



## **NORTH CAROLINA MILITARY AFFAIRS COMMISSION**

**Minutes of the 3rd Quarter July 20, 2021, Economic Development Committee meeting**  
**Microsoft Teams/Conference Call #: 515-604-9063 Conference ID: 344439#**

### **MEMBERS IN ATTENDANCE:**

David Hayden, Chairman  
Arnold Gordon-Bray (phone)  
David "Crockett" Long  
Tim McClain (phone)  
Rodney Anderson (phone)

### **MEMBERS ABSENT:**

Will Lewis

### **OTHER COMMISSION MEMBERS:**

Representative George Cleveland

### **ADDITIONAL ATTENDEES:**

Will Best, Department of Commerce  
Ron Massey, City of Jacksonville  
Denny Lewis, EDPNC  
Scott Dorney, NCMBC  
Larry Coleman, NC National Guard Association  
Sean Cox, NC4ME  
Kimberly Williams, NC4ME  
Michele Lewis, NC4ME  
Ryan Armstrong  
Tammy Everett, DANC  
Debra Bryant, City of Fayetteville  
Kate, Howell, DMVA  
Greg Bethea, DMVA  
Ramona Robertson, DMVA  
Kelly Jackson, Executive Director NCMAC

### **WELCOME/INTRODUCTORY REMARKS: CHAIRMAN DAVID HAYDEN**

Chairman David Hayden called the meeting to order at 10:02 am. He welcomed everyone to the meeting and said that we had a lot to cover today so we needed to get started. He said he was a lawyer at Smith Anderson Law Firm and has been the Chairman of this committee for a long time. He is glad that we are able to have this meeting in-person as we have been locked at home for a while now. We will need to approve the draft minutes from the last meeting. He asked Ramona Robertson to give the ethics briefing. Ramona Robertson said that if any Committee member has a conflict or potential conflict of interest with any business coming before this meeting today, please make the committee aware of the conflict or potential conflict of interest. Also, during the meeting if you feel that you have a conflict or potential conflict of interest bring that forward to the committee. Chairman Hayden did a roll call of attendees to the committee meeting and had a quorum.

### **CONSENT MINUTES: CHAIRMAN DAVID HAYDEN**

Chairman Hayden requested a motion to approve the minutes from the 2nd Quarter meeting of the committee on April 13, 2021. David "Crockett" Long made a motion to approve the minutes, which was seconded by Rodney Anderson and passed by a unanimous vote and there was no discussion about the minutes.

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**OLD BUSINESS: CHAIRMAN DAVID HAYDEN**

Chairman Hayden asked if there was any old business for the committee? There was no old business.

**MARINE CORPS AIR STATION (MCAS) CHERRY POINT AND FLEET READINESS CENTER-EAST (FRC-EAST)  
UPDATES: JAMIE NORMENT**

No update from MCAS and FRC-East but Chairman Hayden said that he always appreciates the updates from Jamie Norment, and the great report that he sends out quarterly that is very informative.

**FORT BRAGG UPDATES: RODNEY ANDERSON/ARNOLD GORDON-BRAY**

Rodney Anderson gave an update for Fort Bragg, but he was currently in Washington DC, attending the Association of Defense Communities (ADC) Reconnect conference. He said that Fort Bragg was currently under Force Protection BRAVO and most of the Services on the Installation have been open and functioning since May. The Garrison Commander and his entire team are alert to the COVID Variant and monitoring the changes daily. The second topic is Pope Army Airfield. There is an ongoing repaving of the airfield. There is no real negative impact for training due to the repaving. That is moving along as planned. The third item is All American Week scheduled for 30 August - 2 September and the 82<sup>nd</sup> Airborne will conduct a series of activities to demonstrate their capabilities. Due to COVID it has been shifted from May to September. It might be scaled down a bit from years passed but will be held this year. The last item has to do with family recreation. There is a significant project to upgrade Smith Lake Recreational Area. That project now includes a beach at Smith Lake and other upgrades. The Garrison Commander is glad that project has been completed and the area has been opened to provide much needed recreation to military families right on the installation. Chairman Hayden asked about the need for funding the roads around the reservation, Fort Bragg. Greg Bethea said that there was a Raised Grant that had been submitted on July 12, for \$29 M for upgrades to the 439 miles on Fort Bragg. He said that Secretary Gaskin, DMVA had also sent a letter of recommendation for that Raised Grant.

**NORTH CAROLINA MILITARY BUSINESS CENTER (NCMBC): SCOTT DORNEY**

Scott Dorney gave an update to the committee from NCMBC.

**Current Operations**

- NCMBC Operations: July 20, 2021
  - Strategic Focus: ***sustain and expand the defense industrial base in NC***
  - Strategic business development operations
    - expanding BD operations in select industries (Textile/Soldier Systems, Subsistence, Medical)
    - leveraging major IDIQs, GWACs, MACCs and relations with major primes (Barbara Bowles)
    - leveraging HFR/MILCON to maximize opportunity (Sue Kranes, Paulanne Page) – HFR kickoff event happened 22 APR
  - **Tactical business development operations, CY2021 (as of 30 JUN)**
    - Opportunities managed (analyzed, distributed) by BD team: 3,632 (CY20 total: 5,502)
    - Business notifications of BD-managed opportunities: 6,588,234 (CY20 total: 9,295,577)
    - MatchForce.org: 219 new users (total 23,236), 86,849 opps managed, 25,273,036 matches to registered businesses
    - **Contract WINS: 295, min value \$944.7 million (CY20 total: 251 wins, \$1,542 million)**

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- Technology transition (DEFTECH operations: Denny Lewis to brief details)
  - MobilizeIO platform launched
  - Podcast launched, weekly
  - TIDE initiative launched
- Training, WEBCONs and Events (Apr-Jun 2021)
  - US Marine Corps Combat Development Command (8 Apr)
  - Introduction to Federal Contracting (5 May)
  - Mentor-Protégé, Joint Ventures and Teaming (4-5 May)
  - Creating a WOW Culture (Insperity) (15 Jun)
  - New Cybersecurity DFAR Clauses in the Interim Rule (16 Jun)
  - A Journey for Your Business: Mapping Out Employee Engagement (17 Jun)
  - Historically Underutilized Business Zones (HUBZone) Programs (29 Jun)
  - Woman-Owned Small Business Program (15 Jul)
  - Weekly CyberChats
- Elimination of obstacles, threats to the DIB (principally Cybersecurity)
  - Concerns: pace of CMMC implementation uncertain, primes flowing CUI/CMMC requirements to subs, impact on DIB in NC; Georgia CMMC grant program
  - Coordinating I3C, developed tools to accelerate CMMC certification – see [www.cybernc.us](http://www.cybernc.us)
  - CyberChat series ongoing - build compliance program, CMMC Level 1
  - Senate Bill 621 (SEN Davis): funds to create Defense Cyber Office in NCMBC (\$250k)

**Future Operations**

- Training, WEBCONs (partial list, see [www.ncmbc.us](http://www.ncmbc.us))
  - 19th North Carolina Defense Trade Show & Cybersecurity Forum (Aug 4)
  - Booz Allen Hamilton “Veterans Transition to Tech” network event (Aug 4)
  - Introduction to Federal Contracting (Aug 10)
  - Service-Disabled Veteran-Owned Small Business Program (Aug 19)
  - Post-Award Contract Administration workshop (Aug 24-25)
  - POST-AWARD CONTRACT ADMINISTRATION WORKSHOPS (AUG 24-25)
  - (Navy) Textile & Clothing Technology Workshop (Aug 25-26)
  - Medical, Biomedical & Biodefense: Support to the Warfighter Symposium (Sept 29-30)
  - Advanced Proposal Development Workshops (Oct 4/6/8)
  - Southeast Region Federal Construction, Infrastructure & Environmental Summit (Oct 27-28)
  - Introduction to Federal Contracting (Nov 3)
  - (SJAFB) Regional Military Small Business Outreach and Vendor Event (Nov 10)
  - Southeastern Opportunities in Aerospace Regional Summit (Nov 16-17, Chapel Hill)
  - MCIEast and NAVFAC MIDLANT Small Business Outreach Event (Nov 18)
- Events:
  - Federal and Defense Textile and Soldier Systems Summit (Virtual, May 18-20)
  - 19<sup>th</sup> Annual Defense Trade Show and Cybersecurity Forum/Expo (Fayetteville, Aug 4)
  - MCIEast/NAVFAC Small Business Outreach Event (Jacksonville, TBD Aug)
  - Medical, Biomedical and Biodefense Symposium and Human Performance Forum (Chapel Hill, Sep 29 - 30)

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- Federal Construction, Infrastructure & Environmental Summit (Wilmington, Oct 28 - 29)
- Seymour Johnson AFB Small Business Outreach and GPC Trade Show (Goldsboro, Nov 10)
- Southeast Opportunities in Aerospace Summit (Raleigh, TBD Nov)

Scott Dorney also handed out a copy of the NC Military Business Center 2021 Mission Review Report.

**DEPARTMENT OF COMMERCE (DOC): WILL BEST**

Will Best said that they have had some communications with the Installations and NC State regarding the Economic Impact Study. They have received the Economic Impact Report from Seymour Johnson Air Force Base (SJAFB). They have also made this request aware to the other installations, also to the NC National Guard and the US Coast Guard Station, Elizabeth City. They are also going to coordinate with the DMVA (Ariel Aponte and Greg Bethea) on this project. They will be working with NC State and other organizations that work with the Sentinel Landscape that could contribute to this study. That concludes his information for the meeting today.

Kelly Jackson said that we have an approved Request for Quote and then a kickoff meeting on July 9, 2021, with NC Commerce (Jeff DeBellis, Josh Levy and Chi Wong), Regional Economic Model, Inc (REMI) staff (Chris Judson, H. Guan, May Lin) and me. The lead for the project will be NC Commerce, Jeff DeBellis. He will coordinate with REMI and the DMVA staff. He has sent out information that needs to be gathered. He has reached out to Scott Dorney for information that will be needed from the NC Military Business Center. We are in the gathering of information stage. Kelly Jackson said that REMI had said it would take about 6 weeks once they get the data needed for the study. She said that she did not want to rush this process and wanted to ensure that we had gotten updated data for the study. David Hayden said that he wanted to know how the process was going and how long the process would take. He informed the committee members that the NCMAC had done a couple other Economic Impact studies before, in 2013 and 2015. With the increased interest and current administration in the White House, and a potential Base Realignment and Closure (BRAC) to look at closing or consolidating bases. It makes sense for the Commission to authorize a study to update the Economic Impact study. The NCMAC is providing funding to support NC Commerce's efforts as in-kind support to update this study. The next question on the table is do we want the informational to be digital only or print some hardcopies? We need to determine if we want to print some hardcopies, how many copies do we need and how will they be distributed. Kelly Jackson said that she recommended that we do have some hardcopies of the study as we did with the Strategic Plan. We had hardcopies made to share with the members of the General Assembly, Commission members and a few other copies as needed. Chairman Hayden said that he agreed with that but also copies for our federal partners. Scott Dorney said that he would be happy to help with distribution to the Community Colleges and other partners as needed. Arnold Gordon-Bray said that the distribution plan needs to be discussed with the Strategic Communications working group (SCWG). He will carry this information back to the SCWG for their input. Also, the messaging and the methods for that. Chairman Hayden said that he would also talk to ET Mitchel about this. We will ask them to help us navigate this process. Rodney Anderson said that he also had this noted.

**ECONOMIC DEVELOPMENT FOR NORTH CAROLINA (EDPNC): DENNY LEWIS**

Denny Lewis said that he wanted to update the committee on the Defense Marketing Plan

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Agenda:

- Defense Marketing Campaign Update
- Other North Carolina Marketing Campaigns
- Upcoming Events/Actions
- Requests

Why NC for Defense Marketing Campaign:

Grow the Defense Industrial Base in North Carolina:

- Raise the profile of North Carolina with Department of Defense and the Defense Industrial Base
- Develop message consistency and advocacy to “spread the word”.
- Advance existing defense industry expansion and attract non-NC defense contractors to our state.

Why NC for Defense – Strategy:

- Internal/External Messaging for DIB and DoD
- Compelling but broad enough to support independent Economic Developers
- Concise Talking Points for C-Suite level executives. Congressional, and other NC leaders
- Outreach Briefings to:
  - NCMAC, DANC, NCMBC, Commerce, Press
  - Economic Developers
  - Congressional Staffers; Jim McCleskey
  - Industry
  - NC Military Leaders
  - State Legislatures (restrictions)
- Enlist help with messaging from other (NO FUNDING)
  - Briefing Team: John Hardin (Commerce STI); Kathie Sidner (UNC System; Melissa Vetterkind (Duke); Tammy Everett (DANC); Kim Kotlar (Volunteer/recent NSA) Denny Lewis (EDPNC)
  - MG Rodney Anderson (NCMAC)

North Carolina Frontline of the Future:

Top-notch tech innovation ecosystem

- #3 (Raleigh) and #5 (Charlotte) tech hotspots in America (CompITA)
- 70% patent growth over past decade
- Largest research park in North America
- NC Universities win highest share of industry funded research (12.1%). Avg is 5.9%.
- NC ranked #1 best state for business by FORBES 3 years running
- Top 10 tech talent markets in North America (CBRE, August 2020)

Deep DoD, industry, and academic partnerships:

- 4<sup>th</sup> largest active duty military population in US

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- Healthy defense sector that works closely with military installations and warfighters
- Robust university and industry partnerships with USASOC, JSOC, ARL, NSA, XVIII Corps, NSF, and others

State-wide commitment to national defense:

- NC Department of Military and Veteran Affairs
- Statewide agencies to facilitate understanding of and support to national defense
- Public and private partnerships to further R&D for Defense

Other State Marketing Campaigns:

EDPNC “All in North Carolina” Campaign

NC Department of Commerce Economic Development Strategic Plan Town Hall, 20 July 2021

SIGNIFICANT ACTIVITIES (SIGACTS):

- Why NC for Defense Briefs to : DANC, DEFTECH, Jim McClesky; Dan Barkin resulting in an article in the Daily Digests, Business North Carolina.
- Meeting with Marine Corps Warfighting Lab in Quantico
- Discussion with Army Futures Command, Defense Innovation Unit, DARPA, Army Cyber Institute, and Department of Army on Why NC for Defense and establishing an office in NC
- Initial planning and research on:
  - NC Delegation Letter inquiring about placing a PEO and or Army Futures Army Futures Command Cross Functional Team Solder Lethality in NC due to proximity to conventional and special ops warfighters. Early stage. (DIU and Army Cyber Institute possibilities)
  - AUSA Plans (coordinate with NC Department of Military and Veterans Affairs)
- Upcoming Events:
  - 1-3 August Sea, Air, Space Convention, MD
  - 4 August Defense Trade Show, Fayetteville
  - 18 August Defense Application Expo Council, NC
  - 26 August ARO Tech Showcase, Red Springs, NC
  - 16 September NC AFCEA TechNet, Red Springs, NC
  - 18-22 September Air, Space & Cyber, MD
  - 30 September AUSA, Washington, DC
  - TBD November Aerospace Regional Summit, Chapel Hill

Summary and Requests:

**Summary:**

- Past 12 months: Focus on Positioning NC for Defense
  - COVID driven
  - Marketing Plan research, development, and execution
  - Money ran out for advertising
  - Volunteers to carry the message and spread the word

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- Next 6 months:
  - In-Person Events: Face to Face Contacts/Meetings
  - Leverage base information to develop qualified leads
  - Continue to hone the message and spread the word

**Request:**

- Does the NCMAC Economic Development committee plan to support renewal of funding for this position as funds expire the end of December 2021? If so, need additional funds for marketing (\$60,000K/year).
- Request an additional \$45K this year to continue the on-line marketing campaign concurrent with the key Service Trade shows in Aug, Sep, and Oct.
- Introductions with Industry and Military Executives for meeting at trade shows.
- Most of all, request help from NCMAC members in spreading the Why NC for Defense message and helping identify leads.

Key Big Industry Drivers:

- Safe Environment
- Vibrant Economy
- Tax Friendly
- Workforce
- Public Transportation
- Innovation and Forward Thinking

For Defense Companies:

1A. Program Protection (Congressional)

1B. PEO Presence

SBs need capital and investors need state tax breaks

DISCUSSION:

Denny Lewis talked about that as conferences are opening up and he will be attending many of those events which will cost about \$12,000. He plans to attend the Association of the United States Army (AUSA) conference and host a reception at that event. He said that he has been working hard for future opportunities in the defense arena. He does have a request for this committee. The money runs out at the end of December, and he is being asked by EDPNC and Commerce if the NCMAC plans to move forward with the agreement. He would like to know that so he can make appropriate plans. He said that if we plan to expand the contract, he needs more funding. The NCMAC has approved funding for \$120,000 annually for the last six years. If this committee wants him to continue to do marketing then there will be a cost and the funding amount will need to be increased. He also asked for help from this group to be introduced to military people or potential executives in the defense industry. He needs contacts. Chairman Hayden said that he was a big supporter of this position and what Denny Lewis has done for the Commission and how he spends the funding that has been approved by the Commission. He is surprised that Chris Chung and EDPNC seeks funding from the Commission but does not talk about

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the defense industry, which is the second largest industry in the State of NC. Maybe someone in our legislature, when EDPNC requests additional funding, asks the question, how much of this funding will be going towards the defense industry. His goal is to raise this topic at the next NCMAC meeting to request continued support for this position and increase the funding. Chairman Hayden asked Denny Lewis to share information with him about this position for his request to the Commission members. He asked if other Committee members had comments. Rodney Anderson said that he thought that at the last committee meeting that we would continue to support the funding of the marketing efforts. He said that maybe we were not specific enough about that topic. Chairman Hayden said that he did not think that we had ever altered or continued to support that effort. Arnold Gordon-Bray said that it was in the last minutes we talked about this. We need to ultimately define what we need and our expectations for the marketing. We have funded the position to a standard and to sustain Denny Lewis right now. But he thinks that he heard David Hayden say that we may need to do even more to get more. To answer the question, we did in fact move forward for the marketing piece with very specific dollars be allocated. But now he thinks that what he is hearing is that there needs to be more. He asked David Hayden if that was correct?

Chairman Hayden said that there was discussion early on about approving a marketing plan, that Denny Lewis had provided earlier and that was approved. He has seen nothing but support for the continued funding for EDPNC and this position. He does not expect this to change. The only new thing that we are talking about now is maybe additional funding. If they are asking for \$10 M, and we are just directing \$30,000 or some amount to get our message out, we have to get this message out some way. Maybe this will be matched by EDPNC or something. He does think that EDPNC can do a better job of supporting the efforts to grow the defense community in North Carolina. Chairman Hayden said that his intent is to raise this for discussion and a decision to support additional funding for marketing for EDPNC. He has asked Denny Lewis to give him additional detailed information in an email of how those funds would be spent. He has not heard anyone push back against this for the next meeting. Crockett Long said that he thinks that Denny Lewis has done a great job and we need to fund his efforts. We have the money, and we need more bang for our buck. Arnold Gordon-Bray said that this was directed at Denny Lewis and his team. What will help Chairman Hayden and we have a year under our belt to get a return on our investment that shows a direct link on marketing metrics for tasks performed even in a COVID environment. He will know from conversations and presentations; how many businesses did not exist before having expressed an interest in North Carolina. So then for folks who are number's people can look at this and it could show that he can fund himself and we are just fronting the money. Arnold Gordon-Bray hopes that makes sense. Chairman Hayden asked Rodney Anderson if he had anything else to add?

Rodney Anderson said that he recalled a sum of money that was used for the official effort and then that money ran out. He said that it is important to know what that dollar amount is going forward. If Denny Lewis can clarify that amount then Chairman Hayden can go forward with that information to keep the marketing effort going until there is funding from other sources. Chairman Hayden said that Denny Lewis understands the information that is needed. Denny Lewis asked if they wanted the dollar amount for the marketing effort for the rest of this year? Chairman Hayden said that was correct. Rep Cleveland asked if they were asking for \$45,000 for that effort? Denny Lewis said that their marketing people want \$100,000 and he told them that was not an option. So, they said that they would work



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with what every amount he could get them. Then they mentioned that \$45,000 would get them back to where we were through December. Rep Cleveland asked at what point in your marketing program will you be able to provide metrics? Denny Lewis said that because this is an online metrics, we have the metrics. How many people looked at this how many people went to the website, how many people downloaded and had interest. As soon as they downloaded and have interest, that information goes to Denny Lewis. We have been reaching thousands of people but if you look at the percentage of the people who click on it, and have any interest, it is about less than 1%. That is more than you would get otherwise. Now when you combine that with face to face, we are hoping for a higher return on investment. He thinks that it is important for him to let everyone know that EDPNC has been very supportive, as Chris Chung has been. He has learned a lot about how the big companies identify if they are coming to a State and it is not through him at a Trade Show. There are ways of doing this and understanding the process is very good. So, if Apple or other companies come to North Carolina it does not come through a Business Development person. There are other ways that that is done. So, that is where EDPNC makes it return on investment. He thinks that we have great support from EDPNC and for the marketing stuff. But one of the things you may want to ask for is that there is not one person on the EDPNC Board that is a defense person that he can go to. Maybe having a defense person on the Board would be helpful. He thinks the Board members are appointed by the Governor. That person could be the voice on the Board for the Defense Community. Kelly Jackson asked what the Board was called? Denny Lewis said that EDPNC has a Board of Directors for EDPNC.

Rodney Anderson made a motion to have the committee go forward with \$45,000 to continue the funding for marketing through the end of the year. Also, that Denny Lewis provides his metrics to be presented as a part of the request to the Commission on August 17. Kelly Jackson said that the Commission has a Memorandum of Understanding (MOU) with Commerce for EDPNC and she does not think that we can add \$45,000 to that MOU for marketing. She recommended that we take a step back so she can reach out to Commerce about this MOU. This MOU expires in December 2021 and at that time we can make changes to the new MOU. Kelly Jackson said that she has been in contact with the Legal Counsel at Commerce about renewing the MOU since April 2021. She reached out to Mr. Butterfield last month and has not heard back from him. So, she will reach back out to Commerce as there is a process in place that needs to be followed. Rodney Anderson said that the MOU was an administrative matter. The motion is that this committee goes to the Commission to get approval for the funding.

Chairman Hayden said that he wants to save this motion until we get a specific dollar amount from Denny Lewis and get some meat on the bones for the dollar amount he is asking for. This is something that would be raised at the Commission meeting and then Rodney can make his motion on this matter. Chairman Hayden said that since we are talking about this matter, he wants the committee members to think about this motion before the next Commission meeting. He is thinking longer term. Not only funding the position but also a kicker for marketing. He asked Rodney Anderson to put that on the self for now. He asked if anyone else had any other comments about this matter. Rodney Anderson said that he had a comment. That the marketing efforts have been started and if it goes dark, then we will lose effectiveness. So, if we don't extend it, then that is what will happen. He thought that at the last committee meeting we were going to add additional funding so that the work that was already done could be continued. There is a startup cost for everything. That is his point. If we are going to get the

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details to present at the Commission meeting, that is fine but if we try to make it grandiose and then it is the end of the year and we don't have any additional marketing money, then we may have done ourselves a disservice in the great work that has already been done. Chairman Hayden said that we need to check the last minutes and that the funding was given to Strategic Communications for their funding and not specifically for EDPNC. Rep Cleveland said that he thinks we should fund the marketing efforts, but it has to be done appropriately and properly. We will have to work on the MOU to make adjustments. He will help Kelly Jackson if she has any issues getting the MOU changed as needed. Rodney Anderson withdrew his motion.

Denny Lewis asked if he was on the agenda for the Commission meeting. Kelly Jackson said that it was on the agenda for the Executive Steering Group when they determine the agenda for the Commission meeting. Denny Lewis said that he wanted to brief at the NC Commander's Council (NCCC) also. Kelly Jackson said that she would reach out to Tim McCully, NCCC to see about Denny Lewis presenting at their meeting.

**DEFENSE ALLIANCE OF NORTH CAROLINA (DANC) PROJECT UPDATE: TAMMY EVERETTE**

Tammy Everett gave the presentation to the committee from Defense Alliance of North Carolina.

**Today's Goal:**

Review the mission, vision, strategy of the partnership agreement between the Defense Alliance of North Carolina (DANC) and the North Carolina Military Affairs Commission (NCMAC).  
Emphasize its importance and impact

**Purpose:**

The Memorandum of Understanding (MOU) between the Defense Alliance of North Carolina (DANC) and the North Carolina Military Affairs Commission (NCMAC) creates a strategic collaborative partnership between the parties. *Effective 12Mar2021*

NCMAC deemed that a strong, coordinated, and comprehensive outreach campaign targeting the public, lawmakers, the military and other stakeholders is essential to achieving the strategic goals of the NCMAC and fulfilling NCMAC's purpose

**Background:**

NCMAC is authorized to identify and support economic development organizations and initiatives that focus on leveraging the military and other business opportunities to help create jobs and expand defense and homeland security related economic development activity in North Carolina.

DANC is a private, non-profit organization focused on strengthening North Carolina's defense industry and the communities it supports. DANC's leadership model combines the talent of high-ranking military retirees, business leaders, policy makers, and leading academic thinkers. DANC's mission is to grow North Carolina's defense economy in a way that creates new long-term investments and job opportunities.

**Objective:**

The goal of this strategic collaborative partnership is to create and grow broad awareness of the

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NCMAC, its mission, and its impact, both regionally and nationally. The MOU outlines the responsibilities, duties, expectations, and objectives of the parties as well as compensation for services rendered and the completion of enumerated tasks.

In consideration of the shared values of each of the parties, it is the intent of NCMAC and DANC to engage in a reciprocal partnership to advance their respective missions.

### Scope of Work Tasks/Deliverables:

This project is a twelve (12) month effort commencing on the date of execution.

DANC will leverage and incorporate business, academia, and community partnership to complete the tasks listed herein to further NCMAC strategic goals and objectives and to identify and gain pertinent information regarding the needs of the military related business and academic sectors as it relates to the expansion or attraction of military related business economic development opportunities.

### Role, Obligations and Responsibilities:

DANC will perform services as described/detailed in the Scope of Work, which was developed by NCMAC and DANC

DANC will be represented in person or virtually at requested NCMAC hosted meetings

DANC will share all reports, documented contacts, strategies, surveys, charts, databases, and deliverables as the property of NCMAC.

### Contacts:

**Tammy Everett**, Executive Director (Interim)

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**Bill Herrold**, President Management Council

703-862-1249 [bill@washingtonofficegroup.com](mailto:bill@washingtonofficegroup.com)

**BG(Ret) William "Jay Gothard"**, Vice President Management Council

910-309-8326

[wjaygo@aol.com](mailto:wjaygo@aol.com)

### Discussion:

Chairman Hayden asked Tammy Everett that going forward it would be helpful for the next report are metrics of how many of these Statement of Works have we accomplished and where are we on the others. Also, other things that have been conducted by DANC pursuant to the MOU. I know it is a pretty broad swat of what we want DANC to help us with and having a more identified specific things that have been done will be more informative that what is in the MOU. Thank you for sharing about the MOU and the goals but he thinks that more clarity on what is being done pursuant to the MOU is the way to go. Tammy Everett said that would not be a problem.

### **STRATEGIC COMMUNICATIONS WORKING GROUP UPDATE: RODNEY ANDERSON**

Rodney Anderson gave an update from the Strategic Communications Working Group (SCWG)

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NCMAC 2020 Strategic Plan: (October 15, 2020)

I – Plan Summary

- a. Audience: NC Legislature; NCMAC Plan Due Every 4 Years (Senate Bill 63)
- b. Theme: “Our major military installations are the cornerstone of the second largest economic sector in North Carolina”.

II – Plan Workgroup

Chuck Allen

Frank Bottorff

Paul Friday

Arnold Gordon-Bray

Larry Hall

Kirk Warner

Chad Sydnor

Stan Waltz

Erin Adams MCI-East

Kathy Sturgis, PhD (Planner, NCMAC Contract)

III – Plan Pillars

1. Installation & Mission Sustainability

Goal: Promote, enhance, and protect NC existing military installations and missions.

2. Economic Development

Goal: Increase economic viability and impact of military & defense industry in NC.

3. Quality of Life

Goal: Improve the quality of life for military servicemembers, veterans and families

4. Legislative & State Agency Coordination

Goal: Provide legislative and state agency coordination for military-related issues.

IV – Strategic Communications and Advocacy

Goal: Promote the value of the military and supporting entities at all levels.

NCMAC 2020 SP Economic Development Committee:

I – Summary

- a. Audience:
- b. Strategic Goal: Increase economic viability and impact of military & defense industry in NC.
- c. Responsibility: Economic Development

II – Economic Development

David Hayden, Chairman

Frank Bottorff

Mayor Will Lewis

Arnold Gordon-Bray

Rodney Anderson

David “Crockett” Long

Tim McClain

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III – 2020 Priorities

1. Defense Industry Growth
2. Workforce Development
3. Economic, Technological and Higher Education Partnership Expansion

IV – Implementation Recommendations

1. Regional Defense industry Study
2. Transitioning Military Talent Study
3. Cluster Study Next Steps: Increase R&D
4. Resource “career-focused” hiring events
5. NC Military Transition Center (Bragg)
6. NC Tax Exemption for Mil Retiree Pay
7. Public/Private UAS with Higher Ed
8. Research, Plan, Promote Micro Zones
9. Connect SAP partnerships with military

Strategic Communications Working Group (SCWG) Overview:

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  
David Myers (Installations)  
Julie Daniels (Quality of Life)  
Ariel Aponte (DMVA)

IV Planning & Operations Core Values

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

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Strategic Communications Considerations:

1. CONCEPT: Support NCMAC 2020 Strategic Plan
  - a. Promote military using themes, messages, objectives (SP 2020)
  - b. Develop communications platforms (tools) (RFI)
  - c. Define communications techniques (audience informed) (RFI)
  - d. Describe “process” to decide objectives, audience, tools, techniques
  - e. Select vendor who can plan, conduct, and assess activity
  - f. Funding: \$200,000 (Sep 2021 – Jun 2022) RFI/RFP process will provide a “menu” of funding requirements for specific communications projects
  
2. RESEARCH:
  - a. SWOT: Strengths, Weaknesses, Opportunities, Threats
  - b. RACE: Research, Action/plan, Communications/relationship, Evaluation
  
3. PLANNING:
  - a. Approved topics and supporting timelines
  - b. Conduct RFI/RFP June – August 2021

NCMAC Strategic Communications UPDATE:

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. BACKGROUND:

- a. SCWG Researched Capabilities
- b. Web Services Available through NCDIT
- c. Marketing Services require DOA RFP
- d. Hiring Veterans is first SC Program
- e. Request for services issued in July
- f. Review of proposals August 2-5
- g. Recommendations to NCMAC Aug 17th

III . COMMISSION DECISIONS:

- a. WEB Services (NCDIT SOW)
  - (1) Active Information Web portal (WEBSITE)
  - (2) Social Media Information Services
- b. Marketing Services (DOA RFP)
  - (1) Marketing Management
  - (2) Product Development

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- c. Funding: Sep 2021 – Jun 2022 (\$200,000)
  - (1) WEB Services: \$75,000
  - (2) MARKETING Services: \$125,000
- d. Honor Veterans by Hiring Veterans (HV2)
  - (1) 2021 Kickoff (NC4ME and others)
  - (2) Veterans Day as formal start

“Honor Veterans by Hiring Veterans”

North Carolina Military, Veterans and their family members represent a significant workforce asset. They are pre-screened, educated, technically-trained, and have proven attributes that place them in high demand.

**PURPOSE:** Build State-wide awareness of the attributes, competencies, skills, and overall economic benefit in employing the Military-Veteran workforce.

**THEME:** “Honor Veterans by Hiring Veterans” (HV2)

**GOAL:** Conduct a North Carolina-wide public relations campaign to improve the general public’s understanding of the benefits in hiring Military-Veterans.

**CONCEPTS:** Plan for Veteran’s Day 2021 as the beginning of a 5 year public-awareness campaign to promote hiring Military-Veterans.

Discussion:

Chairman Hayden asked if there were any question? He said that he had one question. We have been talking about marketing and EDPNC. Does the SCWG see that we may need closer communications with other committees and things going on for the Commission so that we have a more unified effort and voice? You have heard all of the discussions today and now you are talking about a significant amount of money for the SCWG marketing plan. He is not sure that it is efficient to go in different directions. We need to communicate better and not throw a lot of money out there. Rep Cleveland said we need a theme. Rodney Anderson said that was a perfect comment. That is why he has been very engaged with Denny Lewis and trying to understand what he is doing. He does not want the SCWG to get into other groups lanes such as EDPNC or DANC, but we want to understand what they are doing. We want to be able to support their efforts. Denny Lewis has already established a marketing plan, so we don’t plan to get into his lane.

Chairman Hayden said that his point was Denny Lewis does not have any funding at this time for marketing and the SCWG does. Rodney Anderson said but he does have a system that has been established. So that is why he was interested in funding the system that he already has. He said that it is important that we have close coordination going forward. Arnold Gordon-Bray said that there will be ongoing work and collaboration going forward. We want an open market system Rodney Anderson said that we are on the SCWG so we will not duplicate efforts. When they brief their process on how they deconflict, they will be comfortable with the systematic approach that they have. Chairman Hayden said that he understands what Rodney Anderson is saying but he would like them to go offline with Denny Lewis to see if they can find a common theme and working together. He said that he does not see the path as clearly as Rodney Anderson does. It is foggy to him. He wants to ensure that the SCWG is coordinating with Denny Lewis so they can convey a stronger unified message. Whatever that

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message is. Rodney Anderson said that he will ensure that there is a coordinated and unified effort. He also wanted the committee to know that the Honor Veterans by Hiring Veterans will be the first program as we move forward. Chairman Hayden said that Rodney Anderson had set the stage for Kimberly Williams and her brief.

**NC4ME: KIMBERLY WILLIAMS**

Kimberly Williams gave the brief for NC4ME. She introduced a couple members from her team. Sean Cox who is their Director of Operations but will be transitioning out from that position. They have hired the new Director of Operations who is with the committee today and he is Ryan Armstrong and an Army Veteran and a retired Command Sergeant Major with a wealth of experience. The next new member of the team is Michelle Lewis, and she is their Director of Veteran Employment. She will be bringing in employers from across the State. She brings with her a very broad base background and an Army Spouse.

**Where Military Talent meets Business Needs.**

Our Approach:

We trust them with our country, you can trust them with your business.

1. Deliver value proposition: Educate Strategic Business Leaders
2. Engage Human Resource Professions: Provide Accredited Human Resource Training
3. Connect with Military Talent: Conduct NC4ME Hiring Events.

The Value Proposition:

- MOS: 80% with a Civilian Counterpart
- Decrease recruitment costs
- Diverse Talent Pool Increase Retention Rate

**#1 Driver for Economic Development – Talent**

North Carolina – 4<sup>th</sup> Largest DoD presence in the country

- 730,357 Veterans in NC
- 103,260 Active Duty Service Members in NC
- 21,288 Guard/Reserve Members in NC
- 41,673 Military Spouses in NC
- 20,000 Transitioning service Members in NC

**NC4ME Results:**

- Over 5,200 Leaders have heard the business case for Veteran hiring
- Over 4,000 Documented Interviews
- Over 1,200 Human Resource Professionals Trained to hire military talent
- 50% receive job offers or second interviews

Summits, Accredited HR training, Hiring Events

**Goals of 60 day “kick off” Honor Veterans by Hiring Veterans Campaign:**

- Increase awareness of career opportunities in NC for Veterans



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- Show North Carolina Veterans they are sought after by employers as valuable professional assets
- Show North Carolina Employers the value of hiring high performing military talent
- Create a database of Military Candidates that will allow NC4ME to connect Military Candidates directly to Employers

### The Plan – 60 day “kick off” Honor Veterans by Hiring Veterans Campaign:

Open: “kick off” – Lowes/Panthers Hiring Event September 10<sup>th</sup>

- Governor issues challenge, Panthers Stadium
- Over 100 Employers and 1000 Veterans

60 Day – Veteran Spotlights

- 1 a week for 8 weeks
- Media/social media coverage

Close “kick off” Veterans Day Event

### Discussion:

Chairman Hayden said that he loved the theme: Honor Veterans by Hiring Veterans. Rodney Anderson said that he agreed. Kimberly Williams said that she appreciated the Strategic Plan for the Commission and looked forward to collaborating with the Commission. Chairman Hayden said that he thought the message was great and looked forward to its success. Hiring Veterans is always a win-win for the Veterans, their families and the companies that hire them. He encourages the Governor to attend the kickoff event if possible. Kimberly Williams invited everyone to attend the kickoff event at the Panther’s Stadium.

### **EXEMPTION FOR MILITARY RETIREE PAY UPDATE: CHAIRMAN DAVID HAYDEN**

Chairman David Hayden gave an update on the Exemption for Military Retiree Pay which is in a couple of legislative bills. He said that House Bill 81 passed and now in the Rules Committee for the Senate. If it is voted out of the Committee it will go to a Commission or a Conference between the House and the Senate. Then they will work out any details to get a consensus. Then it would be voted on again by both the House and Senate. If it passes, then it would go to the Governor of signature. As you can see, we have a long way to go with this bill before it is sent to the Governor for signature. It has probably never made it this far, but the Commission has approved a position statement and signed by Chairman Grier Martin. It says that any legislation that grants a state tax exemption for military retirees pay is supported by the Commission. Let’s hope that we have some resolution coming out of the General Assembly to the Governor for his signature sometime this year. If it does not happen this year, maybe in the following year. He is pleased with how far this has come along and there have been a lot of people involved in this matter. We will see how this Summer and Fall develops. We have a long way to go. He asked Larry Coleman if he had anything else to add. Larry Coleman said that he thought Chairman Hayden was on target.

### **OPEN DISCUSSION:**

Chairman Hayden asked if there was any further questions or comments from the group? He said that there are a couple things that he wanted to share with the group that the did not talk about in his

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original comments. The first is that Governor Cooper has written a letter to President Biden about F-35's and his concerns that there is noise being generated to the media about cutting back the number of F-35's that are being manufactured. As you all know, Eastern North Carolina is heavily involved in bringing F-35's to our Marine Bases in that area. Also, the new construction that is related to the F-35's. It is important that the F-35 purchases go forward. We are not sure if they will cut back the number of F-35's, that remains to be seen. But Governor Cooper did send a letter on behalf of the State of North Carolina to advocate for keeping the numbers where they are. We have already talked about the Tax Exemption for Military Retirees and the Economic Impact Study. He is looking forward to that getting completed and the Strategic Communications Working Group coming up with a plan to get that information out and the message out. We have also talked about the NCMAC's 2020 Strategic Plan, and you are welcome to take copies with you. This document is very good and worth taking the time to review it. He reviews the document prior to meetings to ensure that he is on target of what the Economic Development Committee should be doing per the NCMAC's 2020 Strategic Plan.

He also wanted to remind the DMVA that there was a request from he and Kirk Warner to have a meeting with Secretary Gaskin to talk about new companies coming to North Carolina and how do we get them into the network. Do we have a big event at Fort Bragg like they did in the past called Industry Day? These companies would come to Fort Bragg and watch a jump and learn about what goes on at Fort Bragg. They would also get briefings from Commanders about what goes on in the military in North Carolina. He has not forgotten about this meeting. Kimberly Williams asked that once we have the meeting, she and her team would like to be engaged to help as we move forward with this project. They would be happy to connect these companies with the great Veteran talent in North Carolina. Chairman Hayden said that we need to have this initial meeting and then we can bring in others as needed. What would reaching out to these companies look like? They are starting to come here, and we need to be ready. Chairman Hayden asked if anyone else had anything to add?

**ADJOURNMENT:**

Chairman David Hayden asked for a motion to adjourn the meeting. Crockett Long made a motion to adjourn the meeting and seconded by Rodney Anderson. The meeting was adjourned at 12:04 pm.