



NORTH CAROLINA MILITARY AFFAIRS COMMISSION

Minutes of the 3rd Quarter Meeting of the NC Military Affairs Commission (NCMAC)
Tuesday, August 17, 2021 via Microsoft Teams/Conference number
984-204-1487/Code 269 182 407#

MEMBERS IN ATTENDANCE:

Hon Grier Martin, Public Member
Rep. George Cleveland, NCGA
Sgt Maj Joe Houle, USMC Retired, Camp Lejeune
Etteinne Mitchell, Cherry Point
MG Rodney Anderson, USA Retired, Fort Bragg
COL David Hayden, USA Retired, Public Member
Senator Jim Perry, Seymour Johnson AFB
Senator Michael Lazzara, NCGA
Col. David Myers, USMC Retired, Camp Lejeune
Timothy McClain, Public Member
Patricia Harris, USA Ret., Public Member
Julie Daniels, Seymour Johnson AFB
BG Arnold Gordon-Bray, USA Retired, Fort Bragg
Dr. Scott LaFevers, Seymour Johnson AFB
David "Crockett" Long, Public Member
Bernard Cofield, Coast Guard Retired, Elizabeth City

MEMBERS ABSENT:

Hon Will Lewis, Cherry Point
COL Kirk Warner, USA, Retired, Fort Bragg
MG Edward Reeder, USA, Retired, Fort Bragg
Hon Chuck Allen, Seymour Johnson AFB
Norman Sanderson, NCGA (Non-voting)
Rep John Bell, NCGA (Non-voting)
MG Gerald A. Rudisill, Jr, USA Retired, National Guard

EXOFFICIO MEMBERS:

Secretary Walter Gaskin
MG Todd Hunt, NC National Guard
Kathie Sidner, UNC System
Will Best, Commerce
Dewitt Hardee, NC Agriculture

ADDITIONAL ATTENDEES:

Larry Coleman, NCGA
John Hardin
Melissa Vetterkind
Jimmie Bellamy
Christopher Hailey, LA G. Martin
Ron Massey, City of Jacksonville
Chad Sydnor, Cassidy & Associates
Ed Turlington, Brooks Pierce
Michael Scalise, MCI-East
Debra Bryant, City of Fayetteville
Mark Patton, MCEC
Kimberly Williams, NC4ME
Jamie Norment, ACT
Ethan Brogden
Iris Pierce, Fort Bragg CYS/SLO
Valerie Nasser, Craven Cty Schools
Angelia Washington, City of Jacksonville
Jamie Livengood, Wayne Cty Schools
Scott Dorney, NCMBC
Denny Lewis, EDPNC
Rollie Sampson, Moore County
Tammy Everett, DANC
Shevelle Godwin, Fort Bragg CYS/SLO
Dennis Goodson, Seymour Johnson
Cristy Barnes-Williams
Howard Lattimore, Fort Bragg Schools
Rhonda Murray
Commander Brook Sherman, USCG
Doug Heron
Kim Kotlar
Lisa Campbell

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DMVA:

Ariel Aponte
Greg Bethea
Ramona Robertson

CALL TO ORDER, WELCOME REMARKS:

Chairman Grier Martin called the meeting to order at 12:31 pm and welcomed everyone to the meeting. He said that the meeting was not under the watchful eye of Kelly Jackson as she had taken vacation this week. He said that he appreciated Greg Bethea from the DMVA helping the Commission with the meeting today. He asked that Ramona Robertson, DMVA to call the roll for the Commission members. She called the roll, and the Commission had a quorum with 16 voting/non-voting members via Microsoft Teams/phone. Ramona Robertson also read the Ethics Statement. She said that the Commission had a legal obligation to disclose any conflict of interest a member that may or may not arise or potentially arise with your regular job or any of your business of the of this Commission. If you have a potential conflict, we ask that you disclose that potential conflict, so we are aware of the potential conflict. Does anyone have such conflict? 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.

CONSENT AGENDA AND MINUTES:

Chairman Martin asked for a motion to approve the 2nd Quarter 2021 NCMAC meeting minutes dated May 18, 2021. A motion was made by ET Mitchell, seconded by Representative Cleveland, and passed unanimously without discussion. The minutes were approved. Chairman Martin informed the attendees that the Commission had a couple new members that were present today. Senator Jim Perry and Senator Michael Lazzara. He asked them to introduce themselves and what area they will be representing on the Commission. Senator Perry introduced himself to the Commission. He represents Lenoir and Wayne County in the Senate, and Seymour Johnson AFB which is in Wayne County. He went to school on the GI Bill as a 95B, Military Police. He served in the North Carolina Army National Guard many years ago. He has a great appreciation for the economic impact that the military has on the State of North Carolina. He has a concern about what the future may hold for our bases and thinks we need to be vigilant on that topic. We also need to continue to make people aware of the impact that the military has on this State. He is glad to be here and hopes to be helpful in the future. Chairman Martin thanked him for being here today and said that he will be enjoying working with this group as there are many great people on this Commission. Chairman Martin asked Senator Lazzara to introduce himself, but he had to leave the meeting but would be calling back in.

PUBLIC COMMENTS/OPEN ANNOUNCEMENTS:

Chairman Martin asked if anyone from the Public had any comments. Scott Dorney, NC Military Business Center made a couple comments. They did conduct the 19th Annual Defense Trade Show & Cyber Security Forum at Fayetteville State, August 4. Also, the Veterans and Technology event in the afternoon with Booz-Allen. They have two upcoming small business outreach events. The Seymour Johnson AFB Small Business outreach event is still scheduled for November 10 and the Marine Corps Base Camp Lejeune Small Business outreach event for November 18. They have had to move the Medical, Bio-Medical & Bio-Defense Symposium originally scheduled for September 29 to a virtual

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event. They will have the Medical Symposium in-person in June 8-9, 2022. The biggest event which the Southeast Region Federal Construction & Environmental Summit has was scheduled in Wilmington on October 27-28 where we host about 800 contractors and government personnel but will now be a virtual event on April 6-7, 2022. There are a lot of events to capture but just contact him or his office for this information. Chairman Martin asked if there were any questions for Scott Dorney. He asked if there was anyone else who wanted to make comments today. Mark Patton, Military Child Education Coalition (MCEC). He wanted to let everyone know that there have been many articles in the paper about Tricare rulings on assistance for Autism. These ruling are greatly affected military families. He is currently working with a group out of Fayetteville, and they are trying to go Nationally and file an Inspector General (IG) complaint. This is costing them money and taking about choice school options. Effectively they have taken Rational Behavior Therapy (RBT) and Applied Behavior Analysis (ABA) out of the classroom. If they go to a public school their options are one teacher or teacher assistant who may or may not be trained in Autism, typically a 1:15 ratio. The private schools that have scholarships, they get their tuition only and does not pay those things for the individual therapist. That can be between \$11,000-\$14,000. He is not sure how many families are affected but he is working with 8 families. He just wants to make the Commission aware of the issue and concern. MCEC will continue to monitor this matter. Chairman Martin asked for any other comments from the group.

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

Secretary Walter Gaskin said he was glad to be here with the Commission members. His department has been engaged with the General Assembly about their proposed budgets. They are watching the Conference process in order to meet their obligations as they related to the military and veterans' side of the Department. Last Week Deputy Secretary of Veterans Affairs Terry Westbrook attended the National Association of State Veteran Homes Conference in Biloxi, MS. All the State were represented, and they discussed best practices as it relates to skilled nursing homes. The new Veterans home in Kernersville anticipates opening in early Fall. We continue to watch the Veteran nursing homes as it relates to vaccinations. That State has been steady with the residents at a 90% vaccination rate, but the staff is at 50% the last couple of weeks. Tomorrow, Secretary Denis McDonough from the Veterans Administration will be attending American Veterans (AMVETS) annual conference in Greensboro, NC. He will have a discussion with him reference the totality of the Veterans support within the State of North Carolina. Under the Military Affairs Division, we are actively engaging with all the Installations across the State. The Military Teams has been involved in the return of the remains of the and Repatriation of Private First Class Ellis, a former Marine and Korean Veteran. His remains will be returning for an Interment at the Salisbury National Cemetery near his home in Salisbury. The interment will be on August 23 and coordinated with the State for the lowering of the State Flags in honor of this hero. He has been involved in the ongoing committee meeting for the Renaming committee. They have listened to the commissions and offered any state assistance that we can. The efforts of the Sentinel Landscape program are ongoing to ensure that we now include Military Ocean Terminal Sunny Point. The Department is also involved in all the interagency issues that impact the state and a Base Realignment and Closure (BRAC) if we have one. This will likely center around the quality of life issues and that impact their readiness and being able to respond to their missions.

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MILITARY AFFAIRS UPDATE: ASSISTANT 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:

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

BASE SUSTAINABILITY AND COMMUNITY AFFAIRS (BS&CA):

Base Sustainability and Community Affairs committee did not meet this quarter.

QUALITY OF LIFE (QOL): KIRK WARNER

David Hayden gave the update for the Quality of Life Committee met in person on Tuesday, July 13, 2021. The topics that they talked about are as follows. Purple Star Program went very well this year, and this program needs to be publicized by the NCMAC. This program for NC was initiated by the QOL committee and he thanked the Military Liaison Officers (MLO's) and School Liaison Officers (SLO's) for all 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 these issues. The New school on base for Wayne County and Seymour Johnson Air Force Base (SJAFB) is moving forward and as planned. This is all positive news. 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 date to see how it was collected and how can we improve the date used to score the bases in NC. They are working to develop a score card that will be helpful for our military installations. Presentation from the NC Virtual Public Schools. A great program that can be very helpful for military families transitioning into and out of our military installations. This program can help for military students to avert missing class time during a PCS move.

ECONOMIC DEVELOPMENT: DAVID HAYDEN

Vice Chairman David Hayden reported for the 3rd Quarter Economic Development Committee meeting that met on July 20, 2021. He wanted to let everyone know that Rodney Anderson would be the new Chairman for the Economic Development Committee going forward. Rodney Anderson gave an update for Fort Bragg at their meeting in July about three items. The first item was the repaving at Pope Army Airfield and this paving project will give the airfield another 50 years of life. They continue to look for funding to support the Road improvement projects at Bragg. There has been a grant request submitted on July 12 for \$29M for this project. The third item was that the 82nd Airborne Division was planning to host their annual All-American week the first week of September. The annual review will be on September 2. He is not sure how the recent events in Afghanistan will affect that event. If you have not attended that event, it is worth the time to attend. We also received an update from Scott Dorney for the NC Military Business Center. They have hosted their 19th Annual Defense Trade Show and Cyber Security Forum at Fayetteville Technical College. He was also in attendance for that meeting. Will Best, Commerce provided an update on the Economic Impact Study. The Commission has an MOU with Commerce to update the Economic Impact Study that is over 5 years old. There was a kickoff meeting for this study update on July 9. Jeff DeBellis, Commerce is the lead on the project and anticipate the study being completed in a couple of months.

The Committee also heard from Denny Lewis from Economic Development Partnership for NC (EDPNC). He talked about how the EDPNC marketing campaign was conducted and where it could go with additional funding. This is great to know that during the pandemic we could shift and support him to take the money that was being saved and use it for this marketing campaign. He and his team have created a great message and you will hear more about this later today. There was a consensus at the meeting to figure out how the NCMAC could get more return for their investment to increase marketing of our efforts and grow the defense economy. He will let the Strategic Communications Working Group (SCWG) discuss their plans on this matter. We also heard from Tammy Everett about the MOU that the Commission has with Defense Alliance of North Carolina (DANC) and how we plan to move forward with the Industry Study (Cluster Analysis) that we completed about two years ago. We want to grow the impact of that study. Vice Chairman Hayden talked about the exemption for the military retirees pay. We know that it has passed through the House, then sent to the Senate and is sitting in one of their committees. It is still alive and please keep your fingers crossed. Lastly, we received an excellent briefing from Kimberly Williams from NC4ME. She talked about their approach for hiring Veterans and the new 60-day campaign where they are partnering with Lowes and the Carolina Panthers. Honor Veterans by Hiring Veterans. Kimberly Williams said that the Panthers event has been postponed but will be updating the Commission later in the meeting.

LEGISLATIVE AFFAIRS:

Legislative Affairs Committee did not meet this quarter.

NORTH CAROLINA COMMANDER'S COUNCIL (NCCC) Report: MICHAEL SCALISE

Mike Scalise said that they had a great meeting today. There were a lot of exchanges of ideas. The bases are very busy operationally and taking care of their folks. Based on their discussion he knows that the North Carolina Installations are making things happen under very challenging times. The mission is first and foremost, families are being taken care of, and a lot of discussions are happening. We were

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looking forward to having this meeting in-person and then changed once the NC Military Affairs Commission made their change. He appreciated the help from the DMVA (Greg Bethea) on hosting their meeting. He said that when you think of COVID, COVID, COVID, it does not own the conversation and the Commanders are focused on the mission, but COVID is part of the conversation. The Marine Corps is going to Bravo and hesitant to go to Charlie due to the impacts that it has on the schools. At the end of the day each Installation Commander will be making those decisions that are in the best interest of their Command. You just heard the update from Ariel Aponte, and he hopes that update will be added to the NC Commander's Council (NCCC) agenda as it was well received. The NCCC did receive an update from Denny Lewis, EDPNC. It was a great brief and very informative. We also had a brief from Julie Fulton, School Liaison for Camp Lejeune/New River. She gave an update on the Department of Defense Education Activity (DoDEA) and local school preparation for the new year. They will pivot if needed as the school year goes along as they did last year. We also hear from Rodney Anderson, NCMAC about the Association of Defense Communities (ADC) Reconnect Conference. Mickael Scalise said that in the past years Camp Lejeune members have supported and attended these conferences. Hopefully we can see more in-person events going forward. Chairman Martin asked Michael Scalise to explain to the Commission members the purpose of the NCCC. Michael Scalise said that for the news member and he can speak to that as he also participates through Marine Corps Installation East (MCI-E) with other partnership type organizations such as South Carolina, Georgia, and Florida. He can say that North Carolina has a very unique type of partnership/relationship through the NC Military Affairs Commission, and the Department of Military and Veterans Affairs. In 2015, the NCCC the brainchild of MajGen Dickerson was born and the thought that if they had a venue in Raleigh, before the NC Military Affairs Commission meetings for NC Commander's to have a conversation about the interests of the Commander's and crafted by the staff of the Commander's. It has allotted the Commanders that are having issues to share concerns and exchange ideas. So, if there is anything that a staff can do to assist another installation to operate in North Carolina. Also, it was a venue by which we can provide briefs for those Commanders on some of the issues that North Carolina may be interested in. Then they can have visibility at the Commander level. Sometimes the staff may know but when the Commanders have such a broad vision, there are time when some initiatives may not be brought to the forefront. They meet quarterly and currently virtually. But the hope is to get the meetings back in Raleigh and in person. Then the Commanders can talk directly to the various State agencies. That is how we develop these partnerships.

BYLAWS WORKING GROUP: KIRK WARNER

Nothing new to report reference the Commission bylaws.

FINANCE AND BUDGET WORKING GROUP

David Hayden updated the Commission members on the budget.

2021-2022 Expenditures:

Appropriated funds for 2021-2022: \$2,138,509.90 (As of July 1, 2021)

NCMAC received \$2,000,000 in August 2020 for FY's 2020-2021 and 2021-2022

FY 2020-2021 Starting Balance: \$2,893,665.88

Expended: \$755,155.98

End Balance: \$2,138,509.90

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2021-2022 Expenditures (July 2021)

Approved budget	\$ 1,200,000.00
Expenditures:	\$ 84,967.06
Balance:	\$ 1,115,032.94

MOTIONS:

Motion to support funding for the following:

- NC4ME funding for \$40,000 for FY 2021-2022
- Sentinel Landscape funding for \$150,000 for FY 2021-2022
- EDPNC funding for \$120,000 for FY 2021-2022

ET Mitchell made a motion to approve the funding for NC4ME for \$40,000; Sentinel Landscape for \$150,000 and EDPNC for \$120,000 for FY 2021-2022. The motion was seconded by Representative George Cleveland. Chairman Martin asked if there was any further discussion on the motion and there was none. The motion carried.

Motion to make the following administrative change:

- Change the word Reserve to Contingency Account.
- Motion to move the \$40,000 from Minor Contracted Services to Contingency Account.
- Motion to move the \$45,000 from Other Stabilization Initiatives to Contingency Account.
- Motion to move \$66,880 from the Reserve account to Community Grants to hold for the approved City of Fayetteville Kiosk project which was approved by the Commission during the NCMAC meeting 4th quarter 2020.

Patricia Harris made a motion to approve the following administrative changes: Change the word Reserve to Contingency Account; move the \$40,000 from Minor Contracted Services to Contingency Account; move the \$45,000 from Other Stabilization Initiatives to Contingency Account; and move \$66,880 from the Reserve account to Community Grants to hold for the approved City of Fayetteville Kiosk project which was approved by the Commission during the NCMAC meeting 4th Quarter 2020. The motion was seconded by Dr. Scott LaFevers. Chairman Martin asked if there was any further discussion on the motion. Representative Cleveland asked about the Community Grant for Fayetteville was talked about in the 4th Quarter of 2020? David Hayden said that he had checked the note and it was the 4th Quarter of 2020. Arnold Gordon-Bray said that we show this slide while we are voting on the motion. He said that David Hayden was very clear on what you were proposing. But on the first chart, you showed three separate motions that you wrapped together and that is what we voted on. You are now talking about the actions in the 3rd bullet that we are adjusting money to. The number don't match if you are watching them. We approved the first set of motions and voted on them and now we are going to (bullet number 3) so we can make all the adjustments. David Hayden said that he wanted to rephrase it. We had three bullets on the first slide which we have already voted and approved that motion. Now we have four bullets under this motion which are all administrative. This motion has been moved, seconded, and waiting for finish the discussion and final vote. Arnold Gordon-Bray said that we we're showing while we were voting on the second bullet while showing the other one. He things we are good. Chairman Martin asked for a vote by the Commission members. The motion carried.

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Motion to support Printing of the Economic Impact Study for up to \$3,000. David Hayden is requesting \$3,000 for printing of the Study with 500 copies. Representative Cleveland made a motion to approve \$3,000 for the printing of the Economic Impact Study, seconded by ET Mitchell. Chairman Martin asked if there was any discussion on the matter. Chairman Marin asked for a vote by the Commission members. The motion carried.

BUDGET 2021-2022:

Approved Budget 2021-2022 after approved changes:

<u>Expenditures:</u>	<u>Approved:</u>	<u>Recommended Change:</u>
Administration	\$ 40,000.00	\$ 40,000.00
Conferences	\$ 40,000.00	\$ 40,000.00
Lobbying Contract	\$ 400,000.00	\$ 400,000.00
Minor contracted Svc	\$ 40,000.00	\$ 0.00
Marketing/STRATCOM	\$ 200,000.00	\$ 200,000.00
Other Stab initiatives	\$ 45,000.00	\$ 0.00
NC4ME	\$ 40,000.00	\$ 40,000.00
MOU Commerce/EDPNC	\$ 120,000.00	\$ 120,000.00
MOU Sent Landscape	\$ 150,000.00	\$ 150,000.00
Community Grant	\$ 0.00	\$ 66,880.00
Contract Svc Staffing	\$ 25,000.00	\$ 25,000.00
Reserve/Contingency Account	\$ 100,000.00	\$ 118,120.00
Annual Total	\$ 1,200,000.00	\$ 1,200,000.00

Discussion: David Hayden said that he would going to give the Committee Chairs and Commission members the opportunity the rest of this year to review the Commission’s Strategic Plan. Each Committee has priorities in this plan for their committees. There are also implementation recommendations on how to achieve those strategic goals. He would like everyone to talk about this in your committees and determine what potential funding you may need to achieve some or all your goals. You have about 6 months to review this and be ready to brief him in February as he prepares to develop the budget for the next fiscal year. This your opportunity to help him develop the budget in accordance with our strategic plan.

David Hayden said he had one more budget item. The Commission had approved funding for \$40,000 for Commission members to attend conferences. The Commission has used about \$6,000 of the \$40,000 to date for members that attended the Association of Defense Communities (ADC) Reconnect Conference. The Commission has \$34,000 remaining in that account. The Commission is considering sending three members to attend the Association of the United State Army (AUSA) conference in October of 2021 for approximately \$8,000 and two members to the ADC Installation Forum in November of 2021 for approximately \$6,000. The motion is to approve expenditures to send three Commission members to AUSA conference in DC for \$8,000 and two Commission members to ADC in San Antonio for no more than \$6,000. Representation Cleveland made the motion to approve expenditures to send three Commission members to AUSA conference in DC for \$8,000 and two Commission members to ADC in San Antonio for no more than \$6,000 and seconded by Arnold Gordon-Bray. Arnold Gordon-Bray said he wanted to amend the motion to have the Commission consider have

a space or partial space to leverage AUSA with a more strategic group on how we do business. He has not idea with a space would cost but a space to pull people aside to have conversations specifically military affairs and the discussion about advantages that we have. He has no ideas about the cost but would like to set aside a couple thousand dollars for that type of discussion. This is another opportunity to do something expansive. David Hayden said that he understood what Arnold Gordon-Bray is talking about and we may need to talk with Ariel Aponte about this as we move forward. He thinks there will be a good contingency going with the NCMAC members and Department of Military and Veterans Affairs (DMVA) members. This is worth talking about he does not want to duplicate something that may already be coordinated. Chairman Martin said that we may want to authorize the Executive Steering Group to further investigate and make a decision on increasing funding. Representative Cleveland said that he thinks we could add \$2,000 in anticipation of the use for a meeting space. The group can get together with DMVA later to see what is available and how we can partner. The funds will be there if we can partner or pay for the space alone. It is a good idea to add the funding if needed. Arnold Gordon-Bray said that meets the need. Representative Cleveland said the current motion needs to be amended the motion to have \$16,000 for two groups to attend the committees and \$2,000 to a large committee meeting in DC for a meeting space. David Hayden said that he wanted to make the amended. He wanted to amend the motion to increase the amount to \$10,000 total for the up to three commission members to attend the AUSA conference in DC giving them the authority to determine if the additional money is necessary to identify the meeting space. Then the second part of the motion was to approve up to \$6000 for two members to the ADC Innovation Forum in San Antonio, TX and seconded by Representative Cleveland. Chairman Martin asked if there was any discussion on the motion. Secretary Gaskin said that he liked the idea of collaboration. He said that we are very fortunate in that Ariel Aponte is the President of the AUSA Chapter and has already locked on to the idea that we have a NC delegation, and the collaboration will be a great idea. Chairman Martin asked for a vote by the Commission member. The motion carried.

ECONOMIC DEVELOPMENT FOR NORTH CAROLINA: DENNY LEWIS

#NC Frontline of the Future:

Goals: Promote NC as a Leader in National Security Innovation

- Attract more federal technology national security investments, contracts, and organizations to NC
- Entice more high-tech national security/defense companies to set up shop in NC
- Encourage existing NC companies to expand into the defense market

#NC Frontline of the Future:

Our Message

- Top-notch tech innovation ecosystem
- Deep DoD, industry, and academic partnerships
- Expansive commitment to national defense

#NC Frontline of the Future:

Top-notch tech innovation ecosystem

- High tech ranking

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- Largest research park in North America
- Significant industry R&D investment in dual-use technology
- High tech ready work force
- Defense growth infrastructure
- 10 HBCUs, diverse STEM talent

#NC Frontline of the Future:

Top-notch tech innovation ecosystem

- Best State for Business since 2018 (Forbes)
- 2020 state of the year by Business Facilities magazine
- Comp TIA ranks Raleigh (#3) and Charlotte (#5) as tech hot spots
- 70% patent growth during past 10 years
- #1 State for Women in Tech Sector Workforce <NC Tech, February 2020>
- Top 10 US Tech Talent Market; 24,000 STEM graduates annually
- **Significant tech industry investments**
 - UNC Universities boast highest share of industry funded research in the US
 - Amazon Web Service
 - Google
 - Apple
 - GM Defense
 - EPIC
 - GE Aviation
 - NASCAR
 - CISCO
 - IBM/RedHat
 - SAS
 - Rouse Yates
 - Raytheon

#NC Frontline of the Future:

Top-notch tech innovation ecosystem

AI/ML, Autonomy, Big Data, Cyber:

SAS	pendo	IBM	RedHat	ETI	ABB	EPIC	CISCO
Microsoft	Citrix	ORACLE	Infosys	Infinia ML			

Aerospace & Automotive Manufacturing:

Lockheed Martin	DRS Technologies	Curtiss-Wright	MOOG	ART	DAIMLER
GE Aviation	NASCAR	R&D Center	DENSO	Mann+Hummel	BorgWarner
General Dynamics					

Biotechnology:

MERCK	Pfizer	LabCorp	PPD	Novozymes	Corning	IOVIA	syngenta
Biogen	GRIFOLS	Seqirus	Parexel	Baster	Novo Nordisk	Biomerieus	

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#NC Frontline of the Future:

Deep DoD, industry, and academic partnerships

- 4th largest active-duty military population
- Healthy defense industry sector
- Robust on-going DoD, industry, academic partnership: JSOC, USASOC, NSA, DARPA< USAF< ARO, XVIIIth Airborne Corp, etc.

#NC Frontline of the Future:

Partnerships: UNC System:

UNC-led National Centers of Excellence

- SSIST
- Laboratory for Analytic Sciences
- NC Research Campus
- TECHLAV
- The Nonwovens Institute
- UNC Charlotte
- Applied Research Associates, Inc
- LAPETUS
- K2 Solutions, Inc
- Stratifyd
- ETI

Department of Defense Partners

- United States Army Special Operations Center (USASOC)
- Joint Special Operations Center (JSOC)
- NC National Guard
- National Security Agency (NSA)
- Army Research Laboratory/Army Research Office (ARL/ARO)
- XVIII Airborne Corps
- 82nd Airborne Division

#NC Frontline of the Future:

Partnerships: Duke University

More than \$65 Million in DoD Research Expenditures (FY2020)

- Major Research Centers/Programs:
 - Artificial Intelligence/Machine Learning
 - Quantum
 - Materials
 - Autonomy
 - Biomedical
- Duke Design Defense Engagement:
 - Fort Bragg
 - Camp Lejeune

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- Seymour Johnson AFB
- Norfolk Naval Base

#NC Frontline of the Future:

Expansive Commitment to National Defense

- Dedicated offices
- Ongoing public-private partnerships responsive to DoD requirements
- State-funded organizations helping businesses support National Defense
- Lower cost of doing business
- Excellent quality of life
- Government & Public-Private Organization supporting the business of defense innovation

#NC Frontline of the Future:

Wrap-Up

- Success Means:
 - Help BRAC-proof
 - Quality of Life
 - Community Improvement near bases
 - Educational Opportunities
 - Local collaboration with Innovators
 - Industry Advocacy
- Your Leadership is Critical
 - Spread the message with other key influencers in the Defense Sector
 - Help us identify others to brief
 - Early warning on potential opportunities to bring new military elements to NC
- #NC Frontline of the Future
 - Top-notch tech innovation ecosystem
 - Deep DoD, industry, and academic partnerships
 - Expansive commitment to national defense
- How can we help you?

Discussion:

Chairman Martin asked if there were any questions or comments from the Commission. Arnold Gordon-Bray said that for the chart of UNC, Duke and NC State, you need to shoot that chart over to number one Historically Black College and University (HBCU) for Science, Technology, Engineering and Marth (STEM) innovation and the number one STEM people of color in the Country which is NC AT&T. That picture is important. That is the first thing that I recommend that you change to cover Greensboro. Since you are focused on STEM that will work. The second comment is about the TAG line which should be what we are which is Frontline if the Future. That should be what everything else subsets under. That ties to everything. Hats off to Denny Lewis and the team. David Hayden said that he had a motion for the Statement of Work (SOW) reference Denny Lewis' position at EDPNC. He would like to update the

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Commission members and get their tentative approval of the draft. He said that when we first created a Memorandum of Agreement (MOU) to create the position that Denny Lewis holds today it was to support government contracting at EDPNC. We had to develop a Scope of Work (SOW) and amend it to the current MOU between EDPNC and NC Commerce. It was strictly a business develop issue with developing lead with metrics. We have determined over the past year that the SOW is outdated and needs to be more robust. He has had a conversation with the head of EDPNC Chris Chung and with Chairman Martin and they both support this effort to make changes to the current SOW. We have developed a new SOW with input from the Economic Development Committee and Denny Lewis. The final draft of the SOW changes was sent to all the Commission members for their review and comments. This draft was also sent to the DMVA Legal Counsel for her review. The DMVA Legal Counsel feedback is the only hitch we have at this point and have more work on this to qualify and quantify the statement. We will continue to work on this, but he does not think it will be a substantive change but to refine how we evaluate the position. In the interest of time, he would like to make a three-part motion. His motion is for the Commission to approve the SOW that has been drafted to replace the prior SOW. Authorized the NCMAC Economic Development Committee to approve any necessary changes to the SOW after coordination with the DMVA legal Counsel. And to Executive Director of the NCMAC provide a final SOW to all Commission members to ensure the final SOW replaces the old SOW as an amendment to the MOU between EDPNC and the NC Department of Commerce. Rodney Anderson seconded the motion. Representative Cleveland asked what was the problem with the DMVA attorney? If we that being specific will hamper the this, then we need to just move forward with what we need. David Hayden said that he thought Rep Cleveland made a great point. As a lawyer, he understands where they are coming from but the changes, we can make are to take out some of the subjective evaluation criteria that they had put in there since some of the items are hard to evaluate. If this becomes an obstacle, can we depend on you to help resolve this. Rep Cleveland said that he didn't understand why we are defending their turf. This is our work, not her work. Secretary Gaskin said that he wanted to clarify something. We are not defending our turf. What was asked of the Department was to review a contract and to see if it followed the logical steps in the SOW. That was the advice that was offered. You don't have to take her recommendation. It was vague and not specific. You had a fee associated with a cost of \$120,000. That was the issue that was brought before the DMVA legal counsel. It is the NCMAC's contract, and they provide legal advice. Rep Cleveland said thank you for the legal advice and I think we can now move on. Chairman Martin said that this was a matter of the Department providing support for us, and we had specifically requested them to review this MOU. He very much appreciates the support of the Department on these matters. Chairman Martin asked Rep Cleveland if he had anything else to add. Rep Cleveland said that he thought we needed to stay away from specifics that would hinder us going forward. David Hayden said that he had a final thought. He said that Secretary Gaskin made a great point, and we can tighten up the MOU after we talk to Commerce Counsel. We are almost there. This will be a refining process. He would like to go forward with this motion. Chairman Martin asked if there was any more discussion on the motion? Rodney Anderson said that as he listens to the presentation, we are all aware that we have a snapshot, there is a mountain of details that must be communicated and provides a great benefit for our State. Strategically, we should look to the Legislature to more formally resource our Defense sector marketing and activities. This motion is a starter when it comes to funding the marketing and when it comes to a team, we should not rely long term on a pick-up effort. This is too important economically and for our State to just be done ad hoc. He commends the work that Denny

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Lewis is doing but he also sees that this needs to be a more substantive effort by our General Assembly to provide the resources for this team and the marketing effort. Rep Cleveland said he wholeheartedly agreed but getting 150 other folks to agree could be a problem. This is something that Commerce will have to address, and they will need to come up with a plan so that we can move forward. This has been needed for a long time. Chairman Martin asked if there was any further discussion on the motion? Chairman Marin asked for a vote by the Commission members. The motion carried.

Chairman Martin said that he had to leave the meeting at this time and Vice Chair David Hayden would take over the meeting at this time. Rodney Anderson requested a break from the meeting. Denny Lewis asked for an In-Progress Report (IPR) with Rodney Anderson and Ariel Aponte. He said that he had set aside \$6000 from the NCMAC funding for the AUSA conference. David Hayden asked if Denny Lewis would lead that IPR.

CASSIDY & ASSOCIATES: CHAD SYDNOR

FY 22 National Defense Authorization Act (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.

FY 22 Appropriations:

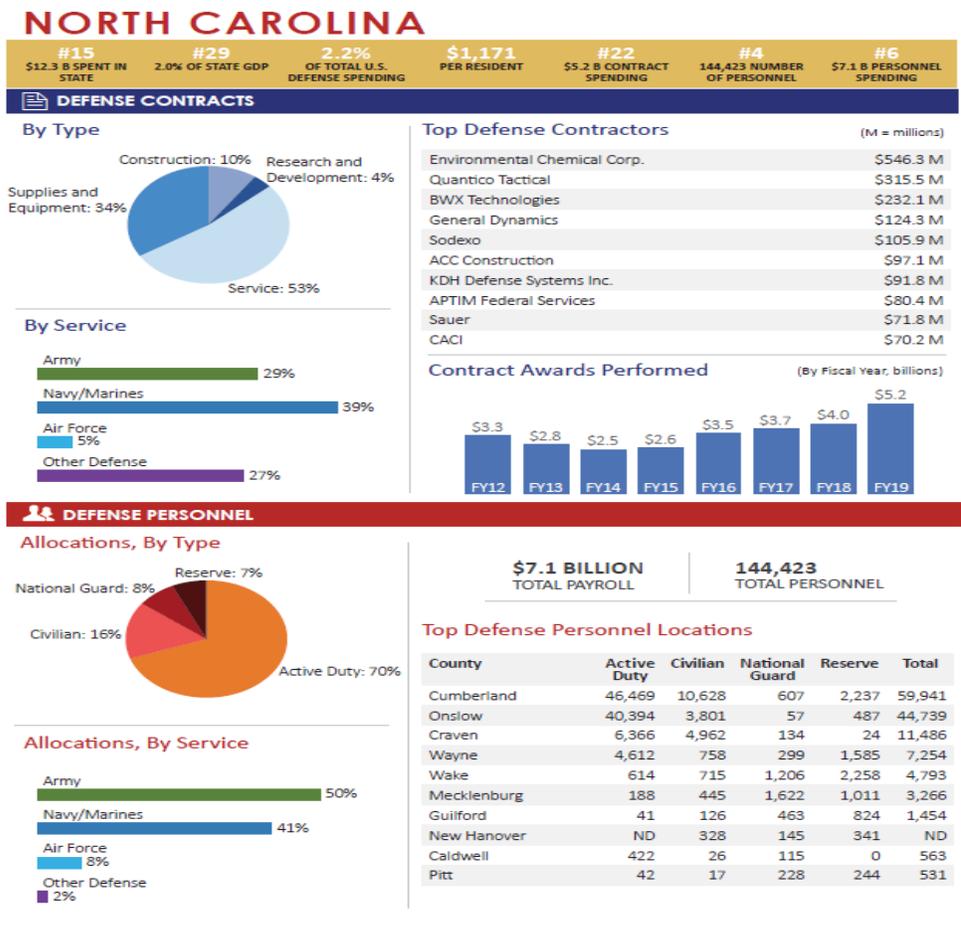
- House has marked up all 12 appropriations bills.
 - Defense appropriations in the House is problematic.
 - House marked to a topline of \$705.9B (\$9.1B below the PB)
 - Few, if any, Republicans will vote in favor of this reduced amount.
 - Few, if any, Progressive Democrats will vote in favor because 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

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- The Senate Appropriations process is just beginning.
 - Senate Appropriations has marked up 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?
 - Unclear at this point and those discussions continue.
 - A \$740B topline would ensure substantial Republican support.
 - Majority Leader Schumer (D-NY) knows that several his progressive Senators will not vote for a defense appropriations bill, and he knows he must 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 omnibus process.

NC Base Realignment & Closure (BRAC) 117th Congress:

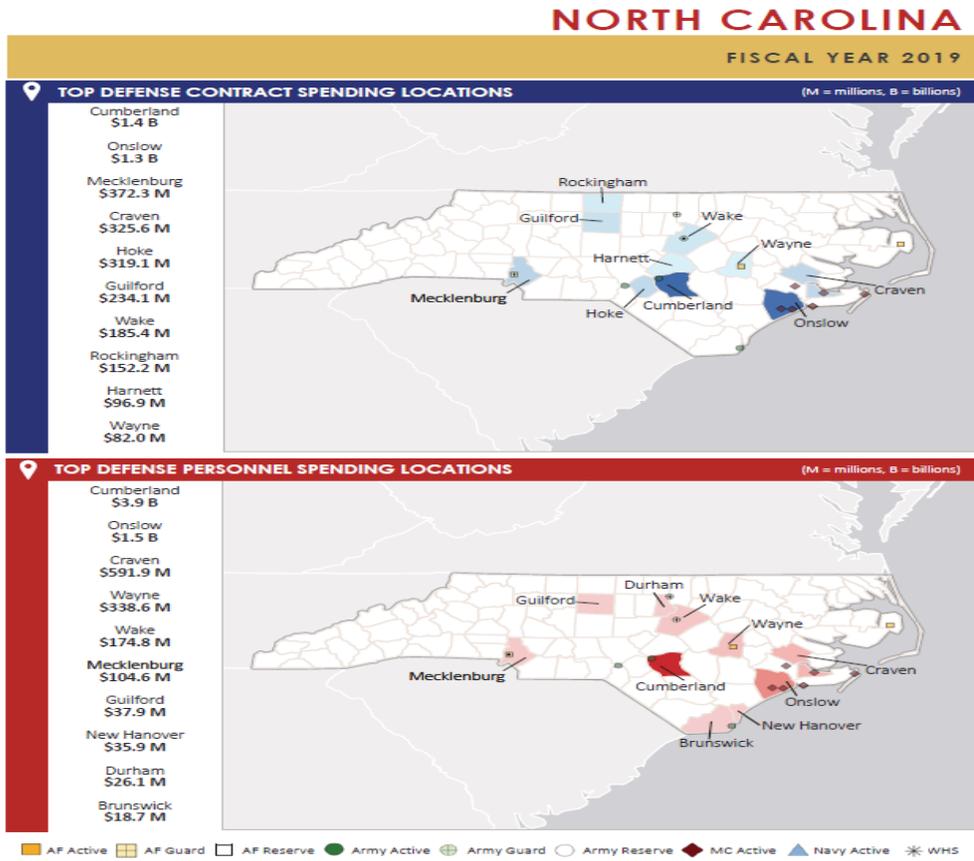
NC Defense Footprint:



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Fort Bragg:

“Fort Bragg equips, trains, rapidly deploys, and sustains full spectrum forces supporting combatant commanders from a community of excellence where Soldiers, families and civilians thrive.”

- XVIII ABN Commander – LTG Eric Kurilla (Installation Commander)
- 82nd ABN Commander – MG Christopher Donahue
- Garrison Commander – COL Scott Pence
- Command Units include:
 - **U.S. Army Forces Command:** General Michael X. Garrett
 - **U.S. Army Reserve Command:** LTG Jody J. Daniel
 - **U.S. Army Special Operations Command:** LTG Francis M. Beaudette
 - **Security Forces Assistance Command:** MG Scott Jackson
 - **Joint Special Operations Command:** LTG Bryan P. Fenton
 - **Civil Affairs & Psychological Operations Command:** BG Jeffrey Coggin
 - **1st Special Forces Command (Airborne):** MG John W. Brennan Jr.
- Population – 54,926 active-duty Soldiers, 13,493 Reserve Components and Temporary Duty students, 14,036 civilian employees, 6,054 Contractors, and 69,808 active-duty family members.

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- According to the NC Military Business Center, Fort Bragg has a nearly \$31 million a day economic impact, which adds up to more than \$11 billion a year.
- Outside the National Capital Region, Fort Bragg has the highest concentration of Army General Officers.

Simmons Army Airfield & Pope Army Airfield:

- Fort Bragg currently maintains 2 large, operational Army Airfields.
- Simmons AAF is where the 82nd Combat Aviation Brigade is located and is dedicated primarily to rotary wing aircraft:
 - AH-64E Apache
 - CH-47F Chinook
 - UH-60M Black Hawk
 - U.S. Army Special Operations Command also maintains a flight detachment at Simmons AAF.
- Pope Army Airfield was transferred from the Air Force to the Army on March 1, 2011.
- Joint Special Operations Command Headquarters is located on Pope AAF
- Units located at Pope AAF
 - 43rd Air Mobility Operations Group
 - 18th Air Support Operations Group
 - 427th Special Operations Squadron
 - 21st Special Tactics Squadron
 - 24th Special Tactics Squadron
- Green Ramp – Deployment area for the Immediate Response Force which consists of 1 BCT from the 82nd ABN DIV that is always on call.

Camp Lejeune:

“Today, as in the past, Camp Lejeune’s mission remains the same — to maintain combat-ready units for expeditionary deployment. Camp Lejeune is a training base that promotes the combat readiness of the operating forces and missions of other tenant commands by providing training venues, facilities, services, and support in order to be responsive to the needs of Marines, sailors, and their families.”

- Brigadier General Andrew M. Niebel, Installation Commanding General
- **Command Units:**

II Marine Expeditionary Force: Lieutenant General William M. Journey

II Marine Division: Major General Francis L. Donovan

Marine Special Operations Command: Major General James F. Glynn

2nd Marine Logistics Group: Brigadier General Forrest C. Poole III

Population:

37,350 Active-Duty military personnel

5,737 civilians

38,769 military family members

Total Economic Impact : \$3.14 billion

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Marine Corps Air Station (MCAS) New River:

“Marine Corps Air Station New River provides aviation support, force protection, infrastructure, and community services to promote the readiness, sustainment and quality of life for II MEF and other military forces, tenant commands, personnel and their families.”

- **Command Unit:**
- Colonel Curtis V. Ebitz, Jr., Commanding Officer
- Lieutenant Colonel Matthew P. Cook, MCAS New River Executive Officer
- Sergeant Major Douglas W. Gerhardt, MCAS New River Sergeant Major
- Units:
 - Marine Aircraft Group 26
 - Colonel Douglas C. Sanders
 - Marine Aircraft Group 29
 - Colonel Robert Finneran
 - Center for Naval Aviation Technical Training
 - Lieutenant Colonel Marc E. Blankenbicker
- **Aircraft:**
 - AH-1W Super Cobra Helicopter
 - MV-22 Osprey
 - CH-53-E Super Stallion Helicopter
 - UH-1N Huey Helicopter
 - C-12F Huron
- **Population**¹ :
 - 6,499 Active-Duty military personnel
 - 6,841 Family Members
 - 221 Civilians
- **Total Economic Impact**² : \$403.2 million

Marine Corps Air State (MCAS) Cherry Point:

“MCAS Cherry Point's mission is to provide the highest quality operating environment for all using activities; operate and maintain facilities and assigned aircraft; furnish a full range of vital support services; nurture the quality of life; protect the natural environment; conduct proactive community relations; and to provide America with the best trained, best led, best supported armed forces capable of operating anytime, anywhere - to fight, win and survive.”

- Colonel Mikel R. Huber, Commanding Officer
- Lt. Col. Patrick S. Lindstrom, Executive Officer
- Sgt. Maj. James L. Robertson
- **Units:**
 - 2nd Marine Aircraft Wing
 - Major General Michael S. Cederholm, Commanding General

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- Marine Air Control Group 28
 - Colonel Michael C. McCarthy
- Marine Aircraft Group 14
 - Colonel Marlin D. Williams
 -
- **Aircraft**
 - AV-8B Harrier II
 - F-35B&C (replacing AV-8B beginning in 2022)
 - KC-130J
- **Population**¹
 - 7,574 Active-Duty military personnel
 - 9,169 Family Members
 - 5,159 Civilians
- **Total Economic Impact**² : \$2.037 billion

Fleet Readiness Center – East:

“Our mission is to maintain and operate facilities for and perform a complete range of depot level rework operations on designated weapon systems, accessories, and equipment; manufacture parts and assemblies as required; provide engineering services in the development of changes of hardware design; furnish technical services on aircraft maintenance and logistic problems; and perform, upon specific request or assignment, other levels of aircraft maintenance.”

- FRCE is North Carolina's largest maintenance, repair and overhaul and technical services provider with more than 4,000 military, civilian and contract workers.
- Many of the employees are members of the International Association of Machinist and Aerospace Workers, American Federation of Government Employees, and National Association of Aeronautical Examiners unions.
- The command's customers include all Navy and Marine Corps aviation activities, 30 foreign nations, five Air Force activities, three Army activities, and two federal agencies.

Leadership

- Col. Thomas A. Atkinson, USMC, Commanding Officer
- Capt. James M. Belmont, USN, Executive Officer
- Mark D. Meno, Executive Director

Seymour Johnson Air Force Base (AFB):

“The 4th Fighter Wing is the host unit at Seymour Johnson Air Force Base and accomplishes its training and operational missions with F-15E Strike Eagles. Two of the wing's four fighter squadrons are operational units, capable of deploying worldwide on short notice and immediately generating combat power. The other two squadrons are responsible for training all F-15E aircrews for the Air Force. The 916th Air Refueling Wing, a tenant unit at Seymour, is an Air Force Reserve Command Wing under the Air Mobility Command. It is assigned 12 KC-46A Pegasus. The sixth KC-46A was delivered on April 30,2021.”

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- Col. Kurt C. Helphinstein, Base Commander
- **Units:**
 - 4th Fighter Wing – F-15E
 - Col. Kurt C. Helphinstein, Wing Commander
 - Col. Brian R. Montgomery, Vice Commander
 - Chief Master Sergeant Eric M. West, Command Chief
 - 916th Air Refueling Wing – KC-46A
 - Colonel Stephen “Steve” Lanier, Commander
 - Col. Robert N. Osborn, Vice Commander
 - Chief Master Sergeant David J. Melby
- **Population** ¹ :
 - 5,380 military personnel
 - 4,870 Family Members
 - 898 Civilians
- **Total Economic Impact** ² : \$612 million

Military Ocean Terminal Sunny Point (MOTSU):

“Military Ocean Terminal Sunny Point (MOTSU) is Military Surface Deployment and Distribution Command’s East Coast strategic ammunition port, and is DOD’s primary ammunition seaport supporting the European, African and Middle Eastern areas of operation.”

- Component of 596th Transportation Brigade
 - COL William Arnold, Brigade Commander
 - CSM Kerstin Montoya, Brigade CSM
- MOTSU is the largest ammunition port in the nation.
- Workforce of approximately 350 civilians, contractors, and military personnel.
- Includes three wharves and incorporates a network of railroad tracks to move munitions across the area.

Elizabeth City Coast Guard Base:

“Base Elizabeth City provides a wide variety of mission support services to units and personnel, including general administration and personnel management, medical/dental, supply, procurement and warehousing, industrial services, facilities maintenance, computer/electronics support as well as morale and recreational services. Base Elizabeth City coordinates and provides regional mission support activities within the Fifth Coast Guard District. The Base is a regional command that provides logistics, engineering, administrative, financial, purchasing, and health care services to Coast Guard units throughout North Carolina. The Base Elizabeth staff maintains more than 880 acres of real estate, including runways, taxiways, airport traffic control tower, roadways, and more than 100 buildings.”

- CDR Brook Sherman, Commanding Officer
- Commander Melissa Arles, Executive Officer
- Master Chief Delbert Lofing

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- **Units:**
 - Aviation Logistics Center
 - Aviation Technical Training Center
 - Air Station Elizabeth City
 - Small Boat Station Elizabeth City
 - C27J APO
 - National Strike Force (NSF)
- **Population: 900 Coast Guardsmen**
- **Economic Impact¹: \$800 million**

- ❖ Will BRAC impact the Coast Guard? The Coast Guard is not part of the Department of Defense, they fall under the Department of Homeland Security and therefore the Armed Services Committees do not have jurisdiction over USCG. BRAC could include Coast Guard bases but most likely it will not.

Harvey Point Defense Testing Activity:

The Harvey Point Defense Testing Activity facility, owned by the Department of Defense, is located on a peninsula in Perquimans County, North Carolina, along Albemarle Sound, near the city of Hertford, NC. To comply with various procurement regulations, the Department of the Navy holds the title to and budgetary responsibility for the facility. It is primarily used by the Central Intelligence Agency and military units that are placed on operational control (OPCON'd) to the CIA. The site was used to train the Navy's Dev Group (SEAL Team 6) for the attack on Osama Bin Laden in 2011.

Army Research Office (ARO):

- Based in Research Triangle Park, NC
- More than 100 scientists, engineers, and support staff, who manage the Army's extramural research program.
- Research represents the most long-range Army view, with system applications often 20-30 years away.
- Research is conducted at 250 universities across the country and around the world with more than 1,100 individual researchers.
- ARO also manages the Small Business Technology Transfer Program and Historically Black Colleges and Universities/Minorities Serving Institutions Programs.
- Leadership:
 - Dr. Barton Halpern, Director
 - Mr. Todd Rosenberger, Deputy Director
 - Ms. Teresa Kines, Chief of Staff
 - COL Thomas Ryan, Military Deputy
 - SGM Luke Blum, Sergeant Major
 - Dr. Patrick Baker, Director, DEVCOM Army Research Laboratory
 - Directorates:
 - Computational and Information Sciences

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- Human Research and Engineering
- Sensors and Electron Devices
- Vehicle Technology
- Weapons and Materials Research

2005 BRAC: Impacts on North Carolina: So, what happened?

2005 BRAC Recommendations for North Carolina:

- Co-locate Extramural Research Program Managers.
 - Close the Office of Naval Research facility, Arlington, VA; the Air Force Office of Scientific Research facility, Arlington, VA; the Army Research Office facilities, Durham, NC, and Arlington, VA; and the Defense Advanced Research Project Agency facility, Arlington, VA.
 - Relocate all functions to the National Naval Medical Center, Bethesda, MD.
- Close Fort McPherson, GA.
 - Relocate the Headquarters US Army Forces Command (FORSCOM), and the Headquarters US Army Reserve Command (USARC) to Pope Air Force Base, NC.
- Close Fort Gillem, GA.
 - Relocate the Headquarters US Forces Command (FORSCOM) VIP Explosive Ordnance Support to Pope Air Force Base, NC.
- Realign Pope Air Force Base, NC.
 - Distribute the 43d Airlift Wing's C-130E aircraft (25 aircraft) to the 314th Airlift Wing, Little Rock Air Force Base, AR.
 - Realign the 23d Fighter Group's A-10 aircraft (36 aircraft) to Moody Air Force Base, GA.
 - Transfer real property accountability to the Army.
 - Disestablish the 43rd Medical Group and establish a medical squadron.
- Close the Navy Reserve Center in Asheville, NC.
- Relocate the 7th Special Forces Group from Fort Bragg to Eglin AFB.
- Activate the 4th Brigade Combat Team, 82d Airborne Division and relocating European-based forces to Fort Bragg.
- Close the Army Reserve Adrian B. Rhodes Armed Forces Reserve Center in Wilmington, NC, and the Niven Armed Forces Reserve Center in Albermarle, NC.
 - Relocate all Army and Navy units to a new Armed Forces Reserve Center (AFRC) and Organizational Maintenance Shop (OMS) in Wilmington, NC.
- Realign Yeager Airport Air Guard Station (AGS), WV, by realigning eight C-130H aircraft to Pope/Fort Bragg to form a 16 aircraft Air Force Reserve/active-duty associate unit.
- Close Pittsburgh International Airport (IAP) Air Reserve Station (ARS), PA, and relocate 911th Airlift Wing's (AFRC) eight C-130H aircraft to Pope/Fort Bragg to form a 16 aircraft Air Force Reserve/active-duty associate unit.
 - Relocate AFRC operations and maintenance manpower to Pope/Fort Bragg.
- Close General Mitchell Air Reserve Station (ARS).
 - Realign the 440th Airlift Wing's operations, maintenance, and Expeditionary Combat Support (ECS) manpower to Fort Bragg, NC.

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- Realign Ft Eustis, VA, Ft Jackson, SC, and Ft Lee, VA, by relocating all mobilization processing functions to Ft. Bragg, NC, and designating it as Joint Pre-Deployment/Mobilization Site Bragg/Pope.
- Realign Grand Forks Air Force Base (AFB), ND. Distribute the 319th Air Refueling Wing's KC-135R aircraft to the 916th Air Refueling Wing (AFR), Seymour-Johnson AFB, NC (eight aircraft), which will host an active-duty associate unit.
- Establish a Centralized Intermediate Repair Facility (CIRF) for F100 engines at Seymour Johnson Air Force Base, NC by realigning base-level F100 engine intermediate maintenance from Langley Air Force Base.
- Close Naval Air Station Joint Reserve Base Willow Grove, PA. Relocate intermediate maintenance workload and capacity for Aircraft Components, Aircraft Engines, Fabrication & Manufacturing, and Support Equipment to Fleet Readiness Center East, Marine Corps Air Station Cherry Point, NC.
- Realign Naval Air Station Oceana, VA, by disestablishing the Aircraft Intermediate Maintenance Department Oceana, the Naval Air Depot Cherry Point Detachment, and the Naval Air Depot Jacksonville Detachment; establishing Fleet Readiness Center Mid-Atlantic, Naval Air Station Oceana, VA; and transferring all intermediate maintenance workload and capacity to Fleet Readiness Center Mid Atlantic, Naval Air Station Oceana, VA.
- Realign Naval Support Activity Norfolk, VA, Marine Corps Base Quantico, VA, and Camp LeJeune, NC, by relocating the correctional function of each and consolidating them at Naval Support Activity, Northwest Annex, Chesapeake, VA, to form a single Level II Mid-Atlantic Joint Regional Correctional Facility.
- Realign Marine Corps Air Station Cherry Point, NC by disestablishing the inpatient mission at Naval Hospital Cherry Point and converting the hospital to a clinic with an ambulatory surgery center.
- Realign Marine Corps Air Station, Cherry Point, NC by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot, Cherry Point, NC, with all other supply, storage, and distribution functions and inventories that exist at Naval Aviation Depot Cherry Point, NC, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Naval Air Depot Cherry Point, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Defense Distribution Depot Warner Robins, GA, hereby designated the Warner Robins Strategic Distribution Platform.
- Realign Marine Corps Air Station Cherry Point, NC, as follows:
 - disestablish Naval Air Depot Cherry Point;
 - establish Fleet Readiness Center East, Marine Corps Air Station Cherry Point, NC;
 - relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 39 K DLHs), Aircraft Hydraulic Components (approximately 69 K DLHs), Aircraft Landing Gear Components (approximately 8 K DLHs), Aircraft Other Components (approximately 23 K DLHs), and Aircraft Structural Components (approximately 126 K DLHs) to Fleet Readiness Center Mid Atlantic, Naval Air Station Oceana, VA;

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- relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 11 K DLHs), Aircraft Hydraulic Components (approximately 19 K DLHs), Aircraft Landing Gear Components (approximately 2 K DLHs), Aircraft Structural Components (approximately 35 K DLHs), and Aircraft Other Components (approximately 6 K DLHs) to Fleet Readiness Center Mid Atlantic Site Norfolk, Naval Air Station Norfolk, VA;
- relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 6 K DLHs), Aircraft Hydraulic Components (approximately 10 K DLHs), Aircraft Landing Gear Components (approximately 1 K DLHs), Aircraft Other Components (approximately 3 K DLHs), and Aircraft Structural Components (approximately 18 K DLHs) to Fleet Readiness Center Mid Atlantic Site Patuxent River, Naval Air Station Patuxent River, MD;
- relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 2 K DLHs), Aircraft Hydraulic Components (approximately 3 K DLHs), Aircraft Landing Gear Components (approximately 0.4K DLHs), Aircraft Other Components (approximately 1 K DLHs), and Aircraft Structural Components (approximately 6 K DLHs) to FRC Mid Atlantic Site New Orleans, Naval Air Station JRB New Orleans, LA.;
- relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 9 K DLHs), Aircraft Hydraulic Components (approximately 16 K DLHs), Aircraft Landing Gear Components (approximately 2 K DLHs), Aircraft Other Components (approximately 6 K DLHs) and Aircraft Structural Components (approximately 30 K DLHs) to the Fleet Readiness Center East Site Beaufort, hereby established at Marine Corps Air Station Beaufort, SC;
- relocate depot maintenance workload and capacity for Aircraft Avionics/Electronics Components (approximately 11 K DLHs), Aircraft Hydraulic Components (approximately 20 K DLHs), Aircraft Landing Gear Components (approximately 2 K DLHs), Aircraft Other Components (approximately 6 K DLHs), Aircraft Structural Components (approximately 36 K DLHs), Aircraft Rotary (approximately 1 K DLHs), Aircraft VSTOL (approximately 2 K DLHs), Aircraft Cargo/Tanker (approximately 0.02K DLHs,), Aircraft Other (approximately 18 K DLHs), Aircraft Structural Components (approximately 0.001K DLHs), Calibration (approximately 0.15 K DLHs) and "Other" Commodity (approximately 0.3 K DLHs) to Fleet Readiness Center East Site New River, hereby established at Marine Corps Air Station New River, Camp Lejeune, NC; and
- transfer all remaining depot maintenance workload and capacity to Fleet Readiness Center East, Marine Corps Air Station Cherry Point, NC.
- Realign New Castle County Airport Air Guard Station (AGS), DE.
 - Distribute the wing's eight C-130H aircraft to the 145th Airlift Wing (ANG), Charlotte/Douglas International Airport (IAP) AGS, NC (four aircraft).

What is the Process?

- The Armed Services Committees of the House and Senate authorize the process through the National Defense Authorization Act (NDAA) by amending the Defense Base Closure and Realignment Act of 1990.

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- The legislation contains a framework that entrusts an independent, bipartisan commission with certifying closure and realignment recommendations made by the Secretary of Defense.
- After analyzing the Secretary's recommendations, the commission may accept, reject, or modify the list.
- The commission forwards its final findings and recommendations to the President.
- Upon acceptance of commission's recommendations, the President then submits them to Congress.
 - If the President does not submit the recommendations to Congress within the timeframe required under the Base Closure Act, the BRAC process is terminated.
- Upon receipt of the report from the President, Congress can disapprove of the recommendations through the enactment of a joint resolution.

2005 BRAC Process:

Appointing the BRAC Commission:

The 2005 BRAC Commission had nine Commissioners instead of eight.

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

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

Commission Framework:

The Framework of a BRAC Commission includes:

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

Key milestones of a typical BRAC timeline include:

- DOD force structure plan, infrastructure inventory, and analysis of options;
- Nomination and confirmation of BRAC commissioners;

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- DOD submission of BRAC recommendations (and associated reports) to the commission;
- Commission deliberations (typically four months);
- Final report sent to the President for approval;
- 45-day deadline for Congress to reject recommendations in their entirety (Joint Resolution of Disapproval) or allow implementation to begin;
- DOD implementation (two years to begin; six years to complete); and
- DOD disposal of real property (indeterminate).

Selection Criteria:

SEC.2913. Selection Criteria for 2005 Round:

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

How will a 2023-2027 BRAC be different?

- Space Force – New branch of the military with no bases...yet.
- Strong focus on climate change and the threat it poses to military installations.
 - Top 10 Air Force Bases at risk of “weather impacts.” → → →
- Increased focus on green energy and energy resiliency.

- Enhanced focus on military value as it relates to the INDOPACOM area of responsibility
- Legacy technology missions versus next generation technology missions.
 - Ex. F-16 v. F-35

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

BRAC – Contributing Factors ADC Conference:

- 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.

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- 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 AF Base Los Angeles.

What Do We Do?

You Get Prepared and Engage:

- Advocacy - Educate
 - Local – Make sure local mayors, city councils, and county commissioners understand what this means for their communities and understand how they can help.
 - Zoning ordinances to prevent encroachment
 - Defense Community Infrastructure Pilot Program (DCIP)
 - Taxes as a means to discourage or encourage certain activities.
 - Tax abatements or exemptions to encourage construction of high-quality housing
 - State – BRAC is a statewide issue. Educate state officials on what aspects of the selection criteria, they can control or influence.
 - Monitoring encroachment matters on large scale projects that require state permitting.

- Licensure matters for military spouses
- Tax issues
- Federal – Engage with NC’s federally elected officials early to identify deficiencies or weaknesses at installations and address them. We are already doing that and having success, but we must encourage all of NC’s lawmakers to use all the tools available to them.
 - Military Construction Appropriations
 - Defense Appropriations – FSRM
 - National Defense Authorization Act
 - Congressionally Directed Spending Items a/k/a Earmarks
 - Energy Resilience and Conservation Investment Program (ERCIP)
 - Surface transportation reauthorization – currently going through Congress.
 - Defense Manufacturing Community Support Program (DMCSP)
 - Joint Service Ventures - C-130 Paint Facility – Both USMC and USCG need one in NC.

Infrastructure:



Senator Thom Tillis 
@SenThomTillis

...

The bipartisan infrastructure bill just passed the Senate and it's a big win for North Carolina.

-  NC Roads/Highways  \$7.2 Billion
-  NC Public Transport  \$911M
-  NC Bridges  \$457M
-  NC Clean Water Infrastructure  \$440M
-  NC Broadband  \$100M+

12:53 PM · Aug 10, 2021 · Twitter Web App

- Our current assumption is that the Senate passed infrastructure package also passes the House at some point, perhaps soon.
- State and Local officials need to keep BRAC in mind when deciding which infrastructure projects to fund with federal funding.
- Improvements that benefit both an installation and the community should be given strong consideration.

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- Upgraded community infrastructure allows the community to absorb more capacity which in a BRAC equates to the ability to GAIN missions.

Earmarks:

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

[In thousands of dollars]

Installation and project	Budget estimate	Committee recommendation	Committee recommendation compared to budget estimate
AIR FORCE RESERVE: NIAGARA FALLS IAP: MAIN GATE	10,600	10,600
TOTAL, NEW YORK	67,400	124,700	+ 57,300
NORTH CAROLINA			
NAVY: CAMP LEJEUNE: II MEF OPERATIONS CENTER REPLACEMENT (INC 2)	42,200	42,200
WATER TREATMENT PLANT REPLACEMENT HADNOT POINT: COST TO COMPLETE		64,200	+ 64,200
MCAS CHERRY POINT: AIRCRAFT MAINTENANCE HANGAR	207,897	97,897	- 110,000
ATC TOWER AND AIRFIELD OPERATIONS: COST TO COMPLETE		18,700	+ 18,700
F-35 FLIGHTLINE UTILITES MODERNIZATION PH 2	113,520	57,520	- 56,000
F-35 JOINT STRIKE FIGHTER SUSTAINMENT CENTER: PLAN- NING AND DESIGN		9,300	+ 9,300
MCAS NEW RIVER: MAINTENANCE HANGAR: PLANNING AND DESIGN		13,300	+ 13,300
ARMY NATIONAL GUARD: SALISBURY: AIRCRAFT MAINTENANCE HANGAR ADDITION/ALTERATION: PLANNING AND DESIGN		2,700	+ 2,700
TOTAL, NORTH CAROLINA	363,617	305,817	- 57,800
NORTH DAKOTA			

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

[In thousands of dollars]

Installation and project	Budget estimate	Committee recommendation	Committee recommendation compared to budget estimate
AIR FORCE RESERVE:			
NIAGARA FALLS IAP:			
MAIN GATE	10,600	10,600
TOTAL, NEW YORK	67,400	124,700	+ 57,300
NORTH CAROLINA			
NAVY:			
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SALISBURY:			
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NORTH DAKOTA			

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Installation Programs Post 2005 BRAC:

Defense Community Infrastructure Pilot Program (DCIP)

- Authorized in the FY 2019 NDAA to provide infrastructure support to communities located “outside the gate,” acknowledging the burden military installations place on their communities without financial support to infrastructure by DOD.
- FY 2020 provided \$50 million for the program with individual awards ranging from \$250,000 to \$25 million.

Defense Manufacturing Community Support Program (DMCSP)

- Authorized in the FY 2019 NDAA to make long-term investments in critical skills, facilities, research and development, and small business support in in designated defense manufacturing communities.
- FY 2020 provided \$25 million for the program with individual awards limited to \$5 million.

Energy Resilience and Conservation Investment Program (ERCIP)

- Defense-Wide MILCON Program specifically intended to fund projects that improve energy resilience, contribute to mission assurance, save energy, and reduce DoD’s energy costs. ERCIP accomplishes this through construction of new, high-efficiency energy systems and technologies or through modernizing existing energy systems.
- Historically funded at \$150M but has been adjusted to approximately \$142.5M annually for FY 2022 - 2026. In FY 2018, ERCIP received a \$15M Congressional add, \$43M in FY 2019 and \$83M in FY 2020.

How Communities Protect Themselves: Proactive Base Enhancement:

Base Infrastructure

- Military construction
- Surface transportation reauthorization
 - Pending infrastructure stimulus package from the Biden Administration
- Energy Resilience and Conservation Investment Program (ERCIP)

Base Workload & Utilization Issues

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

Cross Servicing and Emerging Missions –

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

Neighboring Development

- Encroachment issues
- Synergistic area development

Miscellaneous Needs & Opportunities

- Defense Community Infrastructure Program (DCIP)

Preparing for a Future BRAC:

- Gaining support of community for the long-term effort
- Briefing leadership on the new threat environment
- Conducting updated analysis of installation strengths, weakness, opportunities, & threats
- Protecting installation projects and priorities through completion of FY 2022 defense legislation
- Preparing for new educational liaison activities with DoD/Service leadership
- Addressing potential DoD base consolidation initiatives outside of BRAC process)
- Improving Installation facilities and capabilities
- Exploring new and expanded mission opportunities
- Increasing energy efficiency, availability, and security
- Addressing transportation and infrastructure issues
- Reviewing any actual/potential encroachment
- Considering housing and other quality of life issues
- Researching potential changes in state law and policy

Case Study Fort Knox, KY

- In the months leading up to the release of the 2005 BRAC list publication, we learned the Army intended to move the Armor School* from Fort Knox to Fort Benning, GA, and that Knox was being considered for closure.
- We worked with Kentucky's Congressional Delegation to encourage the Army to preserve Fort Knox and find new missions for the installation.
- Through a concerted team effort at the local, state, and federal level, Fort Knox was saved and gained several new missions, including 7 New Commands that included Army Human Resources Command, Army Accessions Command† and Army Cadet Command.
- Overall impact of the 2005 BRAC Round to Kentucky was:
 - 5,000+ military and civilian jobs
 - \$254M increase in employment payroll
 - \$500+M in new MILCON
 - \$20+M in annual state tax revenue

Result: Due to good intelligence and prompt advocacy, Fort Knox stayed off the closure list and instead gained missions.

Case Study Ellsworth Air Force Base, SD:

- 2005 BRAC Commission recommended the closure of Ellsworth AFB and transfer of their fleet of B-1 bombers.
- In addition to analyzing the capabilities of Ellsworth AFB, we also researched the proposed receiver base for the B-1 aircraft, Dyess AFB, TX.
- We demonstrated that the move would result in greater costs, no savings.
- Further, we argued that the USAF methodology undervalued the importance of having range airspace suited to B-1 training.
- Finally, through extensive research, we found federal litigation and an injunction against USAF that prohibited low-level training flights at Dyess AFB.
- These factors were cited by the BRAC Commission to overturn USAF's recommendation.

Result: Ellsworth AFB is currently open and operating. It has also been selected as a bed down site for USAF's newest bomber, the B-21, which will replace both the B-1 and B-2 fleets.

Case Study Joint Base McGuire-Dix-Lakehurst, NJ:

- Obtaining the next generation tanker aircraft for Joint Base McGuire-Dix-Lakehurst was an important objective for the Cassidy team since the program was announced.
- Previously, the Air Force sought to retire the KC-10 fleet, including the aircraft at the Joint Base. Should those aircraft be retired before replacement aircraft were based at the Joint Base, the Joint Base could be in danger of losing its flight mission altogether due to serious excess capacity in the Air Force following the reduction of over 500 airframes since the 2005 BRAC round.
- The 2005 BRAC analysis of military value for tanker missions ranked the Joint Base as 11th among the 11 Air Force Bases initially considered to become the fourth Main Operating Base [MOB-4].
- In recent years Cassidy has helped support community efforts to address perceived shortcomings at the Joint Base for tanker missions through both actions (including funding of military construction projects) and educational advocacy.
- Through our work with the Joint Base community, the JB increased its rating from 11th to 1st among the Air Force bases being considered for the KC-46A mission.

Result: JB McGuire-Dix-Lakehurst was selected as the MOB-4 for the KC-46A in 2017 and began to receive their first aircraft in 2021.

Case Study Red River Army Depot, TX:

- The Army recommended closure of Red River Army Depot as part of the 2005 BRAC process. This closure would have been disastrous to that region's economy (a potential loss of 8.3% of jobs) and the Army's ability to perform depot maintenance activities for military vehicles.
- We performed an in-depth analysis of the data and deliberations leading to that recommendation and developed many significant challenges. These challenges included the use of outdated 2003 data to determine current military needs and the incorrect use of a 60-hour work week (instead of the standard 40-hour work week) to overstate surge capacity at other installations. We also found dissenting opinions in the minutes of deliberations of the original Army analysis group that we were able to corroborate with other experts.
- As a result of our analysis and advocacy efforts the BRAC Commission rejected the Army's recommendation. It kept Red River Army Depot open, a decision later justified by expanded Army needs for vehicle maintenance and upgrade work required by overseas operations.
- **Result – Red River is still operating with 3,000 employees and is now the Army's Wheeled Vehicle Center of Excellence.**
- Other facilities in Texas were not as lucky:
 - Closure of a Naval Station – 6,000 jobs
 - Closure of an ammunition plant – 400 civilian jobs
 - Moved an Infantry Division headquarters and a combat brigade to another state
 - Moved air defense artillery school and units to another facility.

Questions?

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Discussion:

Vice Chairman Hayden asked if there were any question for Chad Sydnor? David Myers said that he could not agree more engaging the Western Leadership. He is from Rockingham County, and we need to increase the defense footprint, and not just in Raleigh. We need protect the bases, expand the training areas, which includes the Department of Defense contracts and get the bill passed for the military tax exemption so that we keep these military families here in NC. That was a good briefing. Chad Sydnor said that one thing he did bring up with Speaker Moore was that a great example was a great example of infrastructure projects that add to the capacity of the base and around Fayetteville. That is a big deal. That will be a big deal for the City of Fayetteville to keep that traffic off their streets. That 295 loop provides significant capability for Fort Bragg that previously did not exist. So, if there is another BRAC, we can go to them and say look how we have improved our capability. This is a smart investment that will pay off the State of North Carolina. Vice Chairman Hayden thanked Chad Sydnor for this brief.

ASSOCIATION DEFENSE COMMUNITIES (ADC) UPDATE:

Rodney Anderson gave the trip report from the ADC Reconnect conference held on July 20-21.

Association of Defense Communities (ADC):

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

- Build strong communities and support the military
- Through 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 (DoD) 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 Diversity, Equity, and Inclusion (DEI) are long term activities that must be advanced regardless of BRAC, yet they are critical to BRAC.

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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. Shore-based missions 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 of DoD missions

ADC Theme: Installation Resilience

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

- The ability to conduct mission during degraded periods: power outages, cyber-attacks, & 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 & mission readiness
- Community partnerships provide an invaluable component of installation resilience

ADC Theme: Diversity, Equity, 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 ADC 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 understanding these challenges and developing policies and approaches that provide QOL solutions

ADC Conference Summary:

The Association of Defense Communities (ADC): “builds resilient communities that support America's military”

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

DoD Priorities: Defend Nation; Take Care of People; Teamwork

BRAC: BRAC awareness and planning promotes mission resilience

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Climate Change: Work together to mitigate climate impacts
Installation Resilience: Community partnerships enhance resilience
Diversity, Equity, and Inclusion: translates to “mission readiness”
Quality of Life: Very important in recruiting & sustaining the force

Recommendations to the 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

Motion: NCMAC (Strategic Communications Working Group) begin North Carolina BRAC research and planning in coordination with the DMVA and provide recommendations at the November Commission meeting. Rodney Anderson made a motion that the NC Military Affairs Commission begin North Carolina BRAC research, planning and coordination with DMVA and provide recommendations at the November meeting. The motion was seconded by ET Mitchell. Vice Chairman Hayden asked if there was any further discussion about the motion. There was no further discussion. The motion carried.

Discussion:

Vice Chairman Hayden asked if there were any questions or comments on the briefing? There were no questions.

STRATEGIC COMMUNICATIONS WORKING GROUP (SCWG): ET MITCHELL

Strategic Communications Event: 82nd Airborne Division

TASK: Conduct NCMAC Strategic Communications Event: Fort Bragg, NC

PURPOSE: To provide NC Key Leader awareness of the attributes, competencies, skills, and overall missions of Airborne Soldiers and the 82D Airborne Division; to highlight transitioning Veterans as a key North Carolina workforce population.

CONCEPT: Date | Time: Thursday, September 2nd, 2021 | 9:00am - 1:00pm Location: Sicily Drop Zone, Fort Bragg, North Carolina Key Events: Narrated Airborne Demonstration Airborne Equipment Static Displays Discussions with Paratroopers Informal Lunch

PARTICIPANTS: Up to 10 participants

BUDGET: Van for Transportation

COORDINATION: Rodney Anderson, Denny Lewis

NC Department of Information Technology SOW Proposal:

1. PURPOSE: Identify vendor provided web-based services a. Website development, delivery, and sustainment b. Web-based social media services: social media services (G-R-A-C-E)
2. TIMELINE: 20 Jul - 3 Aug: Statement of Work under STC 920S - IT Services (ITS-400893)
3 - 20 Aug: Evaluate Vendor Proposals 17 Aug: NCMAC Update 15 Sep: Begin vendor planning: Honor Veterans by Hiring Veterans Campaign

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NC Department of Administration RFP: Public Relations:

210810 NC Dept of Administration RFP: Public Relations

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: NCMAC Project Update

- TBD: NCMAC Award Approval: Closed virtual session likely in Sep 2021
- TBD: Announce award

15 Sep: Begin vendor planning for first campaign

Honoring Veterans by Hiring Veterans Program:

PURPOSE: Build State-wide awareness of the attributes, competencies, skills, and overall economic benefit in employing military, Veterans, and their family members.

THEME: "Honor Veterans by Hiring Veterans" (HHV)

GOAL: Develop a state-wide 5-year public relations campaign to improve the knowledge and understanding of the benefits in the military Veteran workforce.

CONCEPT: Conduct structured strategic communications activities with "key publics" with Veteran's Day 2021 as the beginning of a 5-year public-awareness campaign.

MOTION: "NCMAC approve "Honor Veterans by Hiring Veterans" as a 5-year public relations campaign to improve the knowledge and understanding of the benefits in hiring Veterans and the value of the military, Veteran and military-spouse workforce." The motion was seconded by Rodney Anderson. Vice Chairman Hayden asked if there was any further discussion about the motion.? There was not further discussion and the motion carried unanimously. Arnold Gordon-Bray asked about the campaign being reviewed annually. Vice Chairman Hayden said that he thought ET Mitchell had said that the campaign would be reviewed annually going forward. He asked Arnold Gordon-Bray if he was asking to amend the motion to include an annual review? Rep Cleveland said that the motion had already been voted on. Vice Chairman Hayden said yes that the motion had carried but he wanted to know if Arnold Gordon-Bray had something that he wanted to add to the discussion? He said that he was good. ET Mitchell said that she was working with a great team and would turn the discussion over to Kimberly Williams, NC4ME as her brief feeds right into the Honor Veterans by Hiring Veterans.

NC4ME: KIMBERLY WILLIAMS

Kimberly Williams gave a presentation for NC4ME to the Commission members.

Where Military Talent meets Business Needs:

NC4ME:

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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 HR Professions: Provide Accredited HR Training
3. Connect with Military Talent: Conduct NC4ME Hiring Events

NC4ME Results: Summits/Accredited HR Training/ Hiring Events

- Over 5,200 Leaders have heard the business case for Veteran hiring
- Over 4,000 documented interviews
- Over 1,200 HR Professional trained to hire Military talent
- 50% receive job offers or second interviews

Up Coming Events:

Accredited HR Training + Leadership summits:

- **October 4, 2021** - Organization of Municipal Personnel Officers (OMPO) State Conference
- **October 12, 2021**- Executive Veterans Transition to Corporate America
- **October 20, 2021** - NC Society for Human Resource Managers (SHRM) State Conference
- **November 16, 2021** - Top Ten Reasons Veterans are Valuable to Corporations
- **January 11, 2022** - Military Spouse- Corporate America's Secret Weapon for Success
- **March 15, 2022** - Transition Top Producers to your Organization

NC4ME Hiring Events:

Put qualified military candidates in front of hiring teams

2021 Schedule

- August 18 – Virtual
- September 10 – Lowes/Panthers “One Carolina” military hiring expo (postponed)
- October 13– Goldsboro
- November 10- Raleigh NC North Guard + NC Department of Public Safety Hiring Event

Goals of 60 day “kick off” Campaign:

- Increase awareness of career opportunities in NC for **Veterans & spouses**
- 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” Campaign:

Open “kick off” – Video “We are on board”

Governor, Secretary DMVA & Companies

60 Day - Veteran Spotlights

1 a week for 8 weeks

Media/social media coverage

Close “kick off” Veterans Day Event

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Discussion:

Vice Chairman Hayden said that appreciated Kimberly starting strong and ending strong. He asked if anyone had questions for Kimberly Williams.

OTHER BUSINESS:

Vice Chairman Hayden asked if there was any other business for the Commission? Rodney Anderson said that he had a comment. He wanted to welcome the new Commission members. He also wanted to charge all the Commission members to begin to repeat and advocate Honoring Veterans by Hiring Veterans and more to follow.

ADJOURNMENT:

Vice Chairman Hayden thanked everyone for all that they do for the Commission and adjourned the meeting at 4:04 pm.