

NCMAC

NORTH CAROLINA
MILITARY AFFAIRS
COMMISSION

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2020 STRATEGIC PLAN

SENATE BILL 63

Senate Bill 63 requires the North Carolina Military Affairs Commission (NCMAC) to adopt a comprehensive strategic plan to enhance North Carolina Military installations and their missions, to report on the State's performance under the plan annually, and to update the plan every four years. The report is generated to meet the annual requirement and for evaluating the State's performance under the plan.



North Carolina Military Affairs Commission Members

The Honorable Lawrence C. Allen
MG Rodney O. Anderson, USA (Ret)
The Honorable John R. Bell, IV
Colonel Frank P. Bottorff, USMC (Ret)
The Honorable Harry Brown
The Honorable George G. Cleveland
Ms. Julie U. Daniels
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BG Arnold N. Gordon-Bray, USA (Ret)
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Ex Officio Members

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Secretary of Military and Veterans Affairs
Secretary of Public Safety
Secretary of Commerce
Secretary of Transportation
Secretary of the Department
of Environment Quality
The Commissioner of Agriculture
Adjutant General of the NC National Guard
The Mayor of Elizabeth City
The Mayor of Fayetteville
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The Mayor of Havelock
The Mayor of Jacksonville
The President of the University of North Carolina
The President of the North Carolina
Community College System
The Superintendent of Public Instruction
Commanding General, 18th Airborne Corps,
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Commanding General, Marine Corps
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The Honorable William L. Lewis, Jr.
Mr. David "Crockett" N. Long
The Honorable D. Grier Martin III
Mr. Timothy McClain
The Honorable Wesley Meredith
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Ms. Etteinne "ET" Mitchell
MG Edward M. Reeder, Jr., USA (Ret)
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Commanding Officer, Marine Corps Air Station
(MCAS), Cherry Point
Commanding Officer, 4th Fighter Wing,
Seymour Johnson Air Force Base
Commanding Officer, US Army Corps
of Engineers, Wilmington District
Commanding Officer, US Coast Guard Base,
Elizabeth City
Commanding Officer, MCAS New River
Commanding Officer, Fleet Readiness Center East
Commanding Officer, Military Ocean Terminal,
Sunny Point
Commanding Officer, Coast Guard Sector
North Carolina
Commanding Officer, Naval Support Activity
Hampton Roads
Executive Director of the
NC League of Municipalities
Executive Director of the NC Association
of County Commissioners

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North Carolina Military Affairs Commission Background

730,357

Number of veterans that reside in every county across North Carolina

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Our major military installations are the cornerstone of the second largest economic sector in North Carolina

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The North Carolina Military Affairs Commission (NCMAC) was established within the Office of the Governor in August 2013. With the coordination of the Department of Military and Veterans Affairs, the NCMAC commissioned the development of a Strategic Plan for Supporting and Enhancing North Carolina Military Missions and Installations, Strategic Plan in 2015 and 2017 NCMAC Annual Report.

The purpose of the NCMAC is to provide advice, counsel and recommendations to the Governor, the NC General Assembly, the Secretary of the Department of Military and Veterans Affairs, the Secretary of Commerce and other State agencies on initiatives, programs and legislation that will continue and increase the role that NC's military installations, the National Guard and Reserves play in America's defense strategy and the economic health and vitality of the State.

The Commission recommends actions to; protect the existing military infrastructure including mission essential training areas, ranges, and military training routes; maintain a high quality of life for military members and their families, and to promote new military missions and economic opportunities for the State and its citizens. Our major military installations are the cornerstone of the second largest economic sector in North Carolina and are vital in attracting and retaining our 730,357 veterans that reside in every county across the state.

The NCMAC is comprised of an Executive Steering Group and a full commission of representatives from all military communities in the State. The Commission executes recommendations through the action of four committees: 1) **Base Sustainability & Community Affairs**, 2) **Quality of Life**, 3) **Economic Development**, 4) **Legislative Affairs**.

Comments from Chairman Grier Martin

To the Members of the Joint Legislative Oversight Committee on General Government,

The North Carolina Military Affairs Commission (NCMAC) is proud of the work we do for our military installations, military families, and the communities that provide them a home. Our state's connection with our military presence remains strong, but we can never take it for granted. The work of the NCMAC ensures that this connection will endure and flourish into the future.



We submit this report pursuant to a requirement of Session Law 2017-64 (Senate Bill 63: Military Affairs Commission/Strategic Plan. Specifically, this report fulfils the law's mandate to review the NCMAC's Strategic Plan for Supporting and Enhancing North Carolina Military Missions and Installations and report the results to the Joint Legislative Oversight Committee on General Government.

The report represents a considerable amount of effort and reflection by the NCMAC, which comprises North Carolinians from around the state. Our members brought their diverse experiences and backgrounds to bear in the preparation of the report. The work was ably led by NCMAC Vice-Chair Frank Bottorff and would have been impossible to complete without the full support of the North Carolina Department of Military and Veterans Affairs and, in particular, Kelly Jackson.

Thank you for this opportunity to highlight the work of the NCMAC and to provide our input on keeping North Carolina, a great place for our nation's military to live and to train.

October 15, 2020

A handwritten signature in black ink that reads "D. Grier Martin".

The Honorable D. Grier Martin III
Chairman

NCMAC Vision

North Carolina is the most military and veteran friendly state in the United States.

NCMAC Purpose

Sustaining and enhancing the current military posture in the state while pursuing opportunities to expand the military missions and economic impact on North Carolina.



North Carolina Military Affairs Commission 4 Pillars

Strategic Communications and Advocacy

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

1 Installation & Mission Sustainability

Promote, enhance and protect North Carolina's existing military installations and missions.

2 Economic Development

Increase the economic viability and impact of the military and defense Industry in North Carolina.

3 Quality of Life

Improve the quality of life for military servicemembers, veterans and their families.

4 Legislative & State Agency Coordination

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

1

Installation & Mission Sustainability

Strategic Goal: Promote, enhance and protect North Carolina's existing military installations, training areas and missions.

Responsibility: Base Sustainability & Community Affairs Committee

2020 PRIORITIES

1. Encroachment

Prevent and mitigate encroachment to protect North Carolina's military mission footprint/profile, maintain range capability and capacity to ensure military readiness; monitor the impact of construction of tall structures/wind turbines and other renewable energy projects while advocating for initiatives aligned with compatible resource use in support of North Carolina's defense mission (i.e., land use planning, compatible development, Sentinel Landscapes including land acquisitions or land owner incentives).

2. Ongoing Viability and Utilization

Lead the state's efforts to ensure the ongoing viability and future utilization of our installations and testing and training areas.

3. Community and Installation Resilience

Improve the resiliency of our installations, training and test areas, and Military Host Communities, including North Carolina's enabling multi-use corridors that support

its unique military missions of no-notice deployability; resume local civilian operations post-disaster and sustain the ability to deploy and employ the military forces without impacts from infrastructure degradation (e.g., strengthen natural disaster response, create redundancy and prepare for new challenges including sea level rise; improve inter-intra state rail, roads, and airports).

4. Infrastructure and Services

Coordinate and assist with facility infrastructure issues affecting military installations and missions in support of mutually beneficial partnerships with the state and local communities. (i.e., Intergovernmental Support Agreements).

5. New Missions, Cyber and Technological Development –

Explore and advance initiatives that modernize and drive technology to protect and maintain a competitive advantage for our military while attracting new missions and commands.



2020 IMPLEMENTATION RECOMMENDATIONS:

1. Coordinate

Coordinate with Department of Commerce to track all activities related to tall structures and wind energy development. Make recommendations regarding any project/permit request for a project that could impact a military related training or testing area.

2. Develop

Develop a brief which explains the aviation training requirements within NC and displays the airspace requirements needed to meet the military mission.

3. Review

Review and provide input into Sentinel Landscape operational and strategic plans.

4. Support

Support the installations' management of their training areas and seek opportunities for uses that would enhance value without out degrading the military mission.

5. Coordinate

Coordinate with the North Carolina Commanders Council (NCCC) to identify potential new military missions or other opportunities.

6. Advocate

Advocate for new military missions with the NC federal delegation.

7. Develop

Develop in coordination with the NCCC and the host communities, a successes and best practices spreadsheet to share ongoing Intergovernmental Support Agreements (IGSA).

2

Economic Development - Military & Defense Industry

Strategic Goal: Increase the economic viability and impact of the military and defense industry in North Carolina.

Responsibility: Economic Development Committee

2020 PRIORITIES

1. Defense Industry Growth

Recruit, cultivate, capture, and expand Defense & Homeland Security related economic development (e.g. manufacturing, logistics and supply chain support for military and aviation equipment) with a focus toward the Military Host Communities.

warriors in partnership with NC4ME; and attract/retain military retirees – evaluating the impact of state income tax elimination for military retirees).

2. Workforce Development

Retain, train and integrate transitioning military members, veterans, Guard and Reserve, spouses and military dependents into the North Carolina workforce (i.e., emphasize transition education, ease of licensure and certifications; ensure job opportunity pipeline for transitioning

3. Economic, Technological and Higher Education Partnership Expansion

Understand and advocate for our defense and homeland security industrial base while promoting new avenues for expanding our military missions; leverage our state’s quality higher education, trade curriculum initiatives and partnerships aligned with the military defense industry.



2020 IMPLEMENTATION RECOMMENDATIONS:

1. Defense Industry Growth:

- a.** Resource a Regional Defense Industry Review/Study to identify areas of existing defense industry opportunities and concerns and best potential growth. Focus on communities surrounding military installations.
- b.** Resource Transitioning Military Talent Study to identify “current” transitioning military attributes, talents, skills, and preferences. Use to connect military talent (Gen Z) to employers/keep workforce in NC. i.e., survey of transitioning Veterans at NC military installations by local academic institution(s).
- c.** Capitalize on recent Cluster Study to focus future efforts: Develop initiatives to increase Research & Development (R&D), strengthen business development/networking opportunities and advertise in and out of NC in the six market areas identified in the recent Cluster Study as strengths in NC.

2. Work Force Development:

- a.** Career-Focused Hiring Events: Review nation-wide best practices in connecting Veterans workforce to employers. Resource NC4ME, North Carolina Military Business Center (NCMBC), Defense Alliance of North Carolina (DANC), NC Vetbiz and other organizations to better promote military workforce talent through interview-focused military hiring events that connect the military workforce employers North Carolina.

- b.** Bragg Fayetteville Transition Center: Research Georgia Vector Center and other transition centers (Florida, Tennessee, etc.) to identify best practices, concepts, federal funding and opportunities for a NC Military Transition Center.

- c.** NC State Tax Exemption for Military Retirees: Take all steps necessary to ensure passage of NC State legislation to grant a state tax exemption for all military retiree pay.

3. Economic, Technology and Higher Education Partnership Expansion:

- a.** Promote a Public/Private Unmanned Aircraft System (UAS) Partnership with military bases, nearby academic institutions and chambers of commerce, etc., and the UAS Industry. Sponsor a regional conference and expand UAS opportunities.

- b.** Micro Zones: Research, Plan, Promote developing regional government, technology and entrepreneurial micro zones modeled after the Texas model. To promote economic growth.

- c.** Develop a Systems Applications and Products in Data Processing (SAP) Training Partnership with military bases, academic institutions and industry partnerships consisting of SAP training and certification. Fayetteville State Univ. recently established one of the few SAP Training Labs on the East Coast.

3

Quality of Life

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

Responsibility: Quality of Life Committee

2020 PRIORITIES

1. K-12 Education

Advocate, promote and coordinate with the Department of Public Instruction (DPI) to develop initiatives that improve state and local support for military children (e.g., military liaison officers and state military child coordinators, Military Interstate Children's Compact Commission (MIC3), Purple Star Program, special needs programs, early/distant school registration, etc.); proactively encourage and support state efforts to enhance technology and publicly available Internet connectivity in and around military installations (e.g., Last Mile).

2. Adequate Housing

Promote and ensure adequate and affordable housing both on and off base.

3. Spousal, Dependent, Servicemember Opportunities and Challenges

Create and enhance meaningful employment and advancement for military spouses and dependents (e.g., ease and transferability of licensure and certifications, in-state tuition,

transition education, etc.); drive recognition of military experience via awarding academic credits for higher education; augment installation capabilities to support "forced single parent" initiatives.

4. Resiliency

Promote and enhance resiliency programs for military servicemembers, their dependents and families (e.g., art programs, etc.); research and coordinate services and availability of care facilities for military children in crisis experiencing behavioral and psychological problems (e.g., Dorothea Dix and Betsy Johnson Behavioral Unit).

5. Transitioning Support

Encourage the North Carolina Commander's Council (NCCC) to address the need for peak transition impact and moving support (e.g., explore availability of approved/validated moving companies to assist prior to relocation).

2020 IMPLEMENTATION RECOMMENDATIONS:

1. Promote

Promote Purple Star Award for military friendly K-12 school recognition program.

2. Support

Support and leverage remote early/distant school registration to address delayed or phase Permanent Change of Station (PCS) transition during 2020.

3. Revitalize

Revitalize Military Interstate Children's Compact Commission (MIC3) and create/support other programs and initiatives to address K-12 military child initiatives and concerns.

4. Advocate

Advocate for K-12 military child programs and educational initiatives, access, and technology statewide, especially to address COVID-19 issues.

5. Advance

Advance legislation to create additional military liaison officers and Department of Public Instruction (DPI) coordinator position.

6. Address

Address affordable and adequate housing needs on and off installations by seeking input from installation commanders and agencies and support remedies.

7. Work

Work to assure academic credits for military training and experience at higher education institutions and certifying boards for military and spouses through continued monitoring, engagement, and reporting from NC universities and community colleges.

8. Engage

Engage Non-governmental Organizations (NGOs) and Installation Commands to provide resiliency programs to address mental health and behavioral needs of our military service members and families.

9. Support

Support PCS transition and unique quality of life issues raised by DPI and the NCCC anticipated due to COVID-19 measures.

4

Legislative & State Agency Coordination

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

Responsibility: Legislative Affairs Committee

2020 PRIORITIES

1. Preservation

Assist agencies & installations with efforts to cultivate, preserve and expand compatible resource use and prevent encroachment near military installations and testing and training ranges while supporting economic viability; leverage local governmental relationships to avoid noncompatibility through zoning, easement processes, etc.

Transportation, Commerce, Veteran Affairs and Agriculture as well as with other involved governmental agencies (NCCC, NC Military Foundation, NC Military Business Center, NC Defense Business Alliance, etc.); support our military installations and missions by ensuring that their concerns, issues and opportunities are represented/addressed by the North Carolina General Assembly.

2. National Guard

Support North Carolina National Guard legislative initiatives and requests for state assistance and funds; leverage federal funds and programs to support National Guard and disaster recovery missions as related to the priorities of the NCMAC.

4. Partnerships

Identify, support, and grow (in breadth and depth) military-community partnerships and other mutually beneficial partnerships and shared-service opportunities that support the efficiency, development and sustainment of our installations and missions (e.g., P3P4).

3. Coordination

Further NCMAC priorities through relationships with the Department of Military and Veteran Affairs and the Departments of Defense,

5. State & Federal Focus

Advance NCMAC priorities by engaging on proposed Federal and State Legislation.



2020 IMPLEMENTATION RECOMMENDATIONS:

1. Advocate

Advocate for re-introduction and passage of Senate Bill 706 and House companion bill addressing Education Changes for Military-Connected Students.

2. Advocate

Advocate for re-introduction and passage of Senate Bill 188 and House companion bill addressing Military State Income Tax Relief.

3. Support

Support and promote expansion of Association of Defense Communities (ADC) initiated grant programs that foster base and community partnerships.

4. Advocate

Advocate for stronger defense business input state legislative and Executive governance decision-making. Support the survey of their challenges as well as opportunities in need of support.

5. Assist

Assist Base Sustainability Committee in development and delivery of a military mission footprint primer for delivery to the North Carolina General Assembly as well as Cabinet level officers.

Strategic Communications and Advocacy

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

Responsibility: Legislative Affairs Committee

2020 PRIORITIES

1. Strategic Communications Plan

Review, refine and implement strategic communications plan previously created on behalf of NCMAC to affect/advance its priorities and efforts.

2. Committee Coordination

Ensure committee synchronization and implementation of strategic communication initiatives in support of NCMAC goals.

3. Regional Benefits

Promote and advance North Carolina's unique regional features and benefits (e.g., cost of living, geographic appeal) along with our commitment to being "the most military friendly state."

4. Education

Educate the general public and stakeholders on NCMAC mission and activities (including the orientation of new Commission members and the creation/publishing of "terms of reference"); utilize existing communications sources to further educate stakeholders and the public.

5. Overarching Organizations

Non-Governmental Organizations (NGOs) – Actively communicate with overarching NGOs to align support for NCMAC priorities.



2020 IMPLEMENTATION RECOMMENDATIONS:

1. Strategic Communications Committee submit recommendations to NCMAC, for approval, of communications objectives.

2. Strategic Communications Committee delineate and prioritize specific messages, audiences and if possible, potential mediums that can advance North Carolina's economic interests for approval by the greater NCMAC. First priority is NC Citizens. Educate citizens on the value of the major Military installations to North Carolina. Goal is to gain their broad support of the NCMAC installation sustainability initiatives.
3. Strategic Communications Committee prepare a Request for Information for widest promulgation to the corporate communication industries to solicit specific information and proposals. Since NCMAC does not contain resident expertise in this particular industrial sector (Communications/Marketing/Public Relations, etc.), the Military Affairs Commission needs to educate itself on the options - FIRST.

GENERAL ASSEMBLY OF NORTH CAROLINA SESSION 2017

SESSION LAW 2017-64

SENATE BILL 63

AN ACT to require the military affairs commission to adopt a comprehensive strategic plan to enhance North Carolina military installations and their missions.

The General Assembly of North Carolina enacts:

SECTION 1. Article 14 of Chapter 143B of the General Statutes is amended by adding a new section to read:

“§ 143B-1310.1. Strategic plan.

(a) Strategic Plan. – The Military Affairs Commission shall adopt a comprehensive strategic plan to enhance North Carolina military installations and their missions. The strategic plan shall include specific objectives related to the following topics:

- (1) Supporting and enhancing existing military installations and missions.
- (2) Attracting new military assets and missions to North Carolina.
- (3) Expanding military-related economic development in North Carolina.
- (4) Improving the quality of life for military members and their families, military retirees, and veterans.
- (5) Advocating military-related issues to the General Assembly, the United States Congress, and State and federal agencies.
- (6) Any other topic related to enhancing North Carolina military installations and their missions.

(b) Update, Review, and Report. – The Commission shall update this plan every four years. The Commission shall annually review the State’s performance based on this plan and shall annually report the results of its review to the Joint Legislative Oversight Committee on General Government.”

SECTION 2. The Military Affairs Commission’s February 2016 “Strategic Plan for Supporting and Enhancing North Carolina Military Missions and Installations” satisfies the requirements of G.S. 143B-1310.1(a). The Military Affairs Commission shall complete its first annual review and its first annual report to the Joint Legislative Oversight Committee on General Government by November 1, 2017. The Military Affairs Commission shall complete its first update of the strategic plan by November 1, 2020.

SECTION 3. This act is effective when it becomes law.

In the General Assembly read three times and ratified this the 19th day of June, 2017.

s/ Philip E. Berger

President Pro Tempore of the Senate

s/ Tim Moore

Speaker of the House of Representatives

s/ Roy Cooper

Governor

Approved 6:10 p.m. this 28th day of June, 2017



Acknowledgements

The North Carolina Military Commission (NCMAC) recognizes this report could not have been completed without the assistance of many organizations and key individuals. We extend our gratitude to the numerous installation leaders who volunteered their time to answer our questions and provide additional insight. We thank all State and local officials who gave of their time and talents. Finally, we would like to thank the community and regional groups that provide their respective installations and commitment.

Our experience validated the proud tradition of State and local cooperation, civilian and military partnership, the State of North Carolina historically enjoys. The NCMAC is grateful to have had this opportunity to identify, review and recommend actions the State could take in support of military installations and activities; Servicemembers, families, and veterans; and, surrounding localities in efforts to sustain and improve military installations, enhance missions and improve quality of life.



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