from BS&CA for the Commission meeting? Kelly Jackson said that the only thing would be the presentation from Jeremy Tarr on Off-Shore Wind. She recommended that Jeremy Tarr have the opportunity to present at the Commission meeting in May.

FINANCE AND BUDGET TASK FORCE: KELLY JACKSON

FY 2020-2021 Expenditures:

<u>Item:</u>	<u>Spent:</u>
Cassidy and Associates (Lobbying Service)	\$ 255,000
EDPNC	\$ 120,000
Sentinel Landscape (MOU)	\$ 150,000
NC4ME	\$ 40,000
Defense Alliance for NC	\$ 50,000
Temporary Solutions (Stipend)	\$ 417.40
Strategic Plan (Employee)	\$ 5,330.26
Strategic Plan (Printing)	\$ 1,334.00
Travel	\$ 101.64
ADC Fees	\$ 1,200.00
TOTAL:	\$ 623,383.30

Community Grants:

Fayetteville State University	\$ 31,200	Grant signed
Homefront Room Revival	\$ 47,976	Grant awaiting all signatures
City of Fayetteville	\$ 66,880	Awaiting placement of second Kiosk
TOTAL:	\$ 156,056	

Estimated expenditures:

Expenditures to date	\$ 623,383.30
Community Grants	\$ 128,056
Strategic Communications	\$ 50,000
Cassidy & Associates	\$ 51,000
TOTAL:	\$ 880,439.30

Kelly Jackson said the Commission was still spending according to the spending plan. She said that she will have a budget update for the Commission meeting. The two old community grants have not been closed out, but she is working with Bessie Dszoua, Office of State Budget to get these grants closed out. They are just waiting for the final documents. The current community grants are moving forward.

INSTALLATION COORDINATOR UPDATES: CHAIRMAN MARTIN

Chairman Martin asked the Installation coordinators if they had any comments.
 Fort Bragg: Kirk Warner said that Secretary Gaskin gave a great overview. There will be a transition this Summer for a lot of personnel. There will be a new Reserve Chief LTG Jody Daniels.

**Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 8**

Cherry Point: No update.

Camp Lejeune: Carmen Lambardo said that they have a very active Intergovernmental Support Agreements (IGSA) program at MCI-East. They are running 11 agreements at this time. Hurricane Florence Recovery has been noted and they had the groundbreaking for the 10th Marine Regiment facility and thank the partners that made that possible. He said that staff personnel for Senator Tillis will be there for a visit. They have a change of command scheduled for June 4 for the Commanding General.

Seymour Johnson Air Force Base (SJAFB): Kelly Jackson said that she is working on getting Colonel Helpinstine as the Commander to brief at the Commission meeting.

STRATEGIC COMMUNICATIONS: ET MITCHELL

ET Mitchell gave an update on what the Strategic Communications Working Group had completed. NCMAC 2020 Strategic Plan (October 15, 2020)

STRATEGIC COMMUNICATIONS & ADVOCACY

1 – Summary

a. Audience:

b. Strategic Goal: Promote the value of the military and supporting entities at the federal, state, and local levels in order to sustain, enhance and protect our military installations and missions.

c. Responsibility: NCMAC

Strategic Communications Working Group

II – Strategic Communications Working Group

ET Mitchell: Chair

Rodney Anderson: V/Chair

Kelly Jackson: Sec

Frank Bottorff

Julie Daniels

Chuck Allen

Ariel Aponte

III – 2020 Priorities

1. STRATCOM Plan: Review, Refine, Implement

2. Committee Coordination: NCMAC goals

3. Regional Benefits: Promote features

4. Education: Public & Stakeholders

5. Overarching Organizations: NGOs

IV – Implementation Recommendations

1. Submit communications objections to NCMAC for approval

2. Delineate and prioritize messages, audiences to promote NCMAC goals

3. Prepare RFI for corporate communications

**Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 9**

STRATEGIC COMMUNICATIONS WORKING GROUP (SCWG)

I SCWG OVERVIEW:

- a. Purpose: Strategic Communications
- b. Goal: Plan and Manage SC
- c. Guidance: NCMAC 2020 Strategic Plan
- d. Type: Informal Working Group
- e. Governance: Robert's Rules of Order
- f. Documents: "Staff Working Papers"
- g. Oversight: NCMAC

II STRATCOM DEFINITION:

"The purposeful dissemination of themes, messages and images that promote and advance North Carolina as the most Military and Veteran friendly State in the United States:

III SCWG MEMBERS:

ET Mitchell: Chair (Legislative)
Rodney Anderson: V/Chair (Economic Development)
Kelly Jackson: Secretary
Frank Bottorff (Installations)
Julie Daniels (Quality of Life)
Chuck Allen (Legislative)
Ariel Aponte (DMVA)

IV PLANNING & OPNS CORE VALUES

Accountability: Responsibility
Integrity: Honest and Truthful
State-wide: Inclusive, across the state
Proactive: Self-initiated

NCMAC Meeting: SCWG Next Steps – Feb 16, 2021:

The SCWG feels the effort would benefit from a full or part time, temporary staff member to assist with the development of the plan.

- Approve funding for a temporary employee
- Approve the position selection committee the authority to select and hire a temporary employee.
- The Position Description (PD) will be developed by the selection committee and the Executive Director of the NCMAC and approved by the NCMAC Chair.
- The position will reside in DMVA and will be working for the SCWG under the direction of the NCMAC Executive Director
- The first task upon hiring will be to develop a plan development timeline which will include opportunities for commission input.
- [Request a motion and a second to approve \\$50,000 from the Marketing/STRATCOM working group line item, within the 20-21 NCMAC budget, to hire a temporary employee. ...APPROVED by NCMAC!](#)

**Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 10**

SCWG STAFF ASSISTANT HIRING PROCESS:

- I. Project: SCWG Staff Hiring
 - a. Team: ET Mitchell, Rodney Anderson, Frank Bottorff, Julie Daniels, Ariel Aponte, Kelly Jackson
 - b. Goal: Select Staff Planner
 - c. Dates: March 10 – April 16
 - d. Location: Virtual
 - e. Concept: Candidate form, Individual scoring; Group review & decision
- II. Process (Follow State Rules)
 - a. Established Questions
 - b. Designated Person to ask questions
 - c. Question follow-up permeatedInterview length 45 minutes
 - e. Documents: Resume & Application
 - f. One-on-one meeting before offer
- III. Interview Process
 - a. Initial Candidate screening (Top 4)
 - b. Interview Script Review
 - c. Interview Scoring & Worksheet
 - d. Interview Questions & Questioner
 - e. Discuss Questions.Key Interview Dates:
 - 23 April: 1100 Rehearsal
 - 29 April: 1300, 1400, 1500, 1600 hours
 - 30 April: Select Top Candidates
 - 3 May: Chair follow-up with top candidate
 - 7 May: 1100 decide staff planner
 - 7 May: Staff hire accepted
 - 17 May: :First Day of Work.

STRATEGIC COMMUNICATIONS PLAN GUIDANCE:

- I. PLAN SUMMARY:
 - a. Audience: NCMAC; Committees; SCWG
 - b. Goal: Promote the value of the military and supporting entities at the federal, state, and local levels in order to sustain, enhance and project our military installations and missions.
 - c. Lead: SCWG (Chair)
- II. BACKGROUND:
 - a. Date Sources: Record/Archive sources for all documents and activities
 - b. Method: SCP with annexes to support relevant activities
 - c. Support: SCWG; DMVA; etc.
 - d. Funding: Marketing products
- III. 2020 STRATEGIC PLAN PRIORITIES:
 - a. STRATCOM Plan: Review, Refine, Implement
 - b. Committee Coordination: NCMAC goals
 - c. Regional Benefits: Promote features

**Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 11**

- d. Education: Public & Stakeholders
- e. Overarching Organizations: NGOs

IV. IMPLEMENTATION

- a. Submit communications objectives to NCMAC for approval
- b. Delineate and prioritize messages, audiences to promote NCMAC goals
- c. Prepare RFI for corporate communications

STRATEGIC COMMUNICATIONS PLAN OVERVIEW AND MILESTONES:

MAJOR 2021 Tasks:

Jan: Work Group: Establish Strategic Communications Working Group (SCWG)

Feb: Planner: Commission approves SCWG to screen and hire a “Temp planner”

May: Planning: Conduct research and build strategic communications plan

Aug: Draft Plan: Draft plan with “limited” NCMAC SC activities to confirm plan attributes

Nov: SC Plan: Deliver a “functional” NCMAC Strategic communications plan.

Discussion:

Chairman Martin asked if there were any questions? He said that he wanted to let everyone know that ET Mitchell and her working group are working very hard. He appreciates all of their great efforts.

OFF-SHORE WIND: JEREMY TARR

Jeremy Tarr said that he was in the Policy Office for the Governor’s Office. He wanted to give the group an update on recent federal and state activities related to off-shore wind and then answer any questions. He said that the Governor wanted him to extend his appreciation to everyone for the work they do and support of our military installations and communities. We have had tough times in the past year during the pandemic. We have faced an economic downturn, racial injustice, and many other challenges. He wanted to thank everyone for all that they are doing. The Governor appreciates that Jeremy Tarr is able to work with the Commission and Secretary Gaskin on so many issues. Governor Cooper is also proud of North Carolina’s reputation as the most military friendly State in the country. He is fully committed to our military installations and communities so that they can continue to protect our national security. We also have to remember that our military installations are one of the State’s largest economic drivers. So, as we move forward with new industries such as off-shore wind, we need to do so with a way that is compatible with our military. Now we plan to move forward very thoughtfully with off-shore wind so that no off-shore wind project gets built that would jeopardize our military bases or military readiness. You may or may not be aware that Governor Cooper issued Executive Order 80 in 2018 to set us on a path for clean energy and address climate change in the State. Off-shore is one of the aspect of the Governor’s overall focus on busing economic opportunities for North Carolinian through a transition to clean energy. We are going to focus on that one aspect. Something that he has learned, and you may find interesting and will kind of help to set the context for off-shore wind in his mind is that globally we have seen off-shore wind grow by 5% annually since 2013. They are projecting about 300 gigawatts of off-shore wind globally by 2030. In the United States, along the Atlantic Coast, our best estimates are that we will see about 41 gigawatts of off-shore wind by 2030. That is about the size of about 41 nuclear reactors worth of compacity off of the Atlantic Coast. You may have heard that a couple of weeks ago the President of the United States had a big off-shore wind announcement and setting a goal of 30 gigawatts by 2030 and announced a number of federal funding

Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 12

opportunities for off-shore wind related research and infrastructure development. He has announced plans to issue off-shore leases for many different areas by 2025. There is some new momentum on the federal level. Looking at North Carolina proudly, we have three off-shore wind areas, and they are called wind energy areas. The first is called Kitty Hawk area and that is off our Northeastern Coast. That was designated many years ago and leased in 2017 for development and we expect to see turbines spinning through that project starting in about 2026-2029. They are doing three phases of development. The remaining two areas have been identified as wind areas but have not been leased. They are in the Southern part of the coast called Wilmington West and Wilmington East. They are further South than Wilmington but that is what they are called. One recent development for North Carolina was about one year ago the Department of Commerce hired a consultant firm to conduct a supply chain and infrastructure assessment of North Carolina. That was released about one month ago and the report projects that 41 gigawatts of off-shore wind off the Atlantic Coast by 2035 and to build that out would require \$140 B of investment off of the East Coast. The consultant's analysis announced that North Carolina can compete for \$100 B of that \$140 B. in investment. That is a significant new economic opportunity for the State in manufacturing and supply chain opportunities. This creates economic opportunities throughout North Carolina but especially on the East Coast. We are talking about jobs for trade workers, assemblers, logistics personnel and many of them could be filled by veterans that are qualified for these jobs. In that report Commerce has mapped out the supply chain for off-shore wind and identified which segments of the supply chain that North Carolina compete well in. They identified opportunities to improve the competitiveness of our workforce. They evaluated North Carolina to understand how we can support this industry and what is happening along the Atlantic Coast.

On the clean energy side, North Carolina is already a national leader on solar energy, and additional off-shore wind energy would help to diversify our energy sector to ensure more reliability. The Governor's 2018 Executive Order 80 really set the state on a path towards clean energy but subsequently the North Carolina clean energy plan established a North Carolina goal of achieving a 70% reduction in greenhouse gas emission from the power sector by 2030 and achieving carbon neutral by 2050. The President's goals are carbon neutral by 2035 in the power sector. We also see Duke energy and others creating similar goals out to 2050. So, the development of off-shore wind is consistent with all of the trends that we are seeing at the federal/state levels of utilities and many large companies. Another action that they have taken is that last Fall, Governor Cooper signed a Memorandum of Understanding (MOU) with Governor's from Virginia and Maryland. To ensure that our states are going to work together as a region reference off-shore wind and especially when it comes to economic development and jobs. More recently, on March 3, 2021, Governor Cooper sent a letter to the Director of the Bureau of Ocean Energy Management (BOEM), which is in the Department of Interior. He was asking for three things. That the Director lease North Carolina's East and West areas by July 1 of next year. Also, to start the process to identify new wind energy areas. The leasing of the existing wind energy areas Wilmington East & West by 1 July is important because former President Trump issued a ten year moratorium on off-shore wind development off of the North Carolina Coast starting July 1, 2022. The Governor's ask was to repeal that moratorium by July 1 and then start to look at additional wind energy areas and go through the deconfliction process that is critical before identifying any areas. We did receive a response from BOEM last week and the letter as we read it as their intent is to move forward with leasing and assuming that is the case we anticipate the following next steps from BOEM. We are waiting for them

Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 13

to announce these next steps. We think the process will be that BOEM will convene an Interagency or Renewable Energy Task Force which will be a federal task force with state and local officials, and stakeholders as well to share information and input on the plans to lease. We would anticipate BOEM interacting with the military aviation and installation assurance site clearing house to ensure that the proposed leased areas remain compatible with promoting national security. These Wilmington East & West areas had been identified in 2014-2015 and we are now in 2021 so we would anticipate taking another look at them to receive any new data and talking with the clearing house again. Then there will be an opportunity for the Pentagon to weigh in on it for any potential military issues. There would be the Task Force and any proposed sale notice which would be open to any public comments and after that any final sale notice, the lease auction and then a lease execution. In the near term we will see what BOEM announces for the next steps, but this gives you the phases or milestones that BOEM goes through with leasing. These are the key milestones. He will stop here to see if there are any questions. Chairman Martin asked if the group had any questions? He thanked Jeremy Tarr for this brief and taking the time to present today and that he would be briefing at the Commission meeting in two weeks.

CASSIDY AND ASSOCIATES: CHAD SYDNOR

Chad Sydnor from Cassidy and Associates gave the members the lobbying update.

FY22 Budget:

- The President recently released a “skinny budget” that sets the Defense Department’s base budget at \$715 Billion for FY22.
- The budget continues to be delayed, now the projected date for OMB sending the budget to Congress is “around Memorial Day.”
 - Justification Books (J-Books) may not come over until June.
- \$715B DOD budget request represents a 1% increase over FY21 and slightly below the \$722B that the Trump Administration had been planning to request.
- Original projections for the Biden Administration’s budget had been \$704-\$708B and therefore \$715B is exceeding projections.
- Important to understand that the President’s Budget request is just that, a request.
 - When we finally see the full budget, we can expect to see a reduction in legacy accounts as DOD attempts to shift money to modernization and RDT&E accounts.

Earmarks:

- The House of Representatives will be bringing back earmarks in the form of “Community Project Funding.”
 - House Republicans have voted to participate in the earmark process, but some Members have vowed not to participate.
 - 2 North Carolina Members signed the letter vowing not to request earmarks:
 - Rep. Dan Bishop (R-NC-09)
 - Rep. Ted Budd (R-NC-13)
- The Senate is also bringing back earmarks and Appropriations Chairman Pat Leahy has issued guidance.
 - The Senate prefers the term “Congressionally Directed Spending Items.”
 - Republicans voted not to engage in earmarks, but it is a nonbinding vote which means each Republican Senator can decide whether they will submit requests and engage in the process.

Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 14

- Senator Burr will submit requests
- Senator Tillis has not announced a decision yet.

FY22 NDAA & Appropriations:

- The NDAA process has been delayed due to the delayed President's Budget.
- HASC is still planning to mark up the bill in June but that is expected to be delayed
- SASC recently delayed their mark up to July 21.
- If SASC adheres to that schedule, the Senate version likely will not receive floor time until September.
- This delay means that Congress will likely not agree to a Conference Report until the November-December timeframe.
- Regular appropriations will also be delayed and there is a high likelihood of FY22 beginning with a Continuing Resolution (CR) in place.
- CR will likely run to December as well.

DoD Officials:

- **Confirmed:**
- Secretary Lloyd Austin – 22 Jan
- Deputy Secretary Kathleen Hicks – 8 Feb
- Undersecretary for Policy Colin Kahl – 27 Apr
- **At Senate:**
- Secretary of the Air Force – Frank Kendall
- Secretary of the Army – Christine Wormuth
- General Counsel – Caroline Krass
- Comptroller – Mike McChord
- Undersecretary for A&S – Michael Brown
- Undersecretary for Intel – Ronald Moultrie
- Undersecretary for P&R – Gil Cisneros
- Undersecretary for R&E – Heidi Shyu
- Undersecretary of the Air Force – Gina Jones
- Assistant Secretary for INDOPACOM Security Affairs – Ely Ratner
- Assistant Secretary for Manpower and Reserve Affairs – Brenda Sue Fulton
- Assistant Secretary for Nuclear, Chem and Bio Defense Programs – Deborah Rosenblum
- Assistant Secretary for Readiness – Shawn Skelly
- Assistant Secretary for Special Operations & Low Intensity Conflict – Chris Maier
- Assistant Secretary for Strategy, Plans and Capabilities – Mara Karlin
- Assistant Secretary of the Army for Civil Works – Michael Connor
- Assistant Secretary of the Navy for Energy, Installations and Environment – Meredith Berger
- Director, Cost Assessment and Program Evaluation (CAPE) – Susanna Blume

NC Senate Race: Senator Burr

- Senator Burr is not running for re-election in 2022. Candidates who have already declared:
Republicans:
 - Rep. Ted Budd
 - Former Governor Pat McCrory
 - Former Representative Mark Walker

**Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 15**

Democrats

- Former Chief Justice Cheri Beasley
- State Senator Jeff Jackson
- Former State Senator Erica Smith

There is no clear front runner now in either party and more candidates are expected to declare in the coming months.

117th Congress:

House

- House Armed Services Committee
 - Chairman Adam Smith (D-WA)
 - Ranking Member Mike Rogers (R-AL)*
 - House Appropriations Committee
 - Chairwoman Rosa DeLauro (D-CT)*
 - Ranking Member Kay Granger (R-TX)
 - Defense Appropriations Subcommittee
 - Chairwoman Betty McCollum (D-MN)*
 - Ranking Member Ken Calvert (R-CA)
 - Military Construction/VA Appropriations Subcommittee
 - Chairwoman Debbie Wasserman Schultz (D-FL)
 - Ranking Member John Carter (R-TX)
- *Indicates Change From 116th Congress

Senate

- Senate Armed Services Committee
 - Chairman Jack Reed (D-RI)*
 - Ranking Member Jim Inhofe (R-OK)*
 - Senate Appropriations Committee
 - Chairman Patrick Leahy (D-VT)*
 - Ranking Member Richard Shelby (R-AL)*
 - Defense Appropriations Subcommittee
 - Chairman John Tester (D-MT)*
 - Ranking Member Richard Shelby (R-AL)*
 - Military Construction/VA Appropriations Subcommittee
 - Chairman Martin Heinrich (D-NM)*
 - Ranking Member John Boozman (R-AR)
- *Indicates Change From 116th Congress

FY21 Review:

NDAA – Passed/Veto Overridden

- Senate version includes an amendment to provide authority to the Air Force to extend the lease of the Bryan Multi-Sports Complex in Goldsboro, NC.
- Authorizes Cherry Point Fitness Center and Pool.

**Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
 May 4, 2021
 Page 16**

- Senate version clarifies that the Navy is responsible for programming and funding all military construction at Fleet Readiness Centers.
- USMC Aviation Study

Appropriations Passed:

Installation	Project	Appropriation
Army Reserve – Asheville, NC	Reserve Center	\$24M
Camp Lejeune	II MEF Operations Center	\$20M
Fort Bragg	SOF Group HQ	\$53.1M
Fort Bragg	SOF Military Working Dog Facility	\$17.7M
Fort Bragg	SOF Operations Facility	\$43M
Fort Bragg *UFR	SOTF Chilled Water Upgrade	\$6.1M
MCAS Cherry Point *UFR	Fitness Center Replacement and Training Pool	\$0 *Authorized for \$51.9M in NDAA but no funds appropriated.
CGB Elizabeth City *UFR	Runway Repair	\$25M

Marine Expeditionary Force (MEF)
 Special Operations Facility (SOF)
 Special Operations Training Facility (SOTF)
 Unfunded Requirement (UFR)

One Big Questions for 117th Congress:

Will Congress authorize a BRAC?

- Bottom Line Up Front: A new BRAC round is likely to be authorized this Congress (2021-2022).
 - FY23 NDAA most likely.
- President Biden has previously stated that he is supportive of a new BRAC round.
- Senate Armed Service Committee Chairman Jack Reed (D-RI) has publicly stated he supports a BRAC and has supported legislation to authorize a new BRAC round.
-

Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting

May 4, 2021

Page 17

- House Armed Services Committee Chairman Adam Smith (D-WA) has publicly stated he supports a BRAC and has supported legislation to authorize a new BRAC round.
- Secretary of Defense Lloyd Austin was asked about BRAC in advance policy questions.
- Secretary Austin said, “If confirmed, I will work with my senior advisors and the Military Department leaders to determine whether authorization for a BRAC round is something to consider in the future as we shape priorities.”
- Opponents of another BRAC, mainly Senator Jim Inhofe (R-OK), are now in the minority with less ability to stop the process from moving forward.

News & Observer Opinion Section – February 16, 2021

- Op-Ed by Frederico Bartels, Senior Policy Analyst, Heritage Foundation.
- Advocates for a new BRAC Round on the basis of budgetary savings.
- Key Quotes:
 - “But there may be some light at the end of the BRAC tunnel. The confirmation of a new deputy secretary of defense, Kathleen Hicks, brings a defense leader who has publicly advocated for another round of base realignments and closures to help the department become more efficient.”
 - “In the advance policy questions Hicks received from Congress prior to her hearings, she was asked about BRAC. She said it’s important to maintain what makes the process work. “The key will be maintaining the essence of the BRAC process by treating all installations equally, (... having) an independent Commission (and keeping) the priority of military value,” she said.”

The Decision Makers:

President Joe Biden

- “Were I president, I would ask the Congress for a base closure review, but any base closures recommended, I would have to be assured communities are completely taken care of,” Biden told the *San Antonio Express-News*, December 13, 2019
- “I would support a commission that looked at excess capacity, consolidated capacity, as well as base closures,” Biden said.

Chairman Jack Reed (D-RI) - Senate Armed Services Committee

- “You can’t operate at this level and not find savings, and it’s their responsibility to come up with some savings,” Reed, of Rhode Island, told reporters. “I’d seriously look at a BRAC, if they propose it,” using an acronym for the base realignment and closure process. – *Defense News*, March 2, 2018
- “DoD is throwing its support behind an amendment to authorize BRAC by Senate Armed Services Committee Chairman John McCain (R-Ariz.) and Ranking Member Jack Reed (D-R.I.).” – *Federal News Network*, Sept. 5, 2017

Chairman Adam Smith (D-WA) - House Armed Services Committee

- “This report shows that the case for authorizing a new Base Realignment and Closure (BRAC) process is extremely strong, even if we plan to substantially increase the size of the military.” *Press Release, Rep. Adam Smith*, Oct 18, 2017

Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 18

- “It is time to do what is right for defense and move forward with this process,” Smith said. “We should not be wasting hard-earned taxpayer money to maintain excess infrastructure that DoD has determined it does not need.” *Association of the United States Army*, Jan. 30, 2017
- Offered a 95-page amendment to the FY15 NDAA to authorize a BRAC in 2017. The amendment failed.

How will a 2023-2027 BRAC be different?

- Space Force – New branch of the military with no bases of their own...yet.
 - Strong focus on climate change and the threat it poses to military installations.
 - Top 10 Air Force Bases at risk of “weather impacts.”
 - Increased focus on green energy and energy resiliency.
 - Enhanced focus on military value as it relates to the INDOPACOM area of responsibility
 - Legacy technology missions versus next generation technology missions.
- Ex. F-16 v. F-35

<u>Ranking</u>	<u>Base</u>	<u>State</u>
1	Vandenberg AFB	California
2	Eglin AFB	Florida
3	Hurlburt Field	Florida
4	Patrick AFB	Florida
5	Joint Base Charleston	South Carolina
6	Dover AFB	Delaware
7	Homestead AFB	Florida
8	MacDill AFB	Florida
9	Tyndall AFB	Florida
10	Joint Base Langley-Eustis	Virginia

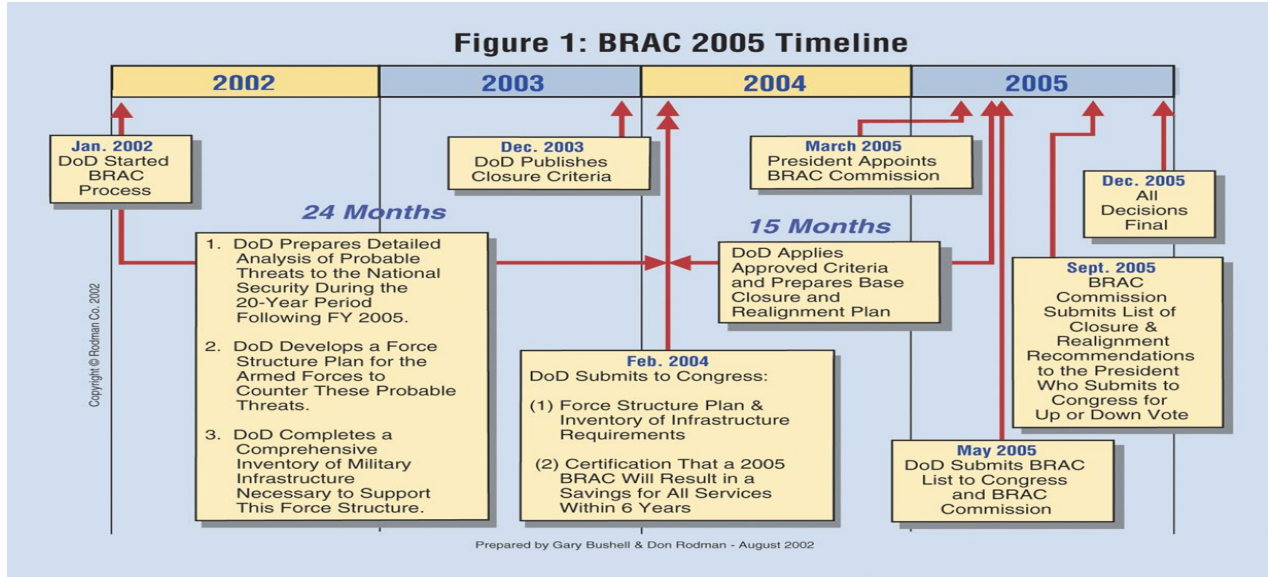
What is the Process?

- The Armed Services Committees of the House and Senate have jurisdiction over BRAC, and they authorize it through the National Defense Authorization Act (NDAA) by amending the Defense Base Closure and Realignment Act of 1990.
- The legislation contains a framework of elements that entrusts an independent commission with certifying closure and realignment recommendations made by the Secretary of Defense.
- Requires the Secretary to submit a list of military installations recommended for closure or realignment to an independent, bipartisan BRAC commission.
- After analyzing the Secretary’s recommendations, the commission may accept, reject, or modify the list.
- Upon completing its review, the commission forwards its final findings and recommendations to the President.
- Upon acceptance of commission’s recommendations, the President then submits them to Congress.

Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 19

- If the President does not submit the recommendations to Congress within the timeframe required under the Base Closure Act, the BRAC process is terminated.
- Upon receipt of the report from the President, Congress can disapprove of the recommendations *in toto* through the enactment of a joint resolution.

2005 BRAC Process:



Commission Framework:

The Framework of a BRAC Commission includes:

- Establishment of an independent commission whose members are appointed by the President, in consultation with congressional leadership (and the advice and consent of the Senate);
- Reliance on objective and uniform criteria for evaluating basing recommendations;
- GAO review and certification of DOD data;
- Deliberations that include open hearings, solicitation of feedback, installation visits, and data available for public review;
- Requirement that the commission’s final list of closure and realignment actions be accepted or rejected in its entirety; and
- Presidential and congressional *off-ramps* that would terminate the BRAC process when certain conditions are not met.

Key milestones of a typical BRAC timeline include:

- DOD force structure plan, infrastructure inventory, and analysis of options;
- Nomination and confirmation of BRAC commissioners;
- DOD submission of BRAC recommendations (and associated reports) to the commission;
- Commission deliberations (typically four months);
- Final report sent to the President for approval;
- 45-day deadline for Congress to reject recommendations in their entirety (Joint Resolution of Disapproval) or allow implementation to begin;

Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 20

- DOD implementation (two years to begin; six years to complete); and
- DOD disposal of real property (indeterminate).

Appointing the BRAC Commission:

The 2005 BRAC Commission had nine Commissioners instead of eight.

- President reserved three appointments instead of two
 - Rationale when introduced: “prevent tie votes” (which were historically rare)
- Other appointments were made by:
 - Speaker of the House (two)
 - House Minority Leader (one)
 - Senate Majority Leader (two)
 - Senate Minority Leader (one)

Traditionally Chairs and Ranking Members of Armed Services Committee, Defense Appropriations Subcommittees are consulted.

Selection Criteria:

SEC. 2913. SELECTION CRITERIA FOR 2005 ROUND.

- (a) FINAL SELECTION CRITERIA.—The final criteria to be used by the Secretary in making recommendations for the closure or realignment of military installations inside the United States under this part in 2005 shall be the military value and other criteria specified in subsections (b) and (c).
- (b) MILITARY VALUE CRITERIA.—The military value criteria are as follows:
 - (1) The current and future mission capabilities and the impact on operational readiness of the total force of the Department of Defense, *including the impact on joint warfighting, training, and readiness.*
 - (2) The availability and condition of land, facilities, and associated airspace (*including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions*) at both existing and potential receiving locations.
 - (3) The ability to accommodate contingency, mobilization, *surge*, and future total force requirements at both existing and potential receiving locations *to support operations and training.*
 - (4) The cost *of operations* and the manpower implications.
- (c) OTHER CRITERIA.—The other criteria that the Secretary shall use in making recommendations for the closure or realignment of military installations inside the United States under this part in 2005 are as follows:
 - (1) The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.
 - (2) The economic impact on *existing communities in the vicinity of military installations.*
 - (3) The ability of the infrastructure of both the existing and potential receiving communities to support forces, missions, and personnel.

Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 21

- (4) The environmental impact, *including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.*

How Communities Protect Themselves Proactive Base Enhancement:

Base Infrastructure

- Military construction
- Facility Sustainment, Restoration and Modernization (FSRM)
- Energy Resilience and Conservation Investment Program (ERCIP)

Base Workload & Utilization Issues

- Core mission activities
- Other command-directed workload
- Utilization of technical & specialty facilities
- Private sector
- Tenants

Cross Servicing and Emerging Missions

- Cross service mission opportunities
- Joint service ventures
- New mission orientation (e.g., homeland defense)

Neighboring Development

- Encroachment issues
- Synergistic area development

Miscellaneous Needs & Opportunities

- Defense Community Infrastructure Program (DCIP)

Preparing for a Future BRAC:

- Gaining support of community for the long-term effort
- Briefing leadership on the new threat environment
- Conducting updated analysis of installation strengths, weakness, opportunities, & threats
- Protecting installation projects and priorities through completion of FY 2022 defense legislation
- Preparing for new educational liaison activities with DoD/Service leadership
- Gaining support of community for the long-term effort
- Briefing leadership on the new threat environment
- Conducting updated analysis of installation strengths, weakness, opportunities, & threats
- Protecting installation projects and priorities through completion of FY 2022 defense legislation
- Preparing for new educational liaison activities with DoD/Service leadership

Case Study: Fort Knox, KY:

- In the months leading up to the release of the 2005 BRAC list publication, we learned the Army intended to move the Armor School* from Fort Knox to Fort Benning, GA, and that Knox was being considered for closure.
- We worked with Kentucky's Congressional Delegation to encourage the Army to preserve Fort Knox and find new missions for the installation.

**Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 22**

- Through a concerted team effort at the local, state, and federal level, Fort Knox was saved and gained several new missions, including:
- 7 New Commands that included Army Human Resources Command, Army Accessions Command* and Army Cadet Command.
- Overall impact of the 2005 BRAC Round to Kentucky was:
 - 5,000+ military and civilian jobs
 - \$254M increase in employment payroll
 - \$500+M in new MILCON
 - \$20+M in annual state tax revenue
- Result: Due to good intelligence and prompt advocacy, Fort Knox stayed off the closure list and instead gained missions

*In 2011 the Army moved the Armor School to Fort Benning and in 2012, Army Accessions Command was closed and folded into TRADOC.

Case Study: Ellsworth Air Force Base, SD

- 2005 BRAC Commission recommended the closure of Ellsworth AFB and transfer of their fleet of B-1 bombers.
- In addition to analyzing the capabilities of Ellsworth AFB, we also researched the proposed receiver base for the B-1 aircraft, Dyess AFB, TX.
- We demonstrated that the move would result in greater costs, not savings.
- Further, we argue that the USAF methodology undervalued the importance of having range airspace suited to B-1 training.
- Finally, through extensive research, we found federal litigation and an injunction against USAF that prohibited low-level training flights at Dyess AFB.
- These factors were cited by the BRAC Commission to overturn USAF's recommendation.
- **Result: Ellsworth AFB is currently open and operating. It has also been selected as a bed down site for USAF's newest bomber, the B-21, which will replace both the B-1 and B-2 fleets.**

Discussion:

Chairman Martin asked if there were any questions for Chad Sydnor? He said that he appreciated all of the work that Chad Sydnor and his firm do for the Commission and keep them informed. Chad Sydnor told Kirk Warner that he would get a form request to Warren reference Troop to Teachers.

AGENDA FOR FULL NCMAC:

Chairman Martin asked for topics for the February meeting agenda.

DMVA Update	Secretary Walter Gaskin (15)	
Committee Updates	Committee Chairpersons (10 each/40)	
Task Force Updates	Task Force Chairpersons (10 each/20))	
NCCC Update	Michael Scalise (10)	
C&A/DC Update	Chad Sydnor (15)	ESG
Commander Update	Seymour Johnson AFB (15)	ESG
Off-Shore Wind	Jeremy Tarr (10)	BS&CA

**Minutes for 2nd Quarter Executive Steering Group (ESG) Meeting
May 4, 2021
Page 23**

Cape Fear Adolescent Unit	John Bigger (10)	QOL
Economic Report	Jeff DeBellis (10)	Econ Dev
Defense Alliance of NC	Tammy Everette (10)	Econ Dev
Strategic Communications	ET Mitchell (10)	ESG
Budget Update	Kelly Jackson (10)	

NEW BUSINESS: CHAIRMAN MARTIN

Chairman Martin asked for anyone had any other business? Rep Cleveland requested that we return to in person meetings for the next quarter. Chairman Martin said that we are heading in that direction and would be leaning that way for the 3rd quarter meeting.

ADJOURNMENT: Chairman Martin adjourned meeting 11:48 am.