



NORTH CAROLINA MILITARY AFFAIRS COMMISSION



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

February 2016

... it is our collective responsibility to protect and enhance the ability of our installations to train, mobilize, and deploy our Servicemembers

ACKNOWLEDGMENTS

The North Carolina Military Affairs Commission (NCMAC) recognizes this report could not have been completed without the assistance of many organizations and key individuals. We extend our gratitude to the numerous installation leaders who volunteered their time, both in person and in follow-up calls, to answer our questions and provide additional insight. We thank all State and local officials, both elected and appointed, who gave generously of their time and talents. We also thank the support personnel and staffs that provided volumes of information for our review. Finally, we would be remiss if we did not mention the numerous community and regional groups that provided their respective installations unyielding support and ceaseless commitment. They include: numerous military affairs committees, chambers of commerce, and economic development councils; Friends of Seymour Johnson AFB; Allies for Cherry Point's Tomorrow; Fort Bragg Regional Alliance; and, numerous others. Their input was absolutely essential in allowing us to conduct our analysis.

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



CLOCKWISE FROM TOP LEFT:
US AIR FORCE C-130
HERCULES TAXI AT POPE FIELD
MARINE STUDIES AT THE
MARINE CORPS EDUCATION
CENTER ABOARD CAMP
LEJEUNE
THE XVIII AIRBORNE CORPS
COLOR GUARD AT FORT BRAGG

COVER PHOTOS, CLOCKWISE FROM TOP LEFT: 1. US COAST GUARD FLIES C-130J ABOVE COAST OF NC 2. NATIONAL GUARD UNIT FIRES .50 CALIBER MACHINE GUN DURING ANNUAL TRAINING 3. F-15E STRIKE EAGLES FROM SEYMOUR JOHNSON AIR FORCE BASE SOAR ABOVE NC 4. WARRIOR LEADER COURSE COLOR GUARD AT FORT BRAGG 5. MCAS CHERRY POINT AIR TRAFFIC CONTROL TOWER 6. MARINES FROM 22ND MARINE EXPEDITIONARY UNIT BASED AT CAMP LEJEUNE PRACTICE AMPHIBIOUS ASSAULT 7. US SERVICEMEMBERS MARCH IN VETERANS DAY PARADE 8. FLOATING SHIP-TO-SHORE CRANES FROM MILITARY OCEAN TERMINAL SUNNY POINT MOVE UP CAPE FEAR RIVER

February 22, 2016

Dear Friends,

As Governor of North Carolina, it is both my privilege and responsibility to fully protect and support the significant military presence in our state, including the interests of the service men and women who call North Carolina “home.” North Carolina is home to the fourth largest active military presence in the United States with six major military installations.

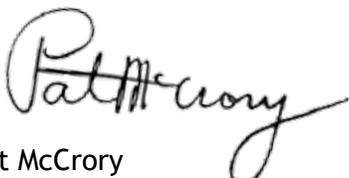
In addition to the vital contributions our service men and women make to our global community, they continue to make equally positive and far-reaching contributions to North Carolina’s economy, communities and cultural heritage. My administration continuously strives to reflect the critical importance of the military to North Carolina’s citizens and our economy.

The North Carolina Military Affairs Commission was created in 2013 to provide recommendations to my office, the General Assembly, and other stakeholders for measures the state should implement to ensure that our military resources maintain their standing as the premiere assets supporting the defense of our great nation. The Commission is authorized to examine a myriad of elements to ensure our military resources are not just maintained but strengthened. This includes protection against encroachment to our installations, identifying and supporting infrastructure projects critical to those installations and surrounding communities, meeting demands for safe and affordable housing and first rate education, aggressively pursuing meaningful economic development opportunities for our partners in the defense industry, providing superior support for military members and their families and fully integrating our talented military retirees and veterans into our workforce.

The Commission’s Strategic Plan for Supporting and Enhancing North Carolina Military Missions and Installations communicates its goals for our state and its recommended actions for achieving those goals.

The Soldiers, Sailors, Marines, Airmen and Coast Guard personnel who live, work and retire here are a crucial priority for me and my administration. I am proud to advance the vision of the Commission to ensure that North Carolina maintains its status as the nation’s most military friendly state.

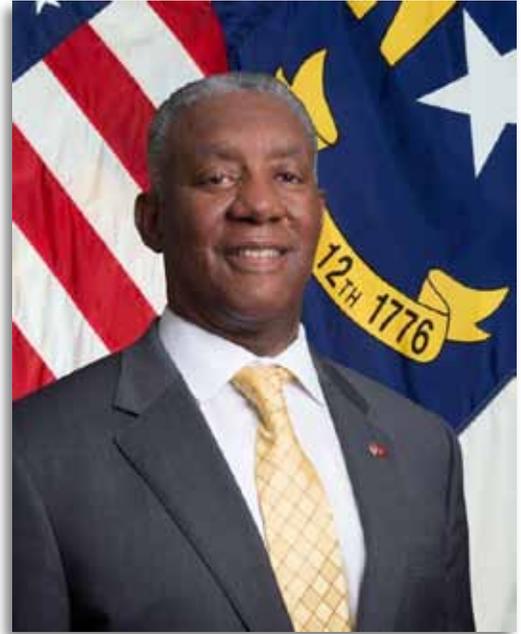
Sincerely,



Pat McCrory
Governor of North Carolina



“Our report lays out recommendations that accelerate and fortify North Carolina’s support for its military installations, military families, and all of the supporting businesses and infrastructure required to keep the State a leader in military preparedness for decades to come.”



*Cornell A. Wilson Jr,
Secretary of Military and
Veterans Affairs*

MV-22 OSPREY LANDS AT
CAMP LEJEUNE
SOLDIERS AT FORT BRAGG
PRACTICE PATROLLING
PROCEDURES



VISION

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

PURPOSE

This Strategic Plan provides a framework for sustaining and enhancing the current military posture in the State while pursuing opportunities to expand the military missions and economic impact on North Carolina.

STRATEGIC GOALS

North Carolina military installations provide a unique value for air, land, and sea training and mission requirements critical to our National Defense. Sustaining and enhancing these capabilities is paramount and requires a collaborative approach toward achieving the following goals:

- 1. Support and enhance North Carolina's existing military installations and missions.***
- 2. Increase the economic impact of the military and defense industry in North Carolina.***
- 3. Improve the quality of life for Uniformed Servicemembers, Veterans, and their families.***
- 4. Provide legislative and state agency coordination for military-related issues.***

This strategic plan analyzes and makes recommendations on how North Carolina can best support and enhance our military and homeland security installations and missions. One of its major strategic thrusts is to identify opportunities for the Department of Defense (DoD) and Department of Homeland Security to select North Carolina for new and emerging missions. State-level investment and partnerships in infrastructure sustainment, construction, land use compatibility, and training are opportunities for North Carolina to demonstrate its growing capabilities and commitment to our Armed Forces.

North Carolina operates from an advantageous position as it already participates in the development and stationing of our nation's most relevant and emerging missions. Over the past decade, DoD, the state and local communities have invested billions of dollars in and around the military installations in North Carolina.



CLOCKWISE FROM TOP LEFT:

MARINE CREW CHIEF CONDUCTS PRE-FLIGHT CHECKS OF MV-22 OSPREY

LANDING CRAFT UTILITY LOADS CARGO AT ONSLOW BEACH

US COAST GUARD BASE ELIZABETH CITY

SHIP-TO-SHORE CRANE AT MILITARY OCEAN TERMINAL SUNNY POINT

The threat of lost military jobs and a material diminution to the economy of North Carolina, as a result of DOD decisions, is real.

Becoming a leader and innovator in partnering with the DoD to make our installations more efficient and effective will pay long-term dividends when supporting current missions and incentivize new growth

Why do we need a Strategic Plan?

The DoD is currently reducing force structure resulting in consolidation or realignment of units and facilities. As consolidation efforts continue, North Carolina must be positioned to adapt and absorb new and changing missions and requirements. The threat of closing installations and loss of missions and personnel is real. Budgetary constraints are also creating pressure on the DoD to consider consolidations and reductions. This realignment also provides opportunities for North Carolina.

While military end strength and force structure may fluctuate over time, emerging threats and changing operational environments will require new missions and capabilities. Regardless of a future base realignment and closure (BRAC) round, the military departments routinely make decisions to sustain or relocate existing missions or develop new missions consistent with emerging national security imperatives. Becoming a leader and innovator in partnering with the DoD to make our installations more efficient and effective will pay long-term dividends when supporting current missions and incentivize new growth.



Fort Bragg, Camp Lejeune, and Marine Corps Air Stations Cherry Point and New River, Seymour Johnson Air Force Base, and U.S. Coast Guard Base Elizabeth City position North Carolina for mission growth in the future. The Strategic Plan provides a framework for how state and local governments, agencies, and other entities can work together to achieve the stated goals. To implement this plan requires understanding the significant and unique value of our military installations and missions; recommending specific actions to support and enhance our assets; and leading a coordinated effort among all stakeholders.

Two recent endeavors will greatly assist in implementing many of the actions listed throughout this Strategic Plan. First, the military Services produced a combined military mission footprint depicting where they test and train. The state is producing a “Red-Yellow-Green” map, from this footprint, that addresses state-wide issues related to vertical obstruction, alternative energy, and manmade structure siting.

The military mission footprint and red-yellow-green map shall prove to be a valuable tool that guides policy development and land use decisions going forward. Next, the state has funded a Regional Joint Land Use Study (JLUS) that will result in a unified approach to incorporate and augment similar efforts undertaken at the individual installations.

GOVERNOR PAT MCCRORY
SIGNS SENATE BILL 761
ENSURING COLLEGE CREDIT
FOR MILITARY TRAINING

CORPSMEN FROM CAMP
LEJEUNE PREP FOR
SURGERY DURING CASUALTY
SIMULATION





MARINE F-35B JOINT STRIKE FIGHTER FLIES ABOVE MCAS CHERRY POINT

UH-60 BLACKHAWKS LAND DURING LIVE FIRE EXERCISE AT FORT BRAGG

MARINES TRANSPORT M1A1 ABRAMS TANKS ACROSS NEW RIVER AT CAMP LEJEUNE

UNDERSTANDING THE VALUE OF NORTH CAROLINA'S MILITARY INSTALLATIONS, MISSIONS, AND ASSETS

North Carolina is home to the fourth largest military population in the United States, six major installations and several critical defense support activities. Our installations, missions, assets, and personnel are some of the finest in the DoD. Its superb ranges, amphibious landing sites, and dedicated airspace provide unique training opportunities for all Services. Nothing Compares with North Carolina's air, land, and sea resources.

There are nearly 600,000 DoD-related jobs in North Carolina of which half are in the private sector. Additionally, our defense and homeland security sector generates approximately \$66 billion of impact to the economy, representing 15% of North Carolina's gross state product making defense the second largest economic engine with agriculture being first.

Each Installation in North Carolina provides critical capabilities that contribute to our National security. A brief description of North Carolina's major installations, missions, and capabilities follows:

Fort Bragg

Fort Bragg, with over 65,000 Servicemembers and civilian employees, is the largest U.S. Army installation in terms of population in the country and is home to the Army's rapid response force, consisting of Special Operations and Airborne Forces. It covers 161,000 acres and is the home of the U.S. Army Airborne Forces, Joint Special Operations Command and U.S. Army Special Operations Command, the U.S. Army Forces Command and the U.S. Army Reserve Command.

Marine Corps Base (MCB) Camp Lejeune

MCB Camp Lejeune is home to the largest concentration of Marines in the Marine Corps and also the largest amphibious base on the East Coast. Through II Marine Expeditionary Force (II MEF), Marine Special Operations Command, and Marine Corps Installations East provides the Nation's Rapid Response Team. Marine Corps Base Camp Lejeune includes a 156,000-acre training base, with 11 miles of beach capable of supporting amphibious operations and 50 tactical landing zones. The Base community is home to over 45,000 Servicemembers and civilian employees.



Marine Corps Air Station (MCAS), New River

MCAS New River is the primary United States Marine Corps helicopter base and home to 100% of the active duty tiltrotor squadrons. Located on over 4,000 acres along the New River, MCAS New River is the East Coast home of the Marine Corps' variant of the V-22 Osprey, the most innovative and capable tiltrotor aircraft in military aviation history. Home to Marine Aircraft Group 26, Marine Aircraft Group 29, and the School of Infantry - East, MCAS New River employs approximately 7,500 Servicemembers and civilians.

Marine Corps Air Station, Cherry Point

MCAS Cherry Point is the largest Marine Corps Air Station in the world. It is the headquarters of the 2nd Marine Aircraft Wing, the aviation component of the II MEF. MCAS Cherry Point is home to the AV-8B Harrier and will eventually be the largest F-35B base in the Nation. MCAS Cherry Point has four runways of over 8,000 feet and over 29,000 acres including bombing ranges and outlying fields that Marine Corps, Navy, and Air Force aviators use for training. Nearly 14,000 Servicemembers and civilians work aboard MCAS Cherry Point.

A major tenant command at MCAS Cherry Point is Fleet Readiness Center (FRC) East, a Naval Air maintenance and repair depot that is the nation's "Vertical Lift Center of Excellence." FRC East provides depot level maintenance for every fixed wing and rotary winged vertical lift aircraft flown by the Marine Corps, as well as support to other military services and federal agencies. More than 3,500 civilian employees work at FRC East, making it the largest industrial employer in North Carolina east of I-95.

Seymour Johnson Air Force Base (AFB), Goldsboro

Seymour Johnson AFB, with a population of approximately 6,000 Servicemembers and civilian employees, is home to the Air Combat Command's 4th Fighter Wing with two training and two operational squadrons. This represents the entire US Air Force training capability for the F-15E Strike Eagle. The 916th Air Refueling Wing is the preferred alternative for the first Reserve-led KC-46A Pegasus main operating base.

U.S. Coast Guard Base Elizabeth City

Located in the heart of Northeastern North Carolina, U.S. Coast Guard Base Elizabeth City is a regional command that provides logistics, engineering, administrative, financial, purchasing, and health care services to Coast Guard units throughout North Carolina. Comprised of more than 880 acres and nearly 2,000 Servicemembers and civilian employees, the base is the Coast Guard's largest aviation facility and is the largest employer in Northeastern North Carolina. U.S. Coast Guard Base Elizabeth City is the hub for the Coast Guard aviation support, which includes the missions of aviation depot level maintenance, structural engineering, spare parts warehousing, and information service needs.

Military Ocean Terminal Sunny Point

Military Ocean Terminal Sunny Point is the largest military terminal in the country. It serves as a transfer point between rail, trucks, and ships for the import and export of weapons, ammunition, explosives, and military equipment for the United States Army. The facility is situated on an Army-owned 11,000-acre site on the banks of the Cape Fear River in Brunswick and New Hanover counties. An additional 5,000 acres are set aside as a buffer zone around the facility.



AN AV-8B HARRIER II IS
PARKED ON THE FLIGHT
LINE AT MCAS CHERRY
POINT

NC NATIONAL GUARD
PREPARES FOR WINTER
STORM RESPONSE

North Carolina National Guard

The North Carolina National Guard represents nearly 12,000 citizen-soldiers serving in all 100 counties across the state. Providing combat, combat support, and combat service support forces to Active Army, the Army Guard is vital to the Nation's ability to project combat power worldwide. The Air Guard provides critical assets to the Air Force such as tactical airlift, air traffic controllers, aero-medical evacuation, and many others. With its dual mission role, the National Guard leads the state with domestic operations and defense support to civil authorities in times of crisis or emergency. With the Guard's hometown focus, another unique, and often untapped, asset it brings to the overall state military value, is its ability to seek out and find new areas for training and operations that cannot only be used by the reserve component but can significantly enhance all components serving within the state.



U.S. Military Reserve Components

In North Carolina, the Army, Navy, Air Force, Marine, and Coast Guard employ some 12,000 Reservists. Many citizen-soldiers reside, train, and drill in North Carolina and are a force multiplier for Military missions. Citizen-soldiers combine both private sector skills and leadership and discipline groomed in the military that offers both sectors the best of both worlds. Reservists and National Guardsmen provide a public face to their communities.



Army Research Office (ARO)

U.S. Army Research Laboratory's ARO capitalizes on the brain trust of world-renowned universities, industry innovators, and commercial technologies and leverages their expertise towards a state-of-the-art military application. ARO's research mission represents the most long-range Army view for changes in its technology. The ARO research program consists principally of academic research efforts consisting of single investigator efforts, university-affiliated research centers, and specially tailored outreach programs.



North Carolina Military Ranges, Special Use Air Space, and Military Training Routes

In addition to the installation's training ranges, North Carolina provides dedicated air space, waterways, and other off installation areas that support Joint military training. The offshore water ranges support maneuvering and ship-to-shore fires and amphibious landings. The aviation ranges include air-to-air and air-to-ground ranges and low-level military training routes. The ranges include electronic combat, day-night, and air-to-ground training critical to conventional and Joint special operations teams.

Key examples are:

- Dare County Range is the primary training range for F-15E "Strike Eagle"
- Onslow Bay is the Marine Corps' amphibious training location
- Cherry Point Aviation range complex includes bombing ranges and outlying fields

USS FORT MCHENRY ANCHORED OFF NC COAST

US AIR FORCE DARE COUNTY RANGE IN NC IS USED BY ALL SERVICES

MARINES LAND ASSAULT AMPHIBIOUS VEHICLE AT ONSLOW BEACH

North Carolina is the place to grow current military missions at our installations and favorably compete for new ones

The military capabilities within North Carolina, such as the rapid response force, have extremely high military value. With our state, regional, and local leaders deeply committed to our military community, North Carolina is the place to grow current military missions at our installations and favorably compete for new ones. A proactive state and local governance and community support have positioned North Carolina to attract, create and grow new economic opportunities consistent with our military missions.

North Carolina is the most military friendly state in our nation and we look forward with great enthusiasm to building on that legacy. We take great pride in providing an outstanding quality of life for our military personnel, their families, and our Veterans.



GOALS AND RECOMMENDATIONS

As previously stated, the Commission has four strategic goals guiding our actions to support and enhance North Carolina's military missions and installations. Underneath each of these goals are recommendations in which the state, installations and communities can work together to keep North Carolina on the leading edge. Recommendations are focused on protecting current assets and providing a catalyst to attract new missions and opportunities.

Goal 1. Support and Enhance North Carolina's Military Installations and Missions.

North Carolina is well positioned to accept more missions and assets, whether they are new or relocating. The nature of warfare continues to evolve and North Carolina should partner with the military services to upgrade and enhance their installations and training ranges, which are essential to our military missions.

Recommendations to support Goal 1 are:

1. Expand and protect North Carolina's Military Ranges Special Use Air Space, Military Training Routes, and Maritime Operating Areas. North Carolina has outstanding military range capabilities, both on and off the coast, which are essential for military training. Investment is required to maintain their capabilities and prepare them for the next generation fighter and weapon systems. Facility

AIRMEN FROM SEYMOUR JOHNSON AIR FORCE BASE MARCH DURING VETERANS DAY PARADE

82ND AIRBORNE DIVISION DURING JOINT OPERATIONS ACCESS EXERCISE AT FORT BRAGG



investment ensuring compatible use land and water space and the purchase/leasing of properties adjacent to existing ranges as well as the transit routes to and from target areas that would preserve and expand local training capabilities should be considered top priorities.

2. Promote Seymour Johnson AFB as the Final Basing Location for the first Reserve KC-46A Pegasus Tanker. The Air Force recently announced that Seymour Johnson AFB has been selected, pending an environmental impact review, for the first Air Force Reserve KC-46A Main Operating Base. It already has a KC-135 refueling mission, sufficient ramp space, requisite Type III fueling hydrants, 11,670 feet of runway (minimum requirement is 7,000 feet), and an abundance of “receiver” aircraft and established refueling tracts.



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 F-35 Joint Program Office has reaffirmed that FRC East is the best operational choice to install the F-35B Lift Fan Maintenance and Test Facility. The F-35B is the Marine Corps’ specific version with an integrated Lift Fan. The confirmed selection of FRC East by the program office will greatly increase the likelihood that additional component repair for the F-35B will be located at FRC East as well. North Carolina should continue to advocate for the Lift Fan Maintenance and Test Facility to ensure military construction is appropriated to MCAS Cherry Point and that supplementary logistical support follows this effort.



4. Enhance current operations. There are a number of ways to protect and enhance current missions in North Carolina. This includes utilizing existing ranges, airspace, and facilities to accommodate large scale joint operational air, land, and sea exercises.

- Expand training opportunities for joint training and enhanced utilization of range space, on and off installations, are being explored and may require state support for implementation.
- Replace older aircraft with newer models is an on-going process that will ensure continual use of our installations and facilities, such as replacing tactical C-130 aircraft in the North Carolina Air National Guard with C-17 aircraft, which are used for strategic airlift.
- Fully utilize existing facilities, such as ramp space at MCAS Cherry Point and Fort Bragg for other aviation missions, which could include special missions and unmanned aircraft operations.
- Increase the testing and deployment of emerging technologies and advancing research opportunities is a growth area in North Carolina which is tied directly to the research and technology capabilities of our university system. Partnerships have already been developed with UNC universities to support equipment and training for Special Operations forces.

5. Promote the Early Deployment of F-35B to MCAS Cherry Point. Although ultimately planned to be the largest F-35B host site, MCAS Cherry Point is the last air station to receive its complement of F-35Bs. MCAS Cherry Point is scheduled

PARACHUTE RETRIEVAL
DURING AIR DROP TRAINING AT
FORT BRAGG

A LANDING CRAFT AIR
CUSHION TRANSPORTS 22ND
MARINE EXPEDITIONARY
UNIT VEHICLES FROM CAMP
LEJEUNE

With world-renowned universities ... the region is extraordinarily well positioned to make advancements in the broad spectrum of research and development

to receive its first operational F-35B squadron in FY23. North Carolina should aggressively pursue the early deployment of F-35Bs to MCAS Cherry Point and should seek opportunities to assist MCAS Cherry Point with its pre-deployment military construction requirements, specifically a joint strike fighter hangar.

6. State Investment in Military Facilities, Compatible Land Use, and Infrastructure. The expectation that the DoD will be the sole investor in military missions and activities has shifted. The new paradigm is that states are investing in and around their military installations, including associated ranges and test facilities, because they understand the inherent and intrinsic value of military operations. Protecting North Carolina's \$66 billion military economic impact will require significant state investment and innovative thinking.

7. State Management of Resources affecting military installations. Inter-departmental collaboration is required to synchronize efforts between installations and North Carolina state agencies to protect military interests.

- Support Regional Management of Aquifer and Water Supply availability. Population Growth and land use changes in Eastern North Carolina are stressing water supply and increase the risk of aquifer salt water intrusion. Once intrusion occurs, the effects are irreversible. Increased State management and coordination with counties and municipalities is required.
- Support for Military Strategic Transportation Initiatives (STIP /Military projects). The State must continue efforts to improve road, rail, port, and air infrastructure that also will benefit logistics throughput and operational capacity for military deployments.



LANDING CRAFT MECHANIZED
14 TRANSPORTS SAILORS,
SOLDIERS AND MARINES DURING
JOINT LOGISTICS OVER-THE-
SHORE EXERCISE

CREW MEMBERS FROM NC
AIR NATIONAL GUARD LOAD
MODULAR AIRBORNE FIRE
FIGHTING SYSTEMS INTO
A C-130 TO HELP FIGHT
WILDFIRES IN ARIZONA AND
NEW MEXICO



- State Energy Planning. The state is deliberatively evaluating opportunities to reduce reliance on out of state energy sources. It also is evaluating appropriate use of renewable energy both on and off-shore. The state must routinely review and amend legislation and continue a coordinated planning effort to ensure compatibility with the military’s training and operating missions.
- Support for the Sentinel Landscapes, Seascapes Efforts, and other Federal Initiatives. North Carolina soon will be designated as the first Sentinel Landscape (SL) state by DoD. Such designation will result in increased federal funding, outreach, and technical assistance to link working lands, conservation, and the military training mission. The state must enhance efforts to fund the SL program coordination, compatible land use programs, and to leverage federal funds.
- Over 90% of the lands encompassing the military mission footprint are privately owned and most are in farming and/or forestry. By keeping those lands from converting to incompatible use, the state will sustain and enhance the state’s two largest economic engines, agriculture and the military. Soon, support will also be needed to develop a similar collaborative program in our coastal waters—called Sentinel Seascapes.
- Support State Operational Partnerships/State Training Partnerships. While some successes have been achieved, the state should increase its efforts to make state owned lands available for low impact use by the military.
- State Support of off-base habitat to protect military training mission. The state should expand its current efforts to provide funds and land that promote off-base habitat restoration. State-owned land holds great promise to recover threatened and endangered species. Land on the bases can then be freed up to better support current and future test and training responsibilities.

North Carolina is well positioned to accept more missions and assets, whether they are new or relocating.

Goal 2. Increase the Economic Impact of the Military and Defense industry in North Carolina.

North Carolina has shown tremendous economic expansion over the past several years through collaborative efforts with the North Carolina Department of Commerce, regional and local economic development offices, and other public-private partnerships. Additional opportunities exist that can expand economic development opportunities that focus on leveraging the military while creating jobs and offering additional opportunities to other industries by improving and expanding North Carolina’s infrastructure.

1. Pursue North Carolina basing of the suppliers of F-35B maintenance and logistics support. The F-35 Lightning II Joint Strike Fighter (JSF) is the largest and most expensive procurement program in the DoD. MCAS Cherry Point is planned to be the single largest site for F-35B basing in the USMC and is home to FRC East which has a major role in the F-35B depot level maintenance plan. North Carolina should aggressively recruit F-35B maintenance and logistics suppliers to Eastern North Carolina. This opportunity would bring high tech jobs to North Carolina, while reducing costs and increasing efficiency for FRC East.

2. Support the Establishment of a Joint Government / Contractor Engineering Support Facility. The requirement for expanded support for the F-35B Airframe and Components will drive a space requirement for a local Lightning Support Team. This team will be comprised of Engineering, Logistics, and Program Management



COAST GUARD STATION EMERALD ISLE ASSISTS BOATERS NEAR BOGUE INLET

MUNITIONS CONTAINERS AT MILITARY OCEAN TERMINAL SUNNY POINT

... financial considerations ... have proven to outweigh all other factors in determining residency

personnel from FRC East, the F-35 Joint Program Office, Lockheed Martin, and other public-private partners. The State should partner in the development of a “move in ready” facility located in the Cherry Point community, further enhancing the value of FRC East and MCAS Cherry Point to the F-35 program.

3. Support for Customs and Border Patrol Expansion. The US Coast Guard (USCG) is the largest branch of the Department of Homeland Security (DHS). All aviation assets of the USCG rotate through Elizabeth City for maintenance and overhaul work. DHS is also in charge of Custom and Board patrol (CBP), which has more aviation assets than the USCG but no centralized maintenance or overhaul facility to meet their needs. Increasing the footprint and utilizing well-established protocols of the USCG Base Elizabeth City would greatly benefit both DHS and CBP by saving millions of dollars and decreasing maintenance timelines.

4. Aggressively Pursue New additional Missions. Provide a roadmap to the Services for relocating and consolidating missions into North Carolina.

- Intensify Efforts to Pursue a Cyber-Force Mission for the North Carolina Air National Guard. There is great opportunity in the Intelligence and Cyber communities to partner with North Carolina, inter-agencies and academic institutions. The Director of the ANG plans to announce the final four units to be assigned cyber missions in FY16 with up to eight more expected in future years. In parallel the Air Force plans to establish multi-year unit, activity, and personnel requirements for the MQ-1 and MQ-9 ISR missions at six to eight ANG Bases in the near future. North Carolina should advocate for mutually supporting infrastructure.

5. Support Military Host Communities: As the second largest economic sector of the State’s economy, it is essential that the military and their host communities have the necessary State support to address the challenges facing our five host cities as they provide a superior and safe quality of life for military personnel and their families.

- North Carolina should establish credits within each state grant program that acknowledges, partners with and rewards these host cities for their efforts to preserve, protect, and enhance North Carolina’s military missions, while providing services to active duty military personnel, their families and veterans. Consideration should be given to establishing stable and predictable funding streams to accomplish these goals.
- In Coordination with Secretary of Commerce, create military host community economic development focus zones. The Military Host Communities, who are directly supporting the on-base population, carry a unique financial burden which is not shared by communities who are not providing direct support to an on-base population. These Host Communities will be the focus of a BRAC community value evaluation which includes, family employment opportunities, recreation, education, and other quality of life factors. Military host Communities should receive special consideration and points for infrastructure, parks, recreation and trails, grants, and loans. Additional considerations could include focused economic development assistance or a special sales tax allocation.

6. Support for non-host communities. Much of where the military tests and trains does not reside in a host county/community. These “away” areas experience the sound of freedom but do not otherwise benefit economically given their distance from bases. Efforts, in coordination with the Secretary of Commerce, are needed

to bolster existing and identify and promote new compatible economic development in these areas.

7. Fully Leverage Army Research Office Research Potential. The ARO is well suited to capitalize on new opportunities for research and development and is located at the perfect site within North Carolina considering our state-wide commercial and academic research capabilities.

Goal 3. Improve the Quality of Life for Uniformed Servicemembers, Veterans, and their families.

The livelihood of our military residents extends well beyond the borders of the installations. North Carolina seeks to improve the quality of life for military members and their families, retirees, and Veterans. The state should develop and support programs and legislation that protect and enhance joint planning, cooperation, and sharing of services.

1. Support Options to Improve K-12 Education in Military Host Communities. The quality of K-12 education is one of the highest valued metrics among quality of life factors for military families. The federal government provides “impact aid” to school districts for military and federally related students but unfortunately this aid does not cover the full cost to educate a child. Additionally, host communities struggle to meet school construction requirements to meet current needs. North Carolina should support options to ensure our directly impacted host communities are “models of education success,” showcasing the art of the possible in K-12 education, while subsequently attracting service members, new missions and military related industry.

2. Eliminate Income Tax on Military Retirement. North Carolina should consider the merits of reducing its state income tax burden on military retiree pay in order to make North Carolina more competitive with other states-particularly its peer competitors. A thorough fiscal impact analysis will examine the current growth rate of military retirees in the state and will determine the necessary break-even growth rate North Carolina must achieve for the tax exemption to begin generating positive fiscal impacts.

3. Retain Military Talent and Integrate into the North Carolina Workforce. North Carolina is home to an estimated 775,000 veterans. As of FY13, the state was home to the 8th largest veteran population in the nation following three of its peer competitors: Texas, Florida, and Virginia. The State could improve long term quality of life issues by improving its efforts to retain transitioning military members. This effort will also enable communities to become a more attractive final destination for retiring military members.

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

The Department’s regular interaction with the state’s bases and host communities make it a key stakeholder in advocating military-related issues to the General Assembly and State Agencies. The impact of military operations either directly or indirectly reaches every constituency in North Carolina. Actions at the state level



VETERANS CAREER DAY
AT CENTRAL PIEDMONT
COMMUNITY COLLEGE
CHILDCARE AT SEYMOUR
JOHNSON AFB
JOINT CHIEFS OF STAFF
GENERAL (RETIRED)
MARTIN E. DEMPSEY
SPEAKS TO ROTC CADETS
FROM NORTH CAROLINA
UNIVERSITIES

North Carolina is exceedingly well-positioned to capitalize on this “new normal” environment for defense spending

can leverage efforts among military installations, state agencies, military interest groups, and others to promote base sustainability, economic development, and quality of life.

1. Support Military-Community Partnerships. Identify and support shared services opportunities to partner with installations and seek efficiencies.
2. Implement a Strategic Communication and Messaging Plan. North Carolina should initiate a campaign to inform citizens on the statewide value of the military and how it benefits North Carolinians. This would help to inform elected officials at every level of the importance and impact of North Carolina’s defense establishment.
3. Continue Engagement on Federal Legislative Priorities. Refine legislative priorities and present to Congress annually in support of our Strategic Plan for supporting and enhancing North Carolina military missions and installations. Assess the changing national security strategy, political, and fiscal environment and the impact on the military presence in North Carolina. Meet with DoD officials, the leadership of the military Services and with members of Congress to ensure that key decision makers in D.C. understand the military value of the installations in North Carolina and that our State is deeply committed to supporting these installations and their missions.

LOOKING AHEAD

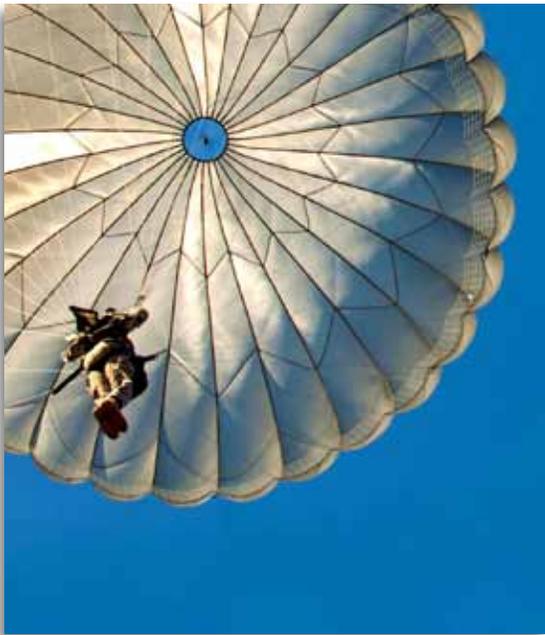
North Carolina must recognize national security objectives and emerging requirements in order to align the state’s military installations, industries, academic institutions, and infrastructure resources with the needed response. Our ability to recognize the need, adapt to the situation, and support the response is essential for continued growth and sustained relevance. This approach positions North Carolina to act when new challenges and/or opportunities present themselves.

The threats to our Nation’s security are evolving rapidly and unpredictably in unforeseen parts of the world. At the same time, DoD will face tough decisions regarding force structure and end strength reductions as the full effects of the Budget Control Act and sequestration are realized.

North Carolina military installations add specific value and capability to the National defense mission. Our approach to support and enhance North Carolina’s military installations is meant to ensure the viability and continued growth of those missions



NC NATIONAL GUARD EXECUTES COMBINED ARMS EXERCISE WITH M1A1 ABRAMS TANKS AT FORT BRAGG



Our strategic approach to maintain and enhance North Carolina's military installations is to ensure the viability and continued growth of those missions and to leverage the state's considerable public, private, and human capital assets in their support

and leverage the state's considerable public, private, and human capital assets in their support. The state positions itself to rapidly capitalize on Department of Defense's changing requirements, if it takes the appropriate actions.

The Commission-in partnership with the North Carolina Department of Military and Veterans Affairs; federal, state, and local agencies; military Services, and private industry-will develop implementation plans based off the goals in this Strategic Plan. The collaborative efforts by all parties will guarantee North Carolina is the most Military and Veteran friendly state in the United States.

CLOCKWISE FROM TOP LEFT:

ARMY PARATROOPER DESCENDS ONTO FORT BRAGG FROM AIR FORCE C-130

CREWS FROM COAST GUARD BASE ELIZABETH CITY AND STATION HATTERAS INLET PERFORM SEARCH AND RESCUE DEMONSTRATION

RECONNAISSANCE MARINES FROM CAMP LEJEUNE PUSH BOAT OFF ONSLOW BEACH INTO THE ATLANTIC OCEAN



“This Strategic Plan provides a framework for supporting and enhancing our military installations and missions in North Carolina. It is a living document to be modified as required and utilized as a roadmap to foster and shape future collaboration and teamwork between North Carolina State Government, the Federal Government, military installations and communities, and industry.”

BG (Ret.) Mabry (Bud) Martin, Chairman NC Military Affairs Commission



M109A6 PALADINS FIRE DURING NC NATIONAL GUARD ANNUAL TRAINING





CLOCKWISE FROM TOP LEFT:

USMC LIGHT ARMORED VEHICLE FROM CAMP LEJEUNE
TRAINS AT LIVE FIRE RANGE SR-10

A 45-FOOT COAST GUARD RESPONSE BOAT TRAVELS
DOWN PAMLICO RIVER

SOLDIERS FROM THE NATIONAL GUARD ATTEND SENIOR
LEADER WORKSHOP WITH GOVERNOR PAT MCCRORY

MARINES FROM MCAS CHERRY POINT CONDUCT A
MOTIVATIONAL UNIT RUN

BACK PAGE: 82ND AIRBORNE PERFORMS 120-MEMBER JUMP DURING 2006 JOINT SERVICE OPEN HOUSE

Prepared by:



Matrix Design Group, Inc.
320 Bayshore Drive, Suite B
Niceville, FL 32578
MatrixDesignGroup.com

In association with:

The Roosevelt Group, LLC
300 New Jersey Avenue, NW
Suite 900
Washington, DC 20001
www.rooseveltdc.com

The Yonkers Group, LLC
3573 Ashland Drive,
Davidsonville, MD 21035
www.theyonkersgroup.com



For More Information Contact:



NORTH CAROLINA MILITARY AFFAIRS COMMISSION

413 N. Salisbury Street
Raleigh, NC 27699
919.807.4250