

## North Carolina Military Affairs Commission

### **BRAC Committee Meeting Minutes**

**Date:** December 10, 2013

**Location:** Teleconference / Web conference

#### **Members Present:**

Brigadier General Paul Dordal, USAF Retired – Committee Chair

General Dan McNeill, USA Retired

Lieutenant General Gary McKissock, USMC Retired

Major General Cornell Wilson Jr, USMC Retired – Military Affairs Advisor

Major General Robert Dickerson, USMC Retired

Colonel Frank Bottorff, USMC Retired

#### **Others Present:**

Brigadier General Mabry Martin, ARNGUS Retired - NC Military Affairs Commission Chairman

Mr. Darryl Black, Legislative Advisor to Senator Brown

Major Bobby Lumsden, Executive Officer to the Military Affairs Advisor

#### **Meeting Began at 1000**

General Dordal, Committee Chair, opened the meeting with a discussion concerning the direction of the Committee and the Commission concerning BRAC.

General McNeill stated it is clear that the Service Chiefs wants a BRAC in order to rid themselves of excess facilities and meet the spending reduction requirements. Because of this, he recommended that the Committee move forward with the assumption that a BRAC is inevitable. The only question is the exact time that a BRAC would occur (most likely either after the elections in 2014 or 2016).

General Dordal agreed and stated that follows what was stated by most Service Chiefs and their staff during the visit made to the Pentagon. He also stated DoD has

proposed a BRAC for the last two years when submitting their budget, however it has been turned down by Congress.

General Dickerson concurred with General McNeill and wanted to add that this could be an opportunity for North Carolina. We must not only consider things we can do to enhance our relationship and the capability of our Installations in North Carolina, but we can also consider ways to attract some of the structure that would be moved as a result of a future BRAC.

General Dordal stated the installation that has greatest potential for growth is Cherry Point. Also there is possibility of a new Master Jet Base in North Carolina, if the Navy would consider it. During discussions at the Pentagon, it was stated that it is possible for two Fighter Squadrons to be moved from Oceania NAB to North Carolina.

General Dickerson stated that through past workings with DENR, a location was identified near the Great Dismal Swamp that a Master Jet Base could be located within North Carolina that is strategically located close enough to Carriers coming out of Norfolk. This opens the possibility for the Master Jet Base in North Carolina, if the Navy were to consider moving Squadrons from Oceania to North Carolina.

General Dordal then restated the two prongs of the any BRAC strategy must be:

1- Defensive (Focus on keeping what we have):

- a. Identify any items that are degrading the mission of any of the Installations since the 2005 BRAC.
- b. Develop a strategy to eliminate or mitigate that items

2- Offensive (Focus on increasing Military Presence within NC):

- a. What are the areas we can use to attract additional military resources
- b. Identify what is potential available to be realigned
- c. Ensure that we make the case to receive first consideration

General Dordal then expressed the need to put these ideas into a strategic plan for the Commission. He then asked the members of the Committee if they believed the strategic plan should be developed and written by the members of the BRAC Committee or contracted out to one of the Consulting firms after the Strengths Weaknesses, Opportunities and Threats (SWOT) analysis is complete.

All members of the group agree that the plan should be at least outlined by the members of the Committee with input from other Commission members. Once the basic outline (or draft) is complete, it can then be decided if the Committee would complete the plan or hand it off to be finished.

General Dickerson provided some additional recommendation for areas that North Carolina Installations may grow. In addition to working with the Navy to move Fighter Squadrons to Cherry Point or the possibility of building a new Master Jet Base; He recommending considering the basis schools that had previously been located at Camp Lejeune (i.e. Motor Transport). This would be beneficial to the Marine Corps because many of the enhanced schools are already located at Camp Lejeune.

General Martin mentioned during the visit to the Pentagon, that Lemoore NAB in California would be an excellent model for the committee to review and consider when developing our strategy.

There was a discussion of the possibilities for any gains to occur at Fort Bragg. General McNeill stated it was unlikely for any increases to be considered for Fort Bragg, stating the last round of BRAC was likely the most favorable to the installation would for some time into the future.

Colonel Botorff stated it is important that any strategy include short range and long range goals, as the committee must consider not only what may occur in the next BRAC but what may occur in future BRAC(s). He further stated the committee should consider some of the short term efforts at the local level, and providing funding to those efforts. He acknowledged the hesitation to do so is justified, but recommended the Committee get reports back to see what was done with the previously allocated funding and for the local communities also provide plans for any additional funding. He further stated the committee may find that most of the funding was used wisely, and can prove to meet most of the required short term goals.

General Dordal agreed and stated the idea is to have those communities present what was done with the previously allocated funding with their plan for future funding, then have those previous and proposed future efforts assessed as part of the SWOT analysis. An objective third party look at these efforts is required to ensure we are not just considering the single use of the funds, but to assess if those uses are achieving our overall goals and objectives.

Several Members asked for confirmation is the funding allocated by the General Assembly was for one year or two years. There was some concerns expressed that the funding could be depleted quickly, and require more. Several other states were cited as using a significantly larger amount for some of the same efforts towards BRAC.

- Funding allocated is for two years If additional funding is required; a plan of action, including the uses of the additional funding, would have to be presented to the General Assembly
- General Assembly Budget Committee Members would then be able to determine if any unallocated or excess funding from the previously approved budget were available to divert to the commission

General McNeill recommended that a standing invitation be offered to All Service Secretaries, Service Chiefs, and Vice / Assistance Chiefs when they are in the state of

North Carolina to come to Raleigh. Discussions would be focused on the how the state is military friendly, the multiple training venues and numerous other opportunities for the military. General Dordal agreed, stating that influencing the decision prior to any results being released from a BRAC Commission is the best option as trying to change potential outcomes after a BRAC has released a course of action is difficult.

General Martin stated Governor McCrory is willing to continue to conduct the trips to Washington, D.C. to meet with Military Leadership at least once every 6 months.

General Dickerson recommended the Secretary of Defense has an invitation to North Carolina to receive firsthand knowledge of the state's efforts. General Wilson agreed the Military Affairs office would take responsibility for that action.

General Dordal expressed the importance of following up on the Governor's trip to the Pentagon. Any potential action items must be identified and tasked in order to ensure the momentum gained by the Governor's trip is not lost. General Dordal asked General Wilson what was the planned coming out of the meeting, and would the requirements be provided to BRAC Committee for action. General Wilson stated that not a lot of action items were required from the meetings, that is was primarily an effort to educate the Service Chiefs and their staff on the efforts of North Carolina to support out installations. Also to educate the members in attendance on future DoD plans, and finally to educate our Congressional Delegation and ensure they all work together to support efforts to retain what we have and support expansion if possible.

General Wilson stated the items that were brought forth were:

- We cannot lose focus on Seymour Johnson AFB despite being told it was safe. In his opinion the platforms at Seymour Johnson is safe, but that doesn't mean the installation is completely secure from the effects of potential future BRACs.
- We must move forward with Veterans Initiatives. The Commandant of the Marine stated he would like to attend any Veterans support initiative once we have it set up. The Navy stated they would like to attend as well.

General Martin asked if the members in present on the trip get together and summarize all their notes collectively, so that items are missed.

Colonel Botorff stated we need to put together an overarching plan to create buy-in at all levels on these efforts, then being working with the different communities to coordinate efforts. He further stated we must not ignore the efforts occurring at the local levels, because those efforts will continue with or without state level involvement. If the NCMAC doesn't develop a plan, create buy-in and begin coordinating efforts; we risk key initiatives to fall short of desired results or a large amount of duplication of efforts.

General Dordal asked for any comments about the RFI:

General Dickerson stated the RFI looked good, but required a date for a response back from the RFI. He also stated the date we expected the RFP to be published with the expected completion date for SWOT analysis with the written report should be included in the RFI. General Dordal stated the RFI is also asking for an estimate of the time required to complete their analysis and provide a written report. This will ensure the Committee and Commission expectations to have the report before the start of the short session is realistic.

Discussion was also held concerning not publishing an RFI and go straight to publishing an RFP. After several points were made on the advantages and disadvantages of both, it was agreed that the RFI is most appropriate to allow the committee to strengthen and revise the RFP based upon the responses from the RFI. It was also agreed upon that the RFP would not be limited to the Companies that responded to the RFI.

**Motion:** General Dordal asked for a Motion to approve publishing the RFI, motion was made and seconded

**Discussion:** No further Discussion was required

**Vote:** Motion was past unanimously

General Martin asked if Installation partnerships with other agencies (State, County and Community) would be considered as part of the study. General Dordal stated it would not specifically look at them but could be part of the opportunities presented in the SWOT analysis. In general, partnerships with installations in North Carolina have been difficult to coordinate and make happen. However, it was agree upon that a method to explore some of these options should be considered, if not part of this analysis then through some other means.

General Dordal asked the members for suggestions on when the RFI should be published. General McNeill stated we should wait until after the second week in January, General Martin concurred. Waiting would allow for some time to see what transpires with the federal budget negotiations and how that outcome affects the military. Colonel Bottorff stated we should not wait. Darryl Black asked when we wanted to have the final product. After determining the Committee would like the completed SWOT analysis prior to the complete of the short session of the General Assembly, it was agreed we do not have the time to wait to publish the RFI. It was also recommended that the process for requesting an extension for RFI and RFP submissions be written into those documents. Below represents the basic timeline that the Committee is considering:

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|---------------------|--|
| - December 15, 2013 | Issue the RFI  |
| - January 20, 2014  | Receive Response from the RFI  |
| - February 18, 2014 | Present a Recommended RFP to the Full Commission for Approval                        |
| - May 20, 2014      | Have responses from the RFP to present to the Full Commission and recommend a Vendor |

- October 01, 2014 Have written report from the SWOT Analysis presented to the Commission

General Dordal announced that General Martin, General Wilson, and he will attend to the Association of Defense Communities (ADC) conference in February 2014 in order to ensure the Committee and Commission can receive and consider "best practices" from other states. Colonel Bottorff recommended we announce to some of the local communities and recommend they attend the conference.

Colonel Bottorff asked if the Committee or Commission would ask the local communities how they spent the funding previously allocated for BRAC measures and how they would spend additional funding. General Dordal stated it thought it would be best to send a letter asking about the efforts that were funded by the previous allocated funding, then for them to provide a list of efforts they would continue or pursue if additional funds were allocated. He specifically stated to avoid providing the communities with a specific amount they would receive to prevent efforts from being focus on spending instead of on desired effects. General Martin reiterated that he and the Commission is not denying any request for funds from the local communities, rather they are asking for more details about how the funding would be spent and how to it assist in achieving the Commission's and their goals as.

General Wilson also stated the Commission needs to determine which organizations are authorized to receive funding from the BRAC funds. This is assist in setting the expectations on what communities and organizations can present requests to the Commission. Darryl Black recommended the wording be set that community present a plan for consideration if funds become available. This will also set the expectation that funds are dedicated to the statewide efforts, but if they are not fully executed then they will be reallocated to the local efforts.

General Martin stated that the Communities providing their plans for use of funds, would also provide the Commission with specific requirements for future funding requests to be presented to the General Assembly for consideration, instead of just continuing to ask for the same funding received in previous years.

Representative Bell also stated the Commission would need to set the rules for use of allocated funds. He recommended not only providing a full report of how they intent to use the funds, but acceptance would mean they would need to conduct their meeting in the same method as an open public meeting.

General Dordal closed with meeting with a few comments and stated he would work to get the RFI by the end of the week.

General Martin thanked everyone for their time and stated the conversation was on track to ensure the goals of the commission would be met.

**Meeting was adjourned at 1123**