

NIAGARA

THE TOTAL PACKAGE

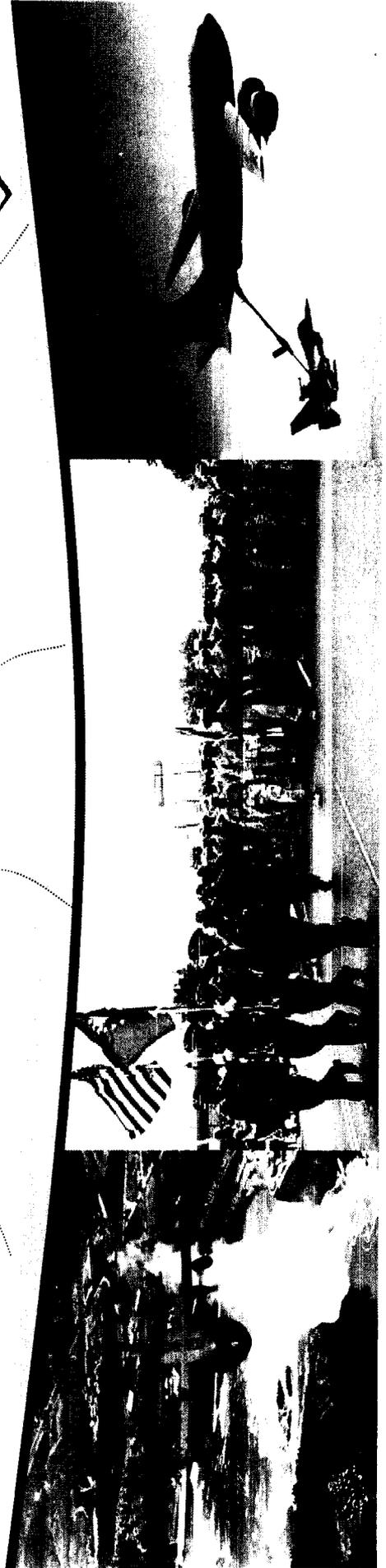
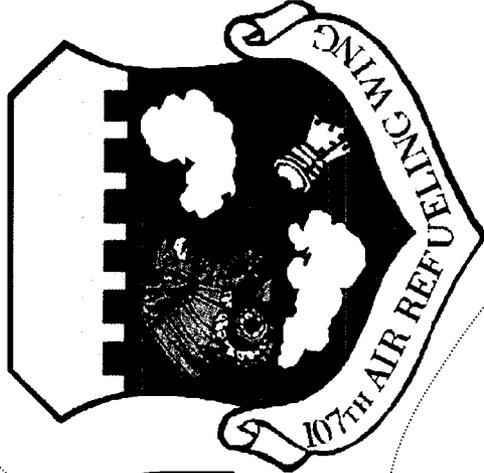




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Niagara: The Bottom Lines

1. *Already provides all 4 Air Mobility Command Mission Essential Taskings*
2. *As a small, efficient reserve base it's the best value to the American taxpayer*
3. *Current infrastructure can handle any mission or airframe (runways, ramps, hangars)*
4. *Actually lies outside severe weather patterns – contrary to stereotype*
5. *Immediate access to training areas = reduced costs, better proficiency, rapid upgrades*
6. *Fifteen year, combat proven veterans are here and willing to serve*
7. *Over 100% manning; retention over 95%...viable manning for any future mission*
8. *Key platform for Global Reach – Domestic and Int'l; Europe - Asia*
9. *Proven track record to support contingencies or surges*
10. *Highly desirable Infrastructure, capacity, and location for the future*
11. *Modern installation requiring little or no MILCON (Military Construction)*
12. *100% of excess capacity (33% total) was eliminated over last 10 yrs*
13. *\$600,000 in annual savings not included by BRAC but realized at Niagara*
14. *Ever ready homeland security platform*
15. *Joint facility...a way of life at Niagara*
16. *Operational tanker home station*
17. *New hardened overrun allows fully loaded KC135 operations*
18. **MILITARY VALUE UNDER-ESTIMATED**
19. **ECONOMIC VALUE UNDER-ESTIMATED**
20. **SAVINGS TO TAXPAYERS OVER-ESTIMATED**
21. **FUTURE POTENTIAL UNDER-ESTIMATED**

Niagara: The Total Package

Bringing it all to the Nation

Air Mobility Command Mission Essential Taskings:

- ✓ Combat Airlift
- ✓ Air Refueling
- ✓ Aeromedical Evacuation
- ✓ Expeditionary Combat Support

Homeland Defense Platform:

- ✓ Border
- ✓ Vital Infrastructure
- ✓ Shared Defense Facilities



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We bring it all to the nation!

Air Mobility Command has 4 primary missions, we do them ALL!

•Combat Airlift, Air Refueling, Aeromedical Evacuation, and Expeditionary Combat Support

Niagara also provides a platform for homeland defense. This isn't something we're suggesting, its reality. Niagara is currently used by organizations such as the Department of Homeland Defense and the FBI just to name a couple.

•Location next to the border, proximity to vital national infrastructure, and our shared defense facilities provide the nation a strategically located and secure piece of real estate, something that organizations providing for homeland defense need.

Now you know what we provide, let us show what a good deal we are to the nation. Lets take a look at the numbers...

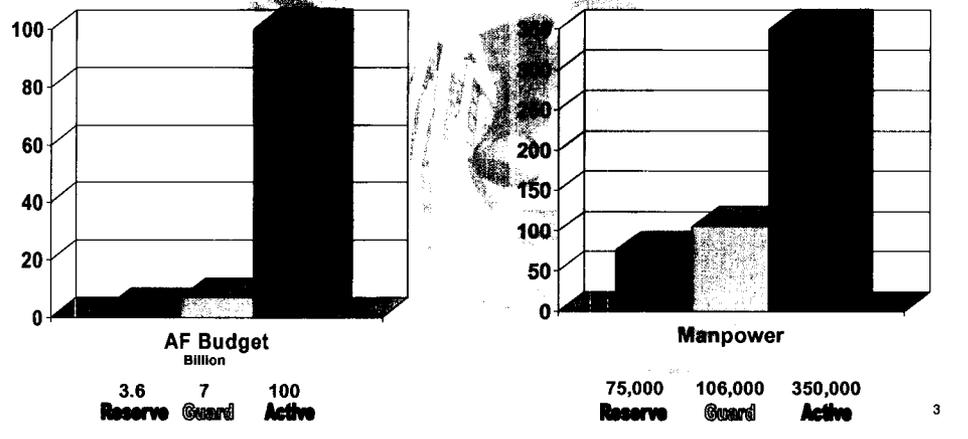
Niagara's Dollar Goes Further

Niagara's Value To American Taxpayers



Reserve units bring experience to the fight. They provide 20 percent of the AF capability with 4 percent of the budget.

The Inspector General Brief, May - June 2005



Like all reserve and guard bases, we provide tremendous national capability for the lowest price\$\$\$\$. This is one case where bigger is not always better. Smaller bases are flexible and more adaptable as mission needs change. We simply provide a place to train. We don't have huge overhead tied up in "Little Cities" with pools, golf courses, housing, etc...

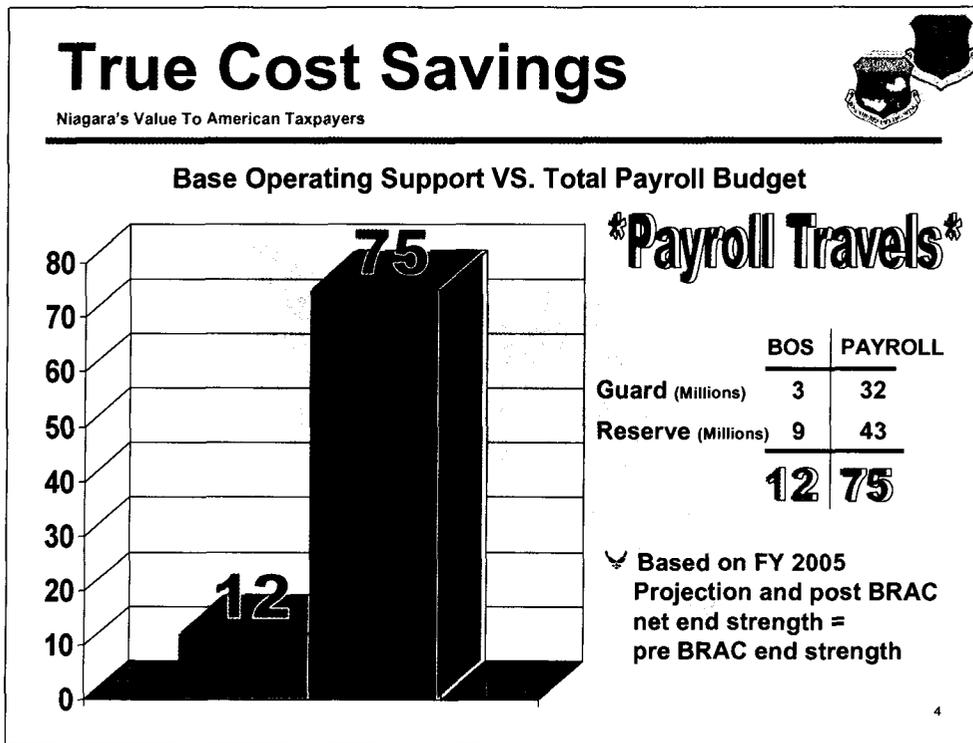
The Air Force Reserve provides 20% of the force for 4% of the budget. When you combine that with the Guard you have a 50% plus-up to the nation's active duty force for a mere 10% of the cost!!! There is no deal better for the nation than what we offer.

What's the secret? It's Base Operating Costs...

Green: AFRC provides 20% of capability with 4% of budget (TIG Brief May-June 2005)

Light Blue: ANG provides 34% of capability with 7% of budget (7 bill budget, 106 manpower) (Gen James "ANG 101 Brief" March 2005)

Dark Blue: Active Duty



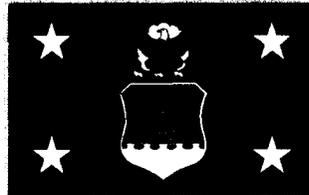
Payroll, flying hour, and gas expenses are tied to the aircraft and must be paid where ever the aircraft are based. But, when they're based at an active duty base you have to provide housing, dormitories and Morale-Welfare-Recreation Facilities. These represent huge expenditures for an active duty base that you just don't have to pay here! The planes fly here without these expenses providing the tax payer the same warfighting capability at a fraction of the cost. Where the active duty pays to train, live, and play; we pay to train, nothing more.

With that and BRAC in mind, we would like to look at the BRAC goals and get more specific about Niagara and whether the decision to close is in the best interest of the Warfighter and the nation...

SECAF BRAC 2005 GOALS



1. **Maximize the warfighting capability of each squadron**
2. **Realign infrastructure with future defense strategy**
3. **Eliminate excess physical capacity**
4. **Capitalize on opportunities for Joint Use activities**



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Here are the BRAC goals from: Dept of AF analysis and recommendations, vol 5 part 1 of 2 "Executive Summary" May2005.

The BRAC goals are to:

- Maximize warfighting capability
- Realign infrastructure with future defense strategy
- Eliminate excess physical capacity
- Capitalize on Joint Use activities

Keeping Niagara Falls open, with it's two warfighting wings, adaptable infrastructure, zero excess capacity and Joint Use posture is more in keeping with the BRAC goals.

Lets take a look at these goals one by one and see how Niagara stacks up...

Warfighting Capability

First BRAC Goal



Niagara: A Unique Place to Operate and Train

✎ Runway

✎ Airspace

✎ Weather



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Warfighting Capability can only be retained and improved if you have the ability to train. BRAC recognized this by placing 40% of the military value score on Drop Zones/Landing Zones, runways and airspace.

Specifically Niagara offers:

- A runway that can handle any mission, any plane
- Un-congested Airspace with ZERO Air Traffic Control Delays
- A weather pattern free from weather extremes such as Tornados, Hurricanes, Hail, Blizzards, Floods, etc...

As we examine each of these a little closer we'll prove to you where BRAC missed Niagara's true military value...

Warfighting Capability

First BRAC Goal



Niagara: A Unique Place to Operate and Train

✎ Runway

✎ Airspace

✎ Weather



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This may be the most important slide we have. I want to explain what we have here, why we are one of the nation's premier training facilities, what it has meant to the warfighter in past conflicts, and point out some serious limitations to a computer program judging what we can provide.

First:

Runways, ramps and taxiways – 9829 and 5189. The 9829 ft runway allows this base to handle ANY AIRCRAFT IN THE AIRFORCE INVENTORY and allows for a KC-135s to depart with max fuel capacity. Just to make my point, the Anapov the worlds LARGEST AIRPLANE landed here at an airshow BEFORE our runway extension in 02, which by the way was not captured in BRAC data because of BRAC's time limitation on data submission.

The second runway, perfect for assault landings, was not considered an 'assault runway' because it didn't fall into BRAC's 'ideal' assault landing strip calculation. You know what other landing strips don't fall under BRAC's ideal assault strips?... the airstrips in Afghanistan and Iraq.

Oct 2002. I was director of operations for the 22 AF in charge of all Reserve C-130s. We were tasked to supply crews for a potential invasion of Iraq. Having flow in in the Afghan campaigns as a C-17 pilot, I knew Night Vision Goggle (NVG) capability was absolutely critical to support special operations and 'tip of the spear' missions that we may be tasked for. At that time, very few active, and almost no Air Reserve crews had this training requirement or qualification. Because of Niagara's assault strip, ability to black out the runway because lack of a commercial plane presence, and uninhibited airspace, Niagara WAS THE FIRST 100% Night Vision Goggle qualified unit. First Night Vision Qualified unit in the air force reserve because of Niagara's training assets that were not captured in BRAC data because they didn't fit the BRAC model.

The Air Force needs training opportunities, training opportunities that Niagara provides and allowed our Airmen to take off on this runway without delay, practice in blacked out conditions every night, and make Night Vision Goggle landings five minutes from takeoff.

Other bases had to fly 50 to 100 miles to Duke Field just to be afforded the opportunity to do what we could do in 5 minutes.

Drop Zones, in total Niagara has 6 in close proximity. The two most commonly used are Devil's hole and Mushroom DZ.

Currently, we are doing the exact same training as we did back in 02 at home station while other units have travel to train.

Right now we are preparing for a return to theatre.

Niagara is a great place to train, but it goes beyond just this airfield.... Airspace

Warfighting Capability

First BRAC Goal



Niagara: A Unique Place to Operate and Train

✎ Runway

✎ Airspace

✎ Weather



Bottom Line: Niagara airspace offers an efficient use of flying hours directly resulting in lower operational cost

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We have 15,000 square miles of unencumbered airspace with military low-level routes right after takeoff. Our proximity to Ft. Drum provides the nation with a real world Joint training environment right next to our primary customer.

“Tactics will drive training, training will drive standardization and evaluation” – Lt General Baker. What the general is saying is that tactical maneuvering and the ability to train like we fight will drive standardization and evaluation in the future. Niagara is the premier Northeast tanker base that has the Airspace, Military Operating Areas, and ability to be at the forefront of tactical training.

Of Northeast tanker units –

- Pittsburgh is severely hampered by US Air hub where they actually use Niagara for training
- McGuire is hampered by Air Traffic Control, Philly Intl, Newark Intl, Laguardia Intl, JFK Intl, and Oceanic routes
- Pease and Bangor are hampered by oceanic routes and Boston Intl.
- Pease is hampered by ‘quiet hours’

Niagara has none of these restrictions and is poised to be the ideal training environment for 2025... Finally Weather....

Warfighting Capability

First BRAC Goal

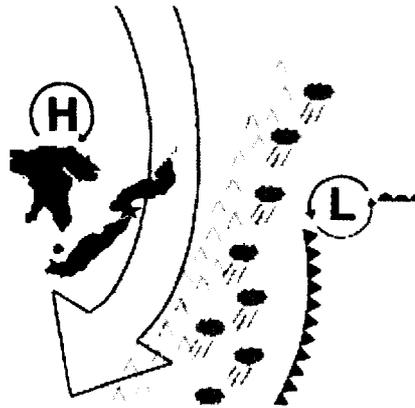


Niagara: A Unique Place to Operate and Train

✓ Runway

✓ Airspace

✓ Weather



Bottom Line: Niagara continues to fly when the Eastern Seaboard is down

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While the 914th AW requires an all-weather base, the nation requires a location where tanker refueling missions can continue when the Eastern Seaboard shuts down like it did twice last year due to Nor'easters.

A common misconception about this area is snow. Blizzard of 77, we couldn't move, right? Wrong, Niagara is outside of the snow bands due to its location; doesn't have a Great Lake to its immediate west. In fact, during the blizzard of 77, Niagara stayed open. Hurricanes, tornados and floods cause greater havoc for the Total Air Force than did any snowfall in Niagara.

To sum it up...

Warfighting Capability

First BRAC Goal



Niagara: A Unique Place to Operate and Train

✎ Runway

✎ Airspace

✎ Weather



Bottom Line: Niagara's assets create an operating environment that enables rapid aircrew proficiency without physical constraint

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As far as Training is concerned Niagara is the Total Package.

Bottom Line: Niagara's assets create an operating environment that enables rapid aircrew proficiency without physical constraint

Now, the second component of Warfighting capability is people, lets take a look at what Niagara offers that is unique in this regard...

Warfighting Capability

First BRAC Goal



Citizen Soldiers of Niagara

✓ Combat Proven Veterans

✓ Recruiting and Retention



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Something got lost in the computer data. That, I believe, is the impact of 15 yrs of combat experience. The value of the citizen soldier who has been there and done that.

Combat Proven Veterans....

Warfighting Capability

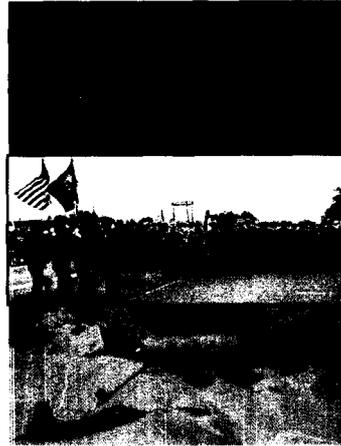
First BRAC Goal



Citizen Soldiers of Niagara

✓ **Combat Proven Veterans**

✓ **Recruiting and Retention**



Bottom Line: Our people have earned their operational experience

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The average reservist at Niagara has over 14 yrs experience, is 38 (36 guard) yrs old, and has fought in numerous conflicts. Somalia, Haiti, Bosnia, Afghanistan, Iraq, you name it, Niagara has been there. We are not unique in this aspect, we understand this. But, if you look closely, you'll find us among the first to go.

What makes us even more unique is our ability to continue to recruit and retain the warfighters, highly prized national assets, in a time of unprecedented operational tempo and deployments.

Warfighting Capability

First BRAC Goal



Citizen Soldiers of Niagara

✎ Combat Proven Veterans

✎ Recruiting and Retention



Bottom Line: In a time of two major conflicts Niagara's recruiting & retention rates are among the highest in the nation

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Both Wings are able to recruit over 100%, but more importantly we have retention rates exceeding 95%!!

Niagara has won AFRC's recruiting awards for the last two years and is on target to do it again this year. While sending over half of the wing to the desert without stop loss in effect, we still exceeded recruiting goals by 120%. The recommendation to close Niagara made no mention of this and how our stats for Recruiting and Retention are among the highest in the nation. BRAC is looking to the future but closing this installation will wipe out a prosperous recruiting base.

Finally, what do the citizen soldiers of Niagara mean to the nation and how does base closure affect everyone...

Warfighting Capability

First BRAC Goal



Citizen Soldiers of Niagara

✓ **Battle Proven Veterans**

✓ **Recruiting and Retention**



Bottom Line: The people of Niagara are experienced, willing, and eager to serve their nation but will be lost, not relocated, with base closure.¹⁴

2602 experienced/trained total force personnel between the 914th and 107th ...
2752 if you count our Contractors.

90% of personnel belonging to the 107th live within a 50 mile radius

75% of personnel belonging to 914th live within a 50 mile radius of Niagara

Our military members are tied to the community with both family and employers and are not easily relocated

This highly skilled, fully-manned, combat-ready force is a national asset that would be lost, not relocated, with base closure

Bottom Line The people of Niagara are experienced, willing, and eager to serve their nation but will be lost, not relocated, with base closure...

Future Defense Strategy

Second BRAC Goal



Poised for the Future

✔ Key Location

✔ Surge Capacity



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Niagara is poised for the future for these two reasons.

Niagara's location and it's surge capacity....

Future Defense Strategy

Second BRAC Goal



Key Location



Bottom Line: Niagara a key platform for Domestic & Int'l missions

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Niagara's position on the map offers it unique qualities for the tanker and tactical airlift missions that other areas cannot provide.

Niagara Falls ARS serves as an important transient stop for aircraft deploying from the heartland to Europe and returning from deployments overseas to Refuel and clear customs.

A KC135 can fly non-stop to the Pacific Rim or to the Middle East from Niagara.

Niagara is an integral part of STRATCOM'S OPLAN 8044 due to it's location and ability to contribute to National Security

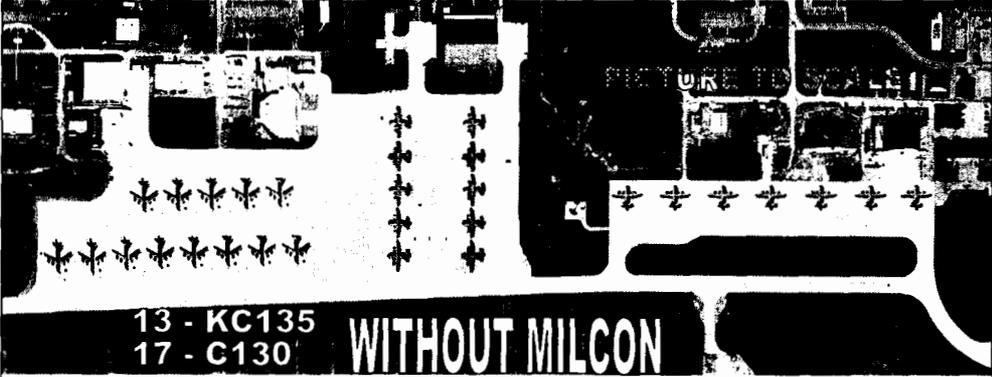
Niagara is the furthest western air base on the continental United States from which a C-130 can fly un-refueled to the European Theatre, giving Niagara the largest tactical footprint in the Northeast.

Bottom Line: we are a key location for Domestic & International missions right now and are poised for any future defense mission that the nation may require....

Future Defense Strategy

Second BRAC Goal

Surge Capacity



Bottom Line: Niagara - proven ability to support any mission, surge, or contingency

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Blank Ramp: This base was originally an active duty asset. That means the ramp, runways, taxiways are all ideal to handle contingencies.

Right now Niagara has 8 KC-135's and 8 C-130 H-3s

Next Click: Without any MILCON or Military Construction, Niagara has the facilities to operate 13 KC-135s and 17 C-130s!

Next Click: Our Total MOG for future defense scenarios can house – **EIGHT C-5's and THIRTEEN C-17's**

We have supported contingencies in the past and have the ability to support any mission, surge or contingency in the future....

Future Defense Strategy

Second BRAC Goal



Poised for the Future

2025

✎ Key Location

✎ Surge Capacity



Bottom Line: Niagara has the infrastructure, capacity, and location for 2025

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Right now we have an 'optimum' base without MILCON. We are currently 'right sized' with 16 aircraft, we have the ability to handle surge, serve as a staging facility for deployments, or plus up to supplement mission requirements. Currently we have no physical, environmental, or encroachment issues that tend to hamper other more congested/metropolitan facilities.

Bottom Line: Niagara has the infrastructure, capacity, and location for 2025...

Eliminate Excess Physical Capacity

Third BRAC Goal



Niagara is lean and efficient

✔ Modern Facilities

✔ Improved Efficiencies



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Part of the reason Niagara is an attractive place to work is that over the years, it has done exactly what the Department of Defense is now proposing.

We agree with BRAC goals, and have designed our facility to achieve them, eliminating waste and making ourselves a more efficient installation...with modern and efficient facilities....

Eliminate Excess Physical Capacity

Third BRAC Goal



Niagara is lean and efficient

✎ Modern Facilities

✎ Improved Efficiencies



Bottom Line: Niagara - a modern facility without additional MILCON

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New construction has modernized the infrastructure of Niagara:

Consolidated Training Facility

Composite Maintenance Facility

Runway extension/overrun

Fuel Cell Hangar

Visiting Officers' Quarters

Billeting (accommodates 254 individuals - **BRAC DATA INCORRECT, they had 161**)

Messing

Right Sized 'Fitness Center' representing the Air Force's emphasis on Physical Fitness

Aircraft Parking Areas

Base has a large POL storage capacity complete with a modern type 3 underground hydrant fuel delivery system

A final point that would not fit in the model is the recent construction of the Military Entrance Processing Site (MEPS) for our newest Joint partners, the Army. This facility will not only serve as the MEPS for Western New York, but also a substantial part of the Northeast encompassing Ohio and Pennsylvania.

We provide all these Modern Facilities today, without additional Military Construction...

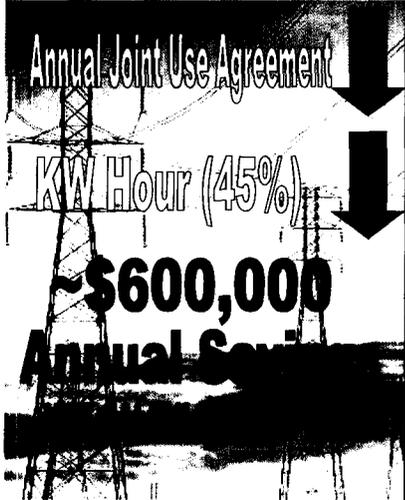
Finally efficiencies

Eliminate Excess Physical Capacity

Third BRAC Goal 

Niagara is lean and efficient

- ✔ **Modern Facilities**
- ✔ **Improved Efficiencies**



Annual Joint Use Agreement

KW Hour (45%)

~\$600,000

Annual Savings

Bottom Line: Niagara – new agreements, new savings, not included in submitted metrics

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Improved efficiencies and agreements have resulted in tremendous savings that were not calculated in the BRAC data.

Our Air Force Joint Use Agreement has saved us \$149,999 annually, which was not included in calculations. This is a 2.2 million dollar savings over 20 yrs.

The State of New York has sanctioned a program in which electricity rates decrease from \$0.11 per kw to app \$0.06 per kw hour, giving Niagara an annual reduction in electric utility costs of approximately 45% or \$450,000 annually – also NOT figured into the BRAC data.

Bottom Line: Significant cost savings to the DOD were not calculated in BRAC operating cost metrics and will be unrealized should Niagara close....

Eliminate Excess Physical Capacity

Third BRAC Goal



Niagara is lean and efficient

✔ Modern Facilities

✔ Improved Efficiencies



Bottom Line: Niagara is "Right Sized" for today and the future

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**To sum it all up, between the modern facilities and the new cost savings,
Niagara is Right Sized for today and the future**

Joint Use Facilities

Fourth BRAC Goal



Niagara - a Joint Use Facility

- ✓ Platform for Homeland Defense
- ✓ Contingency Facility
- ✓ DoD Contractor Synergies



This facility supports Federal, State, and Local organizations

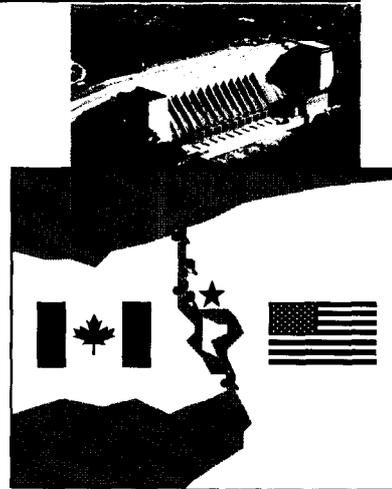
The 914th Airlift Wing is the overall Joint host to all these entities with the Air National Guard's 107th ARW as the next largest tenant on Niagara Falls Int'l Airport – Air Reserve Station. We also have an immediate Joint relationship with the U.S. ARMY in conjunction with their Reserve Center located on the opposite side of the Airfield. The Army Reserve's 865th Hospital Unit and 277th Quartermaster Unit rely on the Niagara Falls ARS for substantial support to include: lodging, logistics, security, fire-rescue, MPF (ID Cards, etc.), fitness center, services, club, etc., Their mission is not going away. Additionally, the 98th Division of the U.S. Army Reserve utilizes our base and facilities for unit classroom training and again...lodging, bx, ID, fitness, etc.,

Joint Use Facilities

Fourth BRAC Goal



✓ Platform for Homeland Defense



Bottom Line: Niagara - proven Homeland Defense staging facility

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The Niagara Falls Air Reserve Station provides the greatest efficiency (time & fuel) for Department of Homeland Security aviation patrols of the Niagara Power Project and international crossings that currently fly out of Niagara

Beside the US Department of Homeland Defense, 15 other federal, state, and local government entities depend on Niagara and have current formal agreements for its shared usage:

The New York Power Authority's Niagara Power Project is 4.5 miles away and is the Northeast's greatest electricity producer.

Niagara is within 20 miles of the busiest US-Canadian border crossing corridor. Annually, 16.2 million people and over 1,183,000 trucks enter the U.S. from the Niagara Falls and Buffalo bridges.

61% of all US-Canadian international commercial traffic crosses into Western New York.

Bottom Line, We're not suggesting Niagara would be a great homeland defense staging facility, we're proving to you that it already is...

Joint Use Facilities

Fourth BRAC Goal

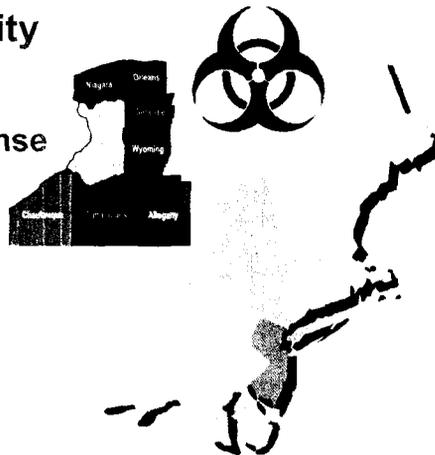


Niagara - a Joint Use Facility

✓ Platform for Homeland Defense

✓ Contingency Facility

✓ DoD Contractor Synergies



Bottom Line: Staging area for federal, state, and local contingencies

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Federal Disaster Area Headquarters / Staging Facility

Recent contingencies that required staging from Niagara:

2 Federal Disaster incidences for snow removal

Support to New York City at World Trade Center site

Y2K

Most recently, 28 MAY 05 Rainbow Bridge Hazmat Incident

State Mission: To provide equipment and personnel as directed by the Governor and Division of Military and Naval Affairs

107th ARW Commander is also designated as the Western Region 6 Commander of National Guard forces

This area covers 20% of NY State and includes: Air, Army, Naval Militia and the New York Guard

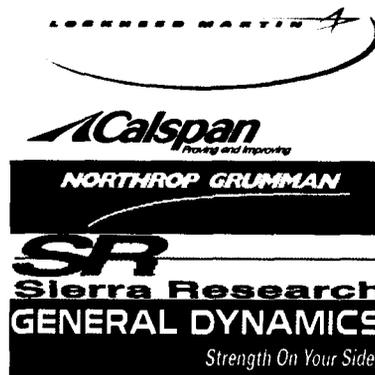
Joint Use Facilities

Fourth BRAC Goal



Niagara - a Joint Use Facility

- ✓ Platform for Homeland Defense
- ✓ Contingency Facility
- ✓ DoD Contractor Synergies



Bottom Line: Niagara - test laboratory for new DoD technology

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Strong relationships built with national defense contractors in testing and evaluating new components for Joint, Air Force and C-130 & KC-135 communities.

Companies such as Lockheed Martin, Sierra Research, Calspan, General Dynamics and Northrop Grumman are located in the region and continually work with both wings

The 914 AW is currently used as a test bed for Northrup Grumman electronic warfare gear (JTE-Joint Threat Emitter) – ongoing project.

The 107th is host/participant in the Calspan/General Dynamics - Automated Air Refueling test program for the Unmanned Combat Air Vehicle

In association with Air Force Research Labs, Niagara is a Deicing test site for the Environmental Security Technology Certification Program

Joint Use Facilities

Fourth BRAC Goal



Niagara - a Joint Use Facility

✓ Platform for Homeland Defense

✓ Contingency Facility

✓ DoD Contractor Synergies



Bottom Line: Jointness, the way of the future for DoD; already a way of life at Niagara

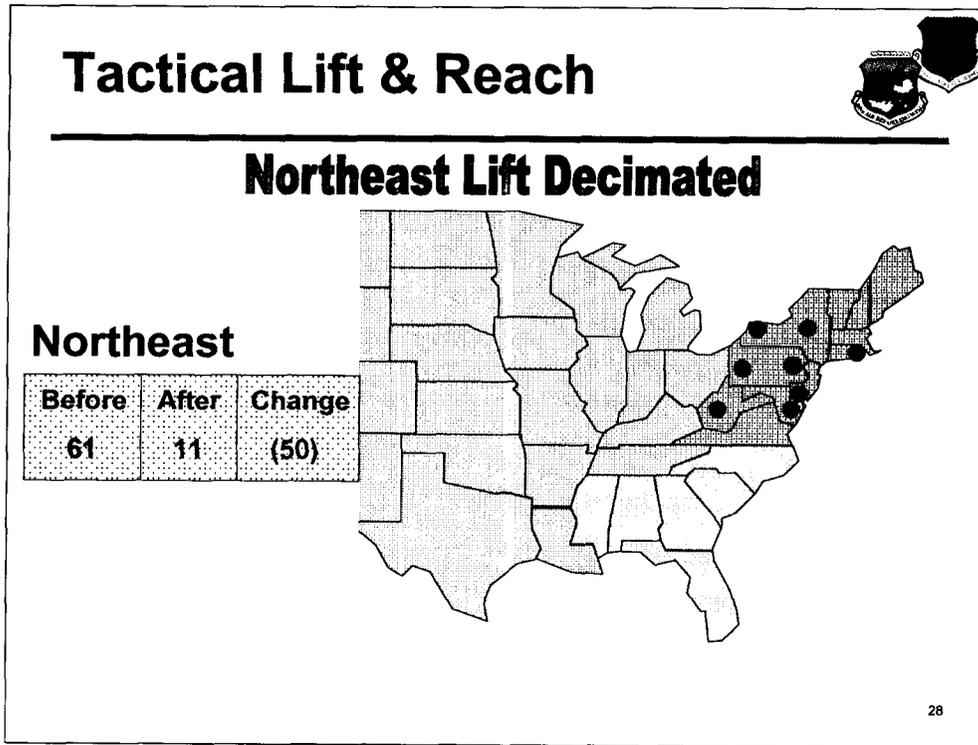
15 other government entities have shared usage agreements for THE NIAGARA FALLS JOINT AIR RESERVE STATION

Homeland Defense

- FBI – (surveillance, flights of prisoners)
- U.S. Army Guard (Helicopter patrols with border patrol)
- U.S. Coast Guard (Dolphin patrols)
- Civil Air Patrol (flew equipment in support of the 9/11 attacks)
- CBERNE Reaction Team (shared by US Customs and Border Protection forces)
- NEADS (North East Air Defense Sector) – Gator Site
- U.S. Customs and Border Protection
- U.S. Drug Enforcement Agency (secure meeting location)
- NY State Police (flight operations)
- WNY Anti-Terrorism Task Force
- Canadian-American Law Enforcement Organizations (CALEO) – (meetings)

Other entities

- U.S. Army Reserve
- U.S. Naval Reserve
- Red Cross
- Local Fire Depts
- Niagara County Sheriff
- Niagara Falls Police
- MEPS (under construction)



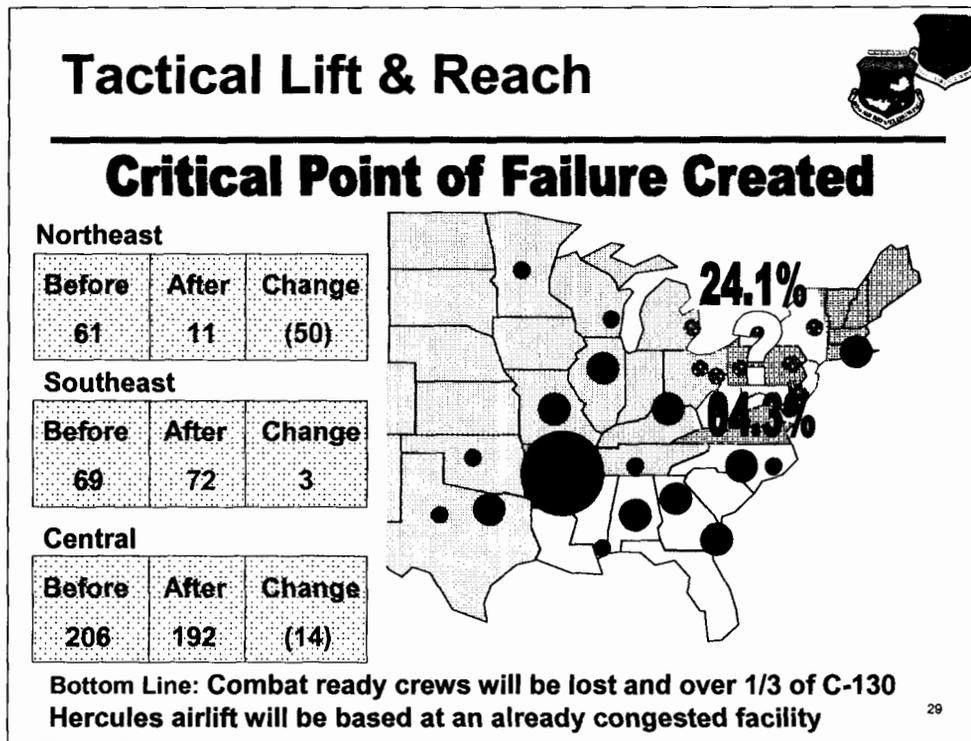
Northeast

Base	Before	After	Change
Niagara	8	0	(8)
Pittsburgh	8	0	(8)
Willow Grove 8	0	(8)	
New Castle	8	0	(8)
Martin St	8	0	(8)
Quonset	8	11	+3
Schenectady** 4	0	(4)	
<u>Yeager</u>	<u>8</u>	<u>0</u>	<u>(8)</u>
Total		60	11 (49)

* Creating C-130 void in the Northeast limits regional response capabilities. Niagara C-130s were pivotal to post 9/11 Noble Eagle operations; unit sat numerous Bravo Alerts for regional disaster response.

Bottom Line: Net loss of 49 C-130s virtually eliminates tactical airlift presence in the Northeast, decreases lift flexibility, and greatly reduces Air Mobility Command C-130 un-refueled European reach

****NOTE: Schenectady 10 LC-130 <Ski-Equipped> were not calculated in North East Lift figure due to specialized Artic/Antarctic mission**



* Beefing up Little Rock AFB, AR with 116 total aircraft will result in congested airspace and marginal training capability

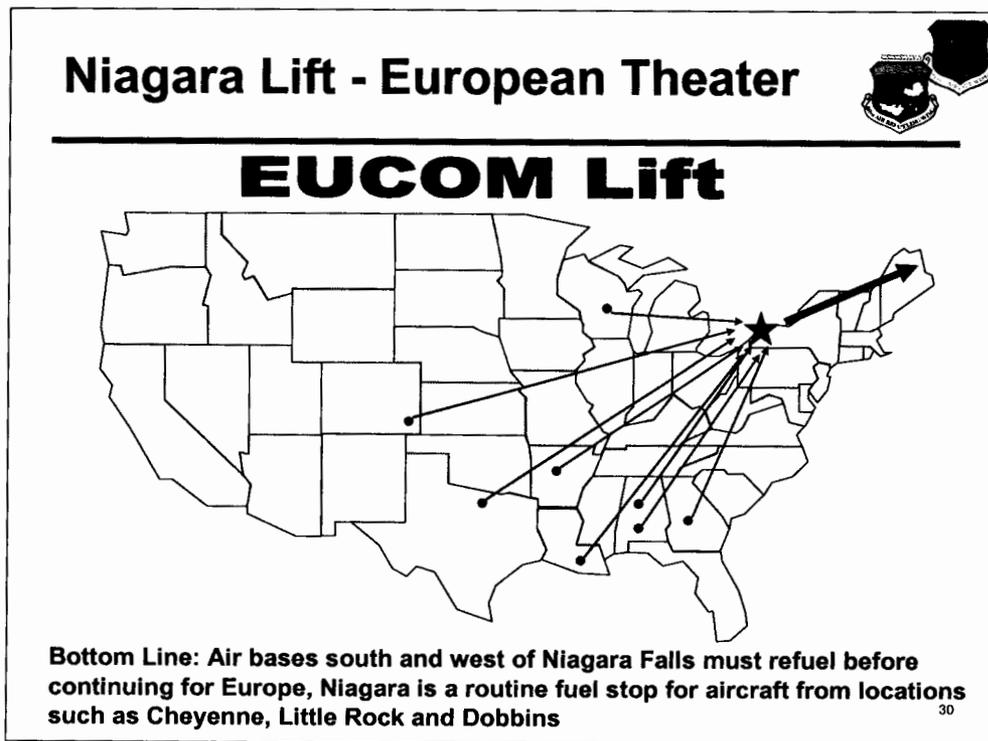
* New Reserve Wing will replace Active Duty at Pope AFB, NC. Reservists won't travel these type of distances for Unit Training Assemblies on their own nickel.

* Loss of Human Capital stands to be large: no plans in BRAC for AES/OPS/MX personnel from Niagara Falls. Potentially lose 315 man-years of C-130 NVG experience (+ 100 more each year past 2005), lose 1184 years of operational flying experience from C-130 aircrew.

* BRAC related statements: 1) No Flags will come down... 2) People will be taken care of

* Why are we closing an AES unit when the direction in the Air Force is a push to build the Aeromedical Evacuation end of the warfighting business and reduce the in-theater medical footprint (since it's too cumbersome to move). AF AE community is looking to standup new AE units as it is.

* J Model assembly line re-opened (kept open) as announced the day prior to BRAC announcement. Apparent C-130 plan doesn't take this into account...only logical to put 16 airplanes here and also streamline LRF.



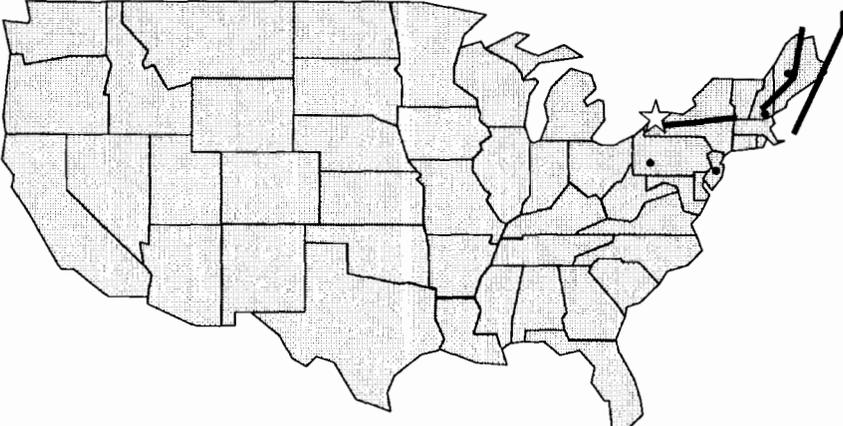
Niagara Falls ARS serves as an important transient stop for aircraft deploying from the heartland to Europe and returning from deployments overseas to RON, Refuel and clear customs

Niagara is a routine fuel stop for aircraft from locations such as Cheyenne, Little Rock and Dobbins

Aircraft returning from the Middle East and Europe also routinely land at Niagara Falls for required US Customs inspections

Tanker Viability & Reach at Niagara

North East Tanker Task Force



Bottom Line: Niagara supports NETTF from home station and these operational missions must be flown after BRAC

31

NETTF

5 KC-135R units participate BGR PSM IAG WRI PIT

IAG flown 23.8% (407 sorties) of airbridge sorties since Jan 04 (start of statistical data)

Since Aug 03 inception IAG offloaded 33 million pounds of gas

Frequently WRI PSM BGR shutdown due to weather (Noreatser Hurricane) or shutdown due to deployments

IAG carries loss of load

We maintain our alert line commitments during deployments

AMC expects this critical mission to extend **beyond 2010**

BRAC results in a loss of 17 total KC-135s (29% of existing NETTF)

30% of NETTF loss of support

Only answer to backfill support – old much more expensive way due to TDY costs

The 107th has been part of the Northeast Tanker Task Force since August 2003

Since January 2004 statistical data has been kept and Niagara has flown over 400 total sorties or approximately 24%

We are one of five Air Refueling Wings currently supporting Air Bridge Operations

The other units are Bangor, Pease, Maguire and Pittsburg

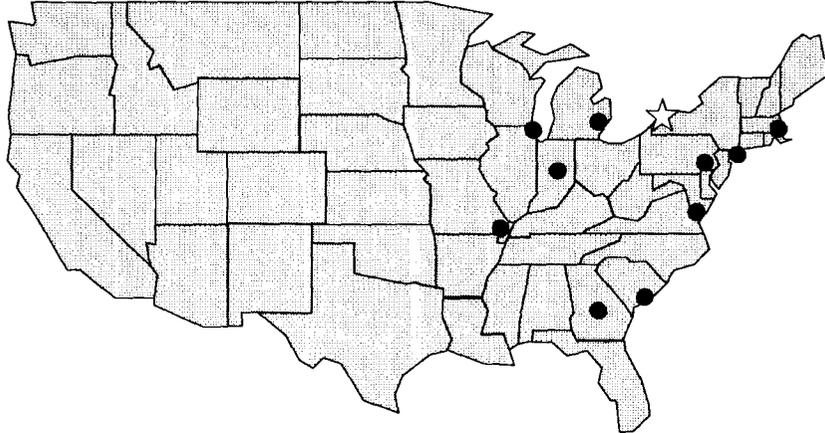
We have offloaded over 33 million pounds or 4.8 million gallons

One point of interest is we have the least amount of aircraft but fly approximately 25% of all sorties.

Tanker Viability & Reach at Niagara



Operation Noble Eagle



Bottom Line: Niagara supports ONE from a central location allowing for larger fuel off loads at mission tracks

32

ONE

Since 9/11 we flew 230 sorties, offloading 9 million pounds of gas to Combat Air Patrol (CAP) Fighters

Over the following cities – BOS, NYC, DC, PHILLI, ATL, CHI, STL, INDI, DET,

On 9/11, IAG first tanker in air over NYC

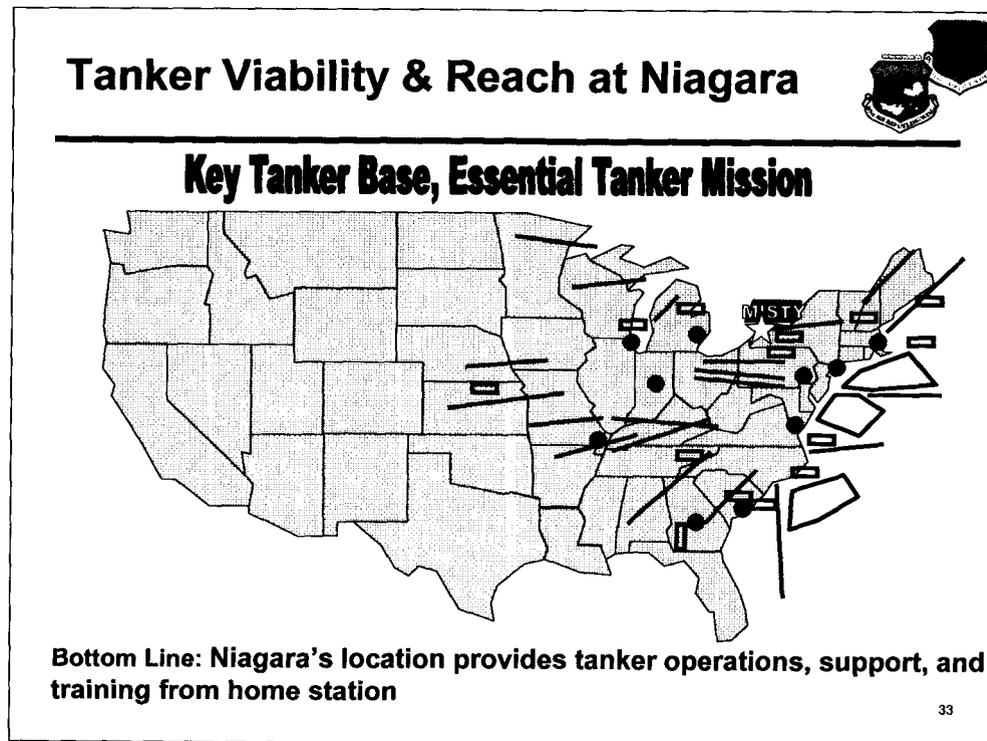
Location – CAPs flown by IAG not over just east coast but over south and midwest

We were the first KC-135 over New York City along with F-16's from Syracuse
Before that sortie landing we launch another one

We have flown cap missions over Boston, Washington DC, Atlanta, Chicago, Saint Louis, Detroit and New York City

The 107th has flown over 230 sorties in support of Operation Nobel Eagle and offloaded 9 million pounds for fuel

We can fly over cities in the Midwest, the Northeast and southeast and have the capability for maximum offloads



What we are showing you is the majority of refueling tracks and training areas in the eastern U.S.

Because of our location we can and do training on a weekly basis along the southern coast refueling fighters and E-3's

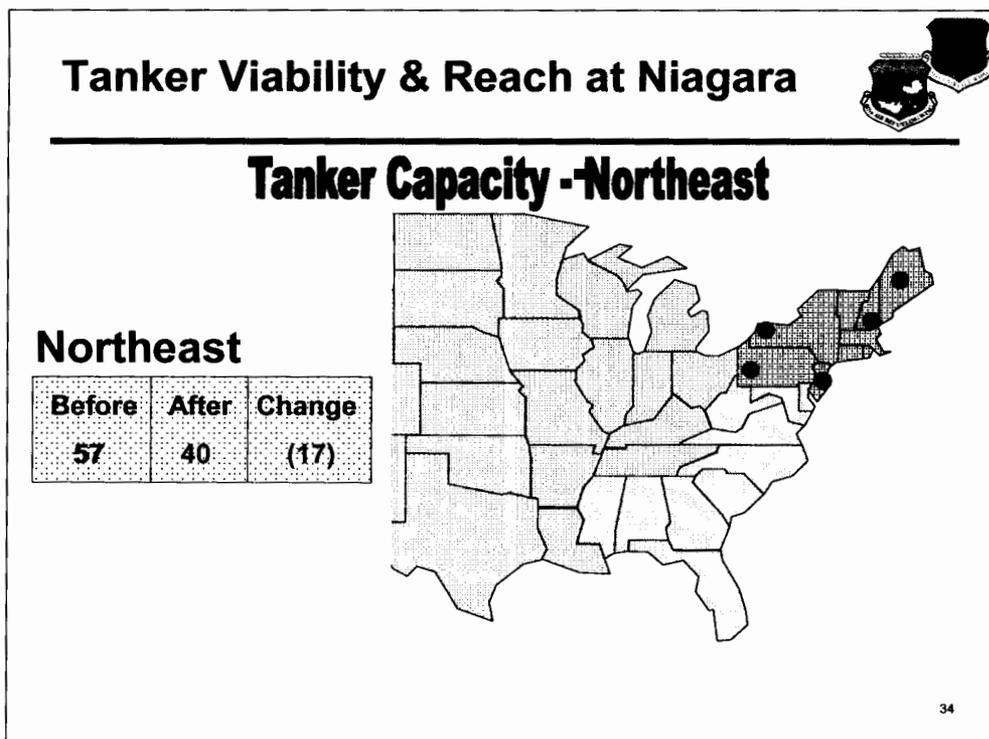
We fly to the Midwest and refuel B-2's

The point is because of our location we can and do training sorties covering half of the country

We have NO Air Traffic Control (ATC) restrictions

Because of new tactics required from Operation Iraqi Freedom the KC-135 community has to train all aircrew in new procedures.

We are one of the few tanker units that can do all the training at home because of no ATC restrictions.



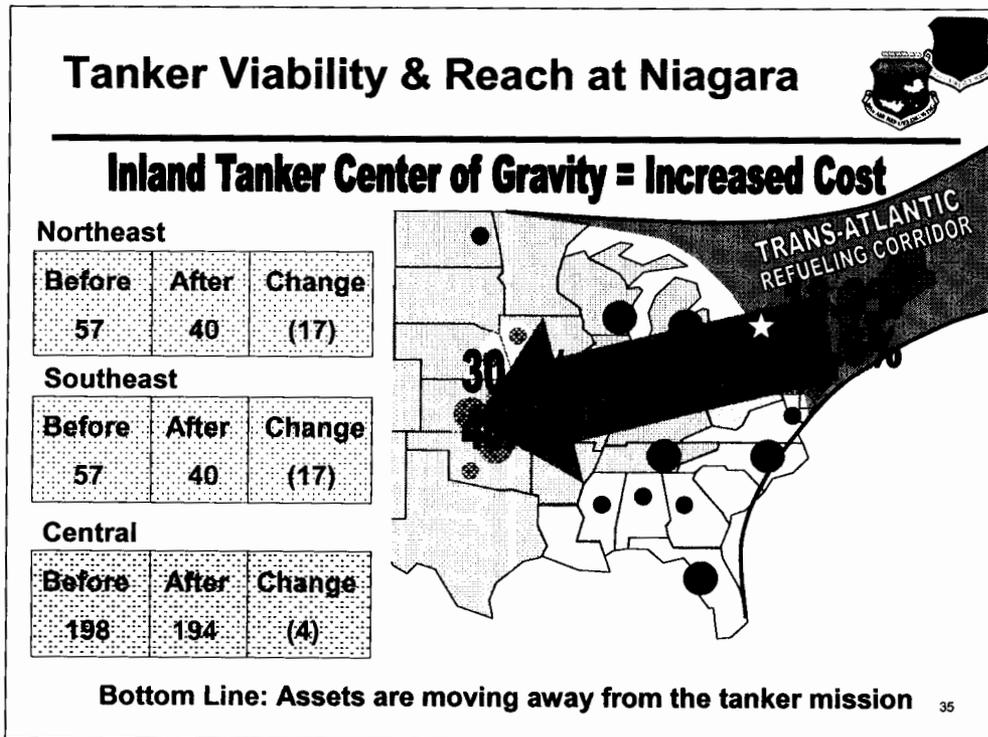
TANKER CAPACITY – NORTHEAST

Before BRAC: 57 tankers in the Northeast; Five Air Wings

After BRAC: 40 tankers 3 Air Wings

That is a reduction of 17 tankers plus over 30 Mission Ready, Fully trained and operational Aircrews

The Question is who is going to fly these missions? Over 500 sorties will need to be picked up?

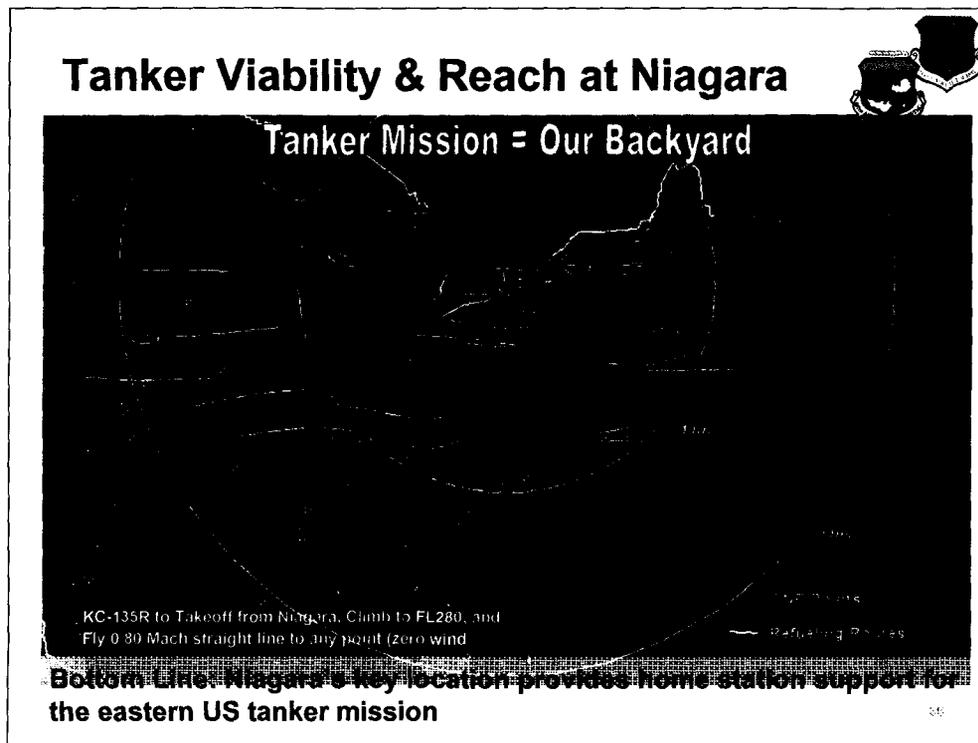


Before BRAC 11 Bases, after 10 Bases

176 Tankers in the Midwest to handle cross-country missions appear more than enough.

But by reducing the number of tankers in the northeast by 30% we're limiting future responsiveness.

Midwest tankers will need to deploy more frequently to support the Northeast tanker missions and consequently increase the overall costs of doing business.



Here is a map with one (1) hour flying rings.

It shows that Niagara Falls is in a VERY Key location that provides Operational Mission support plus any and all training requirements for the eastern U.S.

I have heard the Air Force say they need tankers in the Midwest to support cross continent missions.

We can support them from here, PLUS the Northeast air bridge.

Tankers in Kansas and Iowa can't support the N.E. air bridge, a majority of their home station missions are strictly training sorties. Ours are operational.

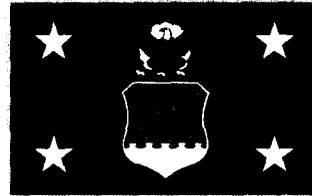
Interesting point is Lincoln and Sioux City stay at 8 aircraft. That's what we have now.

So the point about a minimum of 12 aircraft is not a factor, Plus if you count the total aircraft assigned at Niagara Falls @ 16; That's the right size according to Air Force objectives.

SECAF BRAC 2005 GOALS



1. Maximize the warfighting capability of each squadron
2. Realign infrastructure with future defense strategy
3. Eliminate excess physical capacity
4. Capitalize on opportunities for Joint Use activities



37

From: Dept of AF analysis and recommendations, vol 5 part 1 of 2 "Executive Summary" May 2005

We understand the BRAC goals outlined above, and it appears Niagara is what the BRAC had in mind for the future: Right-sized, jointness, adaptable for any and all future missions.

BRAC Justification?



Justification: This recommendation distributes C-130 force structure to Little Rock (17 – airlift), a base with higher military value. These transfers move C-130 force structure from the Air Force Reserve to the active duty –addressing a documented imbalance in the active/reserve manning mix for C-130s. Additionally, this recommendation distributes more capable KC-135R aircraft to Bangor (123), replacing the older, less capable KC-135E aircraft. Bangor supports the Northeast Tanker Task Force and the Atlantic air bridge.

DOD – Base Closure and Realignment Report, Volume 1, Part 2 of 2: Detailed Recommendations, May 2005 (Section 3: Recommendations – Air Force – 33)

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1. Distribute C-130 Airlift to Little Rock-Higher military value?
 - Severe weather issues
 - needs MILCON to handle it
 - need newly trained aircrew
 - Congested facility
 - Critical point of failure created
2. Restructure imbalance in active/reserve manning mix?
 - **Net loss of Aircraft for the Air Force Reserve given this construct was only 4 Aircraft. Based on Final Bed-down Plan of Brac, the Air Force Reserve essentially remains at 22% of C-130 Aircraft; Active duty gains 6% at the expense of the Air National Guard.**
 - **Active Duty doesn't associate enough with the Reserve to say it fixes an imbalance in C-130 Force Manning (only 2 locations: COS...and a new Wing at Pope with all Reserve Aircraft - 16) AMC/DO was pushing for all units to man at a 2.0 ratio instead of 1.75 which leaves the Reserve manning requirement relatively unchanged...just more regionalized and difficult to hire into.**
3. Distribute more capable aircraft to Bangor?
 - Any unit that performs essential missions should have modern aircraft, but why take them from a base that can actually fly missions from home station. Shouldn't you eliminate refuelers from the heartland that have to deploy to conduct operations.
 - Heartland tankers are not where the mission is, NE bases are and are slated to lose tankers
4. Bangor supports NTTF and AAB
 - 107th already supports NTTF and AAB from Niagara ARS
 - ~23% of NTTF comes from Niagara, second only to Bangor
 - Picks up the slack when Bangor and Pease get weathered in.
 - Where is NTTF support going to come from when you are taking away northeast tanker assets for a northeast mission, the heartland?

Are We Better Off Without Niagara?



LOSE

- ✓ Optimum Training Facility
- ✓ Operational Home Station for Tanker Mission
- ✓ Combat Veterans
- ✓ Prolific Recruiting Base
- ✓ Mission Flexibility
- ✓ Joint Installation
- ✓ Homeland Defense Platform
- ✓ Efficient/Modern Facility Without Construction
- ✓ Northeast Airlift
- ✓ EUCOM Reach
- ✓ Transient Facility With Customs Support
- ✓ Two Combat Ready Wings

GAIN

- ✓ 12 Million Dollars Annually

COBRA: an issue

CLOSING NIAGARA:

\$199 Million Savings

or \$130 Million Cost:

- Took Credit for drilling positions that don't go away in end strength
- NO Military Entrance Processing Station (MEPS) enclave identified

40

Close Niagara ≠ BRAC Goals

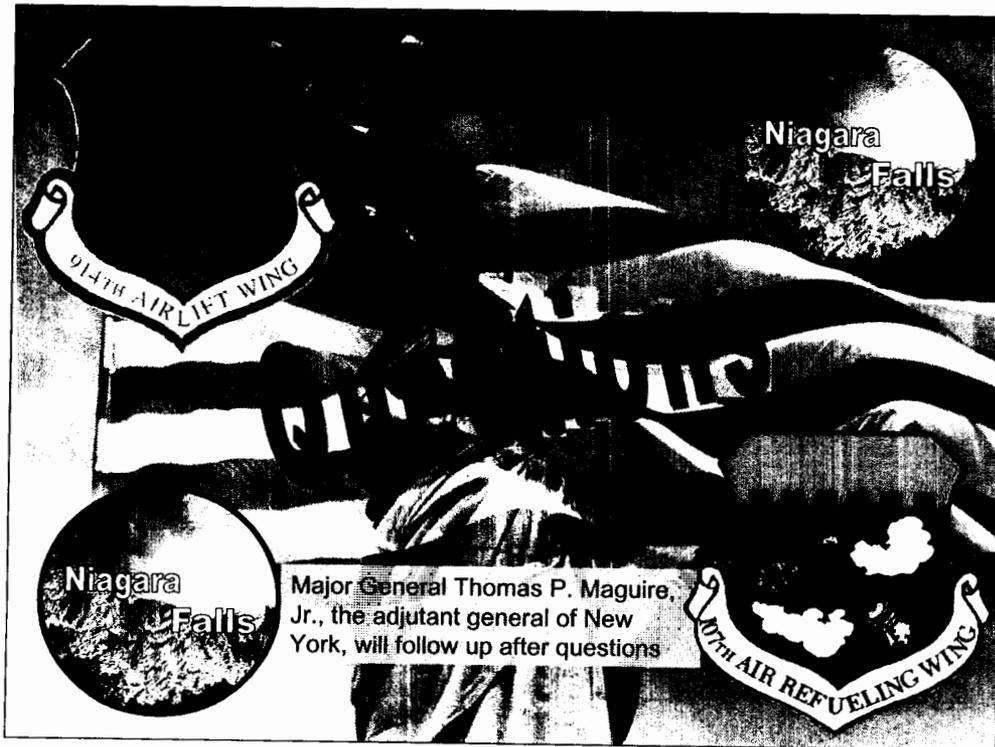


BRAC Goals

Niagara

1. Capability	✓	Right size with surge capacity and room to grow
2. Aligned for future	✓	ANY and ALL mission capable
3. Excess capacity	✓	Eliminated, NEW future cost savings
4. Joint Use	✓	15 Federal, state, and local entities share our facility

Conclusion: Niagara's true military value was not captured. Keeping Niagara open satisfies the BRAC goals.



CONGRESS SHALL HAVE THE POWER... TO PROVIDE FOR ORGANIZING, ARMING, AND DISCIPLINING THE MILITIA, AND FOR GOVERNING SUCH PART OF THEM AS MAY BE EMPLOYED IN THE SERVICE OF THE UNITED STATES, RESERVING TO THE STATES RESPECTIVELY THE APPOINTMENT OF THE OFFICERS AND THE AUTHORITY OF TRAINING THE MILITIA ACCORDING TO THE DISCIPLINE PRESCRIBED BY CONGRESS.

Article I, Section 8
United States Constitution

We the People
insure domestic Tranquility, provide for the common defence and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

Article I

Section 1. All legislative Powers herein granted shall be vested in a Congress of the United States, which shall consist of a Senate and House of Representatives.

Section 2. The House of Representatives shall be composed of Members chosen every second Year by the People of the several States, and the Electors in each State shall have the Qualifications requisite for Electors of the most numerous Branch of the State Legislature.

Section 3. The Senate of the United States shall be composed of two Senators from each State, chosen by the Legislature thereof, for six Years; and each Senator shall have the Qualifications requisite for Senators of the most numerous Branch of the State Legislature.

Section 4. The Electors in each State shall have the Qualifications requisite for Electors of the most numerous Branch of the State Legislature.

Section 5. The Senate shall have the sole and exclusive Power of Impeachment.

Section 6. The Senators and Representatives shall receive a Compensation for their Services, which shall be ascertained from time to time by the Law which shall be passed by the Majority of each House. They shall, in all Cases, except Treason, Bribery, or other high Crimes and Misdemeanors, be privileged in any Speech or Debate in either House, not to be questioned in any other Place.

Section 7. The House of Representatives shall keep their Journals, which shall be published.

Section 8. The Congress shall have Power to lay and collect Taxes, Duties, Imposts and Excises, to regulate Commerce with foreign Nations, among the several States, and with the Indian Tribes; to borrow Money on the Credit of the United States, to emit and put to Pass Paper Money, to regulate the Value of Money, the Weight and Measure, to define and punish the Offences against the Law of Nations, and to define and punish Piracies and High Seas Offences; to declare War, to grant Letters of Marque and Reprisal, to raise and support Armies, but no Appropriation of Money shall be for a longer Term than two Years; to raise and support a Navy; to make and enforce all Laws which shall be necessary and proper to execute the foregoing Powers, and all other Powers vested by this Constitution in the Government of the United States, or in any of its Departments or Officers; to exercise exclusive Authority in all Cases respecting Ambassadors, other public Ministers and Consuls; to exercise the Power of Appointment and Removal, in all Cases not otherwise provided for; to exercise the Power of Appointment and Removal, in all Cases not otherwise provided for; to exercise the Power of Appointment and Removal, in all Cases not otherwise provided for; to exercise the Power of Appointment and Removal, in all Cases not otherwise provided for.

SOLDIERS OF THE STATE

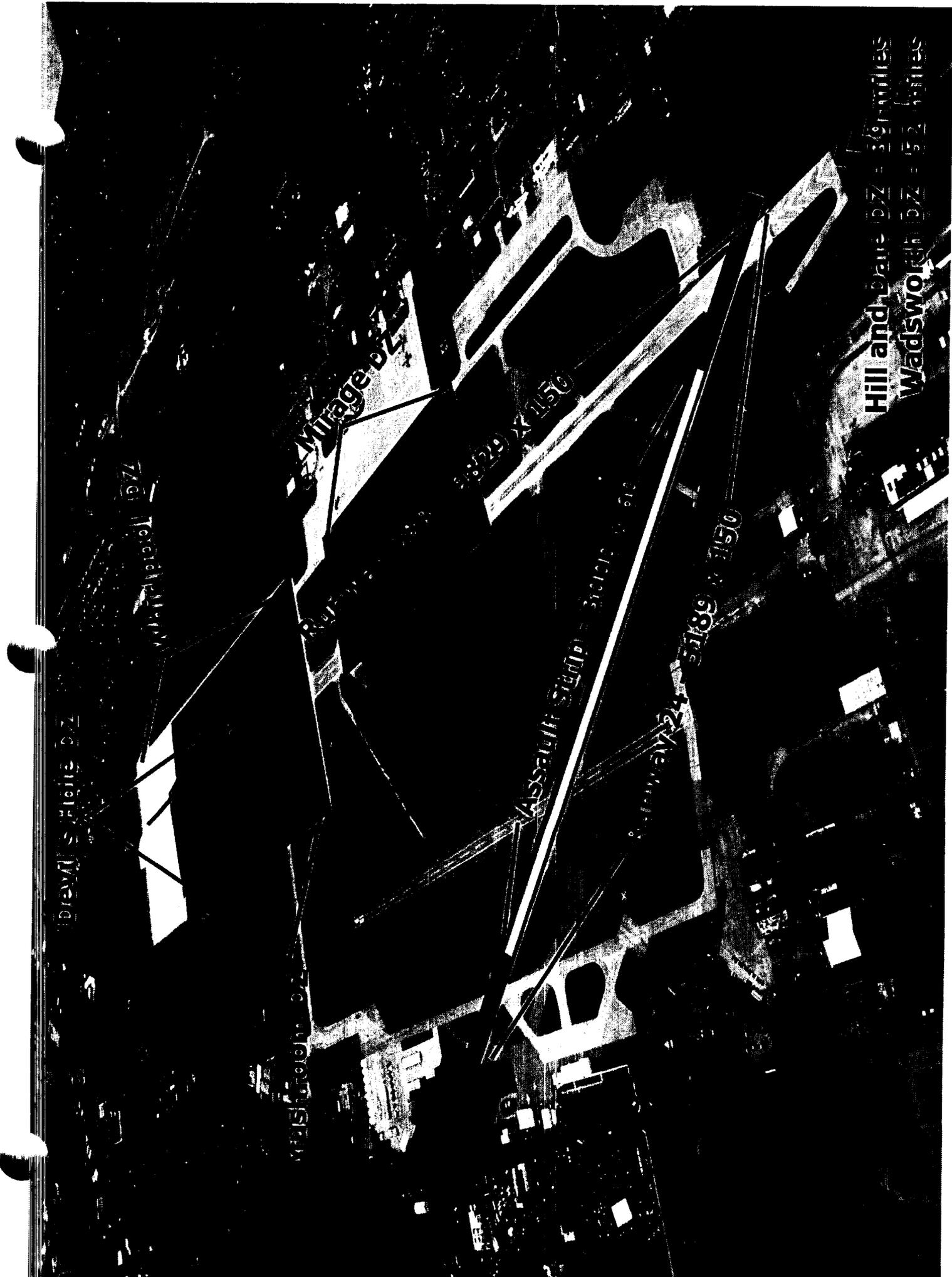
“The DSB believes that the best course of action is to use the Guard to the maximum extent possible in title 32 status for all federal-purpose domestic operations. This approach was used in executing the airport security mission in the immediate aftermath of the September 11, 2001, terrorist attacks.”

*Defense Science Board 2003 Summer Study on
DOD Roles and Missions in Homeland Security*

“By nature, emergency response is local. Therefore, the national strategy for homeland security requires robust local, state, and regional preparedness. DOD has a forward-deployed, community-based military force with long-standing, mature relationships with principal players in the domestic emergency response community that can be used for homeland defense and military assistance to civil authorities (MACA) missions. This resource is the National Guard.”

*Defense Science Board 2003 Summer Study on
DOD Roles and Missions in Homeland Security*





Wadsworth bZ

Wadsworth bZ

Wadsworth bZ

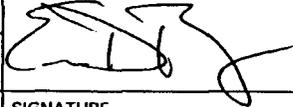
Mirage bZ

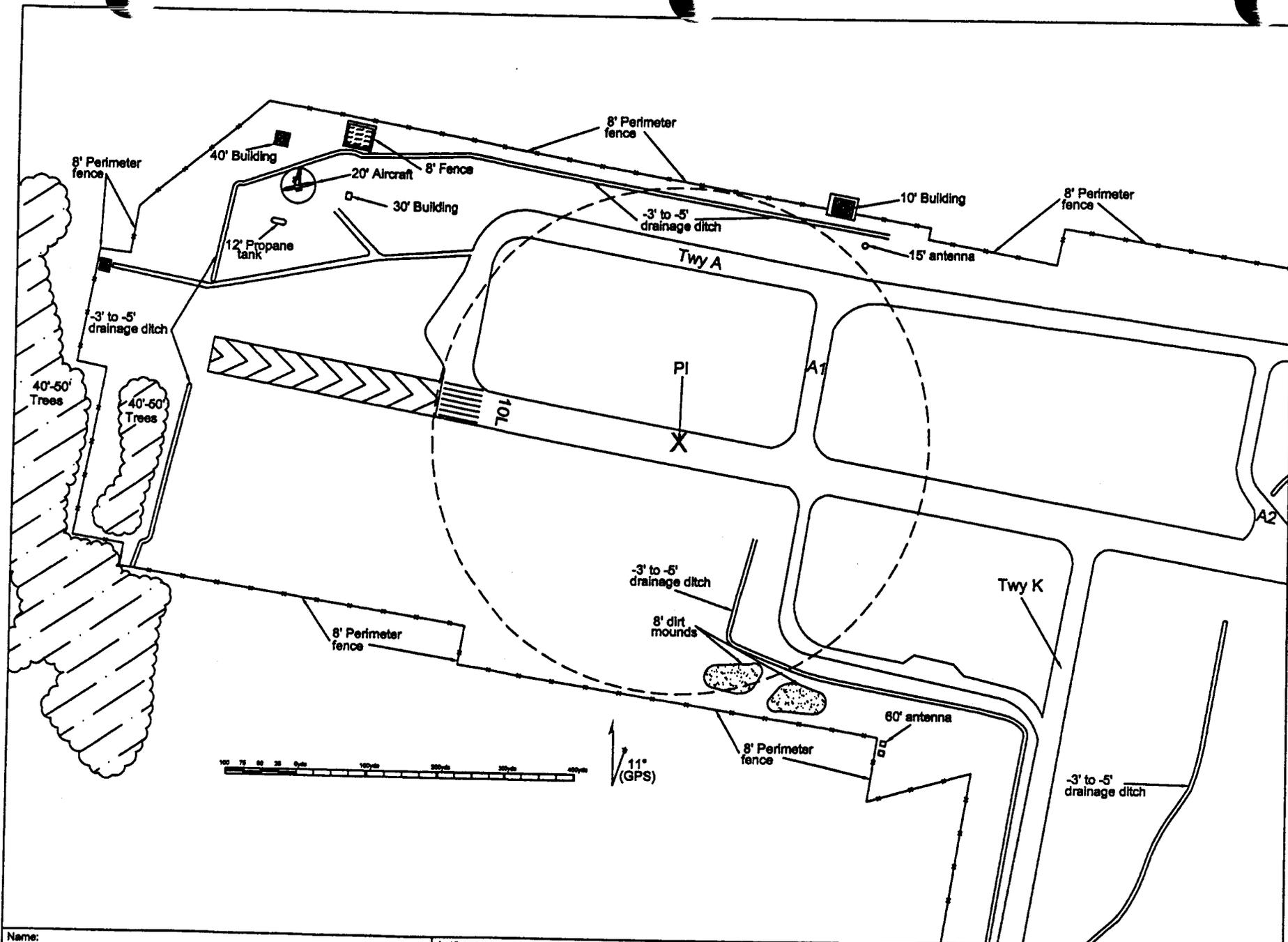
OSF 68189 X 1150

Assault Squad bZ

Runway 24 bZ OSF 68189 X 1150

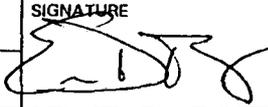
Hill and Bone bZ = 39 miles
 Wadsworth bZ = 52 miles

AIRBORNE UNIT ASSUMES RESPONSIBILITY FOR PERSONNEL INJURY AND EQUIPMENT DAMAGE ON DZ										
DROP ZONE SURVEY	1. DZ NAME DEVILS HOLE CIRCULAR DZ					2. LOCATION NIAGARA FALLS IAP, NY				
	3. MAP SERIES/SHEET NUMBER/ EDITION/ DATE OF MAP V821/ 5270 III/ DMA/ 1980									
4. SURVEY APPROVAL/DISAPPROVAL DATA										
4A1. DATE SURVEYED 20010307	4A2. TYPED NAME AND GRADE OF SURVEYOR Bryan D. Patton, SSgt				4A3. PHONE NUMBER (DSN) 424-1601			4A4. UNIT 21 STS POPE AFB, NC		
4B. DROP ZONE APPROVAL/DISAPPROVAL A = APPROVED D = DISAPPROVED	FOR	CDS/CRS	PER	HE	MFF	SATB	CRRC	HSSLADS	HVCDS	
	DAY	A	D	D	A	A	D	D	D	
	NIGHT	A	D	D	A	A	D	D	D	
4C. DATE APPROVED FOR GROUND OPERATIONS 20010314	NAME, GRADE AND SERVICE OF APPROVAL AUTHORITY Eric D. Ray, Major, USAF				PHONE NUMBER (DSN) 424-1595			SIGNATURE 		
	UNIT AND LOCATION 21 STS. Pope AFB, NC									
4D. DATE SAFETY OF FLIGHT REVIEW APPROVED 20010320	NAME AND GRADE OF REVIEWING OFFICER Michael McKeon, Major, USAF				PHONE NUMBER (DSN) 424-7669			SIGNATURE 		
	UNIT AND LOCATION 43 OSS/OSK, Pope AFB, NC									
4E. DATE OF MAJCOM APPROVAL 20010402	NAME AND GRADE OF APPROVING AUTHORITY Jimmie L. Simmons Jr., Colonel, USAF				PHONE NUMBER (DSN) 424-7338			SIGNATURE 		
	UNIT AND LOCATION 43rd Operations Group, Pope AFB, NC									
5. COORDINATING ACTIVITIES										
A. DZ CONTROLLING AGENCY OR UNIT 914 AIRLIFT WING (AFRC)				B. MEMORANDUM OF UNDERSTANDING AND USE YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> ATTACHED <input type="checkbox"/>				C. PHONE NUMBER (DSN) 238-2150		
D. RANGE CONTROL NIAGARA FALLS TOWER, VHF 118.5 / UHF 349.0 (716) 297-1310							E. PHONE NUMBER (DSN)			
6. DZ DIMENSIONS (YDS/MTRS) (FOR CIRCULAR DZ, ENTER RADIUS ONLY)										
A. LENGTH N/A	B. WIDTH N/A	C. RADIUS 357 yds	TIMING POINT DISTANCES		D. T/P FROM DZ LEADING EDGE N/A	E. T/P FROM DZ CENTERLINE N/A				
POINT OF IMPACT DISTANCES FROM DZ LEADING EDGE			F. CDS PI N/A	G. PE PI N/A		H. HE PI N/A				
7. DZ AXIS DATA (OPTIONAL FOR CIRCULAR DZ)										
A. MAGNETIC N/A			B. GRID (UTM) N/A			C. TRUE N/A		D. DATE OF VARIATION DATA 20010307		
8. GROUND POINT ELEVATION		A. CDS PI 589'	B. HE PI N/A		C. PE PI N/A		D. HIGHEST 590'			
9. DZ COORDINATES										
A. SPHEROID CLARK 66		B. DATUM NAD 27		C. GRID ZONE 17T PT		D. EASTING 6		E. NORTHING 47		
F. GPS DERIVED COORDINATES YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			G. POINT OF ORIGIN Inter. of Twy A and A-2, grid 17TPT 66519 75065, PI is 260°M for 745 meters							
H. POINT	UTM COORDINATES			WGS84 LATITUDE (D-M.MM)			WGS84 LONGITUDE (D-M.MM)			
DZ CENTERPOINT	65791 74783			N 43° 06.576'			W 78° 57.729'			
CDS PI	65719 74783			N 43° 06.576'			W 78° 57.729'			
PE PI	N/A			N/A			N/A			
HE PI	N/A			N/A			N/A			
10. DZ CORNERS UTM COORDINATES										
LEFT LEADING EDGE N/A					RIGHT LEADING EDGE N/A					
LEFT TRAILING EDGE N/A					RIGHT TRAILING EDGE N/A					
LEFT TIMING POINT N/A					RIGHT TIMING POINT N/A					



Name: DEVILS HOLE CIRCULAR DZ	Lat/Long: 43° 06.567' N - 078° 57.729' W	Datum: WGS-84
Location: NIAGARA FALLS IAP, NY	Date: 07 MAR 01	Surveyor: BRYAN D. PATTON

DZ NAME	
DEVILS HOLE CIRCULAR DZ	
11. REMARKS	
<p>1. DZ is located on an active runway. Hazards associated with a runway are present, i.e. taxiway signs, feet remaining signs, runway and taxiway lighting. Other obstacles are depicted on drawing.</p> <p>2. DZ is within Niagara Falls Class D airspace, aircraft must contact Niagara Falls Tower prior to entering airspace.</p> <p>3. DZ underlys the exit point for SR823.</p> <p>4. Canadian Restricted airspace, CYR518, lies 4.5nm west of the drop zone.</p> <p>5. 789MSL Tower, 317°Mag @ 2.4NM.</p> <p>6. Coordinates, elevation and declination obtained using a PSN-11 (GPS) with a position error of +/- 50 feet.</p>	
11. PHOTOGRAPH AVAILABLE	12. LOW LEVEL ROUTES
YES <input type="checkbox"/>	<input type="checkbox"/> NONE AVAILABLE
NO <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> ROUTE NAME/DESIGNATOR SR823

AIRBORNE UNIT ASSUMES RESPONSIBILITY FOR PERSONNEL INJURY AND EQUIPMENT DAMAGE ON DZ										
DROP ZONE SURVEY	1. DZ NAME WHIRLPOOL DZ					2. LOCATION NIAGARA FALLS IAP, NY				
	3. MAP SERIES/SHEET NUMBER/ EDITION/ DATE OF MAP V821/ 5270 III/ DMA/ 1980									
	4. SURVEY APPROVAL/DISAPPROVAL DATA									
4A1. DATE SURVEYED 20010307		4A2. TYPED NAME AND GRADE OF SURVEYOR MICHAEL T. ANDERSON, SSGT			4A3. PHONE NUMBER (DSN) 424-1601		4A4. UNIT 21 STS POPE AFB, NC			
4B. DROP ZONE APPROVAL/DISAPPROVAL A = APPROVED D = DISAPPROVED	FOR	CDS/CRS	PER	HE	MFF	SATB	CRRC	HSLADS	HVCD	
	DAY	A	A	A	A	A	D	A	A	
	NIGHT	A	D	D	A	A	D	A	D	
4C. DATE APPROVED FOR GROUND OPERATIONS 20010314	NAME, GRADE AND SERVICE OF APPROVAL AUTHORITY Eric D. Ray, Major, USAF				PHONE NUMBER (DSN) 424-1595		SIGNATURE 			
	UNIT AND LOCATION 21 STS, Pope AFB, NC									
4D. DATE SAFETY OF FLIGHT REVIEW APPROVED 20010320	NAME AND GRADE OF REVIEWING OFFICER Michael McKeon, Major, USAF				PHONE NUMBER (DSN) 424-7669		SIGNATURE 			
	UNIT AND LOCATION 43 OSS/OSK, Pope AFB, NC									
4E. DATE OF MAJCOM APPROVAL 20010402	NAME AND GRADE OF APPROVING AUTHORITY Jimmie L. Simmons Jr., Colonel, USAF				PHONE NUMBER (DSN) 424-7338		SIGNATURE 			
	UNIT AND LOCATION 43rd Operations Group, Pope AFB, NC									
5. COORDINATING ACTIVITIES										
A. DZ CONTROLLING AGENCY OR UNIT 914 AIRLIFT WING (AFRC)				B. MEMORANDUM OF UNDERSTANDING/LAND USE YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> ATTACHED <input type="checkbox"/>				C. PHONE NUMBER (DSN) 238-2150		
D. RANGE CONTROL NIAGARA FALLS TOWER, VHF 118.5 / UHF 349.0 (716) 297-1310							E. PHONE NUMBER (DSN)			
6. DZ DIMENSIONS (YDS/MTRS) (FOR CIRCULAR DZ, ENTER RADIUS ONLY)										
A. LENGTH 1460 yds	B. WIDTH 662 yds	C. RADIUS N/A	TIMING POINT DISTANCES		D. T/P FROM DZ LEADING EDGE N/A	E. T/P FROM DZ CENTERLINE N/A				
POINT OF IMPACT DISTANCES FROM DZ LEADING EDGE			F. CDS PI 275 yds	G. PE PI 350 yds		H. HE PI 550 yds				
7. DZ AXIS DATA (OPTIONAL FOR CIRCULAR DZ)										
A. MAGNETIC 281°		B. GRID (UTM) 270°			C. TRUE 271°		D. DATE OF VARIATION DATA 20010307			
8. GROUND POINT ELEVATION		A. CDS PI 589'		B. HE PI 589'		C. PE PI 589'		D. HIGHEST 590'		
9. DZ COORDINATES										
A. SPHEROID CLARK 66		B. DATUM NAD 27		C. GRID ZONE 17T PT		D. EASTING 6		E. NORTHING 47		
F. GPS DERIVED COORDINATES YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			G. POINT OF ORIGIN Inter. of Twy A and A-2, 17TPT66519 75065, PEPI is 238°M for 365 meters							
H. POINT	UTM COORDINATES			WGS84 LATITUDE (D-M.MM)			WGS84 LONGITUDE (D-M.MM)			
DZ CENTERPOINT	65901 74802			N 43° 06.585'			W 78° 57.648'			
CDS PI	66317 74810			N 43° 06.584'			W 78° 57.341'			
PE PI	66248 74808			N 43° 06.583'			W 78° 57.392'			
HE PI	66065 74805			N 43° 06.584'			W 78° 57.527'			
I. DZ CORNERS UTM COORDINATES										
LEFT LEADING EDGE 66573 74511					RIGHT LEADING EDGE 66563 75117					
LEFT TRAILING EDGE 65238 74488					RIGHT TRAILING EDGE 65228 75094					
LEFT TIMING POINT N/A					RIGHT TIMING POINT N/A					

DZ NAME

WHIRLPOOL DZ

11. REMARKS

1. DZ is located on an active runway. Hazards associated with a runway are present, i.e. taxiway signs, feet remaining signs, runway and taxiway lighting. Other obstacles are depicted on drawing.
2. DZ is within Niagara Falls Class D airspace, aircraft must contact Niagara Falls Tower prior to entering airspace.
3. Run-in to DZ is within the corridor of SR823.
4. Canadian Restricted airspace, CYR518, lies 4.5 nm west of the drop zone.
5. 789MSL Tower, 317°Mag @ 2.4NM.
6. Coordinates, elevation and declination obtained using a PSN-11 (GPS) with a position error of +/- 50 feet.

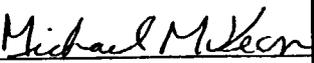
11. PHOTOGRAPH AVAILABLE

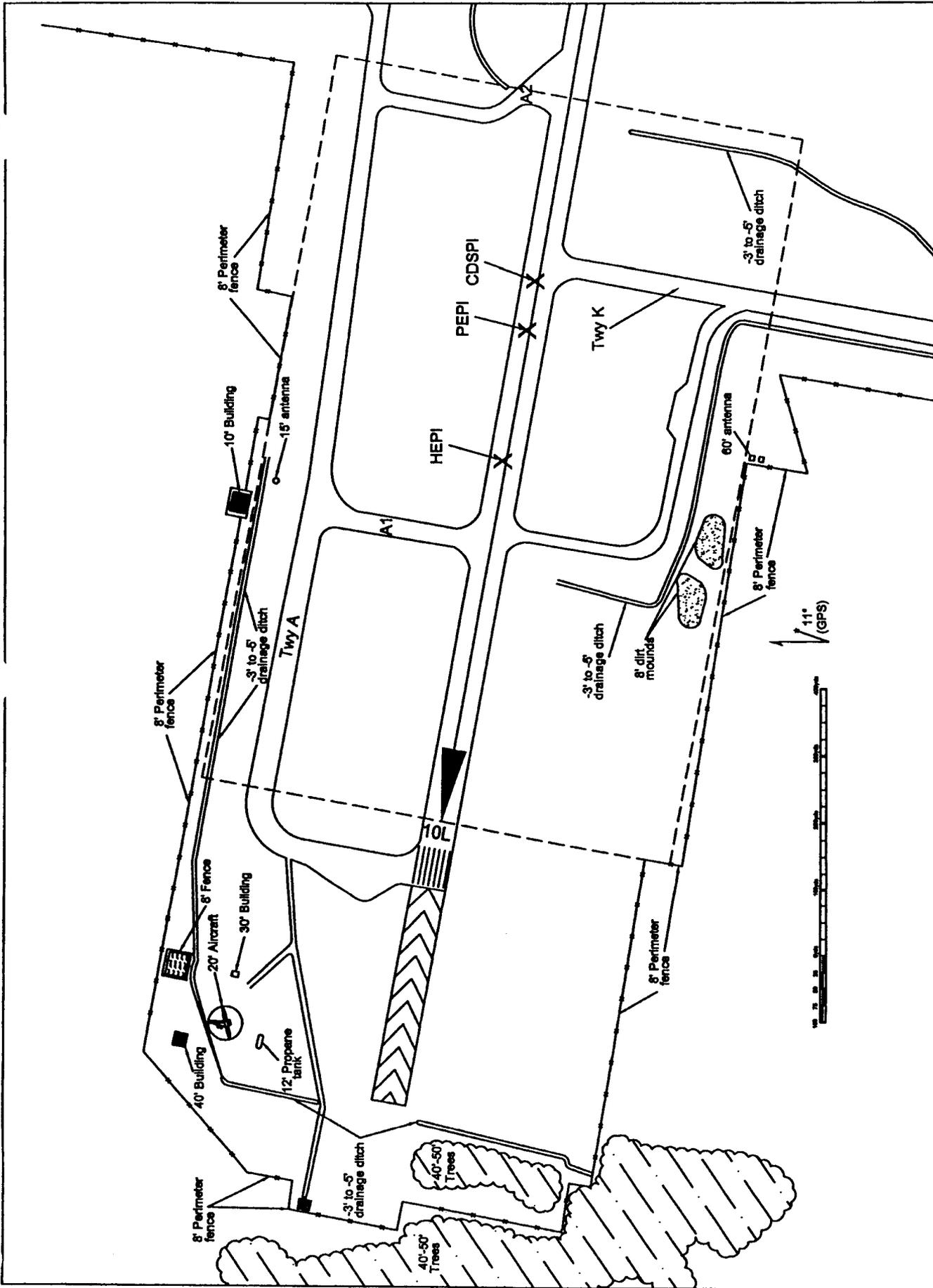
YES NO

12. LOW LEVEL ROUTES

 NONE AVAILABLE ROUTE NAME/DESIGNATOR SR823

#203

AIRBORNE UNIT ASSUMES RESPONSIBILITY FOR PERSONNEL INJURY AND EQUIPMENT DAMAGE ON DZ										
DZ SURVEY	1. DZ NAME MUSHROOM DZ					2. LOCATION NIAGARA FALLS IAP, NY				
	3. MAP SERIES/SHEET NUMBER/ EDITION/ DATE OF MAP V821/ 5270 III/ DMA/ 1980									
	4. SURVEY APPROVAL/DISAPPROVAL DATA									
4A1. DATE SURVEYED 20010307	4A2. TYPED NAME AND GRADE OF SURVEYOR MICHAEL T. ANDERSON, SSGT				4A3. PHONE NUMBER (DSN) 424-1601			4A4. UNIT 21 STS POPE AFB, NC		
4B. DROP ZONE APPROVAL/DISAPPROVAL A = APPROVED D = DISAPPROVED	FOR	CDS/CRS	PER	HE	MFF	SATB	CRRC	HSSLADS	HVCDS	
	DAY	A	A	A	A	A	D	A	A	
	NIGHT	A	A	A	A	A	D	A	A	
4C. DATE APPROVED FOR GROUND OPERATIONS 20010314	NAME, GRADE AND SERVICE OF APPROVAL AUTHORITY Eric D. Ray, Major, USAF				PHONE NUMBER (DSN) 424-1595			SIGNATURE 		
	UNIT AND LOCATION 21 STS, Pope AFB, NC									
4D. DATE SAFETY OF FLIGHT REVIEW APPROVED 20010320	NAME AND GRADE OF REVIEWING OFFICER Michael McKeon, Major, USAF				PHONE NUMBER (DSN) 424-7669			SIGNATURE 		
	UNIT AND LOCATION 43 OSS/OSK, Pope AFB, NC									
4E. DATE OF MAJCOM APPROVAL 20010402	NAME AND GRADE OF APPROVING AUTHORITY Jimmie L. Simmons Jr., Colonel, USAF				PHONE NUMBER (DSN) 424-7338			SIGNATURE 		
	UNIT AND LOCATION 43rd Operations Group, Pope AFB, NC									
5. COORDINATING ACTIVITIES										
A. DZ CONTROLLING AGENCY OR UNIT 914 AIRLIFT WING (AFRC)				B. MEMORANDUM OF UNDERSTANDING/LAND USE YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> ATTACHED <input type="checkbox"/>				C. PHONE NUMBER (DSN) 238-2150		
D. RANGE CONTROL NIAGARA FALLS TOWER, VHF 118.5 / UHF 349.0 (716) 297-1310							E. PHONE NUMBER (DSN)			
6. DZ DIMENSIONS (YDS/MTRS) (FOR CIRCULAR DZ, ENTER RADIUS ONLY)										
A. LENGTH 1100 yds	B. WIDTH 700 yds	C. RADIUS N/A	TIMING POINT DISTANCES	D. T/P FROM DZ LEADING EDGE N/A	E. T/P FROM DZ CENTERLINE N/A					
POINT OF IMPACT DISTANCES FROM DZ LEADING EDGE			F. CDS PI 275 yds	G. PE PI 350 yds	H. HE PI 550 yds					
7. DZ AXIS DATA (OPTIONAL FOR CIRCULAR DZ)										
A. MAGNETIC 281°		B. GRID (UTM) 270°			C. TRUE 271°			D. DATE OF VARIATION DATA 20010307		
8. GROUND POINT ELEVATION		A. CDS PI 589'	B. HE PI 589'		C. PE PI 589'		D. HIGHEST 590'			
9. DZ COORDINATES										
A. SPHEROID CLARK 66		B. DATUM NAD 27		C. GRID ZONE 17T PT		D. EASTING 6		E. NORTHING 47		
F. GPS DERIVED COORDINATES YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			G. POINT OF ORIGIN Inter. of Twy A and A-2, 17TPT66519 75065, PEPI is 237°M for 375 meters							
H. POINT	UTM COORDINATES			WGS84 LATITUDE (D-M.MM)			WGS84 LONGITUDE (D-M.MM)			
DZ CENTERPOINT	66067 74788			N 43° 06.575'			W 78° 57.526'			
CDS PI	66318 74793			N 43° 06.574'			W 78° 57.341'			
PE PI	66250 74791			N 43° 06.574'			W 78° 57.391'			
HE PI	66067 74788			N 43° 06.575'			W 78° 57.526'			
10. DZ CORNERS UTM COORDINATES										
LEFT LEADING EDGE 66574 74477					RIGHT LEADING EDGE 66563 75117					
LEFT TRAILING EDGE 65567 74460					RIGHT TRAILING EDGE 65555 75100					
LEFT TIMING POINT N/A					RIGHT TIMING POINT N/A					



Name:	MUSHROOM DZ	Lat/Long:	43° 06.575' N - 078° 57.526' W	Date:	07 MAR 01	Datum:	WGS-84
Location:	NIAGARA FALLS IAP, NY	Date:		Surveyor:	MICHAEL T. ANDERSON		

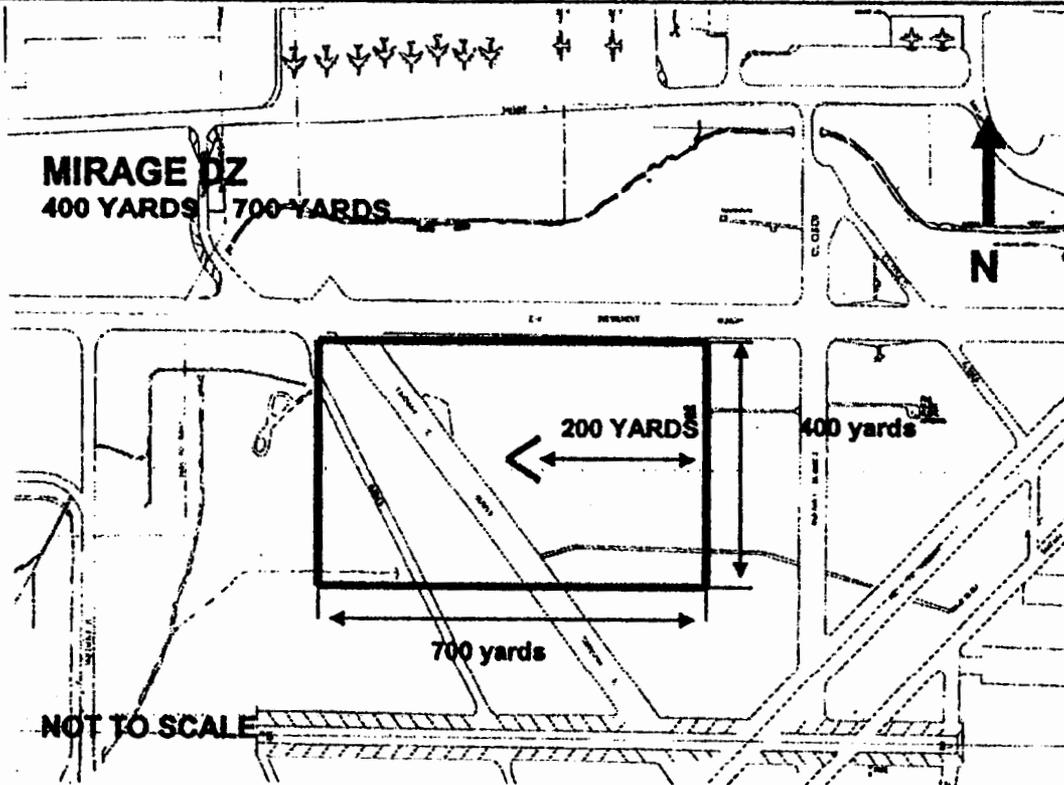
DZ NAME	
MUSHROOM DZ	
11. REMARKS	
<ol style="list-style-type: none">1. DZ is located on an active runway. Hazards associated with a runway are present, i.e. taxiway signs, feet remaining signs, runway and taxiway lighting. Other obstacles are depicted on drawing.2. DZ is within Niagara Falls Class D airspace, aircraft must contact Niagara Falls Tower prior to entering airspace.3. Run-in to DZ is within the corridor of SR823.4. Canadian Restricted Airspace, CYR518, lies 4.5 nm west of the drop zone.5. 789MSL Tower, 317°Mag @ 2.4NM.6. Coordinates, elevation and declination obtained using a PSN-11 (GPS) with a position error of +/- 50 feet.	
11. PHOTOGRAPH AVAILABLE	12. LOW LEVEL ROUTES
YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	<input type="checkbox"/> NONE AVAILABLE
	<input checked="" type="checkbox"/> ROUTE NAME/DESIGNATOR SR823

AIRBORNE UNIT ASSUMES RESPONSIBILITY FOR PERSONNEL INJURY AND EQUIPMENT DAMAGE ON DZ									
DZ NAME MIRAGE DZ	1A. DZ NAME		1B. ZAR INDEX NO. 500		2A. COUNTRY USA		2B. STATE NY		
	3. MAP SERIES/SHEET NUMBER/ EDITION/ DATE OF MAP V7215 52703 1 19840101								
4. SURVEY APPROVAL/DISAPPROVAL DATA									
4A1. DATE SURVEYED 20040622		4A2. TYPED NAME AND GRADE OF SURVEYOR DANIEL J. CALLAN, LTC			4A3. PHONE NUMBER (DSN) 238-2173		4A4. UNIT 328 AS		
4B. DROP ZONE APPROVAL/DISAPPROVAL A = APPROVED D = DISAPPROVED	FOR	CDS/CRU/CRS	PER	HE	MFF	SATB	CRRC	HSLADS	HVCD
	DAY	A	D	D	D	A	D	D	D
	NIGHT	D	D	D	D	D	D	D	D
4C. DATE APPROVED FOR GROUND OPERATIONS 20040629	NAME, GRADE AND SERVICE OF APPROVAL AUTHORITY MERLE D. HART, COL, AFRC				PHONE NUMBER (DSN) 238-3004		SIGNATURE <i>[Signature]</i>		
	UNIT AND LOCATION 914 OG/CC, NIAGARA FALLS ARS, NY 14304								
4D. DATE SAFETY OF FLIGHT REVIEW APPROVED 20040629	NAME AND GRADE OF REVIEWING OFFICER BARRY L. CUPPLES, JR., MAJOR, AFRC				PHONE NUMBER (DSN) 238-2170		SIGNATURE <i>[Signature]</i>		
	UNIT AND LOCATION 914 OSF/OSK, NIAGARA FALLS ARS, NY 14304								
4E. DATE OF MAJCOM APPROVAL 2004 08 05	NAME AND GRADE OF APPROVING AUTHORITY John McDonough, Maj, USAF				PHONE NUMBER (DSN) 779-3148		SIGNATURE <i>[Signature]</i>		
	UNIT AND LOCATION HQ AMC/A39T, Scott AFB, IL								
5. COORDINATING ACTIVITIES									
A. DZ CONTROLLING AGENCY OR UNIT 914 AW			B. MEMORANDUM OF UNDERSTANDING/LAND USE YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> ATTACHED <input type="checkbox"/>				C. PHONE NUMBER (DSN) 238-2150/2170		
D. RANGE CONTROL NIAGARA FALLS TOWER VHF 118.5 / UHF 349.0						E. PHONE NUMBER (DSN) 238-2175			
6. DZ DIMENSIONS (YDS/MTRS) (FOR CIRCULAR DZ, ENTER RADIUS ONLY)									
A. LENGTH 700 YDS			B. WIDTH 400 YDS			C. RADIUS NA			
POINT OF IMPACT DISTANCES FROM DZ LEADING EDGE			D. CDS PI 200 YDS		E. PE PI NA		F. HE PI NA		
7. DZ AXIS DATA (OPTIONAL FOR CIRCULAR DZ)									
A. MAGNETIC 281		B. GRID (MGRS) 267			C. TRUE 270		D. SOURCE/DATE OF VARIATION DATA 19950101		
8. GROUND POINT ELEVATION		A. CDS PI 590		B. HE PI NA		C. PE PI NA		D. HIGHEST 590	
9. DZ COORDINATES									
A. SPHEROID WGS 84		B. DATUM WGS 84		C. GRID ZONE 17T		D. EASTING 6		E. NORTHING 7	
F. GPS DERIVED COORDINATES YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			G. POINT OF ORIGIN CDS PI located 330 yds @ 280 from 25' tower grid 6753 7460						
H. POINT									
DZ CENTERPOINT		MGRS COORDINATES 17T PH 68911 74795			WGS84 LATITUDE (D-M.MM) 4306.45N		WGS84 LONGITUDE (D-M.MM) 7856.68W		
CDS PI		17T PH 67237 74803			4306.65N		7856.68W		
PE PI		NA			NA		NA		
HE PI		NA			NA		NA		
I. DZ CORNERS MGRS COORDINATES									
LEFT LEADING EDGE 17T PH 67418 74625					RIGHT LEADING EDGE 17T PH 67418 74995				
LEFT TRAILING EDGE 17T PH 66778 74625					RIGHT TRAILING EDGE 17T PH 66778 74975				

DZ NAME

MIRAGE DZ

10. DZ DIAGRAM



11. REMARKS

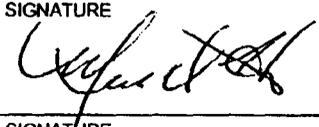
1. Aircraft will not release CDS over Runway 28R or North of Taxiway A.
2. DZ within Niagara Falls IAP, NY Class D airspace. Aircraft must contact Niagara Falls Tower prior to entering airspace.
3. Authorized for single ship actual CDS or formation SATBs.
4. All airdrops authorized for day use only.
5. Coordinate with Niagara Falls Base-ops for removal of Bird Dispersal cannon propane tank ~~aircraft~~ prior to drop.

12. PHOTOGRAPH AVAILABLE

YES NO

LOW LEVEL ROUTES

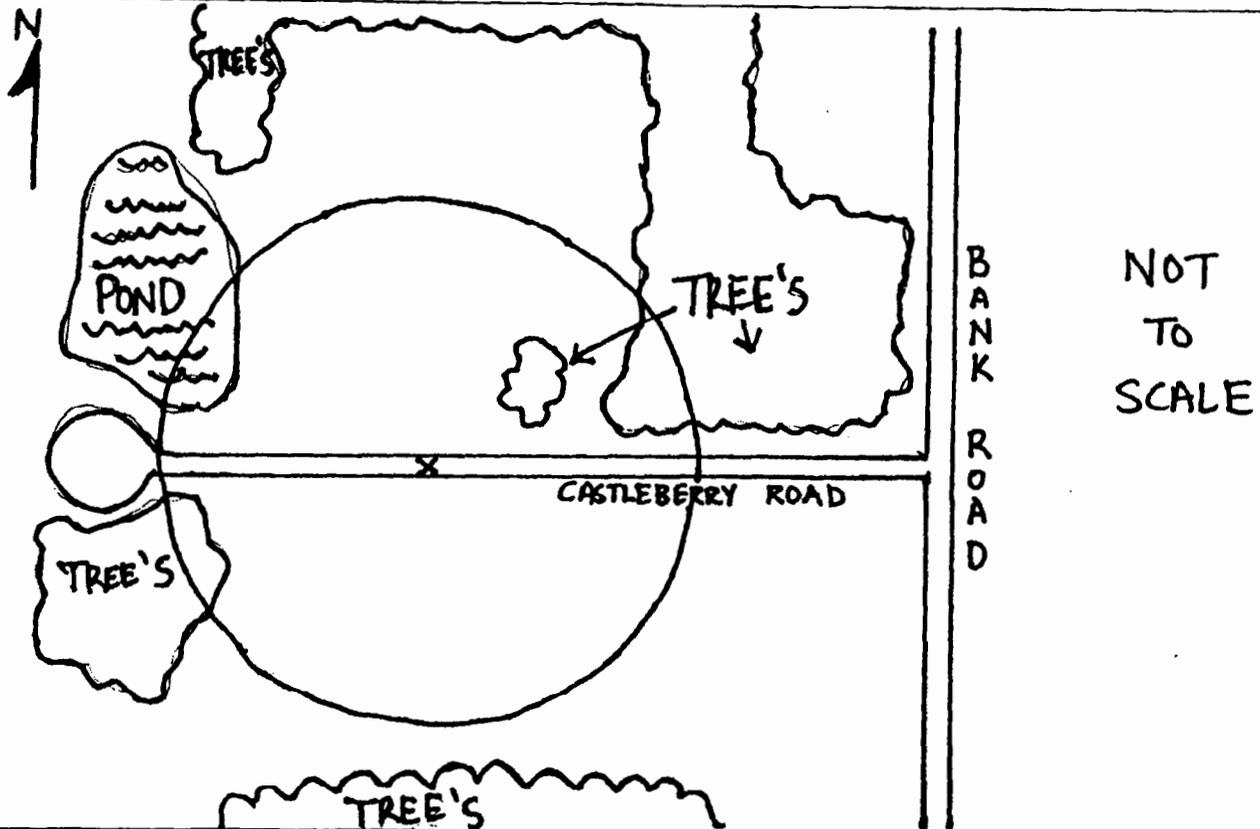
NONE AVAILABLE
 ROUTE NAME/DESIGNATOR

AIRBORNE UNIT ASSUMES RESPONSIBILITY FOR PERSONNEL INJURY AND EQUIPMENT DAMAGE ON DZ										
DROP ZONE SURVEY	1A. DZ NAME HILL N DALE DZ				1B. ZAR INDEX NO. 350		2A. COUNTRY USA		2B. STATE NY	
	3. MAP SERIES/SHEET NUMBER/ EDITION/ DATE OF MAP V821 5369 1 SW SERIES 1949									
4. SURVEY APPROVAL/DISAPPROVAL DATA										
4A1. DATE SURVEYED 20040722		4A2. TYPED NAME AND GRADE OF SURVEYOR DANIEL J. CALLAN, LTC			4A3. PHONE NUMBER (DSN) 238-2173		4A4. UNIT 328 AS			
4B. DROP ZONE APPROVAL/DISAPPROVAL A = APPROVED D = DISAPPROVED	FOR	CDS/CRL/CRS	PER	HE	MFF	SATB	CRRC	HSSLADS	HVCDS	
	DAY	D	D	D	D	A	D	D	D	
	NIGHT	D	D	D	D	A	D	D	D	
4C. DATE APPROVED FOR GROUND OPERATIONS 20040723	NAME, GRADE AND SERVICE OF APPROVAL AUTHORITY MERLE D. HART, COL, AFRC				PHONE NUMBER (DSN) 238-3004		SIGNATURE 			
	UNIT AND LOCATION 914 OG/CC, NIAGARA FALLS ARS, NY 14304									
4D. DATE SAFETY OF FLIGHT REVIEW APPROVED 20040723	NAME AND GRADE OF REVIEWING OFFICER BARRY L. CUPPLES, JR., MAJOR, AFRC				PHONE NUMBER (DSN) 238-2170		SIGNATURE 			
	UNIT AND LOCATION 914 OSF/OSK, NIAGARA FALLS ARS, NY 14304									
4E. DATE OF MAJCOM APPROVAL 20040826	NAME AND GRADE OF APPROVING AUTHORITY John McDonough, Maj, USAF				PHONE NUMBER (DSN) 779-3148		SIGNATURE 			
	UNIT AND LOCATION HQ AMC/ A39, Scott AFB, IL									
5. COORDINATING ACTIVITIES										
A. DZ CONTROLLING AGENCY OR UNIT 914 AW				B. MEMORANDUM OF UNDERSTANDING/LAND USE YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> ATTACHED <input type="checkbox"/>			C. PHONE NUMBER (DSN) 238-2150/2170			
D. RANGE CONTROL NA							E. PHONE NUMBER (DSN)			
6. DZ DIMENSIONS (YDS/MTRS) (FOR CIRCULAR DZ, ENTER RADIUS ONLY)										
A. LENGTH NA			B. WIDTH NA			C. RADIUS 500 YDS				
POINT OF IMPACT DISTANCES FROM DZ LEADING EDGE			D. CDS PI NA		E. PE PI NA		F. HE PI NA			
7. DZ AXIS DATA (OPTIONAL FOR CIRCULAR DZ)										
A. MAGNETIC			B. GRID (MGRS)			C. TRUE		D. SOURCE/DATE OF VARIATION DATA		
8. GROUND POINT ELEVATION		A. CDS PI NA		B. HE PI NA		C. PE PI NA		D. HIGHEST 1642		
9. DZ COORDINATES										
A. SPHEROID WGS 84		B. DATUM WGS 84		C. GRID ZONE 17T		D. EASTING 7		E. NORTHING 47		
F. GPS DERIVED COORDINATES YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			G. POINT OF ORIGIN 560 YARDS WEST OF ROAD INTERSECTION CASTLEBERRY AND BANK ROADS							
H. POINT	MGRS COORDINATES			WGS84 LATITUDE (D-M.MM)			WGS84 LONGITUDE (D-M.MM)			
DZ CENTERPOINT	17T QH 32606 45439			N 42 49.570			7809.26W			
CDS PI	NA			NA			NA			
PE PI	NA			NA			NA			
HE PI	NA			NA			NA			
I. DZ CORNERS MGRS COORDINATES										
LEFT LEADING EDGE NA					RIGHT LEADING EDGE NA					
LEFT TRAILING EDGE NA					RIGHT TRAILING EDGE NA					

DZ NAME

HILL N DAI R DZ

10. DZ DIAGRAM



11. REMARKS

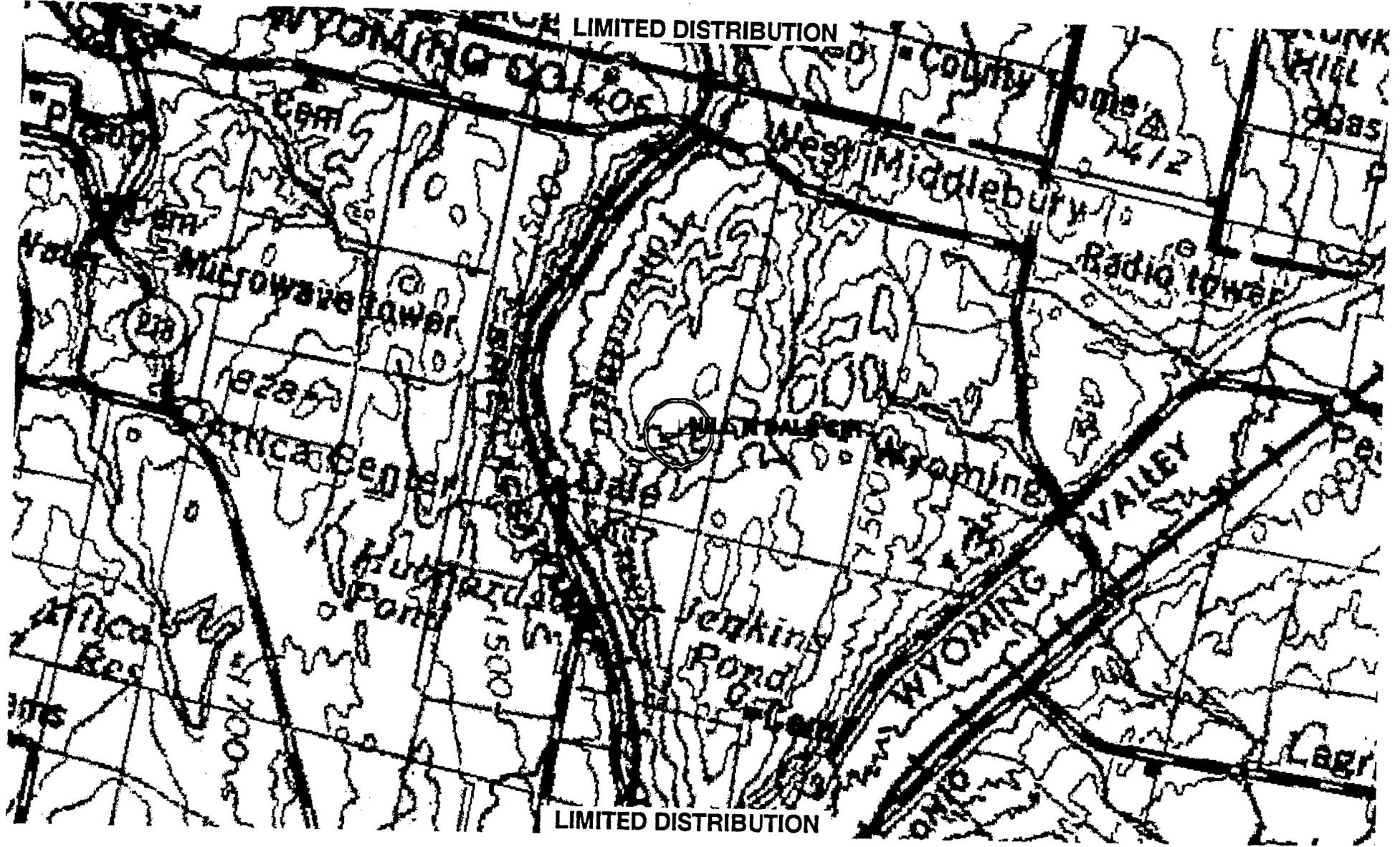
1. Airdrops restricted to SATB's only.
2. Airdrops are approved day/night during period outlined in Letter of Agreement with NYS DEC.
3. Avoid overflight of Attica State Prison 5 NM WNW of DZ.
4. Coordination required with the following prior to use:
 914OSF/OSK: DSN 238-2170, Comm. 716-236-2170
 328AS/DOTN: DSN: 238-3198, Comm. 716-236-3198

12. PHOTOGRAPH AVAILABLE

YES NO

LOW LEVEL ROUTES

NONE AVAILABLE
 ROUTE NAME/DESIGNATOR

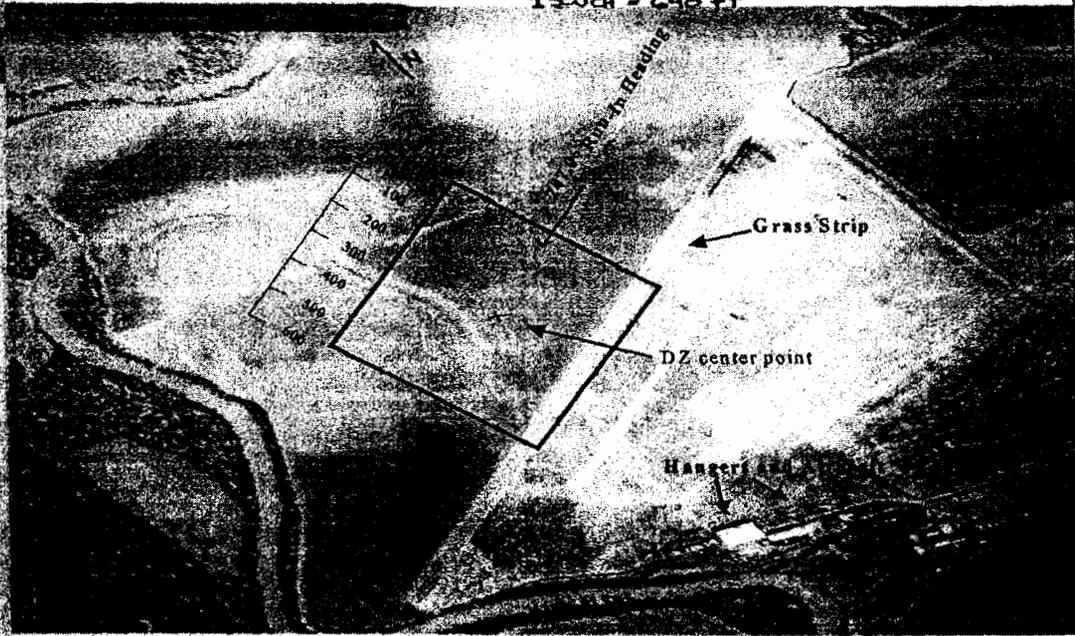


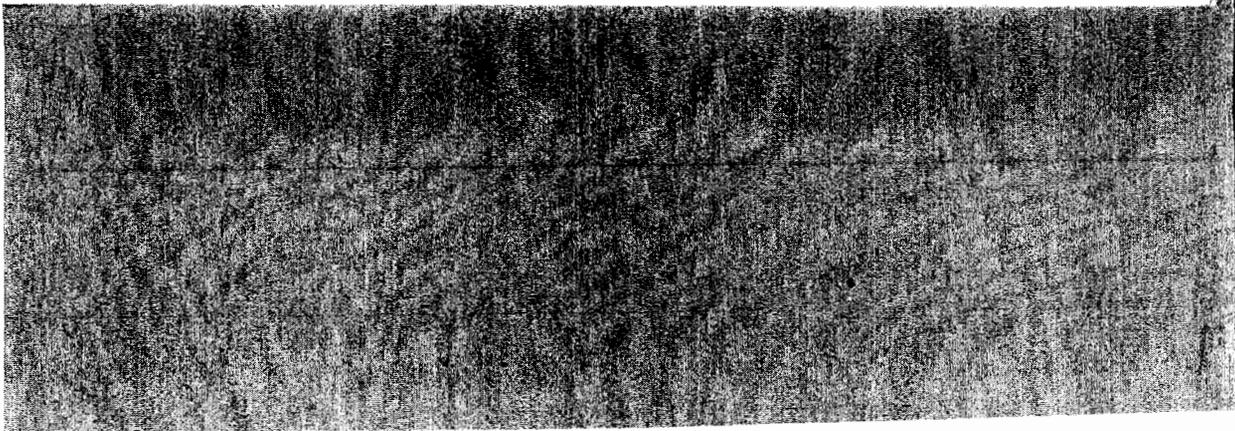
039

AIRBORNE UNIT ASSUMES RESPONSIBILITY FOR PERSONNEL INJURY AND EQUIPMENT DAMAGE ON DZ										
DZ SURVEY	1A. DZ NAME WADSWORTH DZ			1B. ZAR INDEX NO.		2A. COUNTRY US		2B. STATE NY		
	3. MAP SERIES/SHEET NUMBER/EDITION/ DATE OF MAP V821/AMSS4691VSE 19500113									
	4. SURVEY APPROVAL/DISAPPROVAL DATA									
4A1. DATE SURVEYED 17 Apr 03		4A2. TYPED NAME AND GRADE OF SURVEYOR Major Walter J. Clark			4A3. PHONE NUMBER (DSN) 344-2640		4A4. UNIT 109 Airlift Wing, Stratton ANGB			
4B. DROP ZONE APPROVAL/DISAPPROVAL		FOR	CDS/CRL/CRS	PER	HE	MFF	SATB	CRRC	HSLADS	HVCDS
A = APPROVED		DAY	A	A	D	D	A	D	D	A
D = DISAPPROVED		NIGHT	D	D	D	D	D	D	D	D
4C. DATE APPROVED FOR GROUND OPERATIONS 24 Apr 03		NAME, GRADE AND SERVICE OF APPROVAL AUTHORITY Major Joseph Hathaway / NYANG			PHONE NUMBER (DSN) 344-2411		SIGNATURE <i>Joseph Hathaway</i>			
4D. DATE SAFETY OF FLIGHT REVIEW APPROVED 7 May 03		NAME AND GRADE OF REVIEWING OFFICER Colonel Brian D. Gomula			PHONE NUMBER (DSN) 344-2422		SIGNATURE <i>Brian D. Gomula</i>			
4E. DATE OF MAJCOM APPROVAL 19 Jun 03		NAME AND GRADE OF APPROVING AUTHORITY Michael T. Kloenne, LtC, USAF			PHONE NUMBER (DSN) 779-3148		SIGNATURE <i>Michael T. Kloenne</i>			
5. COORDINATING ACTIVITIES										
A. DZ CONTROLLING AGENCY OR UNIT 109th Airlift Wing				B. MEMORANDUM OF UNDERSTANDING/LAND USE YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> ATTACHED <input type="checkbox"/>				C. PHONE NUMBER (DSN) 344-2640		
D. RANGE CONTROL N/A				E. PHONE NUMBER (DSN)						
6. DZ DIMENSIONS (YDS/MTRS) (FOR CIRCULAR DZ, ENTER RADIUS ONLY)										
A. LENGTH 600		B. WIDTH 600			C. RADIUS N/A					
POINT OF IMPACT DISTANCES FROM DZ LEADING EDGE			D. CDS PI 300		E. PE PI 300		F. HE PI N/A			
7. DZ AXIS DATA (OPTIONAL FOR CIRCULAR DZ)										
A. MAGNETIC 247.0		B. GRID (MGRS) 238.0			C. TRUE 236.1		D. SOURCE/DATE OF VARIATION DATA 19990714			
B. GROUND POINT ELEVATION		A. CDS PI 560		B. HE PI N/A		C. PE PI 560		D. HIGHEST 560		
8. DZ COORDINATES										
A. SPHEROID Clarke 1866		B. DATUM NAS C		C. GRID ZONE 18		D. EASTING 2		E. NORTHING 47		
F. GPS DERIVED COORDINATES YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>			G. POINT OF ORIGIN PI is 246 meters at 342.4 degrees magnetic from windsock (6747 4256)							
9. DZ CORNERS MGRS COORDINATES										
H. POINT		MGRS COORDINATES			WGS84 LATITUDE (D-M.MM)			WGS84 LONGITUDE (D-M.MM)		
DZ CENTERPOINT		6736 4278			N 42d 48.25			W 077d 50.68		
CDS PI		6736 4278			N 42d 48.25			W 077d 50.68		
PE PI		6736 4278			N 42d 48.25			W 077d 50.68		
HE PI		N/A			N/A			N/A		
10. DZ CORNERS MGRS COORDINATES										
LEFT LEADING EDGE 6774 4269					RIGHT LEADING EDGE 6745 4316					
LEFT TRAILING EDGE 6727 4260					RIGHT TRAILING EDGE 6698 4287					

AF FORM 3823 20021001 (FF.V2)

PREVIOUS EDITIONS ARE OBSOLETE

DZ NAME Wadsworth DZ	
10. DZ DIAGRAM <div style="text-align: center; margin-top: 10px;"> 1 INCH = 640 FT  </div>	
11. REMARKS <ol style="list-style-type: none"> 1. The drop zone is located northwest of a grass airstrip on Geneseo Airport. The airfield is uncontrolled and supports both light aircraft and helicopter operations. 2. A vintage aircraft museum is located near the airport hanger southeast of the drop zone. Avoid overflight of the hanger and the aircraft parked there. 3. Avoid flying over the town of Geneseo located 1 mile due east of the drop zone. 4. The highest obstacle is a 1,977' tower located 10 miles southwest of the drop zone. 	
12. PHOTOGRAPH AVAILABLE YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	LOW LEVEL ROUTES <input checked="" type="checkbox"/> NONE AVAILABLE <input type="checkbox"/> ROUTE NAME/DESIGNATOR



Low Altitude Training & Navigation

BISON LATN



Niagara Falls Air Reserve Station Manning



914th Airlift Wing

Civil Service/Technician:	195/199
NAF and Contractor	150
AGR :	8
AFRC Recruiter:	4
Traditional Reserve (Includes 199 Technicians):	1,203
IMA:	3
Total:	1,563



107th Air Refueling Wing

AGR and Technician:	266
State Civilian:	12
Federal Civilian:	2
Traditional Guard:	710
Total:	990

Total NFARS Personnel: 2,553



ANALYSIS USING AIR NATIONAL GUARD STATISTICS, ANALYSIS NOT PERFORMED BY AIR NATIONAL GUARD

Analysis of Operations Tempo, Inherent Efficiencies, and Cost Savings to be Lost with Proposed Base Realignment and Closure Recommendations for the Air National Guard Tanker Mission



ANALYSIS USING AIR NATIONAL GUARD STATISTICS, ANALYSIS NOT PERFORMED BY AIR NATIONAL GUARD

Like any organization, the Air Force has established metrics to determine how much support individual units have provided to accomplish the tanker mission. The mission provided by units outside of the 40 hr work week is measured by Operations Tempo. Generally tanker units strategically located near the tanker mission (East & West Coasts) are called upon more frequently due to their location. This co-location with the heavily tasked portions of the tanker mission requires members of the respective units to work more than the standard 40 hr work week. All extra duties assigned to units can be tracked by the Operations Tempo (OPTEMPO) metric.

OPTEMPO is defined by:

Traditional Guardsmen - All calendar days that traditional guardsmen worked in any pay status (how much has been asked of a 'part-timer' to help accomplish what needs to get done)

Technicians – All calendar days where duty "above-and-beyond the normal Technician duty day" is accomplished (how much 'overtime' is required of a technician to help accomplish what needs to get done)

Active Guard Reserve (AGR) – All calendar days where duty "above-and-beyond the normal duty day or week" is accomplished.

PERSTEMPO is defined by:

Pers Tempo is any and all days Temporary Duty (TDY, *or days worked out of home station*) during a month.

****NOTE:** OPTEMPO is always greater than PERSTEMPO. For every day of PERSTEMPO earned, a day of OPTEMPO is also earned

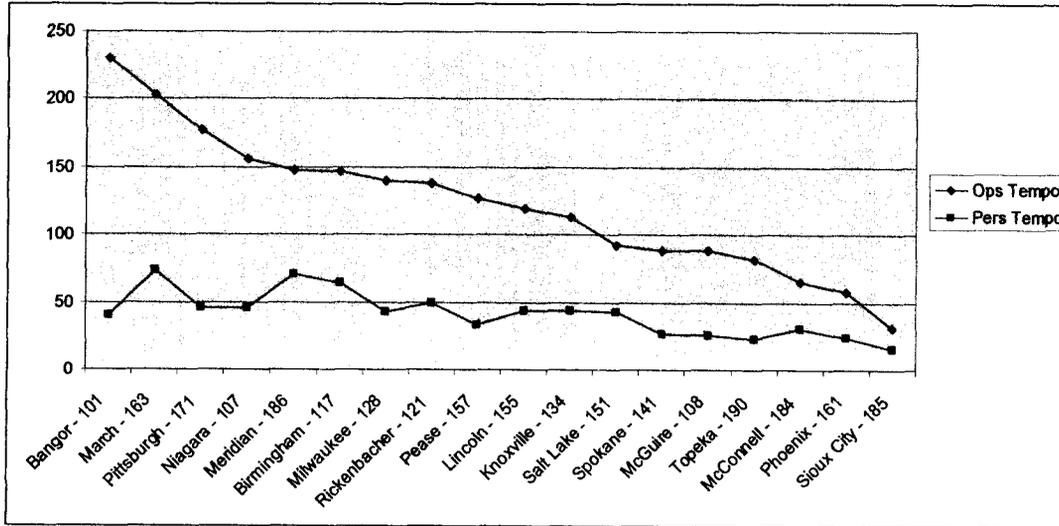
Therefore, if OPTEMPO measures 'extra duty' and PERSTEMPO measures 'duty performed outside home station' then when comparing the two, whatever percentage difference exists between the two metrics is the amount of extra duty work that was performed from home.

When comparing the two metrics the percentage difference illustrates how bases co-located by heavily tasked tanker routes can perform the extra duty from home station. Inland bases must deploy to gain the same tanker utility. This has a direct negative affect on the Air Force's bottom line due to the associated TDY costs. To sum it up, bases where the mission is not located must deploy to provide the same mission as other units can from home station.



ANALYSIS USING AIR NATIONAL GUARD STATISTICS, ANALYSIS NOT PERFORMED BY AIR NATIONAL GUARD

Based on this premise, here are the hard facts represented graphically:



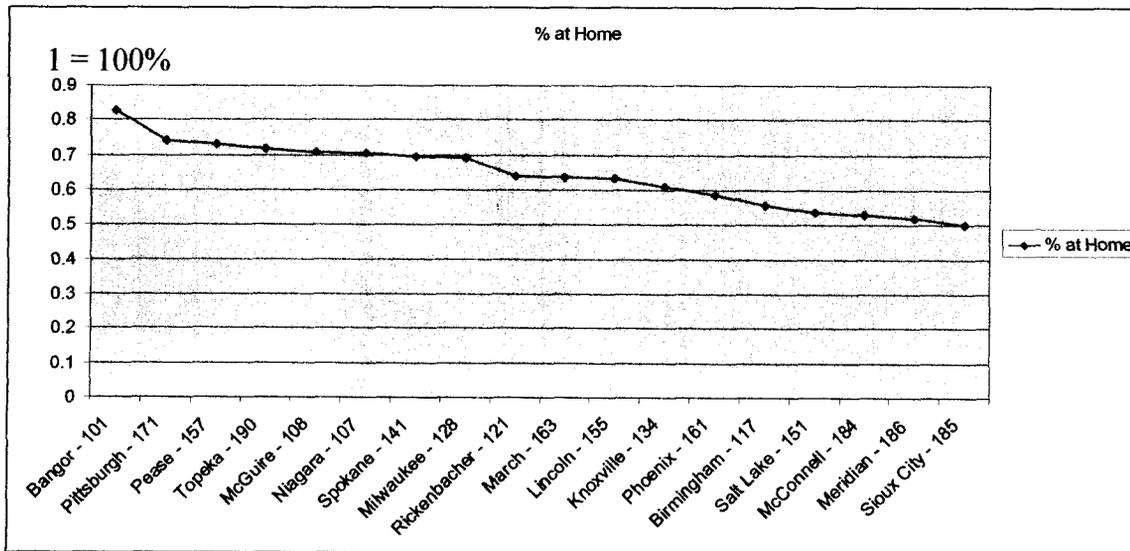
The blue line depicts which units have been asked to go 'above and beyond' the call of duty. The pink line depicts how much the unit has had to leave their home station to perform it.

As a trend, the bases closer to the coasts, away from the center of the country, get tasked 'above and beyond' much more due to their location.

If you calculate out what percent PERSTEMPO is of OPTEMPO you get an indication of what units have to leave home station to perform extra tanker duties and what units can accomplish those duties from home.



ANALYSIS USING AIR NATIONAL GUARD STATISTICS, ANALYSIS NOT PERFORMED BY AIR NATIONAL GUARD



The graph above illustrates the following conclusions:

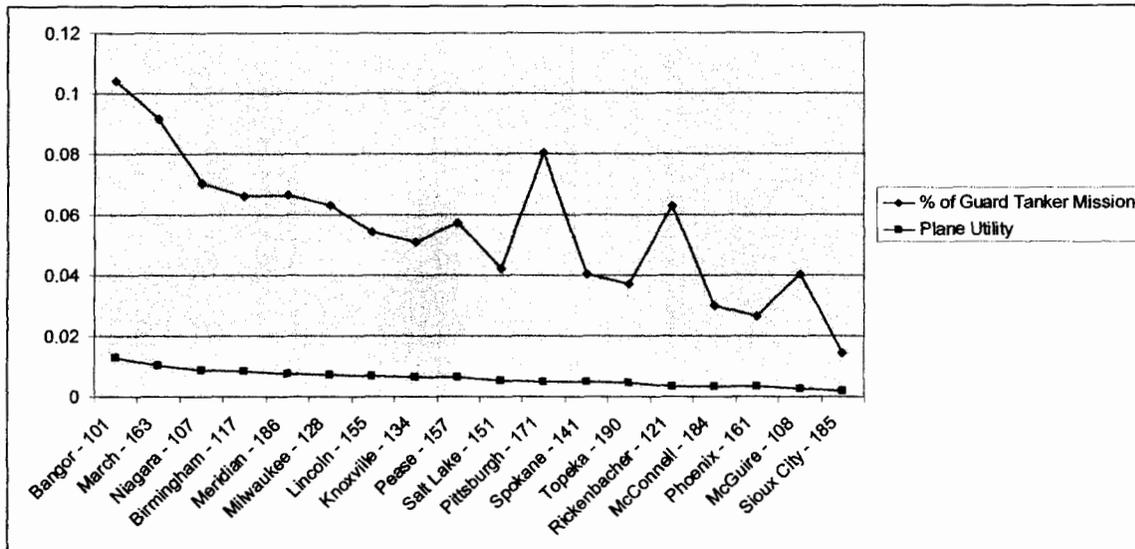
Tanker units closer to the coast are closer to the mission and can perform more 'additional duties' right from home drastically reducing TDY costs to the Air Force. A good analogy for TDY costs is to equate them to commuting costs for Air Force units. If the unit is not close to the mission, then the planes must base out of somewhere closer, like when a commuter gets an apartment away from home to live at during the work week. Anomalies such as Topeka (Forbes Field) can be explained as to why they accomplish so much of the ANG tanker mission from home station relative to locations closer to the coasts. This is due to the fact that Topeka, relative to other ANG units, has the fourth lowest OPTEMPO. Therefore, the limited OPTEMPO they do provide is usually done at home. Again, this graph generally shows that the closer a base is to the coast, the more they can provide to the tanker mission at a lower cost to the Air Force.

Since not all units have the same number of aircraft to accomplish their assigned mission, then it must be taken into account what units accomplish with those aircraft. For example, Pittsburgh has 16 aircraft. Although they account for the third highest OPTEMPO in the ANG, when you factor in how many aircraft they have to accomplish that mission with, it becomes clear that per flying unit, they lag behind.

The following graph depicts this fact.



ANALYSIS USING AIR NATIONAL GUARD STATISTICS, ANALYSIS NOT PERFORMED BY AIR NATIONAL GUARD



The blue line depicts how much the unit provides relative to the total 'above-and-beyond' (OPTEMPO) ANG tanker mission. The pink line takes the percent that the unit provides and divides it by the number of planes to calculate what unit provides the most OPTEMPO per plane for the ANG. This stat is telling the reader what units do more with what they are provided.

Finally, what does it all mean?

1. We have illustrated what units carry the load of extra ANG tanker missions and we have highlighted the bases that have been carrying the extra mission.

Conclusion: Greater OPTEMPO = more experience, more production, seasoned unit

2. We have also looked at the ratio of how much OPTEMPO can be performed from home station at a lower cost to the ANG

Conclusion: Greater percent difference between OPTEMPO and PERSTEMPO = strategic location that further eliminates TDY costs and is co-located with mission

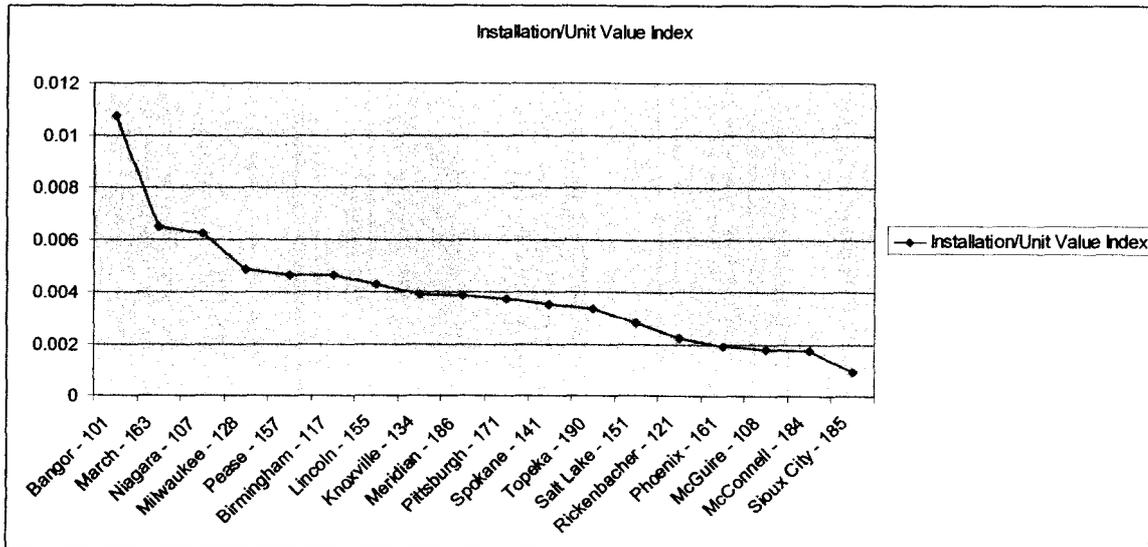
3. We have examined which units have streamlined operations and provide more with less.

Conclusion: Percent of mission accomplished per plane = properly managed unit that gives the greatest return on investment

In conclusion, the last metric we will use is a culmination of the two Air Force metrics (OPTEMPO, PERSTEMPO) and the aircraft that have been allocated to each unit to accomplish the mission.



ANALYSIS USING AIR NATIONAL GUARD STATISTICS, ANALYSIS NOT PERFORMED BY AIR NATIONAL GUARD



This final chart is how much (%) of extra mission is accomplished per aircraft multiplied by the percentage of how much of that mission is accomplished at home station. This metric gives a true future value of units and their respective locations.

The results speak for themselves:

1. Bangor - 101
2. March - 163
3. Niagara - 107
4. Milwaukee - 128
5. Pease - 157
6. Birmingham - 117
7. Lincoln - 155
8. Knoxville - 134
9. Meridian - 186
10. Pittsburgh - 171
11. Spokane - 141
12. Topeka - 190
13. Salt Lake - 151
14. Rickenbacher - 121
15. Phoenix - 161
16. McGuire - 108
17. McConnell - 184
18. Sioux City - 185

In rank order, using Air Force statistics, we have proven what units do more, at a strategic location, using seasoned personnel, in the most cost efficient way possible.

As our analysis further proves, inland tanker bases do not make sense from a cost or mission perspective.

Using the rankings identified above, here is what the DoD recommends (PAGE 7). From our analysis you can truly see the flawed logic in what is being proposed and how it is not the best decision from a monetary, strategic, or efficiency perspective.



ANALYSIS USING AIR NATIONAL GUARD STATISTICS, ANALYSIS NOT PERFORMED BY AIR NATIONAL GUARD

Value Index Rank	Analysis	Installation/ Unit	BRAC Recommendation	Justification
1		Bangor	8 to 12	<i>Augments an efficient unit in a strategic location</i>
2		March	9 to 0	<i>Spends more money to accomplish mission elsewhere, loses mission essential unit while adding mission to poor performing units</i>
3		Niagara	8 to 0	<i>Spends more money to accomplish mission elsewhere, loses mission essential unit while adding mission to poor performing units from locations with less strategic value</i>
4	QUESTIONABLE	Milwaukee	9 to 12	<i>Unit has performed well but at a location with limited strategic value. Unit should remain the same or lose but not plus up before Niagara or March</i>
5	QUESTIONABLE	Pease	9 to 12	<i>Unit performed adequately from a strategic location with ample assets. Should not plus up before Niagara or March</i>
6	QUESTIONABLE	Birmingham	8 to 0	<i>Will spend more money to accomplish mission elsewhere and lose efficient unit</i>
7		Lincoln	8 to 8	<i>Heartland base provides little strategic value and has high cost barriers to assigning additional mission. 8 aircraft are misaligned with future AF</i>
8		Knoxville	8 to 12	<i>Unit has adequate military value but should not plus up before Niagara, Birmingham, or March</i>
9	ADEQUATE	Meridian	9 to 0	<i>Poor use of assets but fair contribution to mission from location of questionable strategic importance</i>
10	QUESTIONABLE	Pittsburgh	16 to 16	<i>Not using its planes efficiently but provides much to the tanker mission from strategic location, should be downsized to operate efficiently</i>
11	ADEQUATE	Spokane	8 to 0	<i>Good location but poor use of assets and mission contribution</i>
12		Topeka	8 to 12	<i>Poor use of assets, little contribution, poor location, and gaining aircraft at inefficient unit</i>
13		Salt Lake	8 to 8	<i>Unit has limited military value in a poor location and will remain the same. 8 aircraft are misaligned with future Air Force</i>
14		Rickenbacher	18 to 18	<i>Poor use of assets, location with questionable strategic value. Highest number of planes but inefficient use. Should be downsized to operate efficiently</i>
15		Phoenix	8 to 10	<i>Poor use of assets, little contribution, location with questionable strategic value and gaining aircraft</i>
16	EXCELLENT	McGuire	16 to 0	<i>Poor use of assets, little contribution, good location but overcrowded</i>
17	EXCELLENT	McConnell	9 to 0	<i>Poor use of assets, little contribution, poor location</i>
18		Sioux City	8 to 8	<i>Poor use of assets, little contribution, poor location. Routinely scored at the bottom of all ANG statistics. The most alarming BRAC ANG Tanker recommendation</i>



ANALYSIS USING AIR NATIONAL GUARD STATISTICS, ANALYSIS NOT PERFORMED BY AIR NATIONAL GUARD

In conclusion, after examining historical operations data provided by the Air National Guard, it is our opinion that while some decisions are excellent, others defy logic and will certainly increase cost, decrease efficiency, and decrease mission effectiveness in the future.

Questions that should be asked:

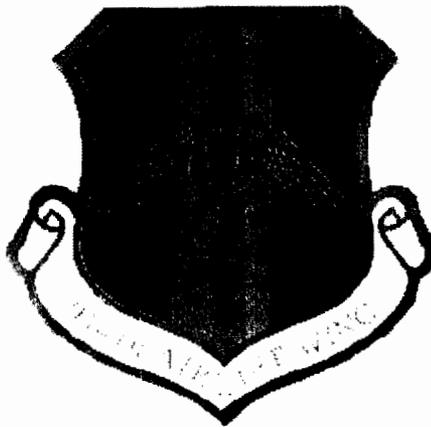
1. Why are units that have historically contributed to the mission being denied the right to participate while other units that have not being supplemented?
 - In-experience favored over experience
2. Why are units in the center of the country being supplemented when they are at a location that is inherently cost inefficient?
 - TDY costs favored over no cost
 - Deployments favored over home station usage
3. Why are units that have been using their aircraft in an inefficient manner being supplemented while other, more efficient units are losing aircraft?
 - Inefficiency favored over efficiency
 - Aircraft parking favored over aircraft participating
4. Why do BRAC metrics not take into account the net affect on the mission and associated costs of basing at inherently inefficient locations?
 - Inherently inefficient facilities favored over proximity to mission
 - Flawed short term logic being applied to long term re-organization
 - Why buy the perfect house 1000 miles away when a nearly identical one exists 10 miles away?

Source: <https://dox.ang.af.mil/XODHome/Navigation/OpTempoIndex.htm>

April 2000 to May 2005

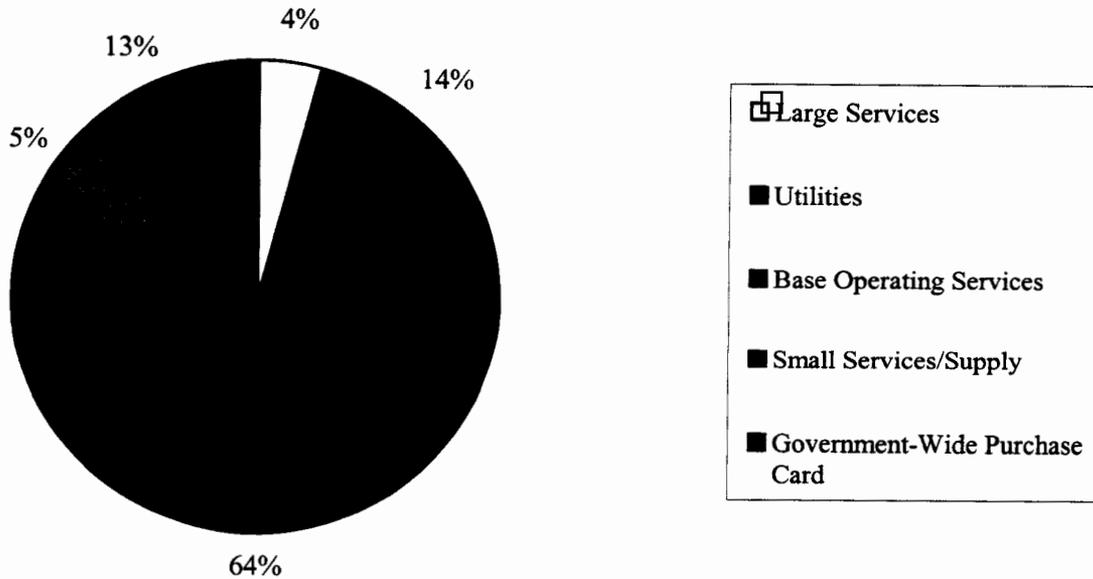
*NOTE – McConnell statistics are 2 year averages, due to only having the tanker mission for past 2 years

914 CONF/LGC



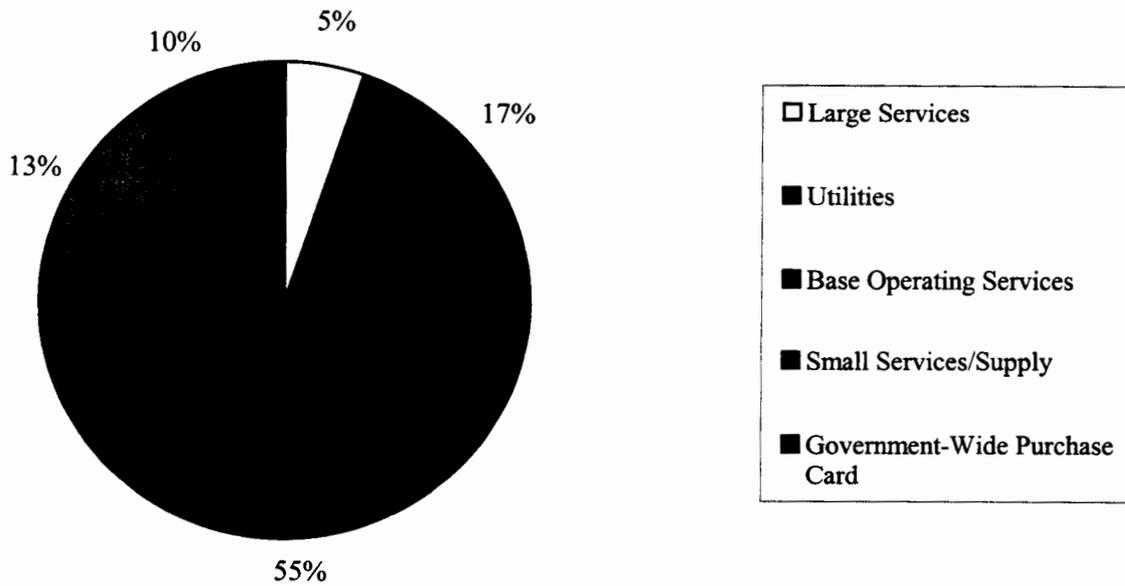
Fiscal Years 2002-2005 Spending

Large Services	\$	329,072.00
Utilities	\$	1,110,682.00
Base Operating Services	\$	5,224,664.19
Small Services/Supply	\$	420,310.76
Government-Wide Purchase Card	\$	1,023,923.92
Total Spent	\$	7,084,728.95



Total IGO FY 11

Large Services	\$	426,728.14
Utilities	\$	1,356,451.00
Base Operating Services	\$	4,471,314.59
Small Services/Supply	\$	1,061,219.78
Government-Wide Purchase Card	\$	853,831.22
Total Spent	\$	7,315,713.51



Total LGC FY 04

Large Services	\$	430,559.86
Utilities	\$	1,136,574.00
Base Operating Services	\$	5,361,798.12
Small Services/Supply	\$	1,164,355.99
Government-Wide Purchase Card	\$	727,367.56
Total Spent	\$	8,093,287.97

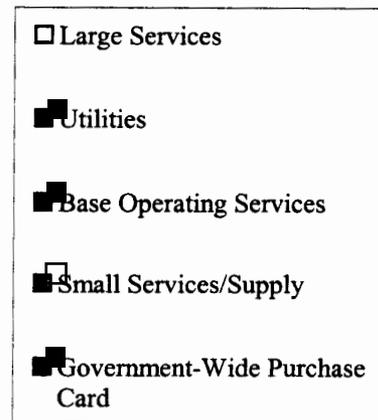
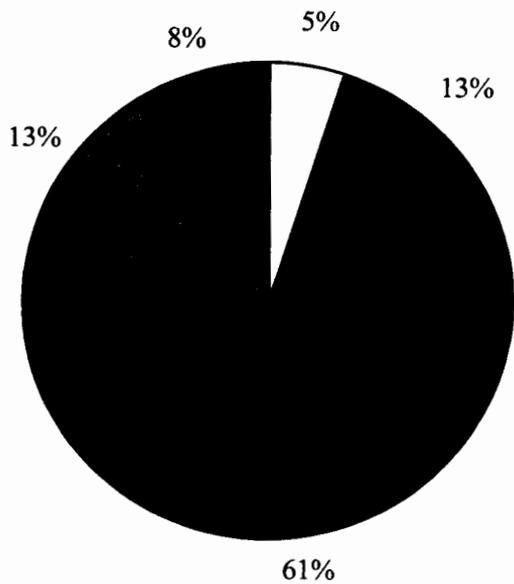
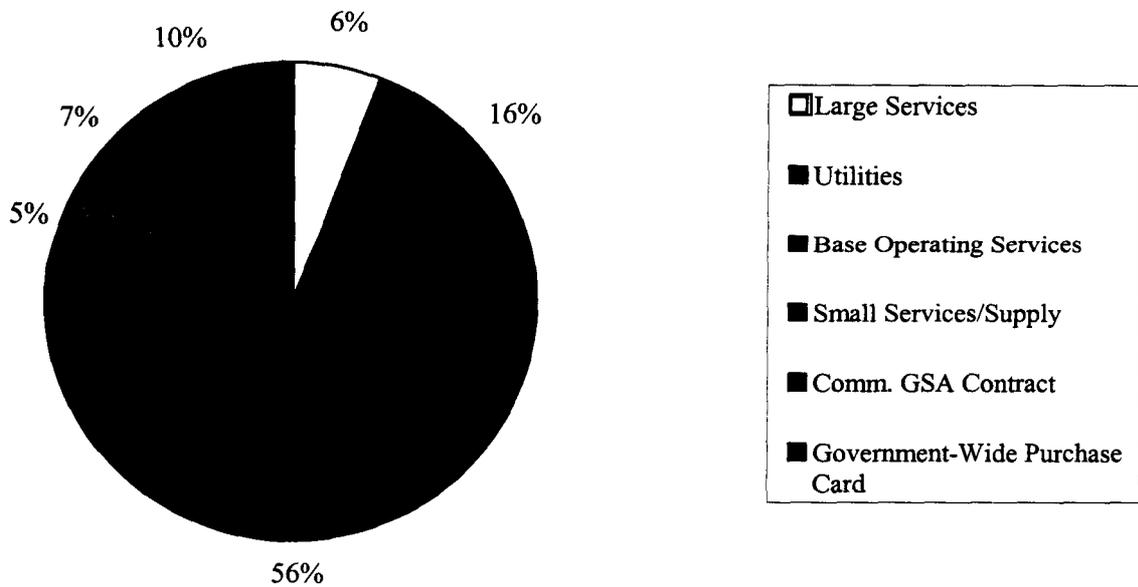


Table C-1

Large Services	\$	443,505.16	
Utilities		\$1,203,100.00	
Base Operating Services	\$	4,348,173.44	
Small Services/Supply	\$	371,523.40	
Comm. GSA Contract	\$	569,978.00	
Government-Wide Purchase Card	\$	747,196.51	
Total Spent	\$	6,366,302.00	*

* These figures are actual for the first 3 quarters and projected for the last quarter.

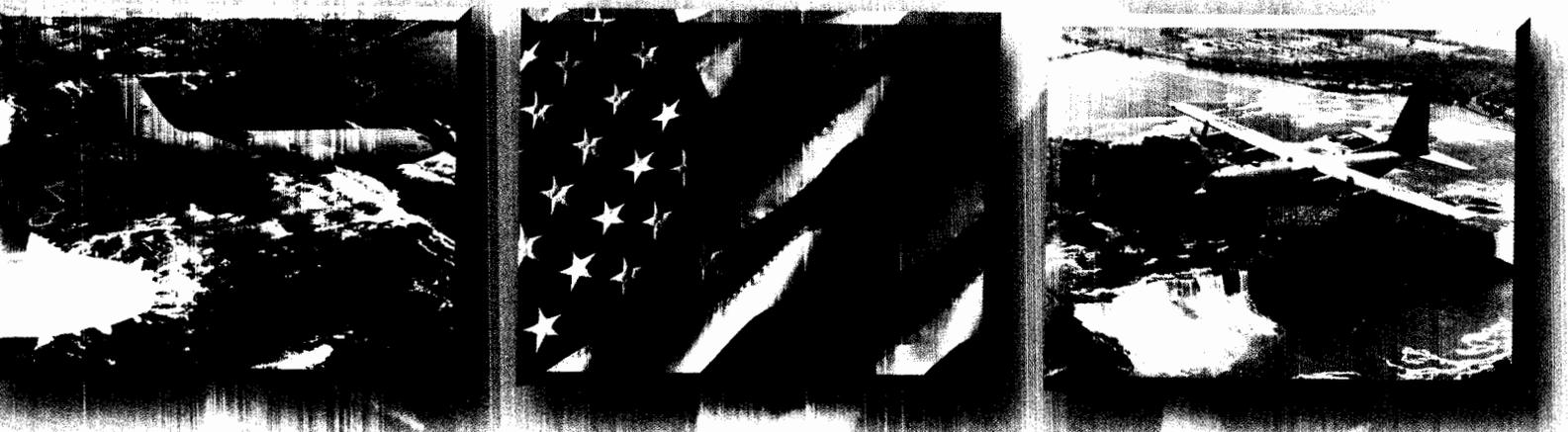
NOTE: FY05 Budget included \$1.5 Million for Utilities based on historical information, actual expense will significantly less due to reduction in cost of electricity.



NIAGARA FALLS

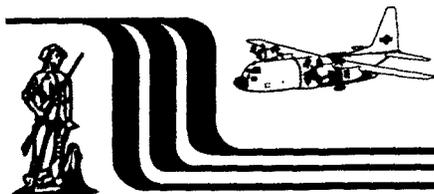
AIR RESERVE STATION

NIAGARA COUNTY, NEW YORK



GROWING TODAY

FOR A SECURE TOMORROW



Niagara Military Affairs Council

Supporting the military of Niagara

Welcome to the Niagara Falls Air Reserve Station.

This informational brochure has been made possible through the efforts of the Niagara Military Affairs Council (NIMAC), the Niagara County Legislature, Erie County, and the leaders and residents of the cities, towns and villages in Niagara County.

Its contents highlight the factors that make the Niagara Falls Air Reserve Station an invaluable asset and why the "Military and Community in Niagara Make a Powerful Team."

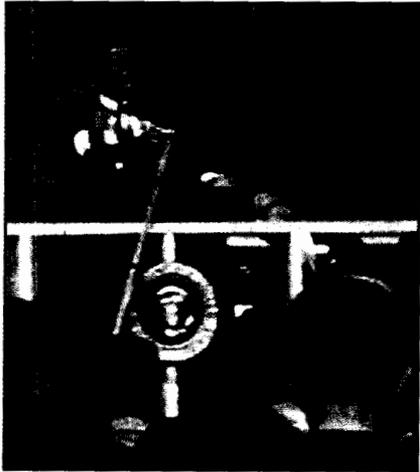
The Niagara Falls Air Reserve Station and military units in Western New York play a critical role in the economic health of our region. With its workforce and annual payroll, plus the significant numbers of local contractors that perform services at the NFARS, the overall economic impact of the base exceeds \$133 million.

NIMAC, recognizes the contribution of the NFARS to the area. NIMAC joins the military with area residents and business in a team approach.

Niagara has a rich history and significant contributions to the nation's defense and aviation. Niagara was the home of Bell Aerospace when it teamed with the U.S. Air Force in producing the X-series aircraft, the first commercial helicopter, the Bell Rocket Belt, and even support of the moon landing.

Niagara Falls Air Reserve Station is a military base with an ongoing vital role in securing the defense of the United States of America.

We are most proud to be its host community.



"Let every nation know, whether it wishes us well or ill, that we shall pay any price, bear any burden, meet any hardship, support any friend, oppose any foe to assure the survival and the success of liberty."

— John F. Kennedy

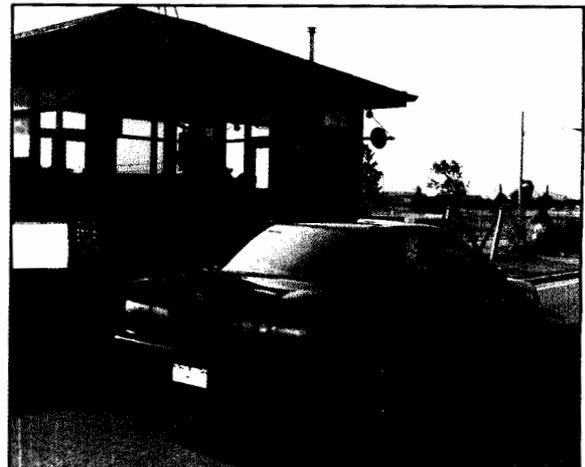
President John F. Kennedy speaking at the Niagara Falls International Airport, 1962

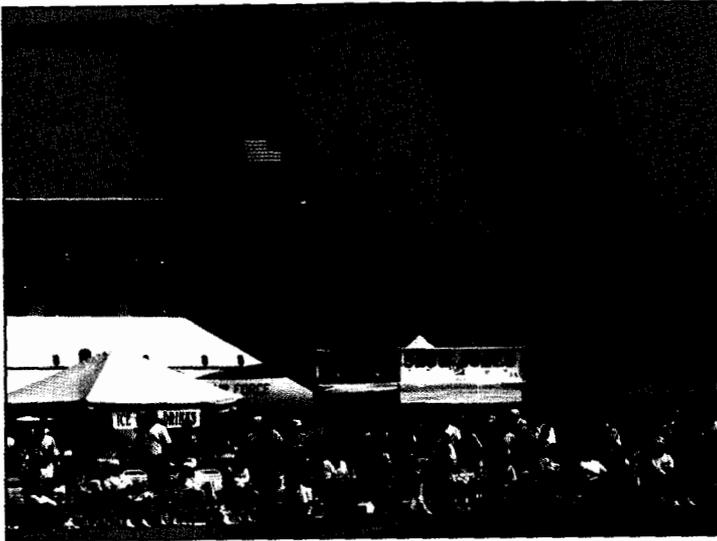
"Eternal vigilance is the price of freedom."

— John Philpot Curran



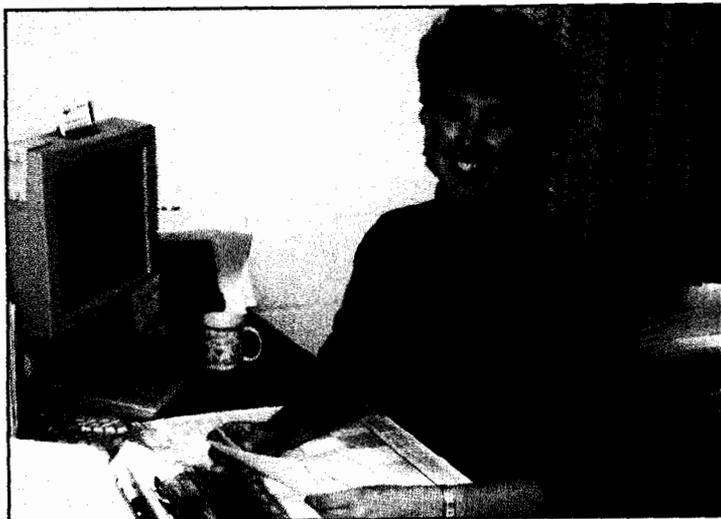
Their aircraft fly above us daily, seemingly as common and ordinary as the very birds that soar among them. There is a natural tendency for us to take the flights of these Air Force planes for granted. All of this activity in the skies above Niagara County is second nature to us because we have always been, or so it would seem, home to the "air base." But, while these aircraft and all personnel on the ground represent an integral part of our national and global security, there is much more to the Niagara Falls Air Reserve Station story and its relationship to Niagara County and Western New York.





Niagara Military Airshow is a summer highlight for Niagara's residents and visitors.

This is a story of success. It's a story that continues to be written and developed every day. Fact: the Niagara Falls Air Reserve Station is the number two employer in Niagara County, generating more than 3000 military and civilian jobs. Fact: the Niagara Falls Air Reserve Station generates fully 10% of Niagara County's overall net income. There is no need for this military facility to be a mystery. There is no reason for it to remain a hidden treasure. There is no secret in the hard numbers that point up tremendous economic impact. And, there is nothing difficult to understand in the hard-working people behind those numbers as they strive every day to ensure that the Niagara Falls Air Reserve Station functions at

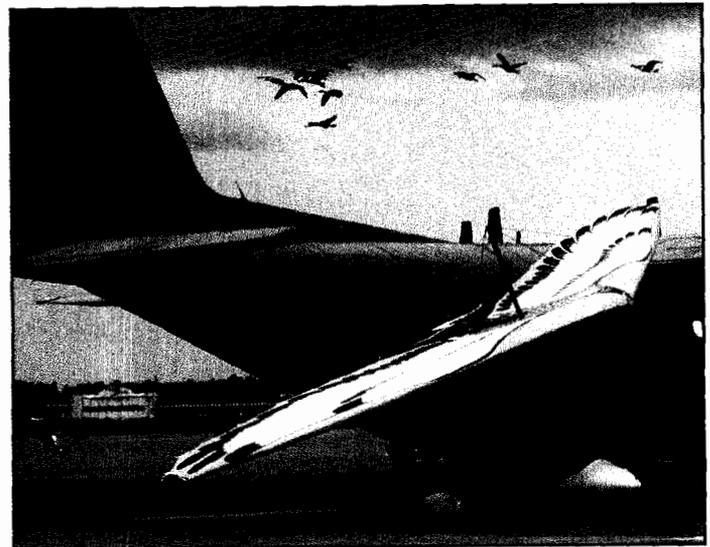


An integral element of the Niagara Falls Air Reserve Station; its civilian work force.

an award-winning level. A review of the history of these distinguished military units is a look back at the diplomatic crises, global conflicts and natural disasters that have shaped our world history. These events have challenged our nation, tested our national defense, and brought out the best in Niagara's servicemen and women.



A hometown hero gets a big hug from his daughter after serving in operation Iraqi Freedom.



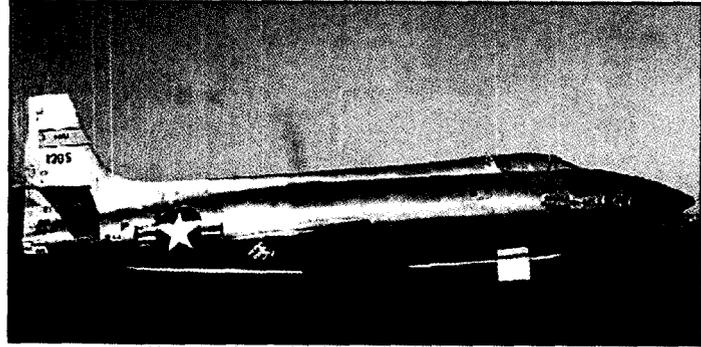
The movie, "Fly Away Home", was filmed in part at the Niagara Falls Air Reserve Station.

The units of the Niagara Falls Air Reserve Station have served with dedication while expertly performing their missions around the world. They have distinguished themselves and have made Niagara County proud to be home to this strategic military installation.

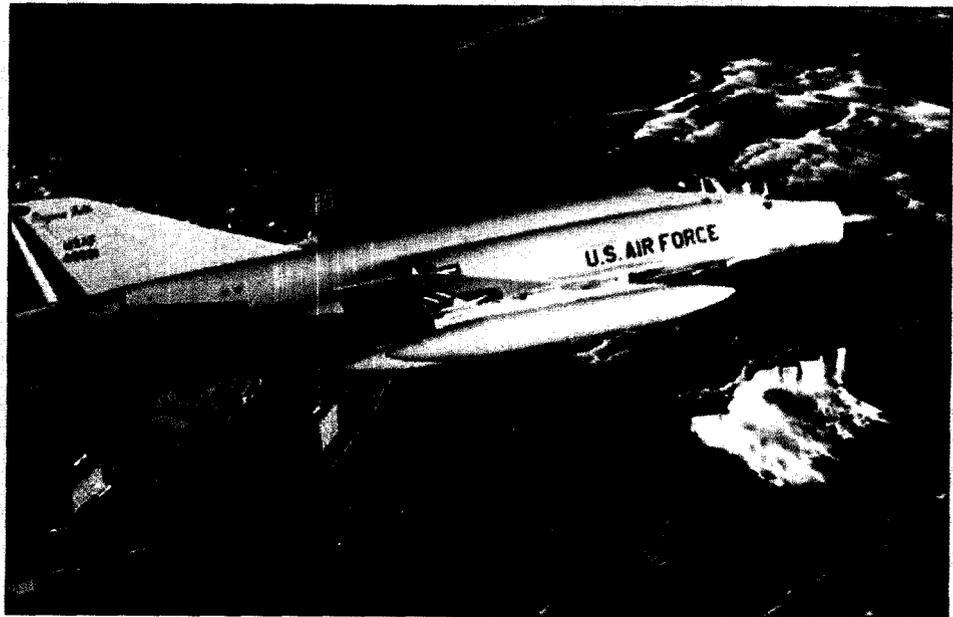
AN HISTORICAL PERSPECTIVE

The Historical lineage of the base and its varied units dates back to 1943, when initial structures for the Bell Aircraft Corporation were erected at Niagara Falls Municipal Airport. The installation was redesignated as a U.S. Naval Air Station in 1946, when further expansion and construction took place. In that same year, the active duty 339th Bomb Group, equipped with P-47 Thunderbolts, was redesignated the 107th Fighter Interceptor Group, assigned to the New York Air National Guard and located at Niagara Falls.

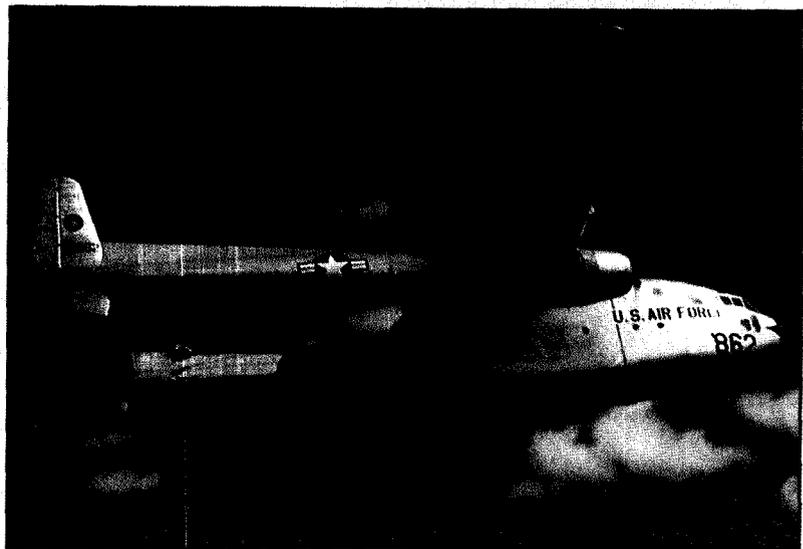
In March, 1951 the 107th was called to active duty to serve in the Korean Conflict. In February of 1952, the Air Force branch of the base was established with the activation of the 76th Air Base Squadron, whose primary mission was to perform host support duties. Upon their return from Korea, the 107th converted to F-51 Mustangs, assuming an Air Defense interceptor mission. In January 1954, the 107th received its first jet aircraft, the F-94 Starfire. It was replaced, in turn, by the F-86 Saberjet in October, 1957, and the F-100C Super Sabre in August, 1960. In October, 1961, the 107th was again called to active duty, serving for eleven months during the Berlin Crisis.



Bell X-1B produced by Bell Aerospace Co., Niagara Falls NY.



F-4 Phantom "rainbow tail", echoing the famed rainbows of Niagara Falls



Air Force Reserve C-119 Flying Boxcar

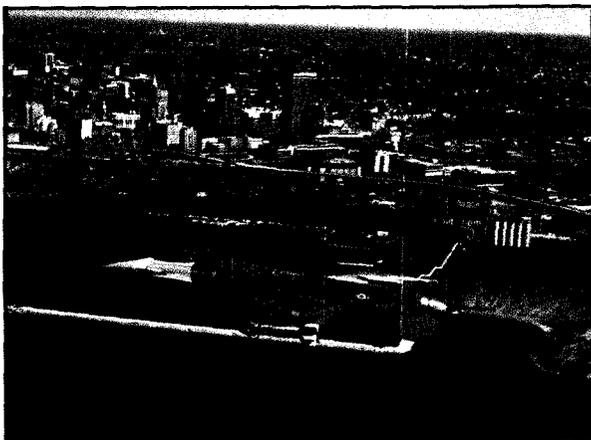
On February 11, 1963, the active forces 512th Troop Carrier Group, equipped with C-119 Flying Boxcars, was redesignated the 914th Troop Carrier Group. Concurrently, it was assigned to the Air Force Reserve and located at Niagara Falls.



Hundreds of thousands have enjoyed the traditional Niagara Airshow.

The 107th responded to their third activation in 17 years in January of 1968 to support national policy during the Pueblo Crisis. Six months later, approximately 400 members were deployed to Tuy Hoa Air Base, Republic of Viet Nam, performing combat duty for almost a year. Additionally, numerous members were deployed to the Republic of Korea and various stateside locations in the same time frame.

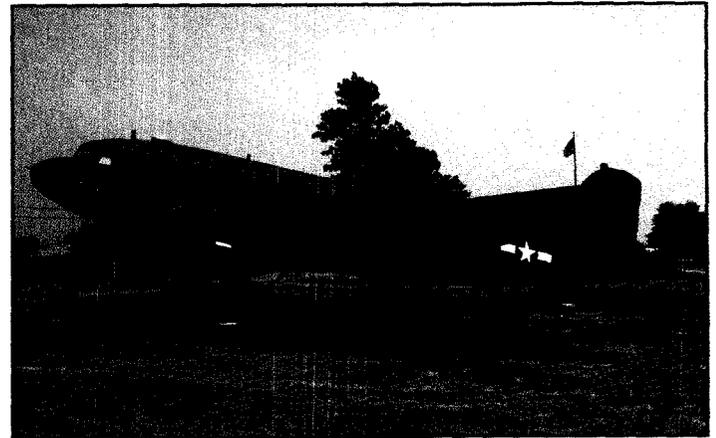
1971 brought significant change to the Niagara Air Base. The Air Force Reserve Command assumed command of the installation from active duty units, changing the status to an Air Reserve Base. The 914th also underwent a major conversion from C-119 to C-130A Hercules aircraft. At the same time, the 107th underwent conversion to the F-101B/F Voodoo. Both units have continued to



F-16 Fighting Falcon above Buffalo, New York

receive frontline aircraft. The 914th received C-130E aircraft in 1986, and was the first to convert to the Air Force's more advanced C-130, the H-3, in late 1992.

The 107th received F-4C Phantoms, followed soon after by F-4Ds, and in 1990 by ADF-16 Fighting Falcons.



Air Force C-47 Skytrain.



A Niagara pilot on a mission during operation Iraqi Freedom.

In October 1990, the 914th Airlift Group was called to active duty in support of Operation Desert Shield/Storm. More than 300 members spent seven months at the "Mirage" Air Base in the United Arab Emirates flying resupply and other mission support sorties. Members of the 107th were also called to support active duty.

The Operations Tempo for the Reserve Component has become even more critical. All units at the base have "answered the call" on numerous times supporting global contingencies such as Operation Noble Eagle, Enduring Freedom and most recently several hundred were deployed for Operation Iraqi Freedom.

DEPLOYMENT OPERATIONS AND AWARDS

914th Airlift Wing

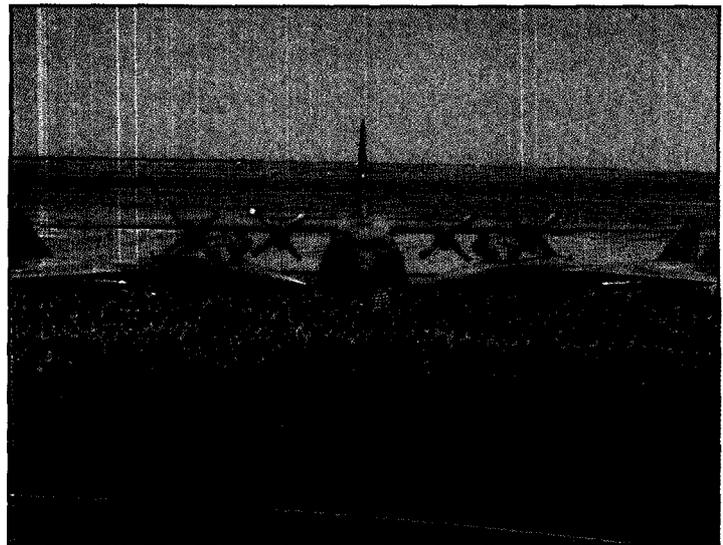
Contingency/Evaluation	Year
Operation Desert Shield/Storm	1990-91
Air Force Outstanding Unit Award	1992
Hurricane Andrew Relief	1992
Humanitarian Relief Missions: Somalia	1992
Humanitarian Relief Missions: Bosnia	1992-93
Superior Rating Operational Readiness Inspection	1994
Operation "Restore Democracy" in Haiti	1994
Validated Essential Contribution to Nation's Defense Under BRACC Process	1995
AFRES Nominee for Air Force Installation Excellence Award	1996
Superior Rating Operations Standardization Evaluation	1996
Exceeded 130,000 Accident Free Flying Hours Over 35 Years	1966-99
Humanitarian Aid: Honduras	Jan. 1997
Hurricane Mitch (Central America)	1998
Joint Forge (Bosnia)	1998
Shining Hope (Kosovo)	1999
Humanitarian/DEA/Diplomatic Missions	1990-99
Operations "Noble Eagle/Enduring Freedom"	2001
Operation Iraqi Freedom	2003
Redeployment Operation Iraqi Freedom	2003

107th Air Refueling Wing

Contingency/Evaluation	Year
Operation Desert Shield/Storm	1990-91
Coronet Buccaneer Phoenix Air Moat-Bosnia Air Bridge Support	1992
Coronet Nighthawk	1992
Air Combat Command Flight Safety Award	1994
Operation "Restore Democracy" in Haiti	1994
South West Asia Contingency	Oct. 1994
Bulwark Bronze SIOB Exercise	1995
Patriot Medstar	1995
Humanitarian Aid: Honduras	Aug. 1995
NATO Support -Germany, Iceland & Norway Deny Flight & Decisive Endeavor	Dec. 1995
Pisa, Italy	Dec. 1995
Deny Flight-Istres, France	May-June, 1995
Logistics Group-NYANG Commanders Trophy	1995
136th Air Refueling Squadron NYANG Commander's Trophy	1995
Superior Rating-Quality Air Force Assessment	1996
Joint Guard	1998
Northern Watch	1999
Deliberate Forge	1999
Noble Eagle /Enduring Freedom	2001
Operation Iraqi Freedom	2003



Family and friends cheer the troops coming home from Operation Iraqi Freedom.



914th members stationed in Saudi Arabia during Operation Iraqi Freedom.

In February of 1994, the 107th was redesignated an Air Refueling Group, receiving its first KC-135R Stratotanker in the next month. As part of the realignment of refueling aircraft from the Strategic Air Command (SAC) to the Air Mobility Command (AMC), the 107th was expanded to an Air Refueling Wing in October 1995.

The 865th General Hospital was organized in September 1995, a configuration resulting from the deactivation of three other units. Its heritage derives primarily from the 365th Evacuation Hospital. Today, the 865th continues to undergo reorganization and downsizing and has been redesignated a Combat Support Hospital.

ECONOMIC IMPACT OF THE NIAGARA FALLS AIR RESERVE STATION

914th Airlift Wing USAFR	107th Air Refueling Wing NYANG	865th Combat Support Hospital (USAR)
Full-time 414 Part-time1160	Full-time272 Part-time539	Full-time31 Part-time520
Subtotal.....1574	Subtotal.....811	Sub total.....551
Total Employed.....2,936		

TOP TEN COUNTY EMPLOYERS

- | | |
|---|--|
| 1. Delphi-Harrison Thermal Systems . . . 4,300 | 8. City of Niagara Falls 750 |
| 2. Niagara Falls Air Reserve Station . . 2,936 | 9. Lockport City School District 745 |
| 3. Seneca Niagara Casino 2,225 | 10. Mount St. Mary's Hospital 700 |
| 4. Niagara County 1,789 | |
| 5. Niagara Falls City School District. . . 1,307 | |
| 6. Prime Outlets of Niagara Falls 1,000 | |
| 7. Niagara County Community College. . . 750 | |

Note:
Studies show that 100 existing jobs spin-off 136 additional jobs.
This economic "ripple" is realized in a community as workers
spend their dollars and create a need for goods and services.

The Combined Annual Payroll of these organizations flowing into
the Western New York economy exceeds **\$50,000,000.**

Annual Expenditures for construction, services,
and procurement of materials, equipment and supplies exceeds **\$20,000,000.**

The estimated Payroll of Indirect Jobs Created exceeds **\$25,000,000.**

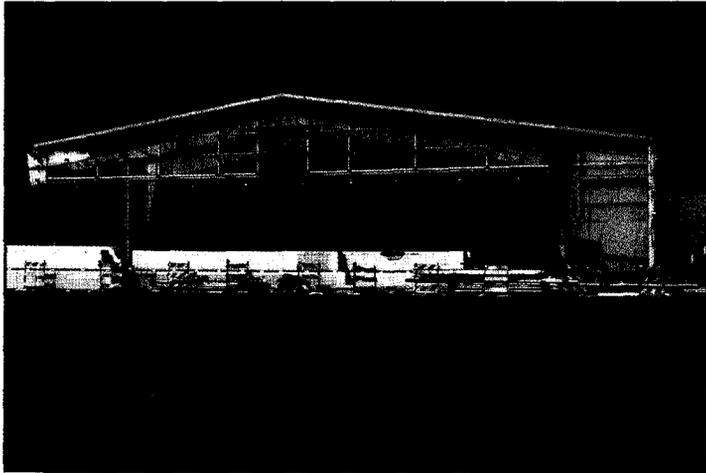
Contracts Awarded to local and out of state contractors
during Fiscal Year 2002 exceeds **\$20,000,000.**

The Niagara Falls Air Reserve Station lodging occupancy each year exceeds 35,000
guests reflecting drilling reservists/guardsmen and those guests who attended
the numerous conferences and training sessions hosted by the base.
Estimating daily expenditure of \$15 per individual, per day impact
on local restaurants and businesses exceeded **\$500,000.**

The Total Direct Economic Impact of the Niagara Falls Air Reserve Station
exceeds **\$133,000,000** annually.

A CHANGE IN MISSION — A REVITALIZED AIR BASE

In 1992 the Pentagon changed the 107th mission from flying fighter jets to flying tankers. That modification in mission has brought with it a host of construction needs for the Niagara Falls Air Reserve Station.



This hangar under construction was a part of the extensive Niagara Falls Air Reserve Station rebuilding program.

AN OVERVIEW OF THE \$75 MILLION REBUILDING PROGRAM

- Two new hangars for KC 135 tankers. \$9.5 million.
- Fuel storage facility, runway improvements. \$10.9 million.
- Renovation and construction of Air National Guard buildings. \$4.4 million.
- Air Reserve hangar. \$5 million
- New communications center. \$2.5 million.
- Renovation of Air Reserve headquarters building. \$2.4 million.
- Expansion of Air Reserve Base fire department and Fire Training Facility \$3 million.
- Consolidated Training Facility \$1.5 million.
- Consolidated Maintenance Facility \$3.1 million.
- Lodging (VOQ) \$7 million
- Major improvements made to main runway \$6 million, modernization of the chapel, fitness center, family readiness center and dining hall.



CORPORATE LEADERSHIP

Partnership with NFTA & Community to support joint flight operations at NFIA

The units of the Niagara Falls Air Reserve Station exercise "corporate leadership" in a multitude of ways that impact the lives of Western New Yorkers. When the Base Realignment and Closure Commission validated the importance of this installation in 1995, they gave high praise for an "unprecedented" level of community good will and support for the base. This stems from decades of the base volunteerism to fulfill the responsibility they feel to the public.

- Through the "Niagara" airshow which has attracted thousands from Western New York, Canada and around the world, through Media Day and Bosses Day, the NFARS says a big "thank you" to the community, to those who help tell our story, and to the many outstanding civilian employers who look beyond profit margin to support their employees' service to the nation.
- The presentation of the Air Force "Tops In Blue" showcasing the spectacular talent of our military personnel.
- The Retiree Affairs Office on base services the needs of thousands of Western New York's retired military people within a 200-mile radius.
- The Niagara Falls Air Reserve Station mutual aid system supports emergency and disaster response operation in the Niagara community.
- Representing the Air Reserve Base as private citizens, members are active in the Chamber of Commerce. A

Niagara Falls Air Reserve Station supports joint use of its facilities by all armed services, community organizations and many agencies to the US government including:

- ★ 98th Division (US Army Reserve)
- ★ 277th Quartermaster Company (US ANG)
- ★ 3rd Brigade (US Army Reserve)
- ★ 865th Combat Spt Hospital
- ★ US Coast Guard
- ★ US Army Corps of Engineers
- ★ US Naval Reserve
- ★ Civil Air Patrol
- ★ Internal Revenue Service
- ★ US Drug Enforcement Agency
- ★ Department of Homeland Security Agencies
- ★ Canadian-American Law Enforcement Organizations (CALEO: a federation of almost 200 US and Canadian agencies)
- ★ Federal Bureau of Investigation
- ★ Niagara County Sheriffs Dept. Aviation Unit
- ★ US Military Entry Processing Station
- ★ Junior ROTC

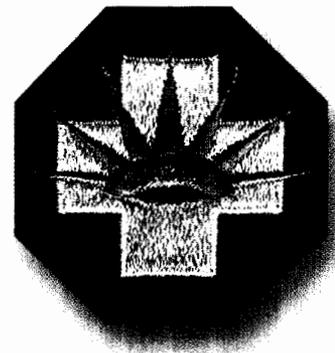
number of members hold leadership positions in local governments, school boards, and civic organizations.

- Several regional highways are beautified by Reserve Base participation in the "Adopt a Highway" program.
- Reserve Base honor guards represent the US military for civic and governmental ceremonies, holiday celebration, and Veterans activities.
- The Niagara Family Readiness Center meets the special needs of both active duty and reserve military families of Western New York when the military member responds to world-wide contingencies.
- Medical personnel of the Reserve Base serve the community through a partnership with two major regional hospitals that involves a year round exchange of public service for valuable training.
- The Niagara Falls Air Reserve Station provides recurring support to: Niagara County Festival of Gold, Niagara Beautification Commission, Niagara County Stop D.W.I., Buffalo News Kids Day for Children's Hospital, American Diabetes Tour de Cure, Niagara Falls and Buffalo City Missions, Make-a-Wish Foundation, D.A.R.E., American Red Cross "Swim Across" program, Children's Hospital Variety Club Telethon, March of Dimes, Red Cross blood drives and training activity and United Way Combined Federal Campaign.



The Employers' Support of the Guard and Reserve (ESGR) Program hosts an annual "Bosses Day" on base which includes a local orientation flight for the several hundred civilian employers and supervisors who attend.

- ★ NWS EARLE det. 405 (US Navy Reserve)
- ★ Canadian Armed Forces
- ★ Cub Scouts, Boy Scouts and Girl Scouts
- ★ Air Force Association
- ★ Employer Support of Guard and Reserve (ESGR)
- ★ Militia Association of New York
- ★ Reserve Officers Association (ROA)
- ★ Air Force Sergeants Association
- ★ Retiree Affairs Office (RAO)



NIAGARA FALLS AIR RESERVE STATION

NIAGARA COUNTY, NEW YORK



NIAGARA MILITARY AFFAIRS COUNCIL
P.O. Box 231
NIAGARA FALLS, NEW YORK 14304-0231
PHONE: 716-283-4008
FAX: 716-283-9655
WEBSITE: www.nimac.org