



2017 NCMAC Annual Report

to the Joint Legislative Oversight Committee on General Government
Regarding Progress Under the

*Strategic Plan for Supporting and Enhancing
North Carolina Military Missions and Installations*

November 2017



NORTH CAROLINA MILITARY AFFAIRS COMMISSION



NORTH CAROLINA MILITARY AFFAIRS COMMISSION

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

The North Carolina Military Affairs Commission is proud of our distinguished record of exceptional support for our military services, military families, and the communities that support our national security. The connection between North Carolina and our military services is strong, mutually beneficial, and inextricably linked. The United States could not meet its military commitments without the installations or the soldiers, sailors, airmen, marines and coast guardsmen from North Carolina. We are and will remain a pivotal state for military installations and defense activities – and for military personnel, veterans, and their families.

This report was prepared in response to a requirement listed in Session Law 2017-64 (Senate Bill 63: Military Affairs Commission/Strategic Plan), which was passed into law by the General Assembly. Specifically, this report satisfies the requirement to have the NCMAC review our Strategic Plan for Supporting and Enhancing North Carolina Military Missions and Installations and report the results of the State's performance to the Joint Legislative Oversight Committee on General Government.

Working together with dedicated professionals in the Department of Military and Veterans Affairs and numerous stakeholders in the communities has enabled us to advance many of the recommendations laid out in the Strategic Plan. This report details our progress and paves the way for our future efforts. These accomplishments have been all directed towards the objectives listed in Senate Bill 63:

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.

We are honored to serve North Carolina, the military, veterans and their families. We look forward to continuing to lead the way for the Nation.



George W. Breece
Acting Chair, NCMAC

The North Carolina Military Affairs Commission thanks all who participated and offered their knowledge, guidance, and experience to develop the 2017 NCMAC Annual Report

NCMAC Members:

The Honorable Lawrence Allen
The Honorable John Bell
Col Frank Bottorff, USMC (Ret.)
The Honorable George Breece
The Honorable Harry Brown
The Honorable George Cleveland
Mr. Jeremiah Daniels
Ms. Julie Daniels
MajGen Robert Dickerson, USMC (Ret.)
Mr. Cresswell Elmore
SGT Patricia A. Harris, USA (Ret.)

SgtMaj William Hatcher, USMC (Ret.)
LtGen Gary McKissock, USMC (Ret.)
GEN Dan McNeill, USA (Ret.)
The Honorable Wesley Meredith
Ms. Etteinne Mitchell
RADM Steve Ratti, USCG (Ret.)
The Honorable Chris Rey
Mr. Dan Roberts
CAPT Tony Stimatz, USCG (Ret.)
COL Kirk Warner, USA (Ret.)

Ex-officio List:

Lieutenant Governor
Secretary of Military and Veterans Affairs
Secretary of Public Safety
Secretary of Commerce
Secretary of Transportation
Secretary of the Department of Environment Quality
The Commissioner of Agriculture
Adjutant General of the NC National Guard
The Mayor of Elizabeth City
The Mayor of Fayetteville
The Mayor of Goldsboro
The Mayor of Havelock
The Mayor of Jacksonville
The President of the University of North Carolina
The President of the North Carolina Community College System
The Superintendent of Public Instruction
Commanding General, 18th Airborne Corps, Fort Bragg

Commanding General, Marine Corps Installations East-Marine Corps Base Camp Lejeune
Commanding Officer, Marine Corps Air Station (MCAS), Cherry Point
Commanding Officer, 4th Fighter Wing, Seymour Johnson Air Force Base
Commanding Officer, US Army Corps of Engineers, Wilmington District
Commanding Officer, US Coast Guard Base, Elizabeth City
Commanding Officer, MCAS New River
Commanding Officer, Fleet Readiness Center East
Commanding Officer, Military Ocean Terminal, Sunny Point
Commanding Officer, Coast Guard Sector North Carolina
Commanding Officer, Naval Support Activity Hampton Roads
Executive Director of the NC League of Municipalities
Executive Director of the NC Association of County Commissioners

NCMAC Vision:
*North Carolina is
the most military
and veteran
friendly state in
the United States
of America.*

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

Background

The NCMAC was established within the Office of the Governor in August, 2013. With the coordination of the Department of Military and Veterans Affairs, the NCMAC commissioned the development of a Strategic Plan for Supporting and Enhancing North Carolina Military Missions and Installations (Strategic Plan) in 2015. The nearly yearlong effort culminated with publication in February, 2016.



The purpose of the NCMAC is to provide advice, counsel and recommendations to the Governor, the NC General Assembly, the Secretary of the Department of Military and Veterans Affairs, the Secretary of Commerce and other State agencies on initiatives, programs and legislation that will continue and increase the role that NC's military installations, the National Guard and Reserves play in America's defense strategy and the economic health and vitality of the State. The Commission recommends actions to protect the existing military infrastructure in North Carolina, 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 military supports roughly 10 percent of North Carolina's employment; 578,000 jobs and 66 billion in gross state product. Our major military installations are the cornerstone of the second largest economic sector in North Carolina and are vital in attracting and retaining our 775,000 veterans that reside in every county across the state.

The NCMAC is comprised of an Executive Steering Group and a full commission of representatives from all military communities in the State. The Commission executes recommendation through the action of four committees.

The four NCMAC Committees are:

- ▶ Base Sustainability and Community Affairs
- ▶ Economic Development
- ▶ Quality of Life
- ▶ Legislative Affairs

The published goals of the NCMAC on their website <https://www.milvets.nc.gov/ncmac> are:

Protect North Carolina's existing military installations and missions

Goal 1

Use the Commission's membership, resources and partners to develop recommendations to advise the Governor on ways to protect North Carolina's military installations, infrastructure, training ranges and low level routes from encroachment or other initiatives that could degrade the military mission. Involve Commission members, both voting and ex-officio, working with community leaders, installation commanders, state and federal agencies, land use and environmental groups, developers and other partners to identify potential threats or problems and assist with resolving them before they encroach on installations or adversely affect military training and other missions.



Expand defense related economic development in North Carolina

Goal 2

Provide assistance, support and recommendations to the N.C. Secretary of the Department of Military and Veterans Affairs and the N.C. Secretary of Commerce that identify and support economic development opportunities that focus on leveraging the military, help create jobs and expand defense and homeland security related economic growth opportunities in North Carolina.



Improve quality of life for military members and families

Goal 3

Promote mutual understanding and support between military members on installations and adjacent communities and encourage joint planning, cooperation and sharing of services. Seek to improve the quality of life for military members and their families, retirees, and veterans who live in North Carolina by identifying and supporting initiatives, programs and legislation that protect and enhance military programs and benefits.



Provide legislative and state agency coordination for military related issues

Goal 4

Clarify and strengthen the ability of the General Assembly and State Agencies to carry out their functions and to write legislation appropriate to support the objectives of the State as declared in this document. Coordinate and leverage efforts among military installations, state agencies, military interest groups and others to take appropriate actions at the state level to promote base sustainability, economic development and quality of life.



Lead the state's efforts to prepare for the next Base Realignment and Closure (BRAC) process

Goal 5

Coordinate community, regional and state efforts in preparation for the next BRAC and define a process that communities should follow to prepare for the next BRAC.



Similar to the goals listed on the website, the goals listed in the 2016 Strategic Plan are:

Goal 1: *Support and enhance North*



Carolina's existing military installations and missions.

Goal 2: *Increase the economic impact of the military and defense industry in North Carolina.*



Goal 3: *Improve the quality of life for Uniformed Service members, Veterans, and their families.*



Goal 4: *Provide legislative and state agency coordination for military-related issues.*



The strategic plan lists recommendations North Carolina can take to best support and enhance our military and homeland security installations and missions. This report provides an update as to where the state stands in relationship to the recommendations.

Though not specific recommendations in the Strategic Plan, there were two actions taken by the NCMAC and DMVA that will assist in implementing many of the recommendations. First, they funded an effort to produce a “Red-Yellow-Green” map that addresses state-wide issues related to vertical obstruction, alternative energy, and manmade structure siting. This has helped shape discussions in NCMAC meetings and the legislature when it comes to mission compatible development. Second, they also funded a Regional Joint Land Use Study (JLUS).

The Regional JLUS reduces potential conflicts between North Carolina military installations and surrounding areas while accommodating

new growth and economic development, sustaining economic vitality, protecting public health and safety, and protecting the operational missions of North Carolina installations. The effort fully achieved the three core objectives of:

UNDERSTANDING. Convened communities, agency representatives, and installations to promote awareness and shared knowledge of the economic, physical and mutually beneficial relationship between them and their neighbors, taking into consideration community and military viewpoints and needs.

COLLABORATION. Encouraged cooperative land use and resource planning between installations, local jurisdictions and stakeholders to cultivate a consistent approach to community growth and development while safeguarding military operations and mission readiness in support of national defense objectives.

ACTIONS. Provided a set of recommended tools, activities, and procedures that local jurisdictions, agencies, and installations can use to implement the recommendations developed during the JLUS process.

Demographics

North Carolina has the third highest total of all states, behind only California and Texas, with just over 129,000 active duty and reserve members of the military according to the Defense Manpower Data Center May 2016 Active Duty Master Personnel File, Reserve Components Common Personnel Data System. North Carolina Military Affairs Commission (NCMAC) has been successful in recent years in connecting its veterans with federal benefits provided by the US Department of Veterans Affairs (DVA). While the nation has experienced roughly a 7% decline in the number of veterans since 2014, North Carolina has declined by only 6%. More impressively, however, while the nation's expenditures on veterans grew by 8%, over the same period, through North Carolina's aggressive veterans outreach, the state has increased the value of expenditures the DVA spends on supporting North Carolina's veterans by 15% - nearly double the national average.

Similarly, the number of military retirees has outpaced the national growth rate by 3 to 1, increasing the number of retirees from 87,000 in 2014 to just over 89,500 in 2016. North Carolina ranks 6th in the US in retiree population behind Texas, Florida, Virginia, California, and Georgia. While constituting only 12% of the state's veteran population, military retirees residing in North Carolina generate nearly \$2.5 billion in annual military pension payments from the Department of Defense - or just over 36% of DVA expenditures realized in-state.

North Carolina Military Retiree Population and Pension Payments, 2014 - 2016

Region	2014	2016	Growth
--------	------	------	--------

North Carolina

Retiree Population	87,127	89,581	3%
Pension Payments	\$2,320	\$2,452	6%

United States

Retiree Population	1,970,816	1,989,861	1%
Pension Payments	\$51,590	\$53,173	3%

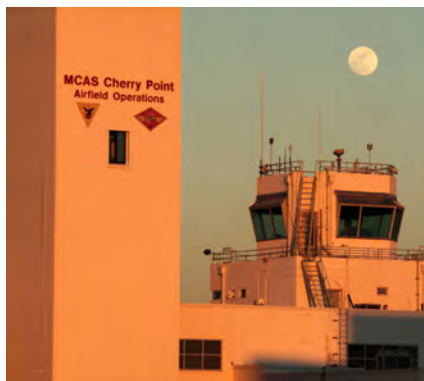
Source: US Department of Defense, Office of the Actuary

Recommendations

North Carolina's military installations contain unique assets and capabilities unlike any other state in the continental United States. Marine Corps Base Camp Lejeune is the center of Marine Corps training in the eastern half of the United States with diversity of terrain and over 14 miles of beach allowing realistic amphibious assault training. Marine Corps Air Station Cherry Point is the home to the 2nd Marine Aircraft Wing and is projected to host the Marine's largest F-35 contingent as well as Fleet Readiness Center-East which is the primary maintenance depot for the USMC and will be home for depot maintenance of the entire Joint Strike Fighter (F-35) fleet. Over-the-water ranges along with land based ranges allow for unfettered use of airspace for the entire DOD. Fort Bragg is the most populated Army installation and the premier location for Airborne and Special Operations training. Coast Guard Base Elizabeth City is the hub of Coast Guard long range aviation operations on the East Coast, the sole logistics and Depot level maintenance facility for all Coast Guard aircraft, and home of the Rescue Swimmer program. Ft. Bragg, Camp Lejeune, CGB Elizabeth City, Seymour Johnson AFB and MCAS Cherry Point host numerous tenant commands, reserve and guard units that create significant opportunities for classical associations and joint operations. Each of North Carolina's military installations provide opportunity for expanded operations and distinctive programs.

As required by Senate Bill 63, the following pages provide a review of the State's performance under the plan.

FORT BRAGG
MCB CAMP LEJEUNE
USCG ELIZABETH CITY
SEYMOUR JOHNSON AFB
MCAS CHERRY POINT
MILITARY OCEAN
TERMINAL SUNNY POINT





AN F-15E STRIKE EAGLE PREPARES TO BE REFUELED BY A KC-135R STRATOTANKER IN THE SKIES OVER SEYMOUR JOHNSON AIR FORCE BASE



Goal 1

Support and Enhance North Carolina's Military Installations and Missions.

1 Expand and protect North Carolina's Military Ranges Special Use Air Space, Military Training Routes, and Maritime Operating Areas

In 2014, after several months of site visits, interviews, research and critical analysis the North Carolina Military Affairs Commission (NCMAC) adopted a comprehensive strategic plan to support and enhance North Carolina's military installations and missions. Execution of the Strategic Plan began in 2015. Over the past three years, the NCMAC developed and executed a series of complex strategies to increase the military value of the military installations, missions and training ranges. These actions have had a positive impact on recent Air Force basing decisions and Navy and Marine Corps military construction decisions, and will impact future Department of Defense actions regardless of potential BRAC rounds or budget cuts. The efforts are focused on leveraging the unique attributes of North Carolina – deep ocean, littoral and coastal geography, density of high value joint military assets, and large unencumbered training ranges.

Encroachment Management

The Eastern North Carolina Sentinel Landscape Partnership will receive \$9.2 million in funding as part of the 2017 DoD Readiness and Environmental Protection Integration (REPI) Program, announced in April 2017 as part of the REPI Challenge award.

The Eastern North Carolina Sentinel Landscape Partnership—which includes Seymour Johnson Air Force Base, Dare County Bombing Range, Marine Corps Base Camp Lejeune, Marine Corps Air Station New River, Marine Corps Air Station Cherry Point, Cherry Point Aviation Range Complex and Fort Bragg—is a joint effort between the Army, Marine Corps, Air Force, other Federal agencies, state and local governments, and non-profit organizations coordinating to protect rural and natural lands important to the Nation's defense mission across 33 counties in the state. The 2017 REPI Challenge award of \$9.2 million will leverage \$10.1 million in partner contributions to help the Partnership make significant progress toward its goal to maintain compatible land uses that enable military training and operations on installations while effectively considering landowner preferences.

In 2015 and 2016, the NCMAC supported congressional report language in the annual defense authorization bill to expand oversight over the DoD Clearinghouse by questioning its ability to approve mitigation plans without a firm assessment of the ability of these measures to reduce the impact to national security and by requiring a position and firm standards on approval of these measures in future wind and solar proposals.

The NCMAC position was supported by the North Carolina and Virginia congressional delegations and adopted in the FY16 National Defense Authorization Act. The language is as follows:

“Impact of Wind Energy Developments on Military Installations - The committee notes that the Department of Defense has negotiated mitigation efforts with proposed wind energy developments in proximity to military installations, training ranges, and low-level training routes. The committee is aware that some of these mitigations were negotiated prior to the completion of scientific studies to determine the effects of the wind energy structures and rotating blades on military aircraft’s main and terrain-following radars. Without the results of these studies, the committee is concerned that the Department of Defense may not have the information necessary to determine the actual impact of mitigation efforts or the extent of risk to military missions. Therefore, the committee directs the Secretary of Defense, to provide a report to the congressional defense committees not later than October 1, 2015, on the science, standards, assumptions, and criteria by which the Department assesses the risks to military missions posed by wind energy developments in proximity to military installations or training ranges. The report shall also include the proposed parameters and distances from military training routes and ranges that are considered an acceptable risk, and a review of the success of mitigation measures included in past agreements with wind energy developments, including the cost of mitigation measures. Finally, the report shall include an analysis of feedback from local military installation commanders of the impact or effectiveness of proposed mitigation measures.”

The NCMAC continues to support state and federal efforts to identify wind energy developments and mitigate threats of such developments to our military installation and training ranges.

Maritime Operating Areas

Based on thorough analysis, the NCMAC submitted official comments in August 2017 to the U.S. Navy's Draft Environmental Impact Study (EIS) for the Atlantic Fleet Training and Testing Study Area. This was in support of the Navy's planned activities in the seaspace and airspace over the Atlantic Ocean and the eastern coast of North America, portions of the Caribbean Sea, and the Gulf of Mexico as it relates to impacts to entities in the State of North Carolina.

Pursuant to the National Environmental Policy Act (NEPA) of 1969 and regulations implemented by the Council on Environmental Quality, the Department of the Navy prepared and filed with the U.S. Environmental Protection Agency a Draft Environmental Impact Statement (EIS)/Overseas EIS (OEIS) for public release on June 30, 2017, to evaluate the potential environmental effects from training and testing activities conducted within the Navy's Atlantic Fleet Training and Testing (AFTT) Study Area. The Study Area is in the western Atlantic Ocean and encompasses the waters along the east coast of North America, the Gulf of Mexico, portions of the Caribbean Sea, Navy pierside locations and port transit channels, waters near civilian ports, and inland waters (e.g., lower Chesapeake Bay). The Study Area covers approximately 2.6 million square nautical miles of ocean area and includes designated Navy operating areas and special use airspace.

2 Promote Seymour Johnson AFB as the Final Basing Location for the first Reserve KC-46A Pegasus Tanker

On September 8th, 2017 the Secretary of the Air Force signed a Record of Decision confirming the beddown of a Reserve Squadron of 12 KC-46A aircraft refueling tankers at Seymour Johnson Air Force Base. This landmark event for North Carolina was the culmination of efforts championed by the NCMAC.

The 916th Air Refueling Wing (ARW) of the Air Force Reserve Command is the State of North Carolina's first Air Force Reserve unit with nearly 1,100 reservists assigned to Seymour Johnson AFB. The unit is the first KC-135R Active Association in Air Force history, gaining an active duty squadron in early 2008, as part of the 2005 BRAC recommendations. The Wing flies 12 KC-135R Stratotanker air-to-air refueling aircraft and is more than 50 years old. The KC-46A aircraft will replace the aging tanker fleet in support of the ongoing mission to provide worldwide refueling and add cargo and aeromedical evacuation support.



Photo Credit: Ken Fielding/<http://www.flickr.com/photos/kenfielding> CC BY-SA 3.0

KC-46A PEGASUS TANKER

In April 2015 the Air Force announced that Seymour Johnson AFB was one of four “candidate” bases for the first Air Force Reserve KC-46 Main Operating Base. In October 2015 the Secretary of the Air Force announced that Seymour Johnson AFB was the “preferred alternative” to base a Reserve Squadron of 12 KC-46A tankers. The proposed basing alternatives included: Seymour Johnson Air Force Base (AFB), Grissom Air Reserve Base (ARB), Tinker AFB, and Westover ARB. Along with the No Action Alternative, all four bases were evaluated as alternatives in the EIS. The EIS process took about 18 months to produce a final recommendation by the Secretary of the Air Force.

The NCMAC has been working to secure this new mission since 2014. The consulting and advocacy team worked to demonstrate to the Air Force that Seymour Johnson would be the best location for the future tanker. The team provided support to the North Carolina congressional delegation, Governor, Secretary for Military and Veterans Affairs, and local community throughout the process. The NCMAC team drafted letters, comments and briefing materials for the EIS scoping meetings, public hearings and the Draft EIS.

3 Promote Fleet Readiness Center East (FRC East) as the location for the F-35B Lift Fan Maintenance and Test Facility and other F-35 Depot level maintenance requirements

The President’s FY18 Budget Request included \$15.6 million for construction of the F-35B Vertical Lift Fan Test Facility at Fleet Readiness Center – East. The House and Senate Defense authorization and appropriations committees have supported the funding request through floor consideration. As of this report drafting, the final bills are in conference committees. North Carolina committed \$3 million to support the construction and outfitting of the new F-35B lift fan test facility. The NCMAC has been coordinating actions between the Congress, North Carolina, Department of the Navy, MCI-East, and FRC-East for execution.

In the NCMAC Strategic Plan, the Commission supported the concept of a military bond bill or direct state appropriations to help capture new defense missions. The F-35B Lift Fan facility was still in limbo as to the need and location for construction. Given the tremendous opportunity to grow the workforce and secure the future of FRC-East, the NCMAC engaged the Navy Secretariat to rebuild the relationship between North Carolina, MCAS Cherry Point and the Navy. NCMAC arranged meetings with the Navy leadership at several Association of Defense Communities conferences and invited representatives of Allies for Cherry Point Tomorrow to attend. Over the past few years the NCMAC has met with Assistant Secretary of the Navy Steve Iselin, Captain Andrew Schulman and Deputy Assistant Secretary of the Navy James Balocki to brief the proposed partnership opportunity to fund construction of the F-35B lift fan facility at FRC-East. When the NCMAC was informed that funding for the lift fan facility was at risk of



F-35 JOINT STRIKER

being dropped from the Navy-Marine Corps FY17 military construction request, the Commission took action. Within days the Governor sent a letter to the Secretary of the Navy to help the Marine Corps fund construction of the facility at FRC-East.

4 Enhance current operations

The NCMAC is currently spearheading a Strength, Weaknesses, Opportunities, Threats (SWOT) validation effort led by our consultants with the cooperation of all our major military installations and communities. The SWOT validation effort captured the gains made over the past 2 years, validated the vulnerabilities of installations and communities, and most importantly identified numerous recommendations the NCMAC can pursue in the future to support and enhance current operations. The SWOT validation is the foundational step of the strategic plan update which will occur in 2018.

5 Promote the Early Deployment of F-35B to MCAS Cherry Point

The NCMAC has made it a top legislative priority to accelerate military construction projects planned for MCAS Cherry Point.

There are two important projects that need to be funded in the next couple years – P-199 F-35 Aircraft Maintenance Hangar and P-235 F-35 Flight Line Utilities Upgrade, Phase I. The NCMAC is actively engaged to help secure federal funding for these projects to place MCAS Cherry Point in the best possible position.

6 State Investment in Military Facilities, Compatible Land Use, and Infrastructure

The state funded the Red-Yellow-Green Compatibility Study and the Regional Joint Land Use study as well as dedicating state funds to marry with government funding for the FRC East Lift Fan Facility. In addition to helping enhance and attract future military missions, capital investment in and around the state's military installations can act as a catalyst for economic development in the local communities. For example, expansion of Fleet Readiness Center – East at Marine Corps Air Station Cherry Point will enhance the effort to secure supply chain opportunities for the F-35.

7 State Management of Resources affecting military installations

As indicated in the Strategic Plan, inter-departmental collaboration is required to synchronize efforts between installations and North Carolina State agencies to protect military assets. The Department of Defense's approval and recognition of North Carolina's Sentinel Landscapes Partnership earlier this year is a unique initiative that will ensure public and private properties around military bases and ranges are managed in concert with current and future military needs. Effective management of such properties is of paramount importance for evolving mission needs such as UAV and Counter-UAV detection, discrimination, and defeat. Proliferation of both military and private UAV use is expanding exponentially and DOD has limited, dedicated facilities to conduct counter drone exercises and R&D. North Carolina's mix of Army, Navy, USMC, Air Force, Coast Guard, and state university assets presents unique joint opportunities to create a center of excellence for counter drone technology development and training. It will be important to identify an area in the State, away from our current military aviation training ranges and bases, which could support this evolving private sector opportunity without encroaching upon existing military training.



Goal 2

Increase the Economic Impact of the Military and Defense industry in North Carolina.

8 Pursue North Carolina basing of the suppliers of F-35B maintenance and logistics support

With MCAS Cherry Point planned to be the single largest site for F-35B basing in the USMC and FRC East having a major role in depot-level maintenance, it is only natural that logistics and maintenance suppliers will cluster in the area.

The NCMAC and DMVA partnered to apply for a Defense Industry Diversification Initiative grant from DoD's Office of Economic Adjustment. This NC Defense Industry Diversification Initiative is led by the DMVA and NC State's Industry Expansion Solutions team. The project will map the NC Defense Sector Supply Chain, support the diversification of impacted defense contractors across the state, and result in an Action Plan supporting the market diversification of other defense contractors. More information can be found at their website, <https://www.ncdidi.com/>.

9 Support the Establishment of a Joint Government / Contractor Engineering Support Facility

There is an ongoing local effort to meet the short and long term requirements for FRC East. A short term solution was achieved through a local off-base contracted facility. We continue to support and advocate for a long term MILCON solution to meet FRC East engineering requirements.

10 Support for Customs and Border Patrol Expansion

While we know this opportunity will be significant in years to come, this recommendation has not been pursued yet, but is expected to be prioritized in the next strategic plan.

11 Aggressively Pursue New additional Missions

Significant effort has been expended to pursue new mission for the NC Air National Guard, NC National Guard and Seymour-Johnson AFB.

North Carolina Air National Guard

In 2018, the Air Guard is planning to convert the 145th Airlift Wing's C-130 mission to the C-17 strategic heavy lift aircraft at Charlotte IAP. This is the most significant growth area for the Guard in North Carolina. The Air Force will place a significant number of C-17s into the Air Guard over the next few years, and Charlotte has been identified as one of those beddown locations. Air Mobility Command (AMC) already understands the value of the region, given its robust highway, railroad, and air bridge networks. Stakeholders from the Air Guard estimate \$40M – \$50M will be required to modify hangars, ramps, and fuel systems to accommodate the new airframe. This investment will secure a weapon system that will be operational for many decades in North Carolina.

NORTH CAROLINA AIR
NATIONAL GUARD, 145TH
MAINTENANCE SQUADRON
AT THE NORTH CAROLINA
AIR NATIONAL GUARD BASE,
CHARLOTTE-DOUGLAS
INTL. AIRPORT.



AIRMEN AND SOLDIERS
FROM THE NORTH CAROLINA
NATIONAL GUARD TRAIN
FOR CYBER GUARD 15,
CONDUCTING A “RED VS.
BLUE” CYBER EXERCISE



North Carolina National Guard

The Army and Air Force continue to ramp up investment in cyber mission forces. There is also great synergy with the Intelligence Communities to partner with North Carolina, other agencies and academic institutions. The Future Structure of the Air Force Commission Report recommended moving most of the Air Force’s Cyber capabilities into the Reserve Component. The NCMAC team is meeting with MG Lusk, Adjutant General of the North Carolina National Guard on November 6, 2017 to discuss NC Guard priorities and next steps.

U.S Air Force

The Air Force is unable to generate enough Adversary Air (ADAIR) sorties to meet training and readiness requirements. Today’s annual ADAIR sortie shortfall of 30,000 is expected to double to 60,000 by FY30 without action. In March 2016, Air Combat Command tasked the Acquisition Management and Integration Center (AMIC) for a business case analysis of organic and outsourced alternatives: a contractor-owned, contractor-operated solution emerged as the best option. Installations with the greatest impact on readiness and pilot production are the focus of this contract effort. Formal Training Units like the 333rd and 334th Fighter Squadrons at Seymour Johnson support all F-15E fighter aircrew production and quality syllabus accomplishment. This mission will likely require 3,000 to 3,500 square feet of operations space. Maintenance space will require about the same. Ramp space for parking will be over 7,000 square feet but possibly over 10,000 square feet based on the aircraft selected. There must also be fueling support that is responsive. The NCMAC is advocating for Seymour-Johnson Air Force Base to be identified by Air Combat Command as one of the installations with the greatest impact on readiness and pilot production.

The NCMAC, in coordination with the Department of Commerce and the Economic Development Partnership of North Carolina, will continue to look for alternative and competitive options for meeting an off-base solution for contractor owned and operated Adversary Air.

12 Support Military Host Communities

The NCMAC and the DMVA established a competitive-based grant program to assist defense communities. After a series of sub-committee meetings in late spring/early summer of 2016, members from various defense communities, NCMAC leadership, and DMVA staff, created a draft program for the Secretary of Military and Veterans Affairs to approve. On July 15, 2016, the Secretary announced the availability of \$200,000 in grant funding from the state's Military Presence Stabilization Fund aimed at enhancing North Carolina's thriving military presence.

The purpose of the grants was to increase the military value at North Carolina installations and improve the local communities' ability to support the military and military families. Eligible projects could include those that enhance the quality of life for military members and their families, protect against encroachment, or improve infrastructure at military installations and surrounding communities. Two community projects were awarded grants. The first Project is for the MCAS Cherry Point Community to develop Military Overlay Districts. The second Grant is going to the MCB Camp Lejeune community for two aquifer monitoring wells. The funds have not yet been distributed as of the date of this report.

13 Support for non-host communities

While we know this opportunity will be significant in years to come, this recommendation was not pursued since publication of the Strategic Plan.

A non-host community is a community with a large active military population but not the primary host community of the installation.

14 Fully Leverage Army Research Office Research Potential

The U.S. Army Research Laboratory's Army Research Office (ARO) mission is to serve as the Army's principal basic research agency in the engineering, physical, information and life sciences to enable the Nation's technological superiority.

While the NCMAC knows this opportunity will be significant in years to come, this recommendation was not designated for specific effort since the publication of the Strategic Plan.

VETERANS CAREER DAY
AT CENTRAL PIEDMONT
COMMUNITY COLLEGE
CHILDCARE AT SEYMOUR
JOHNSON AFB



Goal 3

Improve the Quality of Life for Uniformed Service members, Veterans, and their families.

15 Support Options to Improve K-12 Education in Military Host Communities

K-12 educational quality is a major concern for the serving military and their families. Streamlined successful school transition and meaningful integration for military dependents are essential to quality of life. Military-friendly schools are a significant factor when service members decide where to retire or end their service. A positive K-12 Educational system will certainly be a factor when force structure and basing decisions are considered. The NCMAC supports the quality of K-12 education for military and veteran connected children in North Carolina by engaging and coordinating with the Department of Public Instruction, State Military Liaison Counselors, Troops to Teachers Grants, the Military Child Interstate Compact and the Military Child Education Coalition to achieve a comprehensive plan of educational support for our military families and host communities.

16 Eliminate Income Tax on Military Retirement

An important recommendation stemming from the 2016 Strategic Plan was for the state to study the fiscal impacts of exempting qualified military retiree pensions from state income tax. With the passage of Senate Bill 153, the North Carolina General Assembly has taken the first steps necessary to effectively pursue this recommendation. The bill required the NC Department of Revenue (DOR) to estimate the fiscal impacts associated with this policy. The DOR estimated a \$32 million impact to state revenue by FY 2022. The bill has been referred to the House Finance Committee and is awaiting action by the House.

17 Retain Military Talent and Integrate into the North Carolina Workforce

The NCMAC is an ardent supporter and partner of the NC Veterans Foundation, which administers a program called NC4ME. North Carolina for Military Employment (NC4ME) is a comprehensive public-private partnership designed to make NC the number one state for military employment. Established by the Governor in 2015, NC4ME leverages existing workforce development resources and technology to implement an employer-centric strategy that:

- ▶ Educates NC's business leaders on the value of hiring a military workforce,
- ▶ Shows small businesses and human resource professionals how to hire military personnel, and
- ▶ Connects military talent to open jobs, education, and training opportunities in North Carolina.

Between 2015 and 2018, 78,000 service members will transition out of the military through NC's DoD installations, adding strength to the 778,000 veterans already living in North Carolina. North Carolina's businesses strive to support these veterans and service members by leveraging their skills to fill critical talent requirements, but often lack the resources needed to identify and hire qualified military candidates.

By centering its focus on the "demand side" of the employment equation, NC4ME serves as a perfect complement to the vast number of programs currently preparing veterans for civilian employment and gives a much needed boost to military job seekers in North Carolina. More than just the "right thing" to do, hiring veterans drives business results for North Carolina's employers and economic growth for our state.



Goal 4 *Provide legislative and state agency coordination for military-related issues.*

18 Support Military-Community Partnerships

There has been significant success in the public-public/public-private (P4) partnership arena in North Carolina. A P4 initiative refers to opportunities and agreements to share resources and responsibilities among government and private entities to reach common goals or provide mutual support. Partnerships can be regional or local in scope with a varied focus, including municipal services, health services, facilities, work force, education, transportation, land use, etc.

The City of Goldsboro, NC, and United States Air Force are partnering together on a lease agreement for the construction of the Seymour Johnson Air Force Base-Goldsboro Multi-Sports Complex. This P4 collaboration between the City of Goldsboro and Seymour Johnson Air Force Base is part of a pilot project to share resources and responsibilities among government and private entities to reach common goals or provide mutual support. In this case the City will lease a 62.35 acre property from the Air Force to create the crown jewel of the Goldsboro Parks and Recreation Department and the joint sports leagues of the Family YMCA, Boys and Girls Club, and SJAFB Athletics Department.

Officials from Camp Lejeune, the city of Jacksonville and Onslow County have signed three partnership agreements, including one allowing the parties to share aerial images and other data used in geographic information systems. Two other memorandums of understanding are intended to help Marine Corps families navigate the challenges associated with school transitions. Importantly, more than 22 other partnership memorandums are planned to be implemented in the coming months between Camp Lejeune and the surrounding communities.

The Elizabeth City/Pasquotank Airport Authority is working with the U.S. Coast Guard, the City, the County, and NCDOT on reopening a closed cross runway for expansion of general aviation opportunities and support of current and future economic development expansion within the Airport and the Aviation Research and Development Park.

The NCMAC and DMVA have encouraged the installations and communities to take advantage outside expertise in the public-public/public-private partnership arena. We briefed the Commanders Council and full NCMAC meetings on two separate occasions about the opportunity to have outside led education and brain-storming sessions. While the success to date is notable, the NCMAC should continue its efforts in this arena as new opportunities continually arise and new leaders flow in and out of the installations and communities frequently.

19 Implement a Strategic Communication and Messaging Plan

The NCMAC and the DMVA established a framework for strategic communications and messaging. A strategic communications team, with members from the NCMAC and DMVA staff met several times in the summer of 2016 to build a program to effectively educate all regions of the State of North Carolina on the value and benefits Carolinians realize as a result of the large defense outlays in the state. The purpose of the plan was to educate communities and enable elected officials at every level to protect North Carolina's defense establishment.

Recognizing the need for tailored messaging, the framework included details (who, what, why, and how) for the following constituencies: Federal audience (House, Senate, Department of Defense, Department of Homeland Security, Department of the Interior, etc); State audience (General Assembly, Governor's office, Department of Environmental Quality, Department of Agriculture, Department of Transportation, Department of Commerce, etc); Local audience (Chambers of Commerce, elected officials, defense-connected businesses, NC League of Municipalities, NC Association of County Commissioners, NC City County Managers Association, community based groups, Institutes of higher learning, and local/regional economic development organizations), and Economic audience (NC Department of Commerce, Economic Development Partnership of North Carolina, NC Military Business Center, NC Military Foundation, and NC Defense Business Association).

To further advance our messaging, we enlisted the assistance of several students from the UNC School for Media and Journalism–Public Relations. We provided them the Strategic Plan for Supporting and Enhancing North Carolina Military Missions and Installations and some background on what the Commission is doing. The UNC group was asked to review the NCMAC web site, printed material, and other supporting documentation and help identify and target areas for a more effective communications plan. They provided a series of recommendations to the communications team in the fall of 2016.

20 Continue Engagement on Federal Legislative Priorities

The NCMAC team has briefed the NCMAC Strategic Plan and Legislative Priorities to the new Governor's representative in Washington, DC and the new Military Legislative Assistants in the North Carolina congressional delegation.

The State of North Carolina's congressional delegation has experienced significant turnover over the past few years. In addition, congressional districts have been redrawn and challenged, making it difficult for House Members to know which military installations they would be representing. With the traditional turnover in congressional offices, the NCMAC has made it a priority to brief the legislative staff of the NC CODEL on a regular basis.

NCMAC also seeks opportunities to leverage other congressional delegations that have similar interests that do not conflict with the goals of the Strategic Plan. NCMAC regularly participates in events sponsored by the Association of Defense Communities and briefs Pentagon and Armed Services leadership.

Conclusion

Fort Bragg, Camp Lejeune, Marine Corps Air Stations Cherry Point and New River, Seymour Johnson Air Force Base, and U.S. Coast Guard Base Elizabeth City are well postured for mission growth in the future. Through the diligent efforts of the North Carolina Military Affairs Commission, our missions and opportunities were increased. We must periodically update the Strategic Plan and aggressively pursue the recommendations to continue of this upward trajectory. This requires understanding the national political and military currents, the significant and unique value of our military installations and missions, and most importantly having the NCMAC lead a coordinated effort among all stakeholders.



North Carolina Military Installations

1. NSGA Northwest Annex
2. US Coast Guard Air Station Elizabeth City
3. Harvey Point Defense Testing Activity
4. Dare County Range
5. Marine Corps Air Station Cherry Point
6. Marine Corps Auxiliary Landing Field Bogue
7. Marine Corps Base Camp Lejeune
8. Marine Corps Air Station New River
9. USCG Sector North Carolina
10. Military Ocean Terminal Sunny Point
11. Fort Fisher Training Center
12. Seymour Johnson AFB
13. Camp Butner
14. Morrisville Army National Guard
15. NC National Guard Joint Force Headquarters
16. Pope Army Airfield
17. Fort Bragg Military Reservation
18. Camp Mackall Military Reservation
19. Rowan County Airport / NC National Guard
20. NC Air National Guard Headquarters

**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



For More Information Contact:



NORTH CAROLINA MILITARY AFFAIRS COMMISSION

4001 Mail Service Center
Raleigh, NC 27699-4900
984-204-8331