



NORTH CAROLINA MILITARY AFFAIRS COMMISSION

Minutes for Executive Steering Group (ESG) Meeting, 3rd Quarter, August 3, 2021
Microsoft Teams/984-204-1487 Code: 699 746 047#

Members Present

Grier Martin, Chairman
David Hayden, Vice Chair
Rodney Anderson, Economic Dev, Chair

Members Not Present

Hon Chuck Allen, Installation Area
Kirk Warner, Quality of Life, Chair

OTHER Commission Members Present

Representative Cleveland
ET Mitchell
Tim McClain
Arnold Gordon-Bray
David "Crocket" Long

Ex-Officio Present

Secretary Walter D. Gaskin, DMVA

Additional Attendees

Paul Friday
Christopher Hailey, LA to Grier Martin
Parker Huitt
Chad Sydnor, Cassidy & Associates
Debra Bryant, Cumberland County Rep
Ariel Aponte, DMVA
Kate Howell, DMVA
Ramona Robertson, 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 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. Chairman Martin said that that David Hayden would be taking the Vice Chair position going forward. He appreciated his accepting that position for the Commission.

CONSENT MINUTES: CHAIRMAN GRIER MARTIN

Chairman Martin asked for a motion to approve the minutes from the 2nd Quarter meeting held on May 4, 2021. David Hayden made a motion to approve the minutes. Rodney Anderson seconded the motion and it passed by a unanimous vote. The Executive Steering Group minutes were approved.

**Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting
August 3, 2021
Page 2**

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 this quarter of this year.

Veterans Affairs

The Assistant Secretary for Veterans Affairs attended an informational meeting about a proposal to construct a Veterans Community in Hamilton, NC. A private citizen has purchased a tract of land and is working to design a multifunctional Veterans community, housing medical support and various levels of assisted living. The Veterans Affairs Commission met last week. A very detailed report was delivered on the status of the North Carolina State Veterans Home Trust Fund. The nursing home management contracting company is implementing the new protocol from DHHS across the State Veterans Homes.

Military Affairs

For this reporting period, the Department is in coordination with the United States Marine Corps Reserve Combat Logistics Battalion out of Charlotte who is responsible for the Military Funeral detail for Private Henry Ellis, who died in Korea defending a U.S. military convoy during the Battle of the Chosin Reservoir. To ensure the State of North Carolina is aligned with Federal and State traditions, I have tasked the Military Affairs Division to coordinate with Department of Administration for the flag announcement of lowering of US and NC Flags to half-staff from Sunrise to Sunset and with Office of Public Engagement on a Proclamation to be given to the family. Private Ellis is expected to be buried Aug. 23, 2021, in the Salisbury National Cemetery in Rowan County, North Carolina, where he was born. Also, he has scheduled to have a meeting with FRC-East on 4 August 2021 to discuss the Global Trans Park request and initiative.

Communications/Engagement

Wednesday I will visit Elizabeth City Coast Guard Station to celebrate the United States Coast Guard's 231st birthday. During the event, Coast Guard Commander Admiral Laura Dickey will present Elizabeth City's Mayor with a recertification; and I will present the Commander with a framed copy of this year's US Coast Guard Birthday state proclamation before a birthday cake cutting. There will also be a lunch and a flyover by Elizabeth City's Coast Guard Air Station in celebration of the occasion. Pending any questions, that will conclude my report.

Chairman Martin thanked Secretary Gaskin for the updated on the Department and the incredible support that the Commission has been receiving from the DMVA. His team has enhanced the NC Military Affairs Commission's abilities to support North Carolina's military communities and families. He also appreciates the support from Assistant Secretary Aponte support in a variety of ways especially the Strategic Communications Working Group (SCWG). Secretary Gaskin said that between Ariel Aponte, Kelly Jackson, and the entire team he appreciates the interaction and collaboration.

QUALITY OF LIFE (QOL) COMMITTEE: KIRK WARNER

Kelly Jackson said that the QOL committee met on Tuesday, July 13, 2021, and had a good in-person meeting. The meeting was well attended and great discussions on many topics. Purple Star Program went very well this year, and this program needs to be publicized by the NCMAC. This program for NC

Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting
August 3, 2021
Page 3

was initiated by the QOL committee and he thanked the Military Liaison Officers (MLO's) and School Liaison Officers (SLO's) for all of their hard work. This program adds value to the schools that apply to this program. There will be Permanent Change of Station (PCS) delays this year. This will cause issues for the service members and their families. Along with the delayed PCS orders, there are other issues such a shortage of housing and transportation issues for housing goods. The housing shortage are for both purchasing or renting of homes, so some families are deciding to build a home. The MLO's and SLO's are working hard to help families with all of these issues. The New school on base for Wayne County and SJAFB is moving forward and as planned. This is all positive news. The committee received a legislative update from Macey Webb, DMVA. Chairman Warner is leading the Score Card Working Group. They are reviewing the score card that was developed by the Air Force for their bases. They are reviewing the data to see how it was collected and how can we improve the data used to score the bases in NC. They are working to develop a score card that will be helpful for our military installations. Great presentation about the NC Virtual School. This program is very helpful for military families as they

LEGISLATIVE AFFAIRS:

No meeting was held this quarter

ECONOMIC DEVELOPMENT COMMITTEE: DAVID HAYDEN

David Hayden said that they met on Tuesday, July 20, 2021, in-person with the normal attendees and a couple new attendees. He wanted to let everyone know that Rodney Anderson would be the new Chairman for the Economic Development Committee. He appreciates Rodney Anderson taking on this position as he moves to be the Vice Chairman for the Commission. During the meeting they went around to the normal individuals that gave information to the committee. They did not receive a report from Jamie Norment which is always an invaluable update for Eastern North Carolina, but he did send out his ACT update. Rodney Anderson gave an update from the Fort Bragg with three points of interest. They have the repaving of the Pope Runway which will extend its life for 50 years. There is still an effort ongoing to raise funding for the roads around Fort Bragg. This is big effort, but he was informed by Greg Bethea that there was a request for a \$9 M iRaised Grant that was submitted on July 12. The last thing is there will be an All American Week which is a great event. We received an update from Scott Dorney, North Carolina Military Business Center (NCMBC). He sent us a hard copy update on all of his information. He wanted to let everyone know that Booz Allen Hamilton was hosting a Veterans to Tech networking event and NC4ME, Kimberly Williams will be part of that event. Booz Allen won a very large contract about a year and a half ago at Fort Bragg. They are still trying to fill spots for that project. We also heard from Will Best, Commerce about the Economic Impact Study. Jeff DeBellis from Commerce is leading that project and there was a kickoff meeting held on July 9. This project will update the impact of the military on North Carolina and something that we need to have in place if and when we are faced with a Base Realignment and Closure (BRAC). This has not been updated for 6 years. One of the questions that was raised was during the Economic Development committee by Rodney Anderson and ET Mitchell was developing a plan and how many copies of this study to we need to have printed. Also, what type of distribution plan will be needed. We plan to have the SCWG work on these details.

We also had a briefing from Denny Lewis for Economic Development Partnership for North Carolina (EDPNC). Denny Lewis works for the Commission for EDPNC and also for DefTech. He updated the committee on the marketing campaign that is going on currently. We diverted some of the money that

**Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting
August 3, 2021
Page 4**

we gave to EDPNC for Denny Lewis' salary and travel to marketing. Denny Lewis made this recommendation and the Commission agreed to this change. This marketing plan was both internal and external of North Carolina. He came up with a very comprehensive plan and the plan was executed. The funding for that marketing plan has run out but it is still out there as a skeleton approach for marketing. We talked about possibly getting the Request for Proposal (RFP) for the SCWG to seek a Public Relations firm, but that RFP had already been put out for proposals prior to our meeting. We do have the initial for that campaign and be shared once we get a public relations firm. The marketing campaign that we do have will not go to waste but slowed down temporarily. The SCWG can answer the question on when they think they will have a public relations firm hired. Denny Lewis also expressed that there could be ways to give him the ability to be more effective with EDPNC and that involved making potential current Memorandum of Understanding (MOU) that the Commission has with Commerce for EDPNC. The MOU has a Scope of Work (SOW) of what Denny Lewis' position does. It is defined as a business development position with metrics on leads identified and success rate. Denny Lewis indicated that his value to EDPNC is beyond being a business development. He provides Strategic insight when they are doing strategic development and helps with the marketing plan. He thinks that the defense economy needs to be part of EDPNC's marketing plan. David Hayden said that he thinks it is worth being in there and it is the second largest part of our economy in North Carolina, and it needs to be addressed. After the Economic Development Committee meeting he talked to Denny Lewis and also Chris Chung and he thought that would be great, but we have a very broad definition of what this position does. But whatever we do to change the SOW is with the perimeters of that. We don't want to go through a lot of bureaucracy. We don't want to change the SOW, but we want to change what is in the statement of work. He has gotten these changes from Denny Lewis, and he has reviewed those changes. He will work on getting this out to the members. We want this document changed go Denny Lewis can be more efficient according to the Commission's mission. David Hayden said that he was told that EDPNC was going to the General Assembly to request \$10M for their marketing campaign but he is hoping that our legislative contacts might have some input to ensure that part of that funding is dedicated to advertising and marketing for the defense capabilities in the State of North Carolina. We also talked about the EDPNC Board and the defense/military member coming off the board soon. So, there could be an opportunity to identify someone who can serve on that Board that has oversight on EDPNC that is focused on the defense sector in North Carolina. We don't want to lose that opportunity if possible. He will also request time for Denny Lewis to brief at the NCMAC meeting.

We also heard from Tammy Everett for Defense Alliance of NC. She gave the committee an update on the MOU that they have with the Commission. Rodney Anderson gave a brief on the progress for the Strategic Communications Working Group (SCWG). That brief was very informative. Finally, we have a brief from Kimberly Williams, NC4ME and the great work that they are doing for transitioning service members. She also introduced a couple new members for NC4ME. Kimberly Williams also talked about the new program Honor Veterans by Hiring Veterans in collaboration with the NC SCWG. Lastly he has spent time with Kelly Jackson on the budget and we have made a couple changes and updates for the August Commission meeting. Kelly Jackson said that the other items for the Commission meeting were briefs from NC4ME and Sentinel Landscape.

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

No meeting was held this quarter.

**Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting
August 3, 2021
Page 5**

Chairman Martin said that he has asked Ariel Aponte to give an update on the projects that the Military Affairs Division are working on.

MILITARY AFFAIRS UPDATE: ASSTANT SECRETARY ARIEL APONTE

Military Affairs Division Update:

Marine Corps Installations East

1. Meeting with FRC-East Leadership to discuss the Depot Efforts
2. Updated the Office of the Governor and preparing to travel to GTP
3. Secretary Gaskin will participate in the re-patriation of PFC Ellis and will be awarded the Montford Point Congressional Medal

Fort Bragg

1. Sec Gaskin and Sec Boyette provided letters of endorsement for iBragg/RAISE Grant
2. Meeting with DEQ in reference to Energy Legislation
3. Continue to participate in the Naming Commission efforts

Seymour Johnson AFB

1. Provided a Presentation to Rep. Smith on Lagoon, NC General Statute 160A, and WCPS
2. Provided Rep Bell estimated cost for WCPS
3. IRT Process for Lagoon Project Deadline of 30 September

North Carolina National Guard

1. Western Carolina University, has requested for a meeting with the U.S. Botswana Embassy to discuss upcoming efforts
2. Sentinel Landscape packet is being prepared and participated in the Durham County Commissioner meeting

Military Ocean Terminal Sunny Point

1. Sentinel Landscape packet is being prepared
2. Letter of Endorsement was received from Governor Cooper and Brunswick County

Coast Guard Sector North Carolina

1. NSTR

Coast Guard Base Elizabeth City

1. Received project proposal from ECU for Strategic Communications of ALC.

US Army Corps of Engineers-Wilmington Sector

1. NSTR

Upcoming Support from installations:

- Request for Information: Economic Impact Study
- Request for Information: General Statute 160A feedback
- Request for Information: Boards and Commissions on Military Licensure SESSION LAW 2020-87 HOUSE BILL 1053:

**Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting
August 3, 2021
Page 6**

DATE	TIME	EVENT	EVENT LOCATION	Section
18-Sept-21	N/A	Air Force Birthday Proclamation	Distribution	Military Affairs/Communications
26-Sept-21	N/A	Gold Star Mother's & Family Day Proclamation	Distribution	Military Affairs/Communications
09-Oct-21	1000hrs	Hall of Firsts	Museum of History	Military Affairs/Communications
11-13-Oct-21	1100hrs	AUSA Conference	Washington DC	Military Affairs/Communications
13-Oct-21	N/A	Navy Birthday Proclamation	Distribution	Military Affairs/Communications
21-Oct 21	1000hrs	Women Military and Veteran Virtual Summit	UNC TV	Military & Veterans Affairs
10-Nov-21	N/A	Marine Corps Birthday Proclamation	Distribution	Military Affairs/Communications

FINANCE AND BUDGET TASK FORCE: DAVID HAYDEN

Vice Chairman David Hayden said that he wanted to ask about the exemption for military retirees pay. He was unaware of any changes from the last conversation that it had passed the House and then gone to the Senate, it was in a committee there. He has not heard anything if it has moved or died. Does anyone have any update on this bill? Chairman Martin said that the Senate is where good ideas go to die. This bill should not die, and he will keep an eye on it.

Vice Chairman Hayden said that he had met with Kelly Jackson about the budget. The Commission needs to be working on a new Request for Proposal (RFP) for the lobbying service. We have had a good relationship with our current firm. That will be up for bid again. He also said that we have a budget committee and said that we need to fill some vacant slots. Kelly Jackson reminded him that the only two members of the budget committee are himself and Kelly Jackson. She also said that there are a couple Committee Chair positions that need to be filled, Base Sustainability and Community Affairs and Legislative Affairs. Vice Chairman Hayden said that he will have a couple of motions needed from the Commission members at the August meeting reference the budget (NC4ME, Sentinel Landscape and EDPNC). Another motion for a couple administrative changes that will be needed. The Commission started this year with a balance of \$2,138,509.90. We have an approved budget of \$1,200,000. Kelly Jackson informed Chairman Martin that the budget and motions will be sent out to the Commission members prior to the August 17, meeting. She also said that the SCWG will brief later in this meeting and if they have completed their RFP process, then there may be a need for a closed session at the August meeting for them to discuss their RFP. Rep Cleveland asked if he could see a copy of the RFP

**Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting
August 3, 2021
Page 7**

prior to the meeting. ET Mitchell said that she would send him a copy of that document. Rodney Anderson asked if he could talk to Vice Chair Hayden prior to the Commission meeting about the marketing funding for EDPNC. The funding that the SCWG has for Strategic Communications does not include funding for EDPNC marketing. He said that he just wanted to remind everyone that the budget for the SCWG is only \$200,000. So, when we look at the RFP and the statement of work, that is a small amount of funding for that work. The funding for the SCWG does not include the funding for EDPNC marketing. ET Mitchell said that different way to say it is that if the SCWG has to take this on, then they will be coming back to the Commission for more funding. Vice Chair Hayden said a whole new budget line sponsored by the NCMAC? ET Mitchell said sort of. The SCWG has aligned \$75,000 for web based services and \$125,000 for a broad based state-wide public relations. That takes up the \$200,000 that has been approved. Vice Chair Hayden said that he is willing to talk any time.

FY 2020-2021 Expenditures:

<u>July Item:</u>	<u>Spent:</u>
Cassidy and Associates (Lobbying Service)	\$ 25,500
EDPNC	\$ 30,000
Temporary Solutions (Stipend)	\$ 90.74
TOTAL:	\$ 55,590.74

INSTALLATION COORDINATOR UPDATES: CHAIRMAN MARTIN

Chairman Martin asked the Installation coordinators if they had any comments. Rodney Anderson said that Fort Bragg was going back to masks.

STRATEGIC COMMUNICATIONS: ET MITCHELL

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

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)

**Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting
August 3, 2021
Page 8**

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.

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” 210219:

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

Strategic Communications Working Group (SCWG):

- 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

Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting

August 3, 2021

Page 9

f. Funding: \$200,000 (Sep 2021 – Jun 2022) RFI/FRP process will provide a “menu” of funding requirements for specific communications projects g.

g. RFI/RFP: Identify capabilities to support NCMAC strategic communications

2. FRAMEWORK: Research, Action/plan, Communicate, Evaluate (RACE)

3. PLANNING:

a. RFP: To identify marketing services (TV, Radio, Print, Social Media)

b. NCDIT SOW: To identify web-based services (Website and Social Media)

Discussion: Chairman Martin asked ET Mitchell to explain what type of support would be needed from the Commission members. ET Mitchell said that the DMVA does not have type of website that the Commission is needing to push information out to audiences around the state. We don't have a robust media presence online. One of the mechanics is that we have been able to go out to the Department of Information Technology (DIT) to look for vendors to do this work for us. That is the same for strategic communications (ads, marketing, and broad casting). Those are the mechanics. We will need active input from the Committees and members of the Commission and need to focus on what resonates with Western North Carolina. There is a lot of defense industry out there that she does not think the average population is aware of. There are retirees, veterans and service members who are transitioning. But what Western North Carolina hears and is interested in is different than Eastern North Carolina and West of I-95 which has Installations and Host Communities. We will be reaching out to the individual members about what resonates in their areas. As far as the Committees, Economic Development covers everything from the recruiting, expanding the defense industry and transitioning veterans are a marketable work force. What industries are we expanding or recruiting for? How can we talk to those audiences that are listening to market the workforce? For Quality of Life, it is about the schools, and they can have challenges in some areas. The affordability and high quality of life at our installations and host communities. We will need help from the members on what we plan to message and how do we do the messaging. Where are the gaps and how can we fill them? Things will get extremely interactive.

“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”

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

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

Honor Veterans by Hiring Veterans: NCMAC

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

a. NCMAC approve program theme: “Honor Veterans by Hiring Veterans”

b. NCMAC approve program concept: 5-year public awareness campaign

**Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting
August 3, 2021
Page 10**

- c. NCMAC approve strategic communications to advance the program
- (1) Theme and message development
 - (2) Deliver approved media and social media messages
 - (3) Encourage and support program advocacy

Honor Veterans by Hiring Veterans: NC4ME Roll Out

NC for Military Employment (NC4ME) is a 501(c)(3) nonprofit organization

- a. EVENT: Lowes/Panthers Hiring Event Sept 10th: Lead by NC4ME and Veterans Bridge Home (VBH). Invite Governor Cooper (with Secretary Gaskin) challenge North Carolina companies to hire at least 1 veteran.
- b. NC4ME MESSAGES: Twitter and Instagram campaign #honorourvets, #hireavet #NC4ME etc. Every day for the next 60 days NC4ME will use social media message (Instagram, Twitter, Facebook, LinkedIn, etc.)
- c. NC4ME PROMOTION: NC4ME partners to get the message out: NC Guard employment center; Military Installation Transitioning services; North Carolina Society for Human Resource Management (SHRM); NC Works; NC Employer Support for Guard and Reser4ve (NCESGR); and more

NC Department of Administration: Request for Proposal

1. PURPOSE: Identify vendor-provided marketing services
- a. Stakeholder (Key Publics) research and engagement
 - b. Ads for social media platforms and NCMAC website
 - c. Radio and TV broadcasts and streaming
 - d. Print media: newspapers, magazines, op-eds, flyers
 - e. Special event product development for tailored audiences
 - f. Assessments of effectiveness and fine-tuning when needed
2. TIMELINE:
- 8 - 26 July: Request for Proposal #: 13-DOA12109619 Advertising Services
27 - 12 Aug: Evaluate Vendor Proposals
17 Aug: Recommend Vendor(s) for NCMAC Approval (Closed Session)
30 Aug: Announce award
15 Sep: Begin vendor planning for first campaign:
Honor Veterans by Hiring Veterans

NC Department of Information Technology: Scope of Work Proposal

1. PURPOSE: Identify vendor provided web-based services
- a. Website development, delivery, and sustainment
 - b. Web-based social media services: social media services (RACE)
2. TIMELINE:
- 20 Jul - 3 Aug: Statement of Work under STC 920S - IT Services (ITS-400893)
3 - 12 Aug: Evaluate Vendor Proposals
17 Aug: Recommend Vendor(s) for NCMAC Approval (Closed Session)
30 Aug: Announce award
15 Sep: Begin vendor planning: Honor Veterans by Hiring Veterans Campaign

Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting
August 3, 2021
Page 11

Discussion: Chairman Martin said that he appreciated the great work from ET Mitchell, Rodney Anderson, and the entire Strategic Communications Working Group. He can see by this brief how hard this group is working. He is looking forward to taking the next big step at the August 17 Commission meeting.

ASSOCIATION OF THE DEFENSE COMMUNITIES. RECONNECT: RODNEY ANDERSON

Association of Defense Communities (ADC)

The Association of Defense Communities (ADC) is a Washington, DC based non-profit that “builds resilient communities that support America’s military”

- Build strong communities and support the military
- Thought leader on behalf of defense communities
- Advance best practices for military communities.

ADC hosted a “reconnect” Conference in DC, 2021- July

- Featured a very diverse group of DoD officials
- NCMAC attendees: Rodney Anderson, ET Mitchell, Patricia Harris, and Ariel Aponte, DMVA

Department of Defense Priorities:

- Defend the Nation: Defeat COVID-19: prioritize China as pacing threat; address advanced and persistent threats; innovate & modernize DoD; tackle climate crisis.
- Take care of our people: Grow our talent; build resilience & readiness; ensure accountable leadership
- Succeed through teamwork: Join forces with our allies and partners; work in partnership with our nation; build DoD unity
- March 4, 2021, by Secretary Austin

ADC Theme: Base Realignment Commission:

Base Realignment Commission (BRAC) was mentioned in the context of several presentations

- States and military communities are wise to conduct early planning and gear up for BRAC, lest they find themselves behind in defending current missions and surely out of step in gaining emerging missions.
- Climate change, mission resilience, quality of life and DEI are long term activities that must be advanced regardless of BRAC, yet they are critical to BRAC.

ADC Theme: Climate Change:

Climate Change dominated several discussions with presenters directly and indirectly referring to the climate’s impact on current and future mission readiness,. Shor-based mission seem more likely to be impacted, however, all missions are at growing levels of risk.

- It is imperative that states, installations, communities, and industry work together to mitigate the impacts of climate change on DoD missions.

ADC Theme: Installation Resilience:

Installation Resilience includes a multitude of factors needed to “build and sustain mission readiness”

Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting
August 3, 2021
Page 12

- The ability to conduct missions during degraded periods” power outages, cyber-attacks, and natural disasters
- Community partners play a key role in both sustained operations and during periods of crisis
- There are growing opportunities to move services “outside fence line” for cost savings and mission readiness
- Community partnerships provide an invaluable component of installation resilience.

ADC Theme: Diversity, Equality, and Inclusion:

Diversity, Equity, and Inclusion (DEI) is about mission readiness. A more diverse workforce that provides equity and inclusion is best suited to meet DoD needs.

- Every defense community should be aware of how they are perceived. When military families don’t feel welcome, it could lead to mission loss.
- “One Military: One Community” is ACD initiative to advance the DEI conversation to ensure that every military family arriving at a new duty station will never have to face racism, intolerance, or inequality.

ADC Theme: Quality of Life:

Quality of life (QOL) remains a very important component of recruiting and sustaining the uniformed and civilian workforce.

- Military families cite education, spouse employment as two key factors in remaining in the service.
- DoD is working on these; however, states and military communities have a key role in understating these challenges and developing policies and approaches that provide QOL solutions.

Recommendations to NCMAC:

1. Begin formal NC BRAC Organizing and activities.
2. Assess and advance defense community resilience.
3. Promote community partnership best practices.
4. Plan and attend ADC Installation forum November 1-3, 2021.

Discussion: Chairman Martin asked Rodney Anderson if he would connect with Kirk Warner, Chair for the Quality of Life (QOL) Committee about the QOL issues that were discussed at the ADC Conference. Secretary Gaskin asked Rodney Anderson about the task for or committee on BRAC. How did he envision that, will it be a cross section of current communities, or do you see that a better alignment with the Military Affairs Division? Rodney Anderson said that he sees the DMVA as the lead in that because a part of the Commission’s charter includes specific language regarding BRAC. So, the Commission members have a role in BRAC, and they support the DMVA and make recommendations together. He sees this as a partnership. Chairman Martin thanked Rodney Anderson for attending this meeting and bringing back this information to the Commission members.

CASSIDY AND ASSOCIATES: CHAD SYDNOR

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

FY22 Budget:

- The President & OMB released the DOD budget and requested \$715 Billion for FY22.
- \$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

FY22 NDAA:

- The NDAA process has been delayed due to the delayed President's Budget.
- SASC has marked up the FY22 NDAA but will not release it until September.
 - SASC increased the DOD base budget topline by \$25B to \$740B.
 - Bipartisan agreement on increasing the topline with only Senator Elizabeth Warren (D-MA) voting against the increase.
- Senator Tillis was successful in including a reauthorization of the Troops to Teachers program.
- Expect Senate NDAA on the Senate Floor in October
- HASC has conducted subcommittee mark ups but has not yet had the full committee mark.
- HASC will conduct full committee mark up in September with floor time expected in late-September.
- Conference Report is not expected until December.

FY22 Appropriations:

- House has marked up all 12 appropriations bills.
 - Defense appropriations in the House is problematic.
 - House marked to a topline of \$705.9B (\$9.1B below the PB)
 - Few, if any, Republicans will vote in favor of this reduced amount.
 - Few, if any, Progressive Democrats will vote in favor because they think it is too much.
 - How does Speaker Pelosi solve this problem?
- House MILCON/VA appropriations passed the House on July 29th.
 - Two Cherry Point MILCON projects were funded but at a reduced level.
 - This is because of a capacity issue with USMC in NC.
 - Congress still intends to fund these Cherry Point projects but over multiple years with incremental funding that USMC can execute.
- The Senate Appropriations process is just beginning.
- This week, Senate Appropriations is expected to markup MILCON/VA along with Agriculture and Energy and Water Appropriations.
- The remaining 9 appropriations bills will not be marked up until September.
- Will SAC-D follow SASC's lead and mark to a \$740B topline for DOD's base budget?

Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting

August 3, 2021

Page 14

- Unclear at this point and those discussions continue.
- A \$740B topline would ensure substantial Republican support.
- Majority Leader Schumer (D-NY) knows that a number of his progressive Senators will not vote for a defense appropriations bill, and he knows he has to have R votes to pass it.
- FY22 will begin with a Continuing Resolution on October 1st.
- Expect Appropriations bills to pass in December through the on

Earmarks:

- Both NC Senators have requested Congressionally Directed Spending projects for NC:
- Senator Tillis -
 - Marine Corps Air Station Cherry Point
 - FRCE needs the required Joint Strike Fighter Sustainment Center to support the basing, maintenance, and operation of six F-35 squadrons. Apparent delays in needed military construction investment in depot facilities, like FRCE, may create readiness issues related to the F-35 Joint Strike Fighter Program.
 - \$9.3M
- MCAS New River Maintenance Hangar
 - The purpose is to fund the DESIGN/BID/BUILD - DESIGN COST portion of the project to replace the crumbling maintenance hangar that house the Cobra and Huey helicopters at Marine Corps Air Station New River.
 - \$13.3M
- North Carolina National Guard
 - The purpose of the project is to provide new Army Aviation Support Facilities to provide the required shelter and support for to new airframes (AH64E, UH60M, Future Vertical Lift (FVL)) and workspace for all assigned personnel.
 - Salisbury NC
 - \$2.7M
- Both NC Senators have requested Congressionally Directed Spending projects for NC:
- Senator Burr -
 - Fleet Readiness Center East Fleet Readiness Center East (FRCE)
 - Located at MCAS Cherry Point, NC, needs the required Joint Strike Fighter Sustainment Center to support F-35 basing, maintenance, and operation.
 - \$9.3M
- Marine Corps Air Station Cherry Point
 - To complete a FY2020 military construction project at Marine Corps Air Station (MCAS) Cherry Point to construct a new Air Traffic Control Tower, Air Operations Building, and Range Management Department Building to support future aircraft operations at MCAS Cherry Point.
 - \$18.7M
- Marine Corps Base Camp Lejeune

Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting
August 3, 2021
Page 15

- To complete a FY18 MILCON project at MCB Camp Lejeune, North Carolina to replace the Hadnot Point Water Treatment Plant.
- NC \$64.2M

ADC Conference: BRAC – Contributing Factors:

- COVID & Telework
 - Due to the COVID pandemic, DOD was forced to substantially expand telework. Due to this, DOD is rethinking what personnel need to be physically present to work and which ones can work remotely.
 - This primarily applies to civilians but is also applicable to Reserve & Guard personnel. Active duty will likely see the least amount of lasting impact.
 - The result is that fewer personnel will need to utilize DOD infrastructure to perform their duties.
 - DOD is in the process of understanding the full impact.
- Force Structure Changes and the Winding Down of the “Forever Wars.”
 - USMC currently undergoing a force redesign.
 - Tank, MP, 3 Rotary squadrons, and some engineer units being eliminated.
 - Marine Corps will no longer have any helicopters based in Hawaii. V-22s will still be stationed in HI.
 - Afghanistan coming to an end.
 - Services moving back to a more garrison-centric posture.
 - Increased focus on China and the INDOPACOM AOR.
 - Technological changes to equipment that require fewer service members to operate.
- FSRM Deferment and Compounding Costs
 - Starting in 2011 when the Budget Control Act (sequestration) was enacted, all the services have deferred maintenance (FSRM spending) on infrastructure.
 - This deferred maintenance has a compounding affect when relatively minor repairs and standard maintenance become major repairs with large price tags.
 - USAF is predicting that at the current rate, they will have an \$80B backlog by 2050.
 - For some installations, especially in harsh environments, it will eventually make more fiscal sense to demolish buildings than repair them.
- Climate Change and DoD Climate Goals
 - The climate footprint, how much carbon a base emits, will likely be a factor in a future BRAC scenario.
 - Can the mission be performed somewhere else, more efficiently with less of an environmental impact?
 - Could see a shift of missions and formations to installations that are more “environmentally friendly.”
- Housing Costs & Availability
 - BAH simply won’t cover housing in certain areas.
 - Housing demand outpaces supply in many markets and leaves servicemembers with few choices.
 - Think Air Force Base Los Angeles.

**Minutes for 3rd Quarter Executive Steering Group (ESG) Meeting
August 3, 2021
Page 16**

Discussion: Chairman Martin asked if there were any questions for Chad Sydnor. ET Mitchell said that in North Carolina they have an issue, an affordability for housing around Elizabeth City. But in the Cherry Point area they have the housing issues due to Hurricane Florence. So, the issues are affordability and availability. Climate change can affect our service personnel. Secretary Gaskin said that he wanted to talk about housing issues. There are housing issues for the Coast Guard in Elizabeth City and Wilmington because all of the E-4's living out in the community. We do have that Quality of Life issue for our service members. Living in Wilmington can be like living in San Diego for some service members. Chairman Martin said that he wanted to talk about Troops to Teachers (TTT) for a minutes. He wanted to thank Chad Sydnor for his effort reference TTT. He developed this initiative for us and brought this to the Chairman and Kirk Warner. Chad Sydnor and Kirk Warner have run with this initiative, and we hope this will be successful.

AGENDA FOR FULL NCMAC:

Chairman Martin asked for topics for the August 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
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? No further business was discussed.

ADJOURNMENT:

Chairman Martin adjourned meeting 12:07 am.