

P1 Energy Savings Performance Contract (ESPC)



BEST PRACTICE: These contracts allow for both the replacement of high cost, low return-on-investment (ROI) equipment as well as modernizing low-cost high ROI equipment.

ESPC replaced lower cost thermostats and replaced older lighting with LED lights that had a higher ROI. Allowed for replacement of several chillers and HVAC systems with lower ROI Energy Control Measures (ECM) implemented:

- **ECM 3.01 BAS Upgrades: (15 facilities) Energy savings generated by integration, optimization, and retro-commissioning of the Building Automation System (BAS)**
- **ECM 2.01.B Dorm HVAC Replacements: replacing existing chilled water and hot water**
- **ECMs 5.01 and 5.02 Interior and Exterior Lighting: adding efficient LED lighting**
- **ECM 2.01A B3610 Chiller Plant Upgrades: replacing low-efficiency and aged equipment**
In Year 1, the project achieved \$521,649 versus a guarantee of \$503,015

ACTION: Utilize ESPCs to replace older equipment while gaining energy savings.

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ACTION: Utilize ESPCs to replace older equipment while gaining energy savings.

BEST PRACTICE: Cut Vegetation away from Overhead Distribution Systems

Keeping trees and vegetation trimmed back away from electrical distribution lines not only reduces the occurrences of limb damage, but also reduces the number of outages caused by squirrels

In 2017, SJAFB increased the right of way for the overhead electrical distribution system to a minimum 15 feet and we saw a significant reduction of power outages

As expected, this not only prevents tree limbs from falling on lines during wind events and winter storms but prohibits squirrels from jumping from tree to line and subsequently damaging insulation, etc. resulting in unscheduled power outages

ACTION: Keep trees and vegetation trimmed back away from electrical distribution lines a minimum of 15-20 feet from centerline.

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BEST PRACTICE: Simplify Equipment for Electrical Distribution Systems

SJAFB engineers systematically and intentionally use the same type of equipment and size conductors when replacing sections of the electrical distribution system

This reduces the amount of shop stock required to be kept on hand to make emergency repairs and replicates industry norms (common stocks) to minimize long lead times associated with current/future supply chain issues

SJAFB executed several projects to upsize medium voltage conductors in a number of circuits to prevent damage from storms or other failures and allow for isolation and back-feed options to select circuits

Additional capacity allows for a continued power supply to mission critical facilities

In conjunction with the conductor upgrade, the main feed breakers were modernized and upgraded to handle the additional loads to these circuits

ACTION: Build Electrical Distribution Systems around like equipment and conductors.

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P1 Energy Compatibility with Military Operations



BEST PRACTICE: Ensure mission compatibility is considered in renewable energy siting decisions

The Clearinghouse works with states and industry through project analysis, research and development and legislative recommendations.

Oklahoma, Alabama and Indiana have enacted permitting rules that seek DoD mission compatibility reviews for wind turbines.

- Encourages early engagement and impact mitigation strategies
- Allows States to make better-informed siting decisions

Discussion will include solutions that are underway in other states.

ACTION: DoD, NC and the energy industry should take advantage of the Clearinghouse process to identify and avoid impacts to military readiness and to support compatible development.

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BEST PRACTICE: MOTSU utilizes the solar farm as a contingency back-up and part of its micro-grid capability-resiliency efforts.

The future plans for the MOTSU solar farm are to expand the battery capacity as there is room another rack available in the building. Also, there are 12 acres of land cleared and available for additional PV panels for future expansion.

A microgrid enhancement project is programmed as this will enhance MOTSU's energy resilience. This will utilize existing building generators on the installation and tie them into the electrical grid.

ACTION: Consider Feasibility of Solar Farms

P1 Black Start Exercise - BSE (Power Outage Exercise)



BEST PRACTICE: Conduct actual or virtual black start exercises to test resiliency.

A black start exercise is an exercise to determine how a critical operation functions without certain utilities.

Conduct a black start exercise annually to determine its effect on critical operations and how/if they can function without certain utilities.

ACTION: Plan and Conduct black start exercises, which may lead to utility dialogues with local providers.

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P1 Camp Mackall Floating Solar Array



BEST PRACTICE: Utility Energy Service Contract

A Utility Energy Service Contract (UESC) can be developed to provide both utility savings and resiliency for a federal agency.

Camp Mackall is subject to frequent power outages due to its location and single electrical feeder.

Two years into the development of a UESC, Fort Bragg was introduced to the innovative concept of floating solar through an energy conference.

ACTION: Develop UESCs for improved installation resiliency

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BEST PRACTICE: Using Oil Analysis to Determine Engine Oil Life

Seymour Johnson Power Production Shop selected to be 1 of 3 bases to participate in Oil Analysis program; AFCEC continues to fund in push to standardize across the USAF

Power Production Shop established a robust oil analysis program for stationary internal combustion engines operating at the installation (e.g., emergency generators)

Program allows semi-annual engine oil testing, which is analyzed for differing factors

If analysis results within specifications, then no action is required until the next testing

If oil analysis is outside of specifications, engine oil changed withing 2 business days

Program enables installation to extend engine oil from 12 to 24 months

ACTION: Extend Engine Oil Life from 12 to 24 months

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P1 Energy Audits



BEST PRACTICE: Conduct regular energy audits of footprint to identify most compelling areas for future energy projects as well as operational changes for every savings

Complete focused energy audits bi-annually to identify projects for future improvements

Collect audit data to support projects with an energy payback and resilience improvements

At the operational level, conduct energy audits at the technician level seasonably

Recent success focusing on central steam plant and central air compressor plant systems

Energy audits and subsequent request secured \$4.6M in additional funds, primarily for energy reduction through lighting conversion projects

Central steam plant investigation and repairs last winter corrected multiple system issues to save a combined \$1,200 per day during operation of the steam plant

ACTION: Plan and conduct regular energy audits

P1 Partnership-Focused Resilience Planning



BEST PRACTICE: Identify & Understand partners and collaborate to holistically strategize ways to achieve mutually beneficial energy, water, and climate resilience objectives

Example: Defense Community Infrastructure Pilot Program enables community – grant program for resilience programs for community and military installation

The Army Office of Energy Initiatives researches utility power generation and diversification needs and Army Installation energy resilience requirements and works to develop appropriate real estate agreements and power acquisition contracts to accomplish Installation Energy Resilience, and grid enhancement, and ideally facilitate the creation of new carbon-free energy sources.

ACTION: Understand partner capabilities and needs: local communities; supporting utilities; industry; state/county executives, legislators, and agencies; federal representatives
Research funding and grant options and legal authorities.

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Ms. Lindsay Steves, Energy & Sustainability Analyst, lindsay.m.steves.ctr@army.mil,
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BEST PRACTICE: Workshop identified partnership interests and mutually beneficial opportunities w/in Wayne & Johnston Counties to increase riverine (Neuse River) flooding resilience for SJAFB.

Air Force Civil Engineer Center (AFCEC) facilitated a Flood Resilience Workshop

Participants included internal and external stakeholders (e.g., local, regional, state, or federal entities including regulatory and conservation organizations)

Workshop identified tools such as green/natural infrastructure projects and partnership opportunities with participating stakeholders in order to increase SJAFB's resilience

Opportunities key to SJ's Readiness and Environmental Protection Integration (REPI) program

ACTION: Share practices and ideas for partnering opportunities such as hydrological studies, community-science efforts, natural infrastructure projects

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P1 Dare County Range (DCR) Hydrology Management



BEST PRACTICE: DCR implemented water management strategy to facilitate controlled drainage and water retention to maximize fire prevention, improve firefighting readiness, and restore a water regime that more closely resembles historic drainage conditions to benefit habitat preservation for local wildlife

Prior to Air Force ownership DCR property, had an extensive systems of roads, canals
Natural drainage alteration allowed saltwater intrusion and changed groundwater levels
Years of fire suppression led to increased fuel loading for wildfires

2011, Pains Bay fire burned more than 45,000 DCR acres with significant negative impacts

USAF and U.S. Navy implemented a plan to take advantage of existing canals and ditches

Efficient water storage in advance of anticipated fires, supply firefighting water during fires

Properly functioning ecosystem reduces the risk of catastrophic wildfire escaping

ACTION: Identify opportunities that benefit the mission and the environment

Robert Montgomery, Natural Resources Manager, Dare County Range

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P1 Flooding of Airfield Sequence Flashing Lights



BEST PRACTICE: Preventing Water Damage to Sequence Flashing Lights Allowing for Quick Return to Flying Operations (post storm event)

SJAFB runway, approach lights installed across the Neuse River are prone to flooding. The Sequence Flashing lights flood at a river level of 23 feet. (3 times in the last 7 years)

With river flooding at 18 feet, SJAFB monitors the National Weather Service website, [NOAA - National Weather Service - Water](#), for their forecasted crests to determine if actions need to be taken. Removing cards from the fixtures saves an estimated \$84K in potential damage

Prior to Hurricane Matthew, conduits providing power to the various pilons across the river was exposed at the bottom of the river. Hurricane damage and flooding debris damaged the conduit, disrupting power to the Sequence Flasher Lights (pilon to pilon)

For added resiliency, lights and equipment were raised on each pilon and new conduit was bored under the river to allow for protected power and airfield lighting control

ACTION: Elevate Sequence Flashing Lights/Equipment and Remove Sensitive Electronic Items Prior to Flood Waters Reaching Sequence Flashing Lights

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P1 Correcting Past Floodplain Development



BEST PRACTICE: Seek opportunities to remove or modify mission-essential facilities located in floodplains. Flood-compliant facilities reduce risk to the mission by reducing or eliminating flood-related impacts to operations and costly water damage repairs

Executive Order 11988, *Floodplain Management*, directs federal agencies to reduce flood losses and losses to the environmental values served by floodplains.

SJAFB seeks opportunities to remove facilities from the floodplain or replace non-compliant facilities with flood-compliant facilities through attrition.

Combat Arms Training and Maintenance (CATM) facility (i.e., small arms range) at SJAFB constructed in 1976 in the floodplain of the Neuse River.

Relocating CATM allows demolition of three floodplain facilities, totaling 15,200 square feet

ACTION: Identify structures to remove from the floodplain and, for facilities that must remain in the floodplain, replace non-compliant structures with compliant structures over time.

P2 Intergovernmental Cooperative Agreements



BEST PRACTICE: Inter Governmental Service Agreement (IGSA) MCB Camp Lejeune/Onslow County Heavy Equipment Maintenance and Repair

Commanders have discretion in providing installation services

Historically, services have been provided by government civilians, or uniformed personnel

Examples include Memorandums of Agreements/Understanding/Mutual Aid and IGSA

Congress, allows installations to enter partnership agreements directly, as a sole source, with local and state government organizations and agencies to provide services

IGSAs and agreements, can meet unique needs of installations and local governments

Examples of criterion used when determining the usefulness of an IGSA:

Wage grades normally paid at the State and local government level

Services by a State or local government already provides these services for their own use

Either party (base or government entity) can end the agreement at any time

ACTION: Engage and foster partnership agreements that are beneficial to both the installation and the local municipalities.

P2 Public-Public Partnerships



BEST PRACTICE: There are various types of agreements, including IGSA's, that can support the spirit of a 'public-public' partnership.

NCDOT and NC Global TransPark Authority utilize various types of agreements to support military installations including:

- Intergovernmental Support Agreements
- Leases
- Joint Use Agreements

NC Global TransPark's geographic location and 11,500ft runway make it uniquely situated to support military air operations and training.

NCGTP does this both through direct agreements with the military and also through agreements with other governmental and private entities that support the military.

ACTION: Gain a full understanding of the needs to be met so that the parties can determine what type of agreement will best meet those needs.

BEST PRACTICE: Partnership in providing road repair and maintenance

Fort Bragg entered into a mutual Intergovernmental Service Agreement with NC Dept of Transportation (NC DOT) to provide advanced road repair and maintenance for the Fort Bragg installation.

This agreement brings high value for NC DOT for sustained revenue on road projects and cost savings to Fort Bragg as the cost of road repair was reduced by 40% compared to in-house Fort Bragg assets.

This has a targeted savings to Fort Bragg of \$71 million and potential revenue to NC DOT of \$118 million over the life of the agreement.

ACTION: Engage with valuable off-post partners in a Public-Public Partnership agreement to bring value to both parties and enhance installation and unit readiness

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BEST PRACTICE: Provide base commanders and stakeholders with a more complete picture of educational opportunities experienced by military-connected students than is provided on the basing decision scorecard created by each service branch.

Current NDAA requires each branch of the service to provide score cards to evaluate the quality of life surrounding all installations.

ACTION: Create a state-level brochure and one-pagers for each installation to highlight the educational experience of military-connected students in the school district where the installation is located.

Kirk Warner, Chair NCMAC Quality of Life Committee, kwarner@smithlaw.com

P3 North Carolina Purple Star Award Designation



BEST PRACTICE: NC Schools achieve Purple Star Status

The Purple Star Award Designation is independent to each state
Purple Star is awarded to schools demonstrating military-friendly practices
Goal is for all states to be Purple Star States, military-friendly PK-12 institutions
The Military Interstate Compact is an essential component of Purple Star
North Carolina has large population of active duty, guard, reserve, Veterans
North Carolina began in 2019, the award designation has grown annually
More than 300 schools across the state are Purple Star schools
This designation means a great deal to families (interstate compact)

ACTION: NCDPI's goal is to increase the number of military-friendly K-12 schools across the state. We strive to Paint NC Purple by 2024.

**Dr. Angie Mullennix, Director of Innovative Practices and Programs /
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P3 Environment of Care



BEST PRACTICE: Providing an environment of care adds to the value of treatment in providing a therapeutic milieu that is safe, comfortable, and allows for appropriate treatment.

Pictures of the environment of care backed by discussion of how the furnishings, open spaces, anti-ligature environment, and constant vigilance aid patients

ACTION: Discussion of the unit itself and how the milieu is appropriate. To include pictures of the unit.

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P3 Dorothea Dix Care (DDC) Unit for Adolescents



BEST PRACTICE: Providing an environment of care adds to the value of treatment in providing a therapeutic milieu that is safe, comfortable, and allows appropriate treatment.

Cape Fear Valley Medical Center (CFVMC) operates Dorothea Dix Care Unit for Adolescents

A newly constructed state of the art 16-bed inpatient psychiatric facility for ages 13-17

Facility designed to provide help during periods of acutely exacerbated psychiatric illness

During short-term stay, youth participate in individual, group, and/or family counseling

Focus on evidence based adaptive skill building as foundation for community reintegration

An individualized treatment plan is developed with the youth and their family

Address and problem-solve around the issue(s) that may have contributed to the crisis

A secondary goal is to assist the youth and/or their families with accessing support services

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BEST PRACTICE: Lejeune-New River Child & Youth Program COVID Operations – Minimizing the Risk through Teamwork and collaboration. Establish partnerships and strategies to minimize the risk of exposure to COVID and maximize for health protection in CYP facilities. Collaborations with DODEA enforced consistency in messaging and practices Youth Programs that provide before and after school care. Partnerships allowed maintaining operations throughout the pandemic.

Identify your village; delegate your responsibilities; focus on areas in your control

Establish local medical treatment facility (MTF) POC's before the crisis

Daily trusted source review; consider recommendations and guidance updates frequently

Manage expectations with staff and employees - Maintain consistent flow of information

Focus on well-being/mental health, understanding that people are genuinely worried/afraid

ACTION:

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P3 Off-Base Childcare for Active Duty Military



BEST PRACTICE: Military Child Care in Your Neighborhood-Plus (MCCYN) program

MCCYN-Plus Program allows families to receive quality care in locations where nationally accredited care is not available

Seymour Johnson, has 3 accredited facilities, MCCYN-Plus would allow an additional 30

The program pays subsidies directly to qualified facilities to offset childcare costs

Military families pay the facility in accordance with their installation fee rate based on total family income. The remaining cost is then subsidized by the DoD.

MCCYN started in Oct 2021 as a two-year pilot in five regions. DoD officials are in discussions to add California, North Carolina, and additional Florida counties.

ACTION: Engage DoD leadership to bring the program to North Carolina

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Ms. Kaci Harrison, kaci.harrison@us.af.mil, (919) 722-5331**

P3 Licensing Off-Base Child Care Homes



BEST PRACTICE: Licensing homes off-base to provide flexible care

Licensing off-base homes: decrease workload of state licensing office, expedite licensing of homes in proximity to installations, more stringent certification (state vs. DoD)

Homes equipped by installations, increase options of nights/weekend/shift care to meet the mission, increase employment options for local community, and incentive pay for homes licensed by military installations

States with established legislation appointing military installation authority to license off-base homes: Alaska and Oklahoma

ACTION: Establish legislation appointing military installations authority to license off-base homes to provide child-care.

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P3 Public School Located On Seymour Johnson AFB



BEST PRACTICE: Use under-utilized DoD military installation space for Public School under a shared-use lease agreement; (21 months from MOU to School).

Wayne School of Technical Arts (WSTA) on base, leased SJAFB facility
Wayne County Public Schools (WCPS), SJAFB, Board of Education, County
Non-traditional school with Advanced Placement and a standard curriculum
Demographics - 50% military / 50% Wayne County; Application/lottery process
School opened in 2022 with 150 students will grow to ~420 students (6-12 grade)
Located in former Airman Education Center; Dual use facility
Shared use classrooms utilized by WCPS (day) and SJAFB populace (evening)
Established under 10 US Code 2667(k), Leases For Education

ACTION: Partner with local public-school districts to improve education outcomes

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P3 Extend Temporary Lodging Entitlement (TLE)



BEST PRACTICE: Extend TLE funding to offset the availability of permanent housing in the Military Housing Area (MHA)

COVID slowed construction and increased housing demands

Installations have limited responses.

Base communicated with local leaders on planned housing projects

Planned projects site surveyed; projected to provide 1000 plus new units

SJAFB received authorization to extend TLE from 10 to 60 days

TLE extension provided a buffer in anticipation of some relief

First set of units projected completion November 2022

ACTION: Seek housing solutions to avert future housing shortfalls.

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Mr. Haywood T. Smith Sr., haywood.smith.2@us.af.mil, 919-722-0594

P3 Housing Inspections

BEST PRACTICE: Inspecting housing before installation referrals provides invaluable information on all available housing options to include on-base privatized and local community housing.

Military Housing Office (MHO) inspects housing at change of occupancy
MHO also reviews all health and life safety maintenance corrective actions
Local community housing inspections require basic validation of adequacy
SJAFB housing inspections, has 89% pass rate, before listing on Homes.mil
Resulting in zero negative feedback about units rented from this website
Crime searches are performed for every local community property listed
Adequate community housing required...Quality rental property is the standard!

ACTION: Inspect off-base housing before granting installation housing referral

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BEST PRACTICE:

- 1- Align with like-minded stakeholders to leverage regional resources**
- 2- Build awareness inside and out—on base and off—in region and out**
- 3- Educate stakeholders; educate audience—they become the community/military believers**
- 4- Mobilize the believers by giving them opportunities to take action**
- 5- Project a clear goal or three**
- 6- Community advocates are community members**
- 6- Respect and support the military's policy goals—top to bottom**

Coalition building makes communities more integrated and connected to the military installation by drawing in more diversified stakeholder groups. Geographic, occupation, veterans, non-veterans, and elected leaders must create a diversified approach to supporting an installation.

ACTION: Build coalitions that are mutually supportive and bring a wide range of views and motivators. Build relationships with the installation leadership and elected officials in Raleigh, the Pentagon, and on Capitol Hill. Implement a three phase plan: this year, next, and further out. Revise and adjust regularly.

- 1. New community-installation partnerships: Naval TechBridge**
- 2. Successfully advocated for expanded projects for Hurricane Florence funds. \$120 million was secured for new fitness center and Slocum gate entrance construction projects.**
- 3. Added new military construction projects are MCAS Cherry Point to support the new F-35 squadrons, including hangars, support facilities, and a new air traffic control tower.**
- 4. Advocated for responsible regulation of industrial wind turbine developments in locations that would not interfere with Marine Aviation training.**
- 5. Briefed NC Congressional and General Assembly delegations about Marine Aviation, MCAS Cherry Point, and FRC East.**
- 6. Supported NC Military Affairs Commission, local government boards, and other non-profits in their support for MCAS Cherry Point and FRC East.**
- 7. Monitored and prepared for Marine Corps transformation and possibly changes in aviation squadron size and overall Marine Corps size reductions.**

P4 Re-establishing Installation-Community Advocacy



BEST PRACTICE: Using Installation and Community issue (Installation Renaming) to energize and reform relationships atrophied by COVID-19 impacts

During COVID-19, the connective tissue of installation to community relationships dependent on in-person contact, sustained command engagement, and community involvement were atrophied or faded away due to COVID-19 restrictions.

The Congressionally mandated renaming effort at Fort Bragg forced rapid rehydration of relationships, new commitments by installation and community leaders, and facilitated exceptional advocacy from the community for the installation and vice versa.

This is a vignette of how to use specific issues to generate and sustain mutual advocacy post COVID-19.

ACTION: Energize and strengthen Installation and Community Advocacy at a local, regional and state level post COVID-19 restrictions to a stronger and more integrated relationship that recognizes and values mutual dependency for quality of life and readiness issues.

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BEST PRACTICE: Grant Programs Available from the Office of Local Defense Community Cooperation (OLDCC)

The Office of Local Defense Community Cooperation provides technical assistance and grant funding to state and local governments or other eligible community organizations to help them support the military mission, while also enabling civilian responses to local impacts. Project managers from the Office of Local Defense Community Cooperation serve as a go-to resource by providing guidance throughout the entire process, from fielding initial inquiries to helping communities identify, apply for, and manage relevant technical assistance and/or grant funding. The programs vary in the focus of support, whether for the defense industrial base, installations and military operations, or specific localized needs. Communities may apply for grants from these programs using the respective issued guidance and are encouraged to work closely with the Office of Local Defense Community Cooperation staff.

ACTION:

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703-589-6679

BEST PRACTICE: Grant Programs Available from the Office of Local Defense Community Cooperation (OLDCC)

- A. Defense Community Infrastructure Pilot Program: Supports off-installation infrastructure projects to boost military value, installation resilience, and/or military family quality of life of a local installation.**
- B. Defense Manufacturing Community Support Program: Supports long-term community investments to strengthen national security innovation and expand the capabilities of the local defense industrial ecosystem.**
- C. Economic Diversification: Understand defense community dependencies; plan and carry out strategies to lessen future vulnerabilities and promote modernization.**
- D. Installation Resilience (including Compatible Use): Improve military installation resilience to mitigate impacts from climate vulnerabilities and other threats. Alleviate and prevent incompatible development likely to impair the continued operations of a Department of Defense installation, range, or military training route.**

ACTION:

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BEST PRACTICE: Grant Programs Available from the Office of Local Defense Community Cooperation (OLDCC)

E. Community Noise Mitigation Program: Program in development for fixed wing aircraft on active, guard, reserve, and installations with new platforms.

F. Public Schools on Military Installations: Supports Local Education Agencies to respond to conditions and capacity deficiencies at public schools on military bases. (Specified locations)

G. Medical Facility Access Roads, Pacific Readiness, Growth, and Realignment Programs: These programs are designated for specific localized needs or require a trigger for applicability such as a basing action.

ACTION: Review program information and examples on <https://oldcc.gov/> and contact posted Program Activity Leads to discuss project concepts or request additional information.

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ACTION:

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P4 Defense Community Infrastructure Pilot Program



BEST PRACTICE: **The Defense Community Infrastructure Pilot Program (DCIP)** provides Office of Local Defense Community Cooperation (OLDCC) grant issue authority designed to address deficiencies in community infrastructure, supportive of a military installation, to enhance military value, installation resilience, and military family quality of life.

- A. Program responds to an annual appropriation of funding...anticipates FY2023 allocation.**
- B. OLDCC will issue a notice of funding opportunity if program funding becomes available**
- C. Potential applicants should consider budget timelines in their proposal, application DCIP eligibility and restrictions available on <https://oldcc.gov/>**
- D. Proposed project must be off-installation and “construction ready” with documentation for local or partner funds availability, planning including National Environmental Policy Act, and permitting. DCIP requires a 30% local cost share for non-rural areas.**
- E. To qualify as rural, population must be less than 100,000. DCIP may supplement but not replace other standard federal funding and may not serve as local match for federal funding**
- F. use the email sign up feature to receive program notices and updates. Past cycle guidance and frequently asked questions may be helpful to begin preparation early.**

ACTION: Review program information and examples on <https://oldcc.gov/> and contact posted Program Activity Lead to discuss project concepts or request additional information.

P4 Advocacy through Community Partners



BEST PRACTICE: Intentionally Facilitate Community Engagement & Partnership

Consider issues that are most important to installation leadership, service members and families—be it education, spousal licensure/employment, childcare, housing, etc.

Provide a platform for discussion across stakeholder groups.

Look for innovative options.

Be intentional.

ACTION: Form long-term relationships with community stakeholders to facilitate the flow of ideas that lead to innovation. The engagement of community groups may lead to formal agreements, such as memoranda of understanding, that drive desired outcomes.

Jamie Livengood (WCPS Student & Family Support Coordinator); Chair, Wayne Chamber Military Affairs Committee, jamielivengood@wcps.org

BEST PRACTICE: Establish systems, communicate effectively, engage decisively, train collectively, and follow up relentlessly (one-on-one) with high performing staff.... never stop

- A. Establish*** effective tools, platforms, resources and teams – people, the critical resource
- B. Leverage*** media to communicate the opportunity and resources – to multiple audiences
- C. Engage*** business clients decisively – to take the first steps
- D. Reinforce*** engagement with training, networking and connecting events
- E. Follow up*** relentlessly (one-on-one) with high performing staff to fully engage, mentor and coach clients to successful outcomes....and never stop

In 2004, the General Assembly created the NC Military Business Center to expand the defense economy in North Carolina, principally through existing industry. With no roadmap to follow – as the only statewide military business center in the country - the NCMBC: Established clear goals and metrics; Created and consistently improved platforms, resources, training and systems; Tirelessly communicated government contracting opportunity and successes; Engaged businesses in the market; and, most importantly, Recruited, retained and engaged a high performing staff – people – who relentlessly engage, coach, team and support business clients to successful outcomes & contracts.

Scott Dorney, scott@ncmbc.us, 910-678-0190

BEST PRACTICE: Through education, outreach, networking and liaison, DEFTECH enables elements of the NC innovation ecosystem to address complex national security problems.

DEFTECH focuses on Technology Transition which is the process by which technology deemed to be of significant use to the operational military community is transitioned from a science and technology or a commercial off-the-shelf (COTS) innovation into a funded prototype, tested by the Department of Defense and then added as a modification to an existing program of record.

ACTION: Dual-use technology companies should check out and consider joining the DEFTECH network. It is a state funded entity and services are free of charge with no commission.

Dennis Lewis, Dir DEFTECH, lewisd@ncmbc.us, 703-217-3127

BEST PRACTICE: Know your clients – Know the opportunities – Have a ‘75%’ response prepared before the solicitation is released.

A. Know your clients – make sure they know you. Answer Sources Sought Notices with firm info to include capabilities and expertise. Introduce key personnel become known to client

B. Know the opportunities – Learn as much as you can about what the agency will buy and what the schedule and priorities are for the buy

C. Have a ‘75%’ response prepared when the solicitation is released. This ‘75%’ response includes best Past Performance project examples and key in-house and partner firm info

- 1. Nations, militaries, industry, professionals ...spend significant time knowing ‘adversary’**
- 2. Adversary is your competition in a desired federal contract or opportunity**
- 3. Know the opportunity better than your competition and prepare your team to compete**
- 4. Fed agencies hesitant to share solicitation insight, unless shared equally w/ competitors**
- 5. The responsibility of the competitors to be available when the information is shared**
- 6. Each agency has their preferred method of sharing their information**
- 7. East Coast, a widely preferred method of sharing is the annual NCMBC Southeast Region Federal Construction Infrastructure & Environmental Summit held in April, Wilmington, NC**

JOSEPH A. ANGELL II, PE, F.SAME Commander (SCW), CEC, US NAVY (Retired)

Federal Program Manager 919.746.8356 | direct 919.622.7341 | jangell@wileywilson.com

BEST PRACTICE: Regular, recurring, scheduled, and even ad hoc communications are essential between you and your Federal client.

It is essential to have regular, recurring, scheduled, and even ad hoc meetings with your Federal client and/or Contracting Officer representative to establish open communications.

Following the regular, recurring schedule opens the channels for ad hoc communications when they are needed.

Schedule a weekly meeting with your key client and the Contracting Officer Representative

Develop and follow an agenda

Follow-up on action items from these meetings.

Joseph Dodd, Vice President, dodd_joseph@bah.com

BEST PRACTICE: Development of a detailed financial management structure that facilitates regular discussions with your client, including:

- A. Budget comprised of labor, travel and Other Direct Costs (ODCs)**
- B. Accounting structure takes into account fiscal year, option year, specific client Invoicing**
- C. Recurring, schedule financial management briefings with your client to discuss budget execution and forecast (ie, spend plan)**

It is essential to have regular, recurring, scheduled, and even ad hoc financial management meetings with your Federal client and/or Contracting Officer representative

Following the regular, recurring schedule opens the channels for ad hoc communications when they are needed.....as financial irregularities arise

Schedule a monthly financial management review with your client and COR to discuss budget execution, invoicing, challenges, and risks

Develop and follow an agenda ...Follow-up on action items from these meetings

Joseph Dodd, Vice President, dodd_joseph@bah.com)

BEST PRACTICE: It is productive to respond with as many submissions as you can afford.

In 2022, Advanced Materials Manufacturing (AMM) received two major federal fundings plus a matching fund from One North Carolina. One of the major funding came from NSIC (National Security Innovation Capital) where AMM viewed and corresponded with DEFTECH about an announcement from NSIC initiative, for technologies related to AMM's advanced material technology. AMM subsequently formulated and submitted an appropriate response. Through a long process of review, pitch, and extensive evaluation of the AMM submission, the [NSIC awarded AMM \\$1.8 million](#) in non-diluted funding to establish and expand initial manufacturing capability for its composite metal foam technology, which has extensive DoD applicability.

ACTION:

- A. Actively review all federal funding announcements, including circulated by DEFTECH
- B. Contact DEFTECH or NCMBC for advice in responding to Fed/DoD funding opportunities
- C. Respond to federal funding opportunities, as long as the submitted technology is closely related to the government-announced requirement

Afsaneh Rabiei, PhD., afsaneh.rabiei@advancemnm.com, 617-953-4996

BEST PRACTICE: As our community has come to recognize that housing is foundational to outcomes in health, education, economic mobility, etc. Developers working in the affordable housing space have forged partnerships with both public and private sector institutions, intermediaries and corporations that bring much needed resources that DHIC may not have had access to otherwise.

Faith Based Partnerships

Two developments with Presbytery of New Hope (now Brightspire)

Capital Towers 297-unit rehab for seniors

Milner Commons 156-unit new construction on a church campus

ARPA funding from local gov't (demo/asbestos abatement) -outside of typical RFP for housing, but recognizing the linkage between, housing and health

Partnerships with other NPs with connections to bring financial resources

DHIC/Self Help Ventures partnered to respond to City of Durham RFP to develop transit-oriented site in downtown for affordable housing.

City of Durham Loan below market; City donated site; Willard Street, 81 units, 60% AMI or less; Ground Floor Commercial space -non-profit UNC dental clinic as tenant

Parking under residential units-serves residential/commercial

Cost covered through philanthropic funding from AJ Fletcher Foundation and Duke University

2nd phase for senior under development on adjacent parcel

Partnerships with other NPs with connections to bring financial resources

DHIC is housing partner for first Purpose Built Community in region

S.E. YMCA/S.E. Raleigh Elementary/Beacon Ridge (120 units)

YMCA provided ground lease for housing site

More soft debt resources from local gov't-local bond referendums

City of Raleigh \$80M Affordable Housing Bond (2020)

City of Durham \$95M Affordable Housing Bond (2019)

Local gov't handling subdivision process, costs of infrastructure improvements

Greenfield Commons and Greenfield Place two phases for families and seniors in Chapel Hill, NC

Town handled the subdivision process and infrastructure costs to extend water/sewer to the site.

In Durham during the development of Willard Street, the city assigned a single point of contact that served as liaison for the project with the other departments involved in overseeing construction and improvements.

Partnerships with for profit developers-mixed use

DHIC partnered with company that wanted to expand its headquarters in its home town to submit an RFP response for a mixed-use development on surplus land owned by Wake County. Wake County donation of land with mandated affordable housing on the site Subdivided into separate parcels, but shared costs of site development for entire site

Working with national home builder to advance homeownership opportunities

Redevelopment of 17+ acre community that was the original site of rental housing available to African Americans in the city during segregation.

Community engagement process resulted in the set aside of a portion of the site for homeownership: 58 town home lots developed by DHIC; Lots being sold to National Home Builder; 17 of 58 will be affordable to HH at 80% of AMI or less; DHIC helping to ensure the affordable home sales through its HOC services; Funding from the City of Raleigh subsidized the acquisition and development of the site. Low to moderate-income first-time homebuyers can take advantage of DPA from City of Raleigh and other programs for first time buyers.

BEST PRACTICE: Comprehensive and innovative approaches for local government to support the development of affordable housing.

Updates to and use policies either through established overlays, incentives, processes, variances or expansions can affect housing affordability drastically without use of tax dollars or Federal Grants.

Identifying non-financial assets, such as publicly owned land, can also help to generate housing which is affordable. Additionally, local subsidy can be used to generate and attract affordable development of all types.

ACTION: Policy, asset, or funding strategies to encourage development affordable to subsections of the housing market which are not naturally being created by current development activities.

Alicia Arnold, Deputy Director of Housing, Wake County Government

Alicia.Arnold@wakegov.com, 919-856-5268

P6 Military homeownership for wealth creation



BEST PRACTICE: Create a holistic program to help military families enter into and sustain homeownership for wealth creation:

Primary path for wealth creation for most US families is through homeownership

The earlier families achieve homeownership, the more wealth they can create

Wealth creates financial stability for families and can also be used to fulfill a dream

Lenders and nonprofits are creating new programs to make homeownership feasible

Partnerships with the military could make this even more powerful

Lower barriers for low-wealth families to purchase a home

ACTION: Create a program to promote and provide support for homeownership amongst military families that will be stationed in the same geography for 5+ years

Tucker Bartlett, Executive Vice President, tucker.bartlett@self-help.org, 919-956-4454

BEST PRACTICE: Partnerships between government, foundations, banks and other private institutions to invest capital to create a fund administered by a nonprofit to provide advantageous terms (both in interest rate and risk parameters) to nonprofit and for-profit developers for the preservation and creation of affordable rental housing.

Durham, Wake, and Guilford counties are in the process or have already developed similar funds that can be used as a prototype for a statewide fund to preserve and create units that serve our military.

Developers are buying naturally occurring affordable housing (“NOAH”) and flipping it into more expensive housing to serve higher income renters. The result is the loss of affordable units at a rate faster than we can create new affordable units.

This fund would incentivize affordable housing developers through advantageous capital to preserve and develop affordable units to reverse this trend.

ACTION: Create a statewide fund to address the affordable housing crisis around our military bases.

P7 Partnerships Goals and Objectives

BEST PRACTICE: Share goals and objectives: Build trust -- share your objectives, limitations and constraints. Seek to understand one another.

All successful partnerships are built on trust

Open and honest communications are necessary

A large part of that is sharing your objectives, limitations and constraints

Partners have to understand one another to achieve mutual goals

ACTION: Partners make the effort to understand one another's endstate to determine where mutually beneficial projects can be found.

Barry Hull, barry.s.hull.civ@army.mil

P7 Setting Land Acquisition Priorities



BEST PRACTICE: Set priorities jointly.

Bragg priority areas has thousands of parcels; we narrowed parcels to 20 acres

Parcels less than 20 acres does not make a large impact; doesn't have a high rate of return

Secondly, we rated the remaining parcels for habitat and training impact separately

Each partner rated each parcel high, medium or low impact

We then compared the two ratings

Those that were rated high/high make up the high priority list

ACTION: Each partner should establish their separate priorities, then come together and set joint, partnership priorities, priorities.

Barry Hull, barry.s.hull.civ@mail.mil

P7 Managing Encroachment for the Future



BEST PRACTICE: Consider future warfighter systems and requirements.

As the military modernizes installations must adapt to facilitate required training

Increased system ranges, detection capabilities and frequency spectrum use create friction with neighbors

At senior levels it is imperative that leadership understand encroachment impacts and at the local levels REPI manager, Master Planners need to have forewarning to assess those impacts

Equipment fielding can drive changes to an installation's REPI Plan

ACTION: Research new systems being fielded to understand capabilities. Analyze gaps in current and required future support capabilities and add the delta to your REPI Plan.

Barry Hull, barry.s.hull.civ@army.mil

P7 Collaboration to Accomplish Base Goals



BEST PRACTICE: Over 22 years, the NC Sandhills Conservation Partnership has demonstrated the value and importance of bringing multiple stakeholders together to leverage resources and information, including funding for land protection, shared burn crews for land management, research, and monitoring, and engaging local governments around land use planning.

Collaboratively, the Partnership has identified land protection and other conservation priorities. The Nature Conservancy (TNC) works with the Army to acquire key parcels and transfer some properties to State agencies for long-term management and public access while raising additional funds as match. TNC and partners share burn crews and leverage grant resources to ensure that protected lands are managed for endangered species' habitats and healthy forests. NC Wildlife Resources Commission and the Regional Land Use Advisory Commission engage local governments around land use planning. This collaboration has resulted in the protection of over 24,000 acres around Fort Bragg, supported the development of the Safe Harbor program to address landowner endangered species concerns. The keys to success have included focusing on overlapping interests, investing in long-term relationships, and building trust.

Jeff Marcus, The Nature Conservancy, NC Applied Scientist, jmarcus@tnc.org, 910-585-0521

P7 Unconventional Partnerships



BEST PRACTICE: The NC Sentinel Landscapes Partnership (NCSLP) is an innovative partnership covering 11 million acres in eastern NC that demonstrates how collaboration and coordination, among private landowners, conservationists, military installations, and others can provide mutual benefits while creating a legacy for North Carolina's future.

North Carolina's total land area of 31.2 million acres includes 27 million acres of forests and farmland containing vast acreages of the state's natural resources. Almost 90 percent of that forestland and farmland is privately owned. Through voluntary participation in the partnership, private landowners are recognized for the unique value of their lands and land management practices. Those practices include the "green readiness" that helps to support national defense by providing off-base training areas and lands for threatened and endangered species. **Through collaboration among local military installations and key stakeholders at the local, state, regional, and federal levels, the partnership develops creative strategies and incentives to protect vast landscapes where the interests of conservation, rural economic vitality, and national defense converge to form a "Sentinel Landscape".** Military training and testing areas, once remote, are now encroached upon by competing demands that, for example, can result in habitat fragmentation, urban sprawl, energy infrastructure siting, and climate change impacts.

BEST PRACTICE: Installations should identify opportunities to leverage the DoD Readiness and Environmental Protection Integration (REPI) program's funds as match authority (10 U.S. Code Section 2684a). Under this authority, REPI funds can serve as a non-federal match for any other federal resilience or conservation program of any federal agency.

REPI funds can be leveraged when exploring acquisition or conservation easement projects with the U.S. Department of Agriculture's Natural Resources Conservation Service or natural infrastructure projects to bolster resilience with the Federal Emergency Management Agency's Building Resilient Infrastructure and Communities Program (BRIC) (as two examples). The REPI program is explicitly called out in the Fiscal Year 2022 BRIC Notice of Funding Opportunity as a federal program that can satisfy BRIC's non-federal cost-sharing requirement.

ACTION: This unique authority can be leveraged to limit any development or land use that is incompatible with the mission of the installation; to preserve habitat to relieve current or anticipated restrictions on military activities, or to enhance or improve military installation resilience from extreme weather events or from climate change impacts that may disrupt military activities.

P7 Regional Landscape-Level Partnerships



BEST PRACTICE: Installations should look for opportunities to engage in landscape-level partnerships to identify additional partners and opportunities that can assist with encroachment management goals and contribute to regional outcomes

A component of the REPI program is supporting landscape partnerships to focus stakeholder engagements in specific regions or landscapes and target efforts with multiple partners. Opportunities in the Southeast include Sentinel Landscapes, the Southeast Regional Partnership for Planning and Sustainability (SERPPAS), America's Longleaf Restoration Initiative (ALRI), and the South Atlantic Salt Marsh Initiative (SASMI).

ACTION: There are many landscape partnership efforts on-going across the Southeast region that can open up opportunities for installations to leverage additional partners and resources to address encroachment challenges and understand how their efforts connect to more regional outcomes.

[Jaime Simon](#), Sentinel Landscapes Partnership Coordinator;

[Addie Thornton](#), SERPPAS Coordinator;

[Stephanie Hertz](#), ALRI Coordinator;

[Mallory Eastland](#) SASMI Coordinator

BP8 University-DoD Research Partnerships

BEST PRACTICE: Establish designated points of contact (POCs) to coordinate and sustain partnership activities.

Kathie Sidner, Director of Defense Partnerships, UNC System Office,
ksidner@northcarolina.edu



BEST PRACTICE: Rather than focusing on investigator-initiated research, the FBRI flips the paradigm and advertises DOD needs to the research community. Focus on Command identified gaps, needs and requirements. Advertise those validated requirements to the academic, entrepreneurial, and industrial communities, enabling those organizations to focus their time, talent, and treasure on efforts that have a greater likelihood of funding.

- A. Fort Bragg Research Institute (FBRI): Dedicated to Warfighter research
- B. Supports human performance, sustainment, traumatic brain injury, & female Warfighter
- C. FBRI formed 2018: Womack Army Medical Center, Fort Bragg, & The Geneva Foundation
- D. FBRI provides world-class research support focused on Warfighter operational needs
- E. FBRI supports innovative medical research in optimizing military human performance
- F. Ensure warfighting validated gaps/requirements are addressed by scientific community
- G. Geneva is well positioned around the globe on most major military installations
- H. Founding partner of the North Carolina Center for Optimizing Military Performance (NC-COMP), along with the UNC-System, NC-Biotechnology Center, and Research Triangle Institute-International,
- I. Advertise DOD gaps, needs, requirements to the more than 100 NC-COMP members
- J. Execute RDT&E requirements from initial inception through dual-use commercialization

P8 Military Musculoskeletal Injury Solutions



BEST PRACTICE: Academic and DoD stakeholders working collaboratively to identify key factors to optimize musculoskeletal health and minimize injury in service members

- A. Musculoskeletal injuries threaten readiness, financial sustainability, veteran health**
- B. Noncombat-related musculoskeletal injuries occur 6x more often than combat-related**
- C. Annually: 25 million limited duty days, 2 million clinic visits, and 68,000 nondeployable**
- D. Cumulative musculoskeletal tissue microtrauma during training-related activities**
- E. Data-driven treatment and prevention efforts using multiple scale models needed**
- F. Principled interventions are associated with a 33-45% decline in trainee injury rates**
- G. Modeling efforts informed by real-life experiences of service members are needed**
- H. Movement scientists at East Carolina University have demonstrated success with military-relevant deliverables toward improving Soldier performance with multi-scale models**

3.1 Identify and disseminate opportunities for academic collaborators

3.2 Promote direct communication between academic researchers and military leadership

3.3 Develop academic pipelines to educate and prepare military-informed researchers

Stacey Meardon PT, PhD; Associate Professor, Department of Physical Therapy, East Carolina University; meardons@ecu.edu; 252-744-6248

John Willson PT, PhD; Associate Professor, Department of Physical Therapy, East Carolina University; willsonj@ecu.edu; 252-744-6241

BEST PRACTICE: Always under promise and over deliver when conducting research and development with the military. Have patience when working with the military, since it sometimes takes time for information to flow through the different levels of approval.

- A. Military research and development different than other funding agencies**
- B. Military is looking for realistic solutions; they do not like unattainable promises**
- C. Promise what you know you can accomplish within the budget and timeframe**
- D. Fully understand pain points and needs to ensure solution is solving the correct problem**
- E. Understand constraints and to take those into consideration when developing a solution**
- F. Solution in civilian world, might not work in the military world**

Ola Harrysson, Professor and Director, harrysson@ncsu.edu, 919-513-0220

BEST PRACTICE: As one of the largest funders of STEM research and employer of STEM talent, the DoD should increase long-term institutional support to HBCUs

As a STEM employer, DoD should provide long-term institutional support to HBCUs as a source of diverse and talented STEM professionals.

- A. Physical research infrastructure support**
- B. Programmatic support to research faculty and students**
- C. Tailored government support to HBCUs (on-site, if practical)**
- D. Direct assistance with capacity building**
- E. Supplementing expenses usually covered by overhead rates**

**Dr. Sambit Bhattacharya, Professor of Computer Science, Fayetteville State University,
sbhattac@uncfsu.edu, 910-672-1156**

BEST PRACTICE: Most AI research activity should be categorized as both basic and applied

- A. AI is at the point of straying from its engineering roots and starting to resemble a science**
- B. Since its inception AI has existed in the no-man's land between Engineering (which aims at designing systems for specific functions), and Science (which aims to discover the regularities in naturally occurring phenomena)**
- C. Military capabilities will not benefit from a single general AI application. Instead, a variety of narrow AI applications built out of specific algorithmic and modeling approaches, along with the “secret sauce” of training data, hyperparameters selection etc.**
- E. The categorization of DoD RDT&E budget activity codes does not capture the evolving nature of AI**
- F. AI Researchers must think both as scientists and engineers and they need to be given the opportunity and the budget to do that**

**Dr. Sambit Bhattacharya, Professor of Computer Science, Fayetteville State University,
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BEST PRACTICE: The Incentive grant program reimburses NC small businesses for a portion of the costs they incur when preparing and submitting Phase I Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grants. The Matching grant program matches Phase I SBIR/STTR awards won by NC small businesses.

Since 2006, One NC Small Business Program has helped over 400 NC companies in 63 cities

- A. Program helps develop and bring to market hundreds of high-tech products
- B. NC among a few innovative states that have chosen to bolster their economy this way
- C. Grants support small businesses at critical stage of growth, shortening the time needed from technology development to the point where they become large, successful businesses.
- D. Recipients say the grants were vital injection of capital on a successful trajectory
- E. Program helped create 1,000 NC jobs, the development and commercialization of hundreds of high-tech products, & the generation of \$3 billion in capital investments.

ACTION: NC small businesses applying for and winning SBIR/STTR awards should use these programs to the fullest extent possible.

**John Hardin, Executive Director, Office of Science, Technology & Innovation (OSTI)
North Carolina Department of Commerce; 919 814 4639; 919 280 5249;
jhardin@commerce.nc.gov**

P9 USDOL/VETS Off Base Transition Training Pilot



BEST PRACTICE: The Off-Base Transition Training (OBTT) pilot program is an opportunity earned through service for veterans, veterans currently serving in the National Guard and Reserve, and their spouses to take control of their career through multiple job readiness workshops designed to help meet their employment goals. In-person and virtual workshops are offered weekly to individuals interested in this training.

FY 2021 National Defense Authorization Act directed USDOL/VETS to pilot a program offering job development workshops at brick-and-mortar locations, like those workshops offered to transitioning service members at military bases across the world, to improve their civilian employment prospects after leaving military service. Five states were selected as pilot sites: North Carolina, California, Pennsylvania, Massachusetts, and Texas. North Carolina and the other states began offering these workshops in January of 2022 at select locations, such as American Job Centers (known as NCWorks in North Carolina), local community colleges and non-profit veteran service organizations. Individuals can choose to take all or only some of ten different two-hour workshops ranging from career exploration to resume writing. The workshops are conducted by the same highly skilled professional facilitators who provide USDOL workshops

Lane Dyer, USDOL-VETS State Director – North Carolina, dyer.lane@dol.gov, 202-553-3395

BEST PRACTICE: Fort Bragg TAP Team conducts local community site visits. Visits include a tour of major employers and working lunch w/ employers and city leaders, where we share info and discuss opportunities for veterans and spouses.

A. Site visit team: Army Community Service Employment Readiness Program, the TAP Career Skill Program, Heroes Make America, the TAP Web Site Manager, and the Transition Services Manager

B. Site visits enlighten community leaders and employers about the untapped employee

C. Annually, between 7,000 and 8,000 Service Members transition out of Fort Bragg annually

The benefits of these partnerships are lower unemployment costs for the Army

D. Since FY 2016, Fort Bragg has consistently been recognized by HRC as having Army's lowest unemployment compensation rate for a large installation

E. The program has enabled employers and community leaders to fill critical employment shortfalls with very dedicated and talented employees

F. The partnership reduces the stress of transitioning Service members by preparing them for their next career

G. Partnerships: Elizabethtown, Fayetteville, Cumberland County, Sanford, High Point, Sampson County, Laurinburg, and Lillington

BEST PRACTICE: The [2021 Military Family Lifestyle Survey](#) found that 41% of active-duty families cited spousal unemployment or underemployment as a top contributor to their financial stress. To support the needs of our current and future military families, the State of North Carolina is a member of the National Association of State Personnel Executives (NASPE) [Military Spouse Transition Network](#). Operated through the North Carolina Office of State Human Resources (OSHR), the State of North Carolina will serve as a bridge to help state-employee spouses of military members secure gainful public service employment.

This program is available to all identified military spouses working for state government agencies in NASPE member states moving to or leaving North Carolina. The program connects military spouses with career services resources to help aid resume building, skills translation, and informal contacts to support military spouse re-employment.

The program activates when a military spouse receives the notification of a Permanent Change of Station (PCS) for their spouse and notifies the OSHR Talent Acquisition Division of their desire to participate in the program

Andrea Bennett, Talent Acquisition Consultant, NC Office of State Human Resources,
Andrea.Bennett@nc.gov 984-236-0887

BEST PRACTICE: Engaging with professional membership organizations to deliver the message that veterans and military spouses can help their organizational membership with employment challenges, that veterans and military spouses will add value to their organization, and that hiring veterans and military spouses is a best practice.

Engage with the leadership (volunteer board of directors), as well as the executive leadership to receive recognition at conferences, provide professional development, and develop relationships.

If you're a member of the organization, volunteer for steering committees, planning committees, executive leadership, and use the platform to educate the membership on the value of hiring veterans and their spouses.

Find and develop relationships with allies in the industry who will help you with the first two. I have developed relationships with several other veterans who are local government managers.

William Doerfer, MPA, Assistant County Manager, Franklin County,
wdoerfer@franklincountync.us, 919-496-5994

P9 Engaging Professional Membership Organizations



BEST PRACTICE: Engaging with professional membership organizations to deliver the message that veterans and military spouses can help their organizational membership with employment challenges, that veterans and military spouses will add value to their organization, and that hiring veterans and military spouses is a best practice.

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William Doerfer, MPA, Assistant County Manager, Franklin County,
wdoerfer@franklincountync.us, 919-496-5994

BEST PRACTICE: Partnering with NC4ME and other similar organizations, to identify solid veteran candidates.

Booz Allen is a Top 15 Government Contractor; with 400 locations in 20 countries

Fayetteville-Fort Bragg is a large and critical work location

Also a presence in Raleigh, Charlotte, and Camp Lejeune

Multiple open IT positions, including Cloud and Cyber positions

Veterans already possess relevant experience, a great work ethic, and a security clearance

We have multiple programs we use to upskill veteran quals, so we are able to hire them

Gerald “Marv” Gordner, Program Manager, Gordner_Gerald@bah.com, 910 489 7681

P9 Military Spouses: Working Remotely "Works"



BEST PRACTICE: Breaking Out of the Traditional 9-5 Business Model Increases Productivity and Quality of Work. Despite traditional business models, business owners will see a 47% increase in productivity and quality of work by hiring capable, well-educated military spouses who are allowed to work remotely

Military spouses are often overlooked heroes with professional degrees that aren't fully utilized with the demands of moving, deployments, or state licensing

Remote virtual work allows businesses to tap into the military spouse workforce and provide an opportunity for military spouses to showcase their skills and expertise

A recent study reported on by the Harvard Business Review has confirmed what JK Premier Marketing already knows - flexibility and remote work boosts productivity by 47%

In today's business landscape, remote employees are well-accepted and recognized. Setting up a remote business model will provide employment and flexibility for military spouses while collaboratively boosting the success and productivity of the business itself

Jamie Kight, Owner & Executive Director of JK Premier Marketing, 910-580-7432

BEST PRACTICE: How to utilize NC4ME to connect with transitioning service members, veterans, guard and reserve, and military spouses.

- A. NC4ME leverages existing workforce development resources and technology
- B. Implement unique, employer-centric strategy to connect military talent to business needs
- C. Strategy involves actively engaging every critical player in the employment process
- D. Start by showing senior business leaders that military talent is perfectly suited
- E. Human resource and recruiting professionals are taught how to assess military talent
- F. Military job seekers are shown the breadth of organizations ready to hire them across NC
- G. NC4ME created a partnership of organizations based on proven employment process
- H. NC4ME has centered its programming around three primary goals:
 1. Learn Why: Educate strategic business leaders on the value of hiring military talent
 2. Learn How: Provide accredited human resource training to recruit, select military talent
 3. Connect employers with high performing military talent to drive business results

ACTION: Drive business results by attracting and retaining military talent.

Kimberly Williams, CEO, kwilliams@nc4me.org, (910) 333-2120