



# STRATEGIC PLAN 2024-2028

MAY 14, 2024



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SENATE BILL 63 (2017) 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.

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## NORTH CAROLINA MILITARY AFFAIRS COMMISSION MEMBERS

### MEMBERS

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 The Commissioner of Agriculture  
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 The President of the University of North Carolina  
 The President of the North Carolina Community College System  
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 Commanding Officer, Coast Guard Sector North Carolina  
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 Executive Director of the NC League of Municipalities  
 Executive Director of the NC Association of County Commissioners



U.S. MARINE CORPS PHOTO BY LANCE CPL. ERIC DMOCHOWSKI

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## North Carolina Military Affairs Vision

“North Carolina is the most Military and Veteran friendly state in the United States.”

The purpose of the North Carolina Military Affairs Commission (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, and other State agencies.

**NCMAC is focused on initiatives, programs, and legislation that support's military installations, the National Guard, and Reserves play in America's defense strategy and the economic health and vitality of the State.**

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

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.

The NCMAC is comprised of an Executive Steering Group and a full commission of representatives from all military communities in the State. The Commission performs its work through formal and informal partnerships managed by four standing committees:

- 1 | Base Sustainability & Community Affairs
- 2 | Quality of Life
- 3 | Economic Development
- 4 | Legislative Affairs

## COMMENTS FROM CHAIRMAN RODNEY ANDERSON



The North Carolina Military Affairs Commission (NCMAC) is committed to advancing North Carolina as the most military-friendly state in the nation. Our North Carolina Military is stronger with public and private partners working together.

Over the last four years, NCMAC has established and managed partnerships that supported and advanced military installations, host community partnerships, military quality of life, economic development, legislative affairs, and strategic communications. The 2020 Strategic Plan provided a roadmap in completing this work.

This 2024-2028 Strategic Plan builds on successes, responds to current opportunities, and outlines the way ahead for the next four years. Collecting and disseminating “BestPractices” across military installations greatly improves our North Carolina military and family resilience. Establishing partnerships, building communications networks, collecting “best practices”, and sponsoring the North Carolina Defense Summit are major priorities ahead in advancing North Carolina as the most military friendly state in the nation.

This work would not be possible without the dedicated volunteer work of NCMAC Commissioners who are committed to improving our military and defense sector. Commissioners working with formal and informal partners is a proven model for success.

We submit this report pursuant to a requirement of Session Law 2017-64 (Senate Bill 63: Military Affairs Commission/Strategic Plan). Specifically, this report fulfills 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.

Thank you for your support of NCMAC and Our North Carolina Military.  
May 14, 2024

**Rodney O. Anderson**  
Major General, US Army (Retired)  
NCMAC 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.



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U.S. ARMY PHOTO BY SGT. 1ST CLASS VENESSA HERNANDEZ

## North Carolina Military Affairs Commission 4 Pillars

Promote the value of the military and supporting entities at the federal, state, and local levels 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

### 2024 PRIORITIES

#### 1 | Encroachment

Recommend and support implementation of programs such as Sentinel Landscape and Department of Defense Readiness and Environmental Protection Integration (REPI) that serve to prevent, mitigate, and protect North Carolina’s military installations mission requirements, footprint/profile, air-surface range requirements, capability, and capacity from encroachment; in order to ensure our assigned installations and operational commands maintain a high state of readiness. Additionally, monitor the impact of construction of tall structures such as 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 landowner incentives).

#### 2 | Ongoing Viability and Utilization

Lead the state’s efforts to ensure the ongoing viability, future utilization, and economic value of our installations and air/surface training areas to the state and the nation’s overall readiness.

#### 3 | Community and Installation Resilience

Recommend improvements to enhance 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

Recommend and assist local installation commanders 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

Recommend, 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 to North Carolina.

## 1 | INSTALLATION & MISSION SUSTAINABILITY

### IMPLEMENTATION RECOMMENDATIONS

#### 1 | COORDINATE

Coordinate with the 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 assigned installations as well as all military-related air/surface training and testing areas.

#### 2 | DEVELOP

Coordinate, with assigned installation commands, a brief which explains the aviation/ground training requirements within NC that displays the airspace and surface requirements needed to meet the military’s operational mission requirements.

#### 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 degrading the military mission or operational readiness.

#### 5 | COORDINATE

Coordinate with the North Carolina Commanders Council (NCCC) to identify potential new military missions, commands, or opportunities to the assigned military installations and operational commands.

#### 6 | ADVOCATE

Advocate for new military missions with the NC federal delegation.

#### 7 | DEVELOP

Develop in coordination with the NCCC and the host communities’ best practices to share ongoing Intergovernmental Support Agreements (IGSA) as well as enhance the overall coordination with host communities.



FROM THE TOP:  
U.S. COAST GUARD PHOTO BY PETTY OFFICER 3RD CLASS MIKAELA MCGEE  
U.S. AIR NATIONAL GUARD PHOTO BY SENIOR AIRMAN REANNA HARTGROVE  
U.S. ARMY PHOTO BY STAFF SGT. KYLE CASTROVINCI

# 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

### 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.

#### 2 | Veteran 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 warriors in partnership with North Carolina for Military Employment (NC4ME); and attract/retain veterans – evaluating the impact of state property tax exemptions, educational benefits, and other incentives for retaining veterans).

#### 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.

## 2 | ECONOMIC DEVELOPMENT – MILITARY & DEFENSE INDUSTRY

### IMPLEMENTATION RECOMMENDATIONS

#### 1 | DEFENSE INDUSTRY GROWTH:

- a. Resource continued analysis of the Industrial Cluster Study (2020) 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 to employers and to keep workforce in NC - i.e., a 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 | VETERAN WORK FORCE DEVELOPMENT:

- a. Career-Focused Hiring Events: Review nationwide best practices in connecting the veteran workforce to employers. Resource NC4ME, North Carolina Military Business Center (NCMBC), Defense Alliance of North Carolina (DANC), and other organizations to better promote veteran workforce talent through interview-focused military hiring events that connect the veteran workforce to North Carolina employers.
- b. NC State Property Tax Exemptions, Educational Benefits, and other incentives for retaining/attracting veterans to live in NC. Analyze other State programs created to retain veterans; identify and pursue best practices.

#### 3 | ECONOMIC, TECHNOLOGY, AND HIGHER EDUCATION PARTNERSHIP EXPANSION:

Promote public/private partnerships with military bases, nearby academic institutions and chambers of commerce, and private industry, including the UAS Industry and the Defense Innovation Network.

- a. Micro Zones: Promote developing regional government, technology, and entrepreneurial micro zones to promote economic growth.
- b. 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 University recently established one of the few SAP Training Labs on the east coast.



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 U.S. AIR FORCE PHOTO BY AIRMAN 1ST CLASS REBECCA SIRIMARCO-LANG  
 U.S. MARINE CORPS PHOTO BY LANCE CPL. LORIANN DAUSCHER  
 U.S. AIR FORCE PHOTO BY STAFF SGT. DEVIN M. RUMBAUGH

# 3

## Quality of Life

### STRATEGIC GOAL

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

### RESPONSIBILITY

Quality of Life Committee

### IMPLEMENTATION RECOMMENDATIONS

#### 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, and 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, and other). 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); 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).

## 3 | QUALITY OF LIFE

### 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.

#### 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.

#### 5 | ADVANCE

Advance Teacher Licensure reciprocity, military spouse employment, military childcare, and adolescent mental health facilities and providers.

#### 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 members 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.



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U.S. MARINE CORPS PHOTO BY CPL. CHRISTOPHER DOUGHTY  
U.S. MARINE CORPS PHOTO BY CPL. ZETA JOHNSON  
U.S. ARMY PHOTO BY SGT. DANIEL RAMOS

# 4

## Legislative & State Agency Coordination

### STRATEGIC GOAL

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

### RESPONSIBILITY

Legislative Affairs Committee

### PRIORITIES

#### 1 | Preservation

Assist agencies and 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 incompatibility through zoning, easement processes, etc.

#### 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.

#### 3 | Coordination

Further NCMAC priorities through relationships with the Department of Military and Veteran Affairs and the Department of Defense, NCCC, Transportation, Commerce, Veteran Affairs, and Agriculture as well as with other involved non-governmental organizations (Defense Alliance of NC, NC Military Business Center, etc.). Support our military installations and missions by ensuring that their concerns, issues, and opportunities are represented/addressed by the North Carolina General Assembly.

#### 4 | Partnerships

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

#### 5 | State & Federal Focus

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

## 4 | LEGISLATIVE & STATE AGENCY COORDINATION

### IMPLEMENTATION RECOMMENDATIONS

#### 1 | ADVOCATE

Advocate for legislation that supports military installations and their surrounding communities which improves military readiness, educational and economic opportunities, and the overall quality of life for military members and their families.

#### 2 | ADVOCATE

Advocate for legislation that provides tax relief, educational benefits, and other incentives to veterans and their family members so they remain in or move to North Carolina.

#### 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.



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 U.S. MARINE CORPS PHOTO  
 BY LANCE CPL. DAYSIA  
 MCCREE  
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 SENIOR AIRMAN JOSHUA  
 HASTING  
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 BY ARMY SPC. PRISCILLA  
 GONZALO, 382ND PUBLIC  
 AFFAIRS DETACHMENT



# Our North Carolina Military Strategic Communications

## STRATEGIC GOAL

Promote the value of our NC military's, defense, and homeland security sector at the federal, state, and local levels to sustain, enhance, and protect our military installations and missions.

## RESPONSIBILITY

NCMAC  
Commission

## 2024 PRIORITIES

### 1 | Strategic Communications Plan

Review, refine, and implement strategic communications plan providing direct support to NCMAC standing committees and the NCMAC Mission, Priorities, and Commission efforts.

### 2 | Committee Coordination

Ensure committee synchronization and implementation of strategic communication initiatives in support of NCMAC goals. Coordinate with Department of Military and Veteran Affairs and formal and informal partners in achieving the best results.

### 3 | Regional Benefits

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

### 4 | Education

Educate the public, stakeholders, and key audiences on Our NC Military priorities and activities.

### 5 | Overarching Organizations

Actively communicate with national, state, and local organizations to align support for Our NC Military mission and priorities.

## OUR NORTH CAROLINA STRATEGIC COMMUNICATIONS

### IMPLEMENTATION RECOMMENDATIONS

Strategic Communications Working Group (SCWG) shall submit program and budget recommendations to NCMAC for approval. SCWG shall identify and approve themes, messages, images, and logos to support NCMAC approved programs and budget with the following lines of efforts:

- 1 | Establish and maintain communications with military installation Public Affairs Officers and partner organizations.
- 2 | Establish, update, and maintain traditional media, social media, and web-based services provided by partners and industry contracts.
- 3 | Identify and supervise NCMAC approved contract/Memorandum of Understanding communications, marketing, and public relations services.
- 4 | Give first priority to informing North Carolina citizens of the value of Our North Carolina Military with a focus on military installations and missions.
- 5 | Plan, manage, report, and assess activities using: goals, research, action plan, communications, evaluation (measures of performance and measures of effectiveness), time and cost model (GRACE-TC).
- 6 | Plan and conduct communications to support committee activities, press conferences, defense summit, and other approved events.



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U.S. NAVY PHOTO BY MASS COMMUNICATION SPECIALIST 2ND CLASS JESSE TURNER

# 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

## ACKNOWLEDGMENTS

The North Carolina Military Affairs Commission (NCMAC) recognizes the ongoing work and this strategic plan could not have been developed without the assistance of many individuals and partnerships.

We extend our gratitude to the numerous installation leaders who volunteered their time to answer our questions and provide additional insight. We thank State and local officials who gave of their time and talents. Finally, we would like to thank formal and informal partners and regional groups that support their respective installations and the Service Members and Families who serve our NC military.

The NCMAC is grateful to have this opportunity to identify, review, and recommend actions in support of military installations, Service Members, families, Veterans, and the defense sector who all impact “Our North Carolina Military.”



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## STRATEGIC PLAN 2024-2028



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