

TAB G

913th Airlift Wing Briefing Slides

The following slides were used in a briefing for Chairman Principi on 5 July 2005. The inclusion of these slides in these materials does not imply DoD endorsement of the views expressed by the Pennsylvania Base Development Committee.







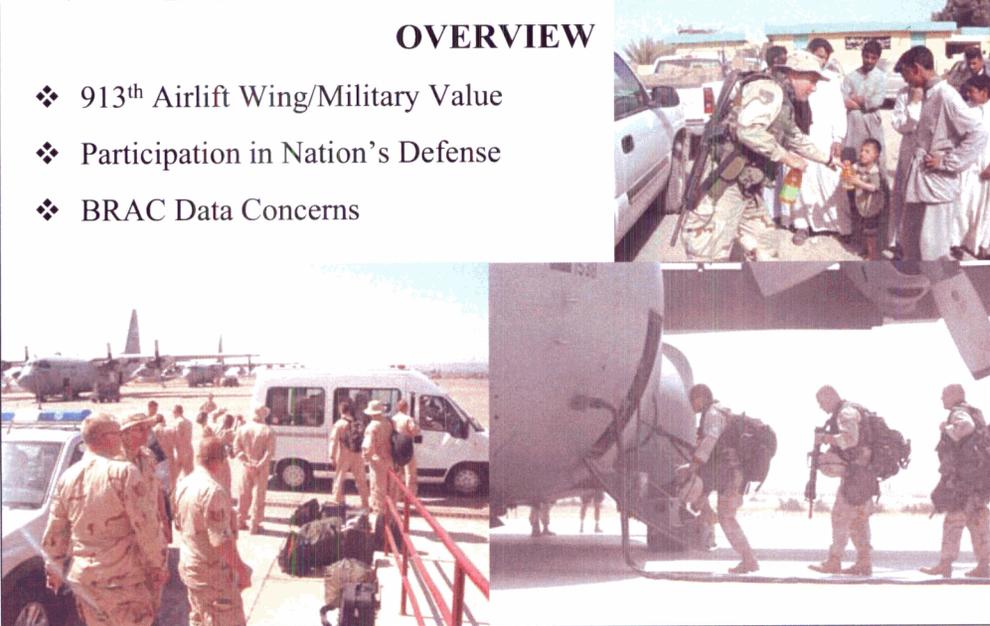


913th AIRLIFT WING



OVERVIEW

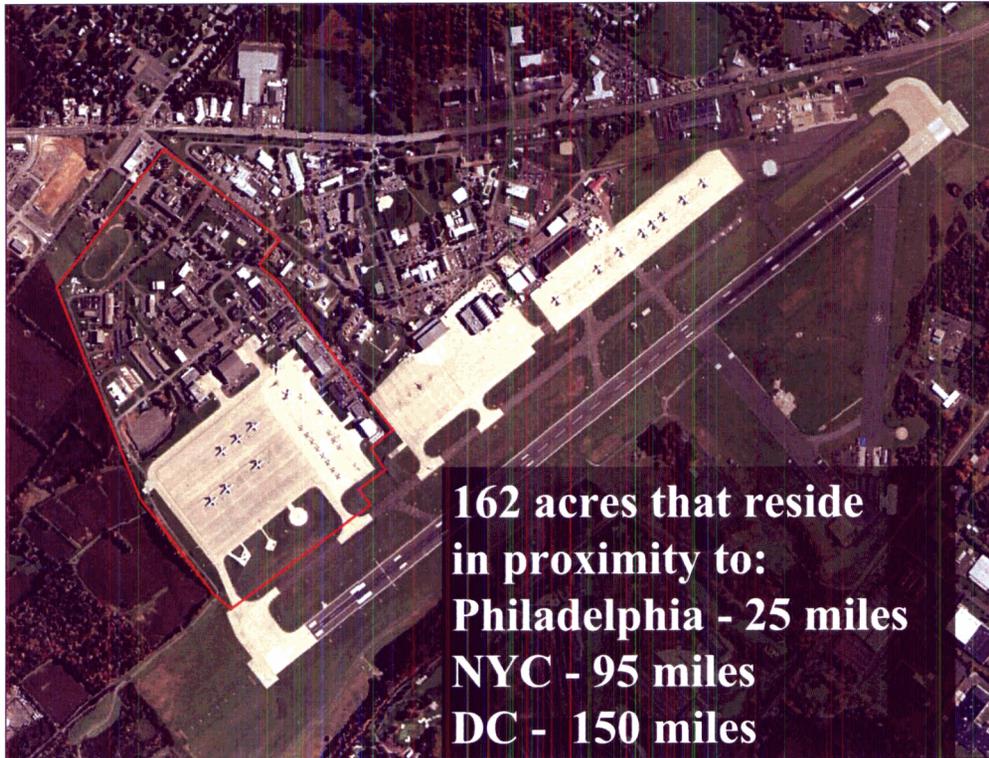
- ❖ 913th Airlift Wing/Military Value
- ❖ Participation in Nation's Defense
- ❖ BRAC Data Concerns



Today I would like to talk about:

- The facility known as the Willow Grove Air Reserve Station,
- The professionalism and dedication of the Citizen Airmen and the families that make up our wing;
- Their contributions in support of the defense of our Nation; and
- I'll conclude discussing some of the BRAC data we don't understand or cannot confirm.

Before we talk about the Airmen in the 913th Airlift Wing, I'd like to start by explaining what Willow Grove Air Reserve Station is.



- Strategic location in relation to New York City, Washington DC, and Philadelphia
- Was used as temporary base for Customs AWAC aircraft (P-3s) immediately after 9/11 and for several months
- 913th AW owns the ramp space above, Navy owns their side, and the runway—very good cooperation
- 913th AW is wide-body and oversize cargo capable with surge and transient capabilities, including Air Force One.
- 913th AW has been utilized as an enroute station for C-130s deploying to Europe and SWA

Willow Grove Air Reserve Station

(Host) **913th Airlift Wing, US Air Force Reserve**

(Tenant) **111th Fighter Wing, PA Air Nat'l Guard**



Team Willow Grove

Naval Air Station / Joint Reserve Base Willow Grove

US Navy/Navy Reserve

US Army Reserve Units

US Marine Reserve Units





913th AIRLIFT WING



The Reserve Triad
A Strong, Viable Reserve

Philadelphia Police Dept; FAA;
Glaxo-Smith-Kline; Merck;
PA Dept of Corrections; SEPTA;
Wolf Block; Duke Energy
Neshaminy School District
Lockheed; US Postal Svc;
Haverford College

Reservist



Family



Employer





913th AIRLIFT WING



Manpower Implications / Cost

Replacement Training

**Average Cost – Enlisted (initial qualification)
\$48K**

**Average Cost – Officer (Non-Rated)
\$96K**

**Average Cost – Officer (Rated)
Navigator \$361K
Pilot \$1M**

Data Source: HQ AETC / FMAT

Does Not Include Recruiting Cost

What is it going to cost to replace those personnel?

The average cost to train an enlisted Airman to a 3 level status is \$48,000, a non-rated officer \$96,000, a navigator \$361,000 and a pilot \$1 Million.⁵

This does not include the cost of recruiting.

Multiply that across the full Reserve and Guard force and you'll see a number that was not considered in the analysis.

And remember, this cost gives you a 3-Level "One-Striper" or a 1-Level 2Lt.

What about the stress on the AETC system to turn out such numbers?

What will that do to units' SORTS Rating? How long to recover?

⁵HQ AETC / FMAT



913th AIRLIFT WING



OUR MISSIONS

1. AIRDROP

**Personnel & Equipment,
Total force support**



**COMBAT
PROVEN**

2. AIRLAND

**Normal/ Short Field
NVG Capable**




Army: 82nd Airborne, JFK Warfare Center, 18th ASOG, 7th Special Forces Group,
 4th SIOP Group, US Army Test and Development (Ft Bragg)
 Ranger Training Brigade, Basic Airborne Course (Ft Benning)
 335th Signal Command (Rocky Mount, NC)
 10th Mountain Division (Ft Drum, NY)
 US Army Quartermaster School (Fort Lee, Va)
 4th Air Delivery and 5th Air Delivery (Ft Stewart, Ga)
 Defense Distribution Depot (Harrisburg, Pa)
 Plus countless other organizations

Navy: Special Boat Unit 20, Naval Surface Warfare Group 2 (Norfolk)
 US Navy Parachute Team (Leapfrogs)
 EOD Group 2 (Oceana, Va)

Air Force: Air Mobility Warfare Center, 421st Ground Combat Readiness Squadron (Ft Dix); Eagle Flag; Test Squadron

Also, EVERY GPS satellite has passed through this base either coming from Lockheed or to its launch location



913th AIRLIFT WING



Reserves- Increasing Operations Tempo

1953-1990
(38 YEARS)

11

operations





1991-2005
(15 YEARS)

60+

operations



- Between 1953 and 1990, we supported eleven contingency operations
- Since 1991, the 913th AW has picked up taskings for more than 60 operations.
- This number has not been updated within the past couple of years, and this number (60+) has grown tremendously
- The 913th AW is a vital contributor to the Tactical Airlift Mission for the Total Force



913th AIRLIFT WING



Major Multi-National Operations Supported

Provide Hope	Provide Comfort II	Provide Promise
Restore Hope	Restore Democracy	Southern Watch
Support Hope	Strong Resolve	Bright Star
Joint Forge	Joint Guardian	Provide Relief
Desert Shield/Storm	Enduring Freedom	Iraqi Freedom
Noble Eagle	Volant Ruby	Urgent Fury
Deep Freeze	Joint Endeavour	Deny Flight

Humanitarian Relief Support

Hurricane Andrew	Midwest Floods
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Air Force Operational Support

Phoenix Banner	Coronet Oak	Palmetto Ghost
	Homeland Defense	

- The 913th AW has deployed to and supported a tremendous number of recent operations
- Our members have been key players and participated in a wide range of operations. While we are one Reserve unit, this loss of experience would be significant to the total Air Force's capability of fielding experienced Airmen



913th AIRLIFT WING



Intra-Theater Airlift



Assigned to
321/386 AEW

8,789 hrs flown
1,249 Missions
5,461 Tons
4,455 Sorties
65,594 People

- Activated February 03 and deployed in July 03 through December 03
- Stationed at two different bases, helping to relocate one base to another location
- These figures are significant accomplishments by the 913th while deployed in 2003 to SWA.
- They include the start of the first R & R flights of front-line combat forces from Iraq



- The mission capable (MC) rate was 89%, an extraordinary accomplishment over newer aircraft
- This is a prime example of the capabilities our seasoned, experienced Airmen bring to the fight



913th AIRLIFT WING



Expeditionary Combat Support

<p>Security Forces</p> <p>Aerial Port</p> <p>Medical</p> <p>Intelligence</p> <p>JAG</p> <p>Services</p>	<p>Military Personnel</p> <p>Finance</p> <p>Communications</p> <p>Civil Engineering</p> <p>Logistics Readiness</p> <p>Command Staff</p>
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- In addition to Operations and Maintenance forces, the Wing fielded ECS capabilities in support of numerous contingency operations to include Noble Eagle, Enduring Freedom, and Iraqi Freedom
- Continuously volunteering to fill AEF requirements
- We are a viable, relevant force multiplier



913th AIRLIFT WING



- ❖ **9/11 to current: mobilized/activated = 438 Airmen**
- ❖ **Families/communities key part to successful deployments**



BUT!
That's not the whole story ...

- ❖ **1100+ individual overseas deployments since 9/11**
- ❖ **Late Summer '05: 250+ additional activations**

-CORRECTED NUMBERS: Originally stated in briefing “Thousands of deployments” but after placing the manpower for a thorough review we found over 1,100 deployment overseas and

-Current mobilization timeline: late summer 2005 to 2006 (maybe longer)

- Concern is upon return from mobilization/deployments, closing base adds additional stress to members and their families

- Members will be asked to remain with unit being partitioned to locations across the United States, increasing commuting distances of drill locations



The 913th Airlift Wing does not have a clear future under current BRAC recommendations. Our nation's continued security and liberty motivate the outstanding Airmen here in the 913th Airlift Wing, Willow Grove Air Reserve Station, Pennsylvania.

We provide highly trained and combat proven Citizen Airmen in defense of this nation. The 913th Airlift Wing, supported by a very patriotic community, successfully operates from a Joint base in a strategic location. The Future Total Force depends on retaining seasoned military veterans today to guide and train the next generation of Citizen Airmen.



913th AIRLIFT WING



BRAC Data Concerns

1. One of the military factors was Jointness, and Willow Grove is a Joint base consisting of two hosts - the Navy and Air Force Reserve. Was this recognized?
2. The 913th Airlift Wing has not been identified in any DoD documentation, or in the Federal Register (16 May 2005) as an entity formally recommended for realignment or closure.
3. The numbers of personnel in the 13 May 2005 BRAC report reflect WGNAS losing 865 military and 362 civilian positions. The 913th AW has 1268 military, 100 civilian authorizations. The 111th FW has 1019 military.

- The 913th AW is authorized 1329 military (220 are Air Reserve Technicians, 1104 are Drill), 105 civilian positions, and 5 AGRs.
- The Navy is authorized 870 Military, 360 Civilians, and 5 Contractors
- 111th FW has 1019 Total Strength Authorized: 205 Technicians, 69 AGR's, 745 Drill
- The 270th EIS (slated to stay) has 113 people assigned
- The Army BRAC Recommendations stated that there would be an enclave at Willow Grove to continue support for Reserve Component Operations. What does this mean?



913th AIRLIFT WING



4. How reliable is the COBRA data since Air Guard and AFRC personnel were not considered, or where they?
5. AF link on DoD BRAC site states ECS package moves to Eglin. How much of the ECS moves and what happens to the other 913th AW personnel?

(4) 1232 is from part 1 of 2, chapter 4 appendix C, 1805 is from the Navy/Marine report, page C-14

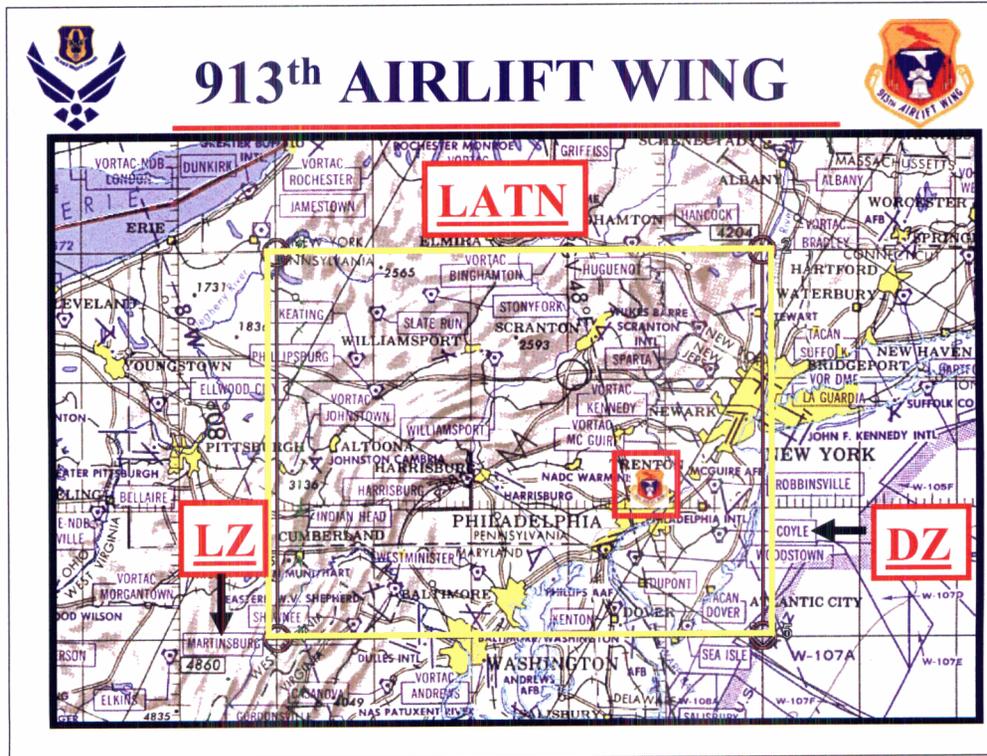


913th AIRLIFT WING

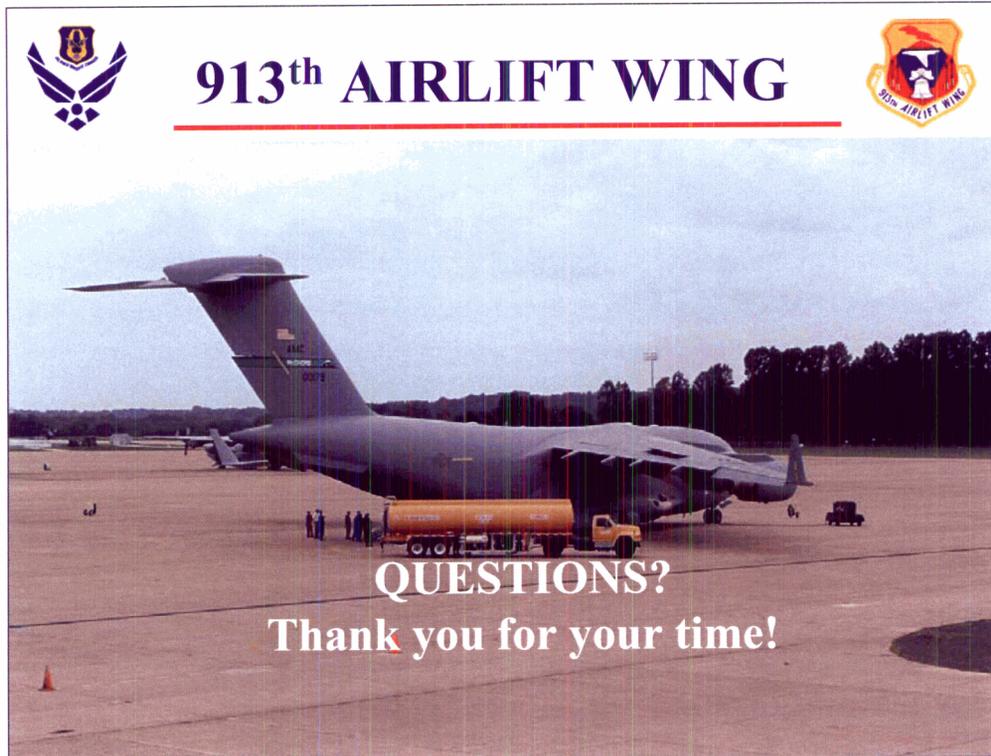


6. DoD Question # 8: Aircraft Parking Area does not accurately reflect actual capability
Ability to support 13 x C-17's or 8 x C-5's
7. DoD Question # 1: Fuel Systems downgraded due to lack of hydrants
Not required for strategic and tactical airlift
8. DoD Question # 1246: Proximity to Military Training Routes (MTR)
MTRs are not required for C-130 training

- 1246: This is irrelevant because they are not required for C-130 low level training. We have a Low Altitude Training and Navigation (LATN) area made up of varying terrain that is flat, rolling, and mountainous, and allows us to design our own dynamic routes to optimize our training.



- 1246: This is irrelevant because they are not required for C-130 low level training. We have a Low Altitude Training and Navigation (LATN) area made up of varying terrain that is flat, rolling, and mountainous, and allows us to design our own dynamic routes to optimize our training.



- 1246: This is irrelevant because they are not required for C-130 low level training. We have a Low Altitude Training and Navigation (LATN) area made up of varying terrain that is flat, rolling, and mountainous, and allows us to design our own dynamic routes to optimize our training.



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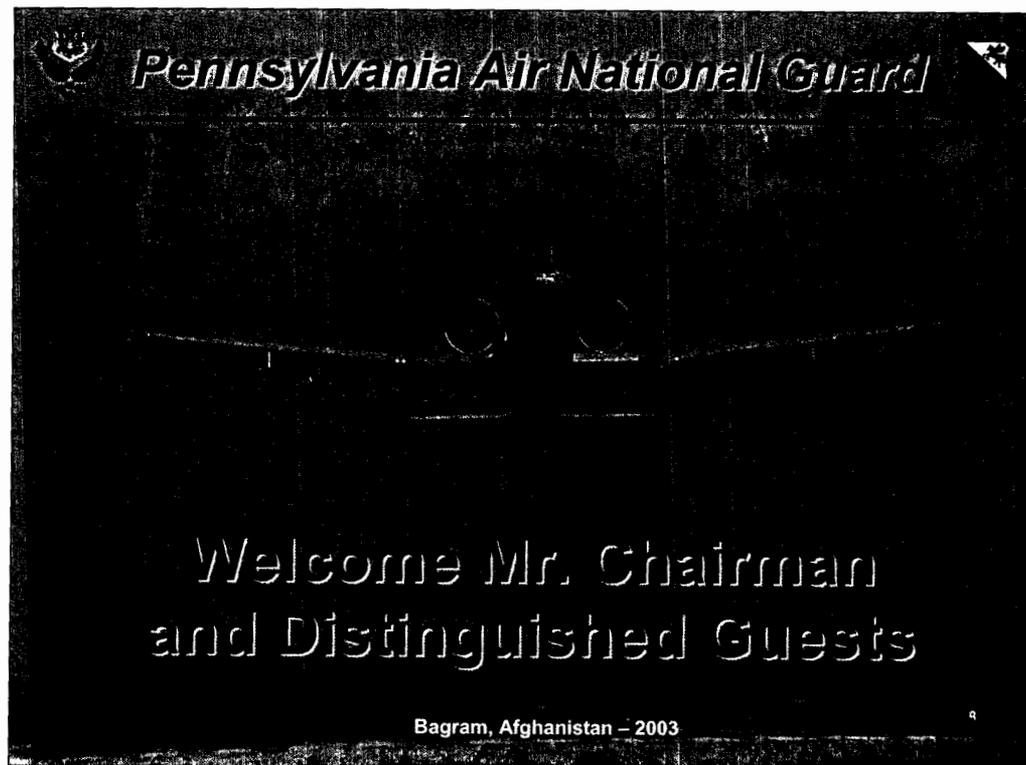
TAB H

111th Fighter Wing Briefing Slides

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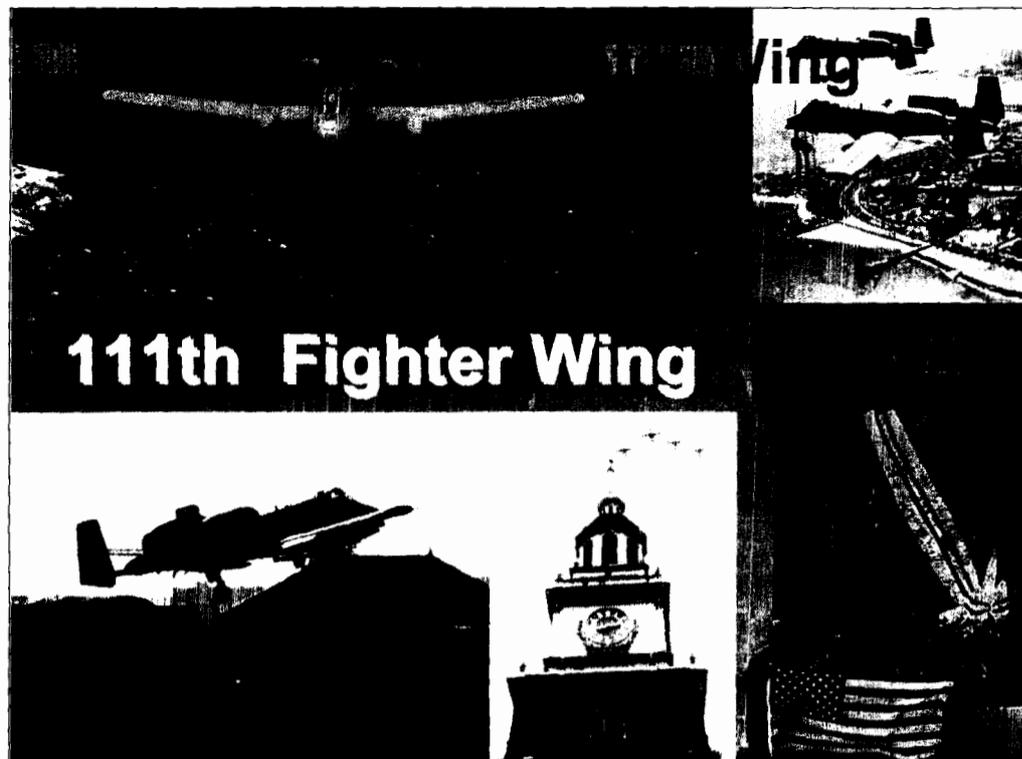




Welcome Mr. Chairman and Distinguished Guests

Colonel Paul W. Comtois
111th Fighter Wing
Pennsylvania Air National Guard

Brief for the Defense Base Closure and Realignment Commission
5 July 2005
Willow Grove Joint Reserve Base, PA



The 111th Fighter Wing has a great amount of military value as we have participated in five deployments to Southwest Asia in a period of eight years. Seventy-five percent of our members have deployed overseas since September 11. The 111th has been a leader in the Air National Guard, and was the first Air Guard unit to deploy to Kuwait and Afghanistan. We have been highly decorated for these efforts.

1023 Authorized Positions (111th Fighter Wing, 270th Engineering Installation Squadron)

749 Traditional / 205 Technician / 69 AGR

99% Manned

75% of members have combat experience

First ANG unit to deploy to Kuwait & Afghanistan

Only A-10 unit to deploy for both Operation ENDURING FREEDOM and IRAQI FREEDOM in 2003

Five deployments to Southwest Asia in eight years

2005 – Gallant Unit Citation

2004 – Air Force Outstanding Unit Award with Valor

2003 – ANG Distinguished Flying Unit Award

2002 – Air Force Outstanding Unit Award



BRAC Recommendation



**Recommendation for Closure and Realignment
Naval Air Station Joint Reserve Base Willow Grove, PA**

Recommendation: Close Naval Air Station Joint Reserve Base Willow Grove, PA. Relocate all Navy and Marine Corps squadrons, their aircraft and necessary personnel, equipment and support to McGuire Air Force Base, Cookstown, NJ.

Deactivate the 111th Fighter Wing

Establish an enclave for the Army Reserve units remaining on or relocating to Willow Grove and the Air National Guard 270th Engineering Installation Squadron.



Kuwait 1995



Afghanistan 2003

The BRAC recommendation for Willow Grove has caused a lot of confusion, particularly in the local community. Many continue to be puzzled as the initial message publicized was that the base was closing.

Additionally, the deactivation of the 111th Fighter Wing was a tremendous shock. The recommendations for the A-10 force structure leave an imbalance in the Air National Guard, and retire 12 of our fully modernized combat capable aircraft slated to operate to the year 2028.

Ceasing flying operations at Willow Grove and breaking up a highly efficient joint operation goes against the grain of what this BRAC process was supposed to be about.

Additional Notes

As briefed by the 913th, no where in the DoD recommendations was there reference to our host unit - the 913th Airlift Wing.

From Vol I, Part II Recommendations:

Justification: This recommendation will reduce excess capacity while creating new joint opportunities in the McGuire Air Force Base/Fort Dix/Naval Aviation Engineering Station Lakehurst military concentration area.



Purpose Statement



- 1. The DoD Recommendation Substantially Deviated from its BRAC Process due to the unique joint nature of Willow Grove**
- 2. Faulty data skewed the True Military Value of this Joint Base**
- 3. The continued operation of the 111th Fighter Wing is what makes military sense and is the RIGHT DECISION FOR AMERICA**

The purpose of this briefing is to show how the Department of Defense "Substantially Deviated" from the Defense Closure and Realignment Act of 1990 when evaluating Joint Reserve Base Willow Grove.

As I proceed through this briefing, I will show you examples where faulty data skewed the true military value of this installation.

Ultimately, I want to prove to you that this joint base is exactly what DoD desires and that units on this facility should remain, additional units should be directed here, and that the 111th Fighter Wing and others should continue their flight operations. The service-centric process that led to the recommendations that flying operations cease at this joint center of excellence is fundamentally flawed. What the DoD desires and what makes military sense for America is right here at Joint Reserve Base Willow Grove.



Overview



Military Value

Jointness

Efficiencies

Although our evaluation of DoD information took us down many paths and pointed out numerous issues, these three points continually stood out for Willow Grove:

First, DoD stated that Military Value was, “the primary consideration in developing the department’s recommendations for base realignments and closures.” (Vol I, Part 1, p. 21) Trying to figure out Willow Grove’s overall military value has been an extraordinary task and remains incomplete, as a different process was accomplished by each service to evaluate facilities. This frustrating aspect in essence penalizes Willow Grove, as this base simply didn’t fit the BRAC mold.

Second, Jointness – Stated in one of Secretary Rumsfeld’s initial BRAC memorandums was that, “A primary objective of BRAC 2005, in addition to realigning our base structure to meet our post Cold-War force structure, is to examine and implement opportunities for greater joint activity.” (Vol I, Part 1, p. E-2). Willow Grove does fit this mold, and I dare say that the innovative ideas regarding jointness coming from this base were not captured by the data oriented BRAC process.

Finally, Efficiencies – from the same memorandum, “BRAC 2005 should be the means by which we reconfigure our current infrastructure into one in which operational capacity maximizes both warfighting capability and efficiency. Willow Grove Joint Reserve Base has high Military Value, is a true joint operation, and continues to explore efficient ways to operate.



Military Value

The Air Force followed three rules for evaluating its bases:

- ✓ **First, military value is the primary consideration**
- ✓ **Second, treat all bases equally**
- ✓ **Third, do not judge installations solely on the mission(s) they perform now**

The Air Force was to follow these three rules for evaluating its bases. As I stated before, one of the frustrating aspects of our evaluation of data was where to look in order to gain insights as to how the Department of Defense concluded that the 111th Fighter Wing be deactivated. Our analysis leads us to believe that the Navy decided it did not want to continue operations at this facility. Once that decision was made, it appears to us that little if any further evaluation was made. In fact, certain notes from both the Navy and Air Force meeting minutes show that each service used the other to enable their action. This service-centric mindset is 180 degrees out from the Department of Defense's goal to create more joint opportunities. When I look at information from our fellow A-10 units, it is easy to understand where their data came – the Air Force. This Joint Reserve Base, as a whole, does not have a military value rating, and we believe we were not treated equally.

Military value is the primary consideration, treat all bases equally, and DO NOT judge installations solely on the missions they currently perform.

(Source: <http://www.defenselink.mil/brac/pdf/VAirForce-o.pdf>, AF Data, para. 3.1, p. 43)



Military Value



1. *Current and future mission capabilities*
2. *Availability and condition of land, facilities, and associated airspace*
3. *The ability to accommodate contingency, mobilization, surge, and future total force requirements*
4. *The cost of operations and the manpower implications*

As you are well aware, there are eight criteria DoD used to evaluate facilities. The first four criteria are elements of Military Value which are summarized here. The first part of this brief looks at these four Military Value criteria as it applies to the 111th Fighter Wing and Joint Base Willow Grove.

Selection Criteria

The Secretary of Defense directed the individual services to apply eight criteria to the basing decisions. The first four criteria are elements of military value. By law they are the primary measures of an installation's usefulness. Consequently criteria 1-4 form the analytical basis for recommendations.

Criterion 1: The Ronald Reagan National Defense Authorization Act for fiscal year 2005 (PL 108-375) amended the language: *The current and future mission capabilities and the impact on operational readiness of the total force of the Department of Defense, including the impact on joint warfighting, training, and readiness*

Criterion 2: *The availability and condition of land, facilities, and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.*

Criterion 3: *The ability to accommodate contingency, mobilization, surge, and future total force requirements at both existing and potential receiving locations to support operations and training.*

Criterion 4: *The cost of operations and the manpower implications*

(Source: <http://www.defenselink.mil/brac/pdf/VAirForce-o.pdf>, para. 3.1.1., p. 43)



Military Value

1. Current and future mission capabilities

- The impact on operational readiness, including the impact on joint warfighting, training, and readiness

- Proximity of Training Ranges

Current and Future Mission Capabilities is concerned with the impact on operational readiness to include the impact on joint warfighting and training. It also emphasizes the proximity to training ranges.



Military Value



Joint Warfighting, Training, and Readiness

- Train like we fight
- Strategic Location
- Face-to-Face Briefings

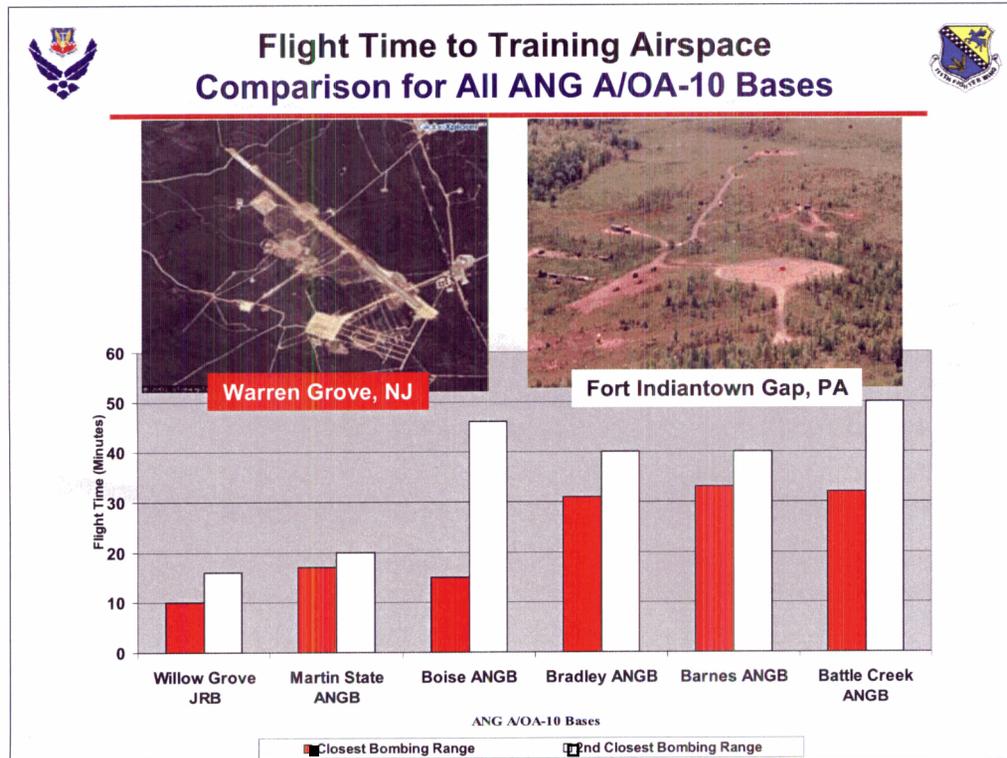




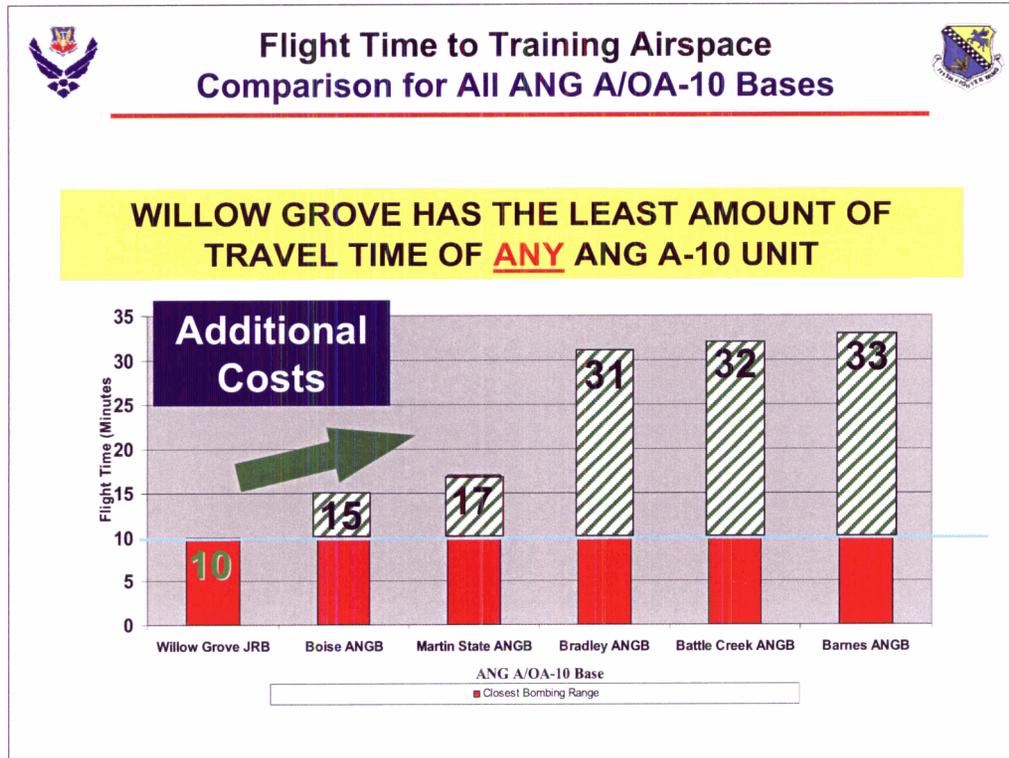
Joint warfighting, training, and readiness has and can continue to be maximized at Willow Grove. First and foremost, operating out of Willow Grove allows us to train like we fight. This strategically located facility affords us the opportunity to interact with every type of service on a daily basis. The ability to discuss service cultures and understand the how's and why's of our sister services has proven to be extremely valuable when we deployed overseas.

Additionally, the ability to conduct face-to-face briefings and debriefings with, not only the units that operate from this base, but with other units that are in close proximity such as the 28th Infantry Division, is invaluable. The optimum path to true jointness is the day-to-day interaction we enjoy at this facility.

A vital point to gain from this is that the training opportunities available here are rare or non-existent at other facilities. The 111th Fighter Wing can accomplish more joint operations and training than any other Air Guard unit, all due the strategic location of this facility and joint partners.

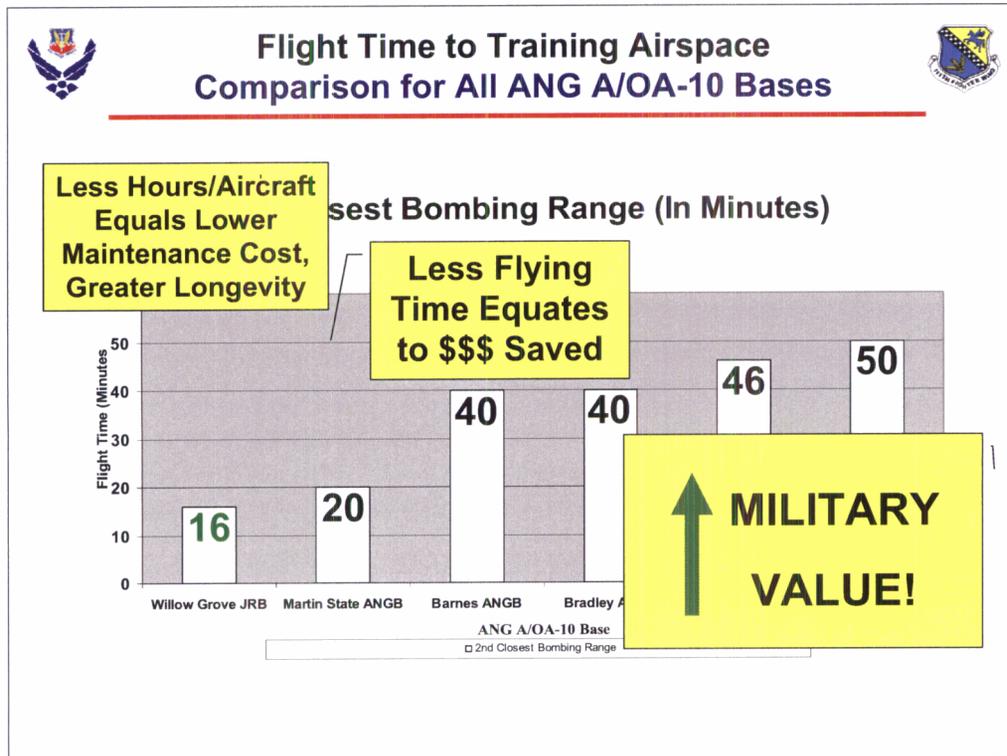


Joint opportunities includes proximity to training ranges. As you can see on this slide, Willow Grove enjoys not one, but two bombing ranges within minutes of the base – Warren Grove, New Jersey, and Fort Indiantown Gap, Pennsylvania. As we say in the Air Force, “flexibility is the key to airpower.” Having two easily accessible bombing ranges for our joint partners adds a tremendous amount of military value.



This slide depicts the amount of flying time required for each of the current Air National Guard A-10 units to their closest bombing range. Willow Grove aircraft can reach Warren Grove in 10 minutes. This is a distinct advantage and allows us to maximize training with our joint partners. As an example, it takes aircraft from Barnes, Massachusetts, three times as long to travel to their primary air-to-ground training range.

(Build) What is important to extract from this build is that a majority of our missions call for the use of an air-to-ground training range. In order to stay combat ready, our pilots need to practice firing the A-10's mighty 30mm cannon, and employ weapons and countermeasures. When flying hours are reduced across the Air Force, as has happened twice this year, our unit can best absorb these cuts and still get the maximum amount of training. Although we prefer to have the full compliment of flying hours, the proximity of our training ranges allows us the flexibility to conduct the necessary training events in order to maintain our combat ready status. Units that spend a lot of travel time to get to their training ranges don't have the same capability, and their combat rating will suffer.



This slide shows distances to our second closest bombing range. Operating the A-10 costs approximately \$4,000 an hour, and since BRAC is about cost savings and efficiencies, you should clearly see that the close proximity of our ranges is a distinct advantage. This advantage extends to our training partners in the other services, as they have the ability to deploy ground and or air assets to these close ranges as well.

(Build) Ultimately, less time “commuting” to “work” equates to huge cost savings and greatly increases Willow Grove’s Military Value.



Military Value

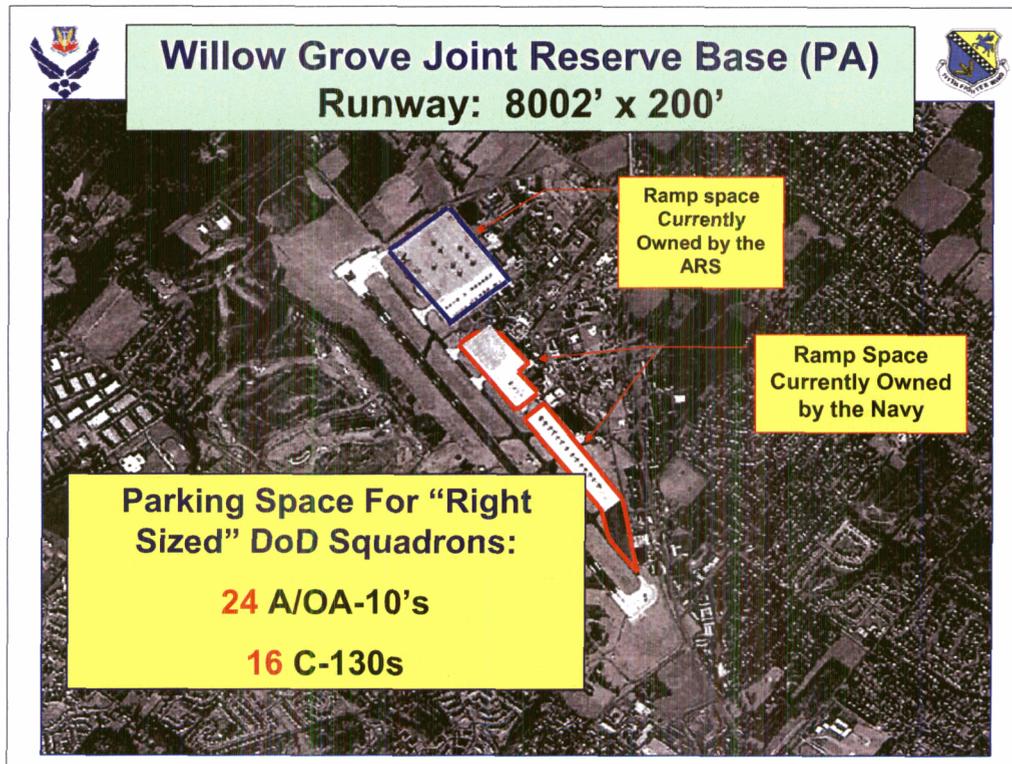


1. *Current and future mission capabilities*
- 2. Availability and condition of land, facilities, and associated airspace**
 - Homeland Security/Defense Operations
 - Staging Area/Base Capacity
4. *The cost of operations and the manpower implications*

The availability of facilities in order to meet Homeland Defense and Homeland Security requirements is a primary factor of the second criteria under military value. Homeland Defense missions are defined by DoD as their number one priority. This facility has launched and recovered a number of deployments not only for the units that operate from this base, but other units as well.

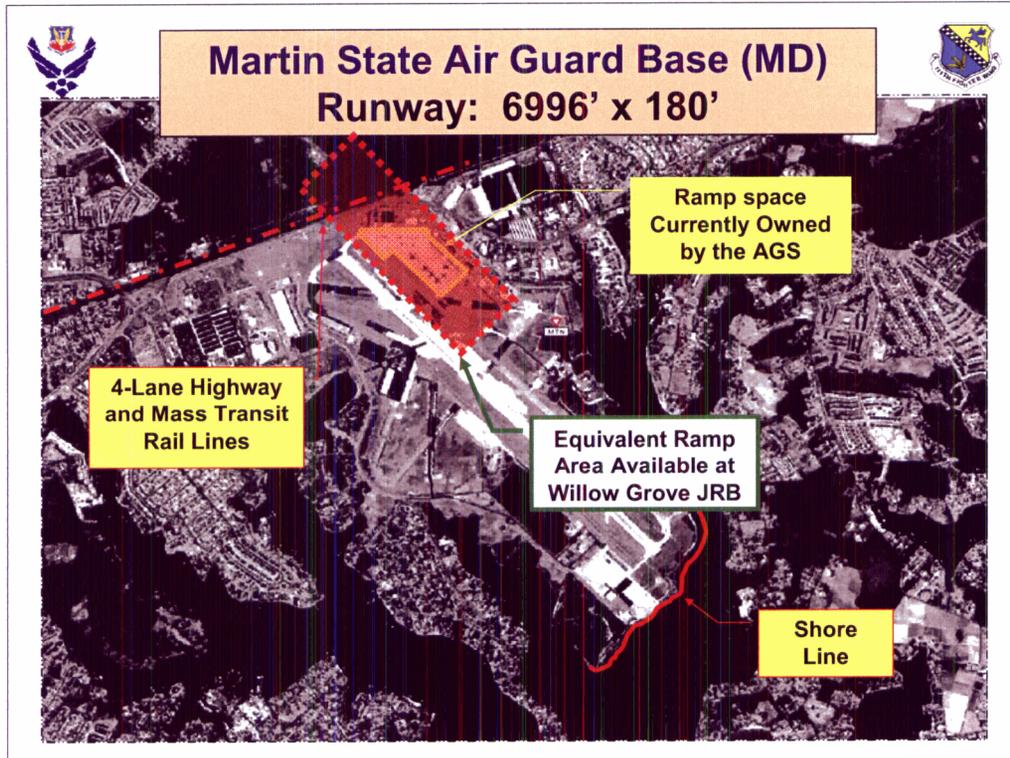
As far as Homeland Security, a strategically located base within close proximity to the National Capital Region and other key cities, is a vital consideration in today's world. The capabilities that exist on this base and the ties we have to the local community grow stronger each year.

Willow Grove has the capacity, infrastructure, and the ability - right now - to support extensive Homeland Defense and Homeland Security missions.



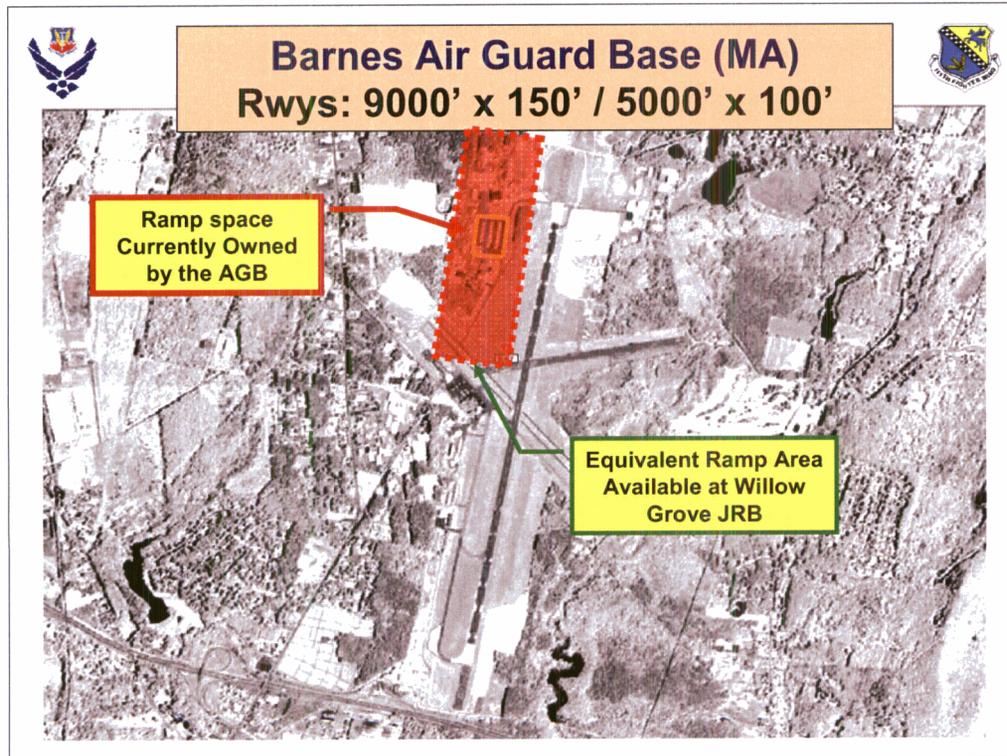
This is a satellite photo of Willow Grove. When members of my unit evaluated the Air Force BRAC metrics called Mission Compatibility Indices – MCI's – we quickly came to the conclusion that only portions of joint base Willow Grove were considered when the decision to deactivate the 111th Fighter Wing was made. This oversight seriously masks the true military value of this base. As you will see in the next couple of slides, the ramp space available here is far more than the other facilities where Guard A-10's are based.

(Build) But before I move on, another important point to be made is that the Air Reserve Station can accommodate 24 A-10's and 16 C-130's which are the optimum sized squadrons as defined by DoD.



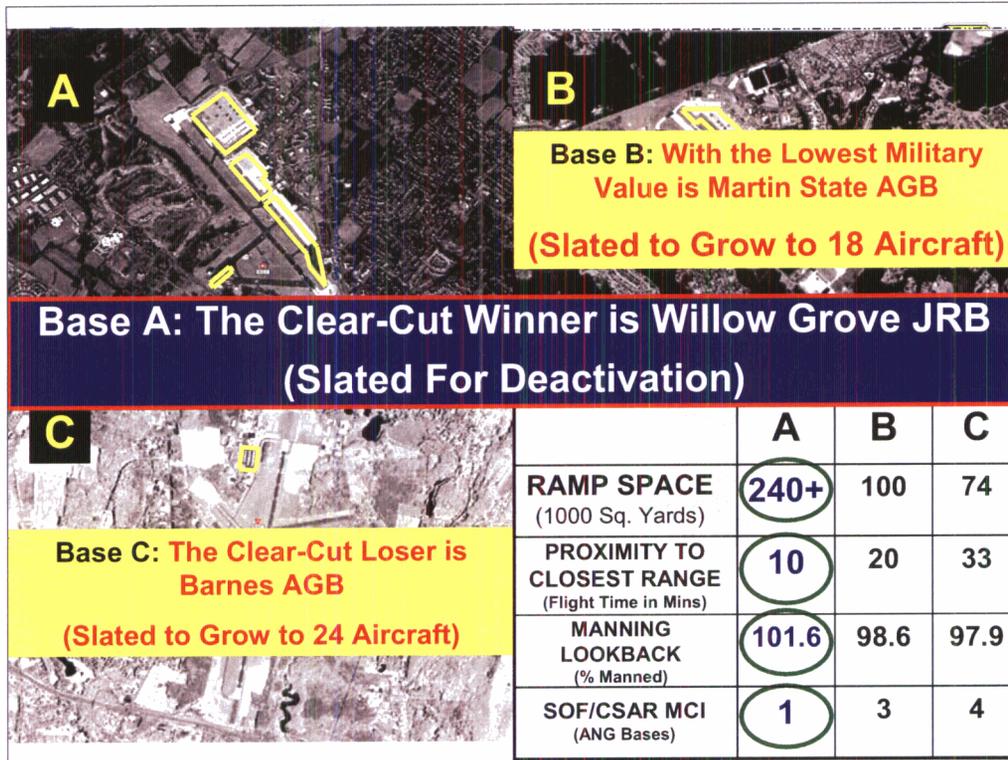
This photo is of Martin State Air National Guard Base outside of Baltimore. A limitation of this facility recommended to grow to 18 A-10's assigned is the fact that this is a relatively short runway when considering mobilization and surge capability. Additionally, Martin State is unable to expand due to a 4-Lane highway and Shore Line as shown.

(Build) As you can see in this build, Willow Grove has more than three times the ramp space of Martin State.



Here is another example. This is Barnes Air National Guard Base located in Massachusetts.

(Build) It is difficult to understand why the Air Force decided that a facility that has the least amount of ramp space of all A-10 units would receive the most aircraft. Barnes is the only A-10 unit slated to receive 24 A-10's, yet they have only 10% of the ramp capacity of Willow Grove. Surprisingly, these facts were captured, as Barnes has the lowest rating of the A-10 units recommended to retain aircraft and a rating lower than Willow Grove. However, these facts were ignored.



This slide summarizes the points. Willow Grove has more ramp, the closest ranges, the highest manning, and with the correct data, the number one SOF/CSAR rating.

Additional Notes

- Ramp space is in square yards
- Proximity to ranges in time (minutes)
- Manning look back over 3 years
- Military Value in Air Force SOF/CSAR



Military Value – Facilities



Best Host for HLS/HLD Activity

Base	Buildings	Base Sq. Ft.
Willow Grove (ARS)	62	646,117
Willow Grove (JRB)	171	7,433,072
Bradley	34	319,494
Barnes	43	324,060
Battle Creek	42	368,828
Martin State	47	382,147
Boise	185	1,589,160





This slide is yet another example of the capability this joint base has to offer. The chart presents the number of buildings and the overall capacity of each Air Guard A-10 facility.

As you can see, Willow Grove Air Reserve Station has more square footage than each of the other units except one. When you add in the space for the entire Joint Reserve Base, the ability to support a significant number of missions is apparent.

Additional Information

- Sources include the Navy, 913th Real Property Manager, and National Guard Bureau.



Military Value – Costs



Efficient Base, Tremendous Savings

Base	Buildings	Average Operating Cost
Willow Grove (ARS)	62	\$3.67
Willow Grove (JRB)	171	
Martin State	47	\$4.88
Bradley	34	\$5.36
Battle Creek	42	\$5.80
Boise	185	\$5.84
Barnes	43	\$5.86

This slide goes along with the previous slide and shows the average operating costs of Willow Grove compared with other A-10 Guard units. Willow Grove is an efficient operation, because we share facilities, a fact few bases can capitalize on.

Additional Information

- Sources are Navy, Air Force Reserve Civil Engineering, and National Guard Bureau

- Numbers are based on yearly operating cost divided by the square footage maintained by the unit.



Military Value – Munitions



- **Current capability**
- **Future plan to consolidate operations and expand capacity**
- **Ability to store multiple levels of munitions (1.1, 1.2, etc.)**
- **Project designed to incorporate storage, administrative, plus maintenance and handling facilities**



111th FW Munitions Complex



Another part of this military value rating is munitions capability. Not only does Willow Grove currently have an outstanding facility as depicted here, but a joint effort has been initiated in order to accommodate the requirements of each service. When complete, this complex will consolidate all base ordnance storage needs, provide training facilities, and reduce costs.

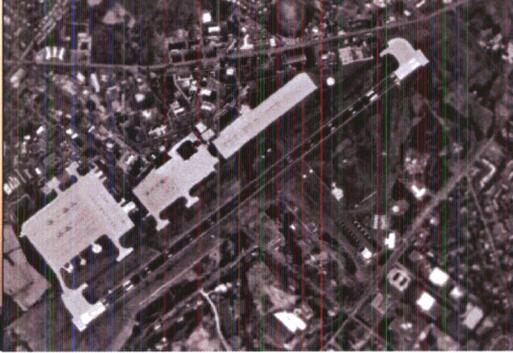
These kind of initiatives are what make Willow Grove such a great place to work and significantly adds to its Military Value. Again, day-to-day interactions working projects such as this gains every one of us valuable experience as it forces each of us to learn about the capabilities and limitations of our sister services.



Military Value – Airfield



- Airfield can accommodate **ALL** military and civilian aircraft
 - Complete integration with the FAA and Philadelphia IAP
 - Airfield Pavements rated Good to Excellent (Nov 2004)
 - State of the art ASR-12 digital RADAR


The ability to accommodate a large amount of personnel, hangar space, and munitions storage is a large part of this installation's military value. Willow Grove's strategically located airfield exponentially adds to that value.

This runway is capable of accommodating all military and civilian traffic, and the base is fully integrated with the Federal Aviation Administration and Philadelphia International Airport. Having a modular, fully solid-state radar system enhances the Homeland Security aspects of this base.

(ASR 12 Data,

<http://www.es.northropgrumman.com/es/pages/asm/asr12/ASR12cover.html>)

- The Northrop Grumman ASR-12 is a modular, fully solid-state radar system that incorporates the latest technologies in airport surveillance radar systems.
- This new radar advances state-of-the-art airspace surveillance by combining solid state with features previously available only in the FAA-standard ASR-9, operational at more than 150 airports worldwide.
- The ASR-12 has been tested against ICAO standards and is now in operational service in six countries.



Military Value

- Homeland Security Operations
 - Large Aircraft Capacity
 - Current Capabilities

3. The ability to accommodate contingency, mobilization, surge, and future total force requirements

4. The cost of operations and the manpower implications

As was shown in the satellite photos, Willow Grove has a great ability to support contingency, mobilization, and surge requirements. This capability is vital to Homeland Defense and Homeland Security. Willow Grove also has the joint mindset that supports future total force desires.



Homeland Security Operations



COUNTER TERRORISM

- Southeast Counterterrorism Task Force
- Federal Emergency Mgt Agency (FEMA)
 - Alternate Operations Center
- PA Emergency Mgt Agency (PEMA)
 - Advanced Radiological Training

COMMAND AND CONTROL

- FAA – Alternate Flight Operations Center
- Major Accident Response Contingencies
 - Experts in Nuclear, Biological, Chemical Weapons, Conventional Weapons, Medical, and Mortuary Affairs
- Fire Dept- Primary Hazardous Materials response team; trained against chemical & biological attacks
 - Civil Engineering
 - Regions Primary Chemical Decontamination Response Team
- Air, Sea, and Land Search and Rescue Teams
- Community First Responders

EMERGENCY RESPONSE EQUIPMENT

- Aircraft Ground Equipment- emergency generators
- Crash Recovery Heavy Equipment
- Regions largest supply of Radios, Flak Vests, Tents, Decon Kits, Radios

BASE ASSETS

Air National Guard

- 111th Fighter Wing
 - 103rd Fighter Squadron
 - 270th Engineering Installation Squadron

Air Force Reserves

- 913th Airlift Wing
 - 327th Airlift Squadron
 - 31st Aerial Port Squadron
 - 92nd Aerial Port Squadron

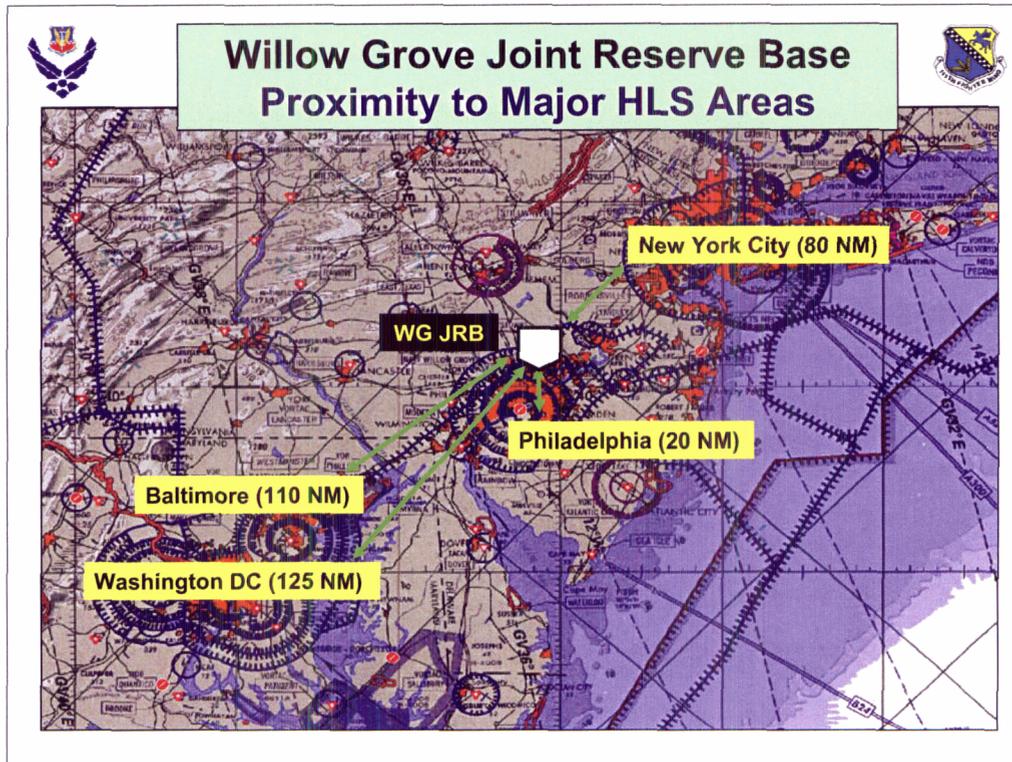
Army Reserves

Marine Corp Reserves

- US. Air Force Auxiliary
- Civil Air Patrol and Cadet Programs

This slide contains the numerous capabilities of this base as it relates to Homeland Security operations. Willow Grove is this regions premier base in our nations fight against terrorism. We currently host the Southeast Counter Terrorism Task Force, are the alternate Operations Center for the Federal Emergency Management Agency (FEMA), and conduct advanced radiological training for the Pennsylvania Emergency Management Agency (PEMA).

In the unfortunate event that terrorists decide to strike on our nation's "Cradle of Liberty," Willow Grove has the resources, manpower, and the ability to provide command and control in place NOW. Our experts in Chemical, Biological, Radiological, Nuclear, and Explosives are here for our Nations sixth most populated metropolitan area. Our nation cannot afford to leave such an important region exposed. The capabilities of this base along with its ability to expand allow for increased interaction with the surrounding civilian forces.



Homeland Security and Homeland Defense come together in the National Guard and Reserve Components, and at Willow Grove. As stated previously, Willow Grove can and has accommodated mobilization and surge operations. Additional Key factors that need to be considered are: Willow Grove is close to logistical hubs – rail, air, land, and sea – is close to numerous emergency care facilities, and is available for emergency operations for the Commonwealth and the Federal government.

Military Value – C-5/C-17 Capability

Aircraft		Incorrect Data has skewed the Air Force MCI Numbers
C-5		
C-17		



This slide is one example where faulty data skewed our Air Force MCI ratings. A data call question asked about the number of C-5's and C-17's the ramp could hold. The data entered is what is shown here.

(Build) Here is the true capability of the entire joint base. This is a significant amount, and adds to the bases Military Value. A later slide will show the impact this had on our ratings.



Military Value



Today, in both manpower and force capability, the Reserve Components comprise nearly half of the Total Force. In response to the attack on America on September 11th, 2001, Reserve forces are spending even more time away from the workplace defending the nation both at home and abroad.

—National Guard Almanac

4. The cost of operations and the manpower implications

The fourth part of military value is the cost of operations and manpower. There are numerous capabilities Reservists bring to the table that cannot be measured. For 369 years, National Guard citizen-soldiers have made sure that our freedom remains intact. The implications on the Philadelphia region should this facility cease flying operations goes beyond the numbers. Willow Grove is fully integrated with the community and maintains a bond that cannot be replicated elsewhere.



Military Value - Costs



Guard vs. Active Duty

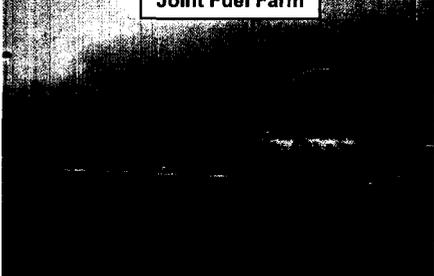
- Three times the experience
- One third the cost

Willow Grove JRB

- Shared Facilities
- Joint Projects



ANG: 8% of
DoD's Budget



Joint Fuel Farm

On average, the Reserve Components bring three times the capability at a third of the cost when compared to their Active Duty counterparts. The ability to retain large amounts of experience at a significant cost savings cannot be overstated.

The Air National Guard, with all of that experience, accounts for only 8% of the DoD budget. Additionally, it is vitally important that we maintain an appropriate mix of Active, Guard, and Reserve forces so that when an Active Duty member decides to leave the active force, he or she has the opportunity to continue to serve.

The uniqueness of this base, through the use of shared facilities and the accomplishment of joint projects, also help maximize valuable taxpayer dollars.



Recruiting & Retention

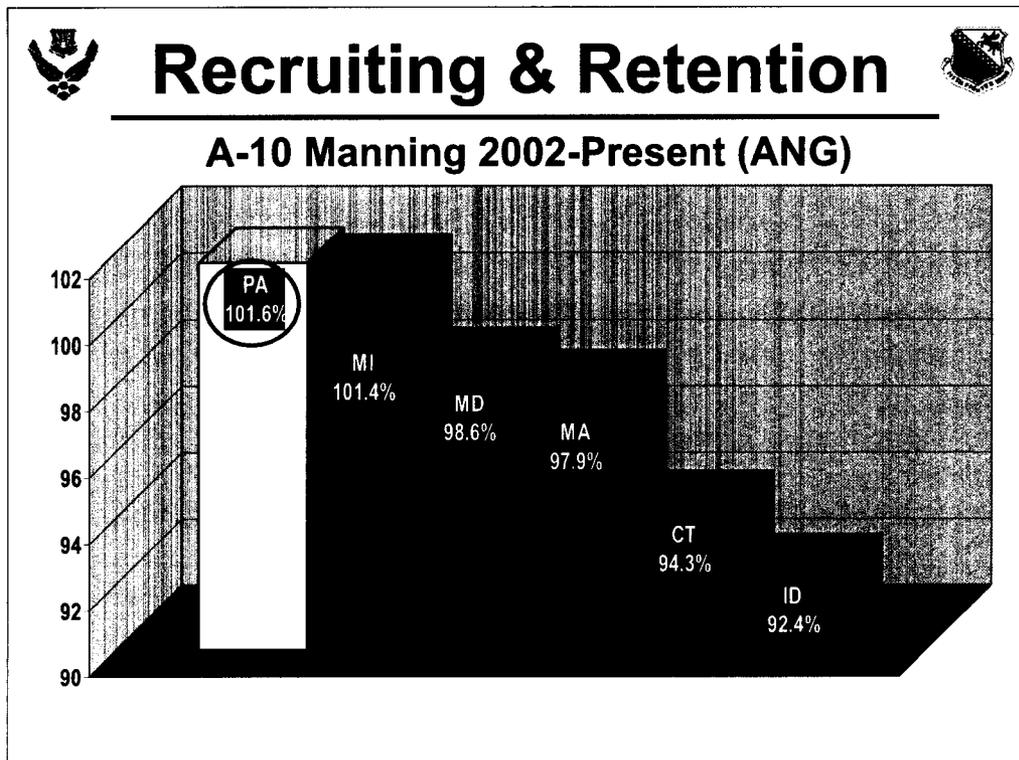
Manpower Concerns Nationwide

- **Challenging recruiting environment**
- **Loss of highly skilled Reservists**
- **Community Based Military being eroded**

Recruiting and Retention is a huge concern nationwide. It is becoming increasingly difficult to recruit Soldiers, Sailors, Airmen, and Marines as there is increasing resistance on High School and College campuses.

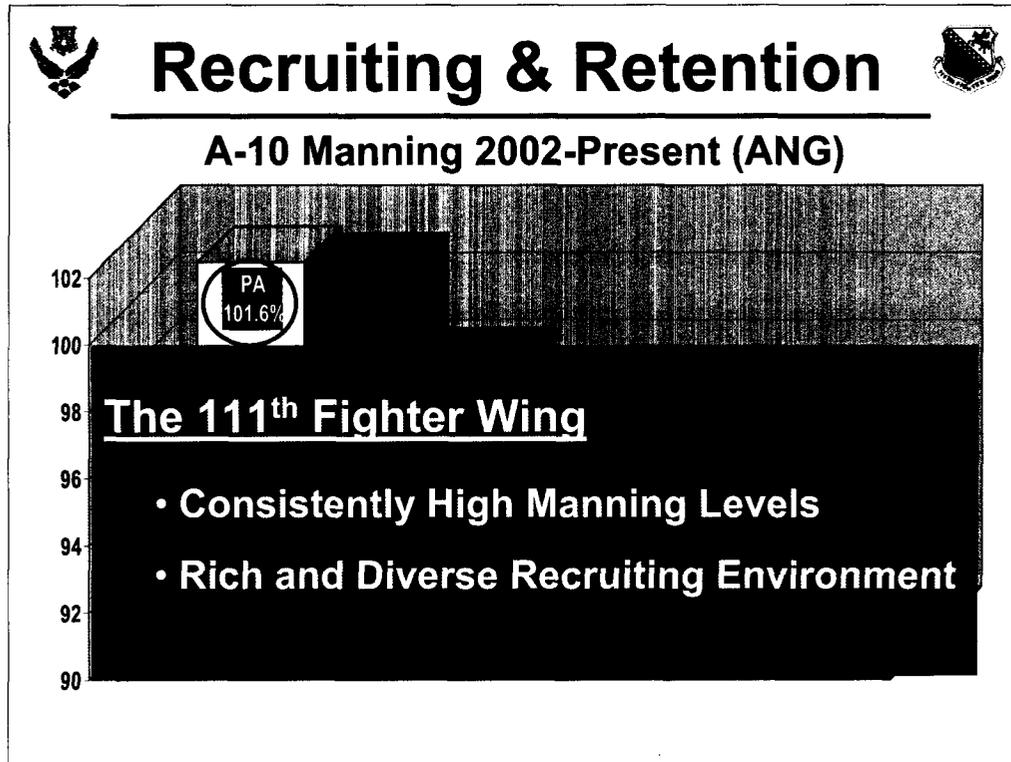
65% of the DoD recommendations effect Reservists. The vast amount of experience and the tie-in to the local community appears to be lost on many military leaders. There is a difference between Active and Reserve forces, and it is particularly disturbing that the DoD reports fail to account Reservists in their job loss figures.

The value that Reservists bring to this community is immeasurable. We don't just support the community, we are the community.



Here is a comparison of Manning levels for the six A-10 Guard units. Willow Grove is number one. We have an outstanding recruiting staff, but equally important is the rich and diverse recruiting environment that exists in the Philadelphia area. The Department of Defense cannot afford to neglect this fact.

(Build) The 111th Fighter Wing has always enjoyed a consistent manning level while other states have struggled. Just as we do now, in the future we will continue to tap into this region's fertile recruiting ground. Historically, units that currently struggle, will continue to struggle. Willow Grove has proven that it can provide a fully manned unit, even under difficult conditions.



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 **Recruiting & Retention** 

111th Fighter Wing Survey

Full-Timers → 80% Will Not Move

Part-Timers → 87% Will Not Move

85%

Our Members ARE a part of the Community



Within the 111th Fighter Wing, we conducted a survey of our personnel and asked them if they would continue service if the unit was truly deactivated. The results are listed here. Overall, 85% of our members will be lost, because our members truly are a part of the community.



Published SOF/CSAR MCI's



BASE	OVERALL
BOISE	41.35 (1)
MARTIN STATE	39.45 (2)
WILLOW GROVE	37.71 (3)
BARNES	35.50 (4)
BRADLEY	35.40 (5)
BATTLE CREEK	30.50 (6)

Now that all of the military values have been covered, the next two slides show the published and corrected numbers for the six current A-10 Guard units.

This slide shows the MCI values as published. Even with no changes Willow Grove rates in the top half.



Corrected SOF/CSAR MCI's



BASE	OVERALL
WILLOW GROVE	42.12 (1)
BOISE	41.35 (2)
MARTIN STATE	39.45 (3)
BARNES	35.50 (4)
BRADLEY	35.40 (5)
BATTLE CREEK	30.50 (6)

This slide is the corrected MCI rating. Besides the C-5/C-17 capability flaw shown earlier, there was also incorrect data for other areas. The number represented here is not the final answer, and will increase as we continue to analyze the information. Once complete, we plan to travel to Crystal City and provide a full briefing for Mr. Delaney and Mr. Hannah.



Military Value Summary



- ✗ **No Military Value Rating**
- ✗ **Data Analysis was Flawed**
- ✓ **Closest Training Ranges**
- ✓ **Highest available Ramp and Hangar Space**
- ✓ **Consistently High Manning**
- ✓ **#1 MCI Rating With Corrected Data**
- ✓ **Strategically Located Base**

BOTTOM LINE

SUBSTANTIAL DEVIATIONS!

WILLOW GROVE's MILITARY VALUE UNDER ASSESSED

Summarizing Military Value...In selecting Willow Grove Joint Reserve Base for closure, it is clear that the Department of Defense and the services did not do a thorough analysis of this installation, that is, as a total joint base. The failure to evaluate Willow Grove on an equal basis is a result of the service-centric process that was used to obtain, analyze, and rate facilities across the United States.

The 111th Fighter Wing provides exceptional military value on a stand-alone basis. As you have seen in this brief, the 111th Fighter Wing enjoys the shortest distance to ranges, has the most ramp and hangar space, is the #1 manned unit, has the highest SOF/CSAR rating of the ANG A-10 units, and operates from a strategically located base. One final advantage the 111th enjoys over our fellow A-10 Guard units is joint base operations and training.



Jointness



“For the first time, the BRAC deliberations took place with an emphasis on “Jointness.” The Department recognized that operating jointly reduces overhead costs, improves efficiency, and facilitates cooperative training...”

— Secretary of Defense Donald Rumsfeld

For Jointness, Secretary Rumsfeld has it right. Jointness is vital as we continue to prosecute the Global War on Terrorism (GWOT). Joint training is crucial so that when we do deploy, we maintain a synergy in order to quickly fight and win our Nation’s wars.

<p>NAVY</p> <ul style="list-style-type: none"> • Commander Reserve Patrol Wing (5 Squadrons) • VP-66 Reserve Patrol Wing (P-3C) • VR-64 Fleet Logistics Support Squadron (C-130) • VR-52 Fleet Logistics Support Squadron (C-9B) • Naval Air Reserve Anti-Submarine Warfare Training Center • 24 Additional Navy Reserve Units • Navy Medical / Dental Clinic / Pharmacy • Child Development Center • Naval Criminal Investigative Unit • Sea Cadets • Navy Exchange 	<p>AIR FORCE RESERVES</p> <ul style="list-style-type: none"> • 913th Airlift Wing <ul style="list-style-type: none"> • 327th Airlift Squadron • 31st Aerial Port Squadron • 92nd Aerial Port Squadron <p>AIR NATIONAL GUARD</p> <ul style="list-style-type: none"> • 111th Fighter Wing <ul style="list-style-type: none"> • 103rd Fighter Squadron • 270th Engineering Installation Sq • US Air Force Auxiliary <ul style="list-style-type: none"> • Civil Air Patrol and Cadet Programs
<p>COAST GUARD</p> <p>Base is staging area for all CONUS deployments</p>	<p>OTHER AGENCIES</p> <ul style="list-style-type: none"> • FAA – Alternate Flight Operations Center • Federal Emergency Mgt Agency (FEMA) <ul style="list-style-type: none"> • Alternate Operations Center • Southeast Counterterrorism Task Force <ul style="list-style-type: none"> • Future CBRNE training • Pa Emergency Mgt Agency (PEMA) <ul style="list-style-type: none"> • Advanced Radiological Training • Community First Responders <ul style="list-style-type: none"> • Aircraft Firefighting training • Delaware Valley Historical Aircraft Association and Museum • AF, ARMY, NAVY JROTC Programs
<p>MARINES</p> <ul style="list-style-type: none"> • MAG-49 Marine Aircraft Group Headquarters • HMMH-772 Helicopter Marine Heavy Squadron • MWSS 472 Marine Wing Support Squadron 	
<p>ARMY</p> <ul style="list-style-type: none"> • 99th Regional Readiness Headquarters • 1215th Army Reserve Garrison Support Unit • Inspector General • 656th Area Support Group 	

Although this is an eye chart, I wanted to show you all the different agencies we have stationed here and train with. Army, Navy, Air Force, and Marines...Active, Guard, and Reserve. How many other places can claim this distinction? Willow Grove is the prototypical joint center highly sought by DoD.

The Navy: 3 Main flying units: VP-66 which is a Reserve Patrol wing consisting of four, P-3C long range, anti-submarine warfare (ASW) patrol aircraft. VR-64 Fleet Logistics Support Squadron consisting of two C-130 airlift aircraft to move support personnel and cargo for Navy tactical deployments and personnel movements. VR-52 Logistics Support Squadron consisting of four C-9B aircraft to move support personnel and cargo for Navy tactical deployments and personnel movements. VR-52 provided airlift support to Bahrain, Kuwait, Djibouti Africa, Fallujah since 9/11. There are 24 additional Naval Reserve support units with varied missions and support functions such as Intel, Weather, Communications, Supply, Logistics, Medical, and Aircraft Maintenance.

The Marines: Since 9-11, the Helicopter Marine Heavy Squadron deployed to the USS Nassau and the Marine Wing Support Squadron recently returned from a lengthy deployment to Iraq.

Army Reserve: Headquarters facility is also used as an alternate Operations Center for FEMA that has been activated twice since 9/11.

Air Force Reserves: 913th Airlift Wing – Supports AIRDROP and AIRLAND missions with eight C-130 aircraft. Caretaker of Willow Grove Air Reserve Station and hosts the Air National Guard. The Wing deployed to Southwest Asia to support Iraqi Freedom

Air National Guard: The 111th Fighter Wing and it's operational unit, the 103rd Fighter Squadron provides Air Support to Joint & Coalition Ground Forces, and has 17 A-10 fighter aircraft. The unit has volunteered for three combat deployments since 9/11 to Kuwait, Afghanistan and Iraq and was recently recognized with an Air Force Outstanding Unit Award with Valor. The 270th EIS provides engineering design and installation support for communication networks.

Other Agencies: The Federal Aviation Administration (FAA) uses Willow Grove as an alternate Flight Operations Center as the base as one of the newest and most advanced radar systems in the United States. The Federal Emergency Management Agency (FEMA) has an alternate operations center on the base that has been activated and used during 9/11 and the presidential campaign in Philadelphia. The Southeast Counterterrorism Task Force will be conducting future CBRNE (Chemical, Biological, Radiological, Nuclear and High Yield Explosives) training programs at the base. This will be a cost savings for the Task Force and will be a central point for all Philadelphia area communities to send trainees. The Pa Emergency Management Agency (PEMA) conducts training on the base and is considering new roles for Willow Grove. If PEMA requests military assistance, the 111th Fighter Wing and the 56th Brigade will join commands to support the Eastern PEMA region of Pennsylvania.



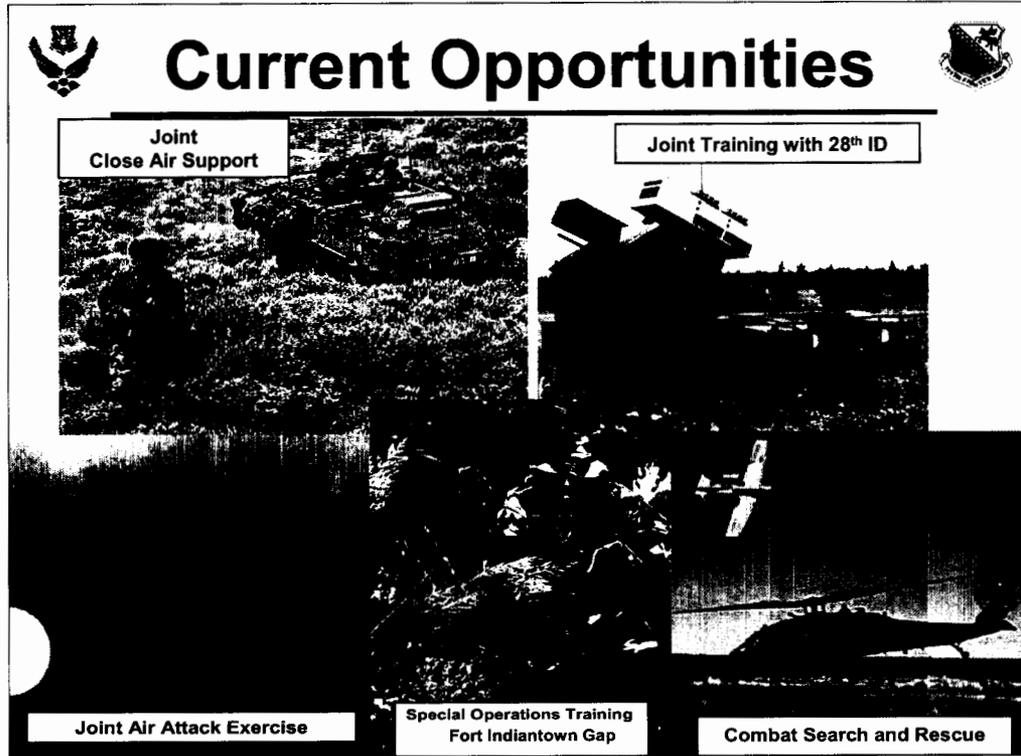
Current Opportunities



PA Joint Training Working Group

- **Chartered in 2004 to identify, exploit, and coordinate joint training opportunities**
 - **Initially between PA Air Guard (111 FW), PA Army Guard (28th ID), and the Marine Reserves stationed at Johnstown (HMLA-775)**
 - **All primary users of Fort Indiantown Gap Training Range (PA)**
- **Training exercises initially held exclusively at Fort Indiantown Gap**
 - **Operations have expanded to include the use of Warren Grove Training Range in New Jersey**

Current joint training opportunities are mainly realized by the efforts of the Pennsylvania Joint Working Group. This group brings members from all branches of service in the immediate area face-to-face in order to plan and execute joint exercises. Last year alone, this group was responsible for 24 training opportunities. That number will continue to grow, as operations are expanding.



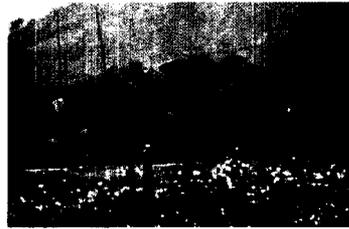
Here are some examples of the joint training exercises that are available as a result of coordination completed by the Pennsylvania Joint Working Group. Again, It is important to note that these opportunities are not as readily available to other A-10 units.



Future Opportunities



1. **Maintain MAG-49 assets, Move HMLA 775 DET A**
 - CH-53's, AH-1W & UH-1N
2. **Construct Army Guard facilities to support the only Army Guard Stryker Brigade Combat Team (SBCT)**
 - SBCT HQ <10 miles from Willow Grove
 - Army NG has an additional need to construct facilities
3. **Integrate Army Reserve Recommendations**
 - Willow Grove has room to grow
4. **Plus Up Tactical Lift Capability**
5. **Bring in an Air Support Operations Squadron (ASOS)**



Many Joint Opportunities Available

There are numerous options available for this strategically located base. Joint training opportunities in close proximity to highly capable training ranges adds to the strategic importance of Willow Grove. Alternatives Willow Grove could offer:

- Maintain MAG-49 assets and move Johnstown, Pennsylvania, based Super Cobra and Huey helicopters slated to move to McGuire AFB, here
 - CH-53's, AH-1W & UH-1N
- Construct planned Army Guard facilities to support the only Army Guard Stryker Brigade Combat Team (SBCT)
 - SBCT HQ is Southampton Roads (<10 miles from Willow Grove)
 - 213th ADA (PANG) has a need to build facilities for two Stryker Brigade Infantry Companies from the 1/111 Infantry
- Integrate Army Reserve forces recommended to enclave at Willow Grove
- Use available ramp space at Willow Grove by introducing additional tactical lift aircraft
- Bring in an (Air Force) Air Support Operations Squadron (ASOS) in order to further integrate with the other services

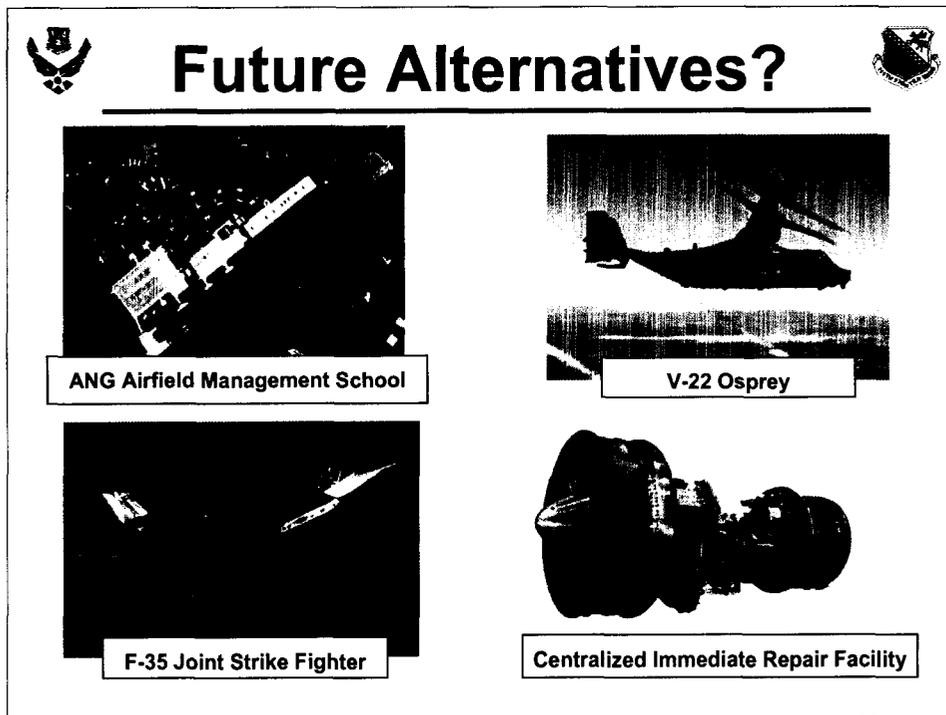
Additional Information

MAG-49 currently has Administrative Control (ADCON) to Marine light/attack helicopter squadron (HMLA) 775 Detachment A, and eventually will come completely under MAG-49

- MAG-49 also "owns" KC-130's and a Marine Aviation Logistics Squadron (MALS) at Stewart ANGB, NY, and has C-12's at Andrews

The Stryker has two companies in West Chester from the 1st Battalion of the 111th Infantry looking to relocate as well as part of the 213 Air Defense Artillery from Spring City.

The Stryker is a full-time four-wheel drive, selective eight-wheel drive, armored vehicle weighing approximately 19 tons. The Stryker can reach speeds of 62 M.P.H., on the highway, has a maximum range of 312 miles, and is transportable aboard C-130 and bigger payload aircraft. The basic Infantry Carrier Vehicle variant (Stryker ICV) has armor that protects its two-man crew and nine on-board soldiers from machine gun fire, mortar and artillery fragments. The Stryker ICV variants includes configurations for Reconnaissance, Anti-Tank attack, Guided Missile defense and Medical Evacuation missions, as well as carriers for Mortars, Engineering Squads, Command Groups, and Fire Support Teams. The Mobile Gun System (Stryker MGS) variant consists of a Land Systems-designed 105mm cannon mounted in a low-profile turret that is integrated into the Stryker chassis.



Here are some additional opportunities for joint operations:

First, the Air National Guard is in need of a facility to support its Airfield Management school. The Marine Wing Support Squadron already based here accomplishes this same mission.

Second, The 111th Fighter Wing is home to the best engine shop in the A-10 community. The strategic location of this base makes Willow Grove a smart choice for any aircraft maintenance facility.

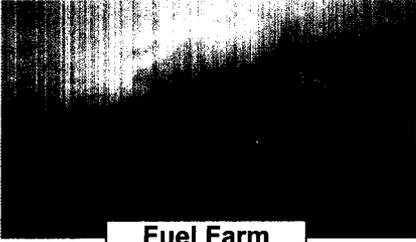
Third, what better place to base the Joint Strike Fighter than at a Joint facility that has the ability to brief with numerous joint players and operate at ranges nearby.

And finally, a last alternative is to bring in the locally produced V-22 Osprey.

ADDITIONAL NOTES

- ANG Contingency Course for Airfield Managers
 - ANG has a need for a facility as current facilities are inadequate
 - Course prepares ANG Airfield Managers for day-to-day and Forward Operating Location (FOL) operations
- Centralized Immediate Repair Facility (CIRF)
 - The 111th Fighter Wing can incorporate the CIRF requirement
 - A bare base CIRF requires the same supporting pieces found within a unit with a flying operation
 - ✓ Transportation, supply, sheet metal, corrosion, non-destructive inspection, electrics, instruments

 **Current & Future Joint Operations** 



Fuel Farm



Medical

Future Joint Projects

- **Mobility Processing Station**
- **Command Post**
- **Munitions Complex**
- **Indoor Modular Firing Range**



Security

Willow Grove shares numerous operations now, and is planning many joint projects for the future. Last year, Willow Grove unit commanders held meetings to plan joint projects which can take this base to an even higher level of joint cooperation. Some of the facilities envisioned include a joint mobility station, command post, munitions complex, and firing range. These construction projects show the vision, innovation, and commitment leaders on this base have for the future. The joint cooperation experienced at this base is what the Department of Defense envisions for all bases in the future.



Joint Projects





Military Value



1. Current and future mission capabilities

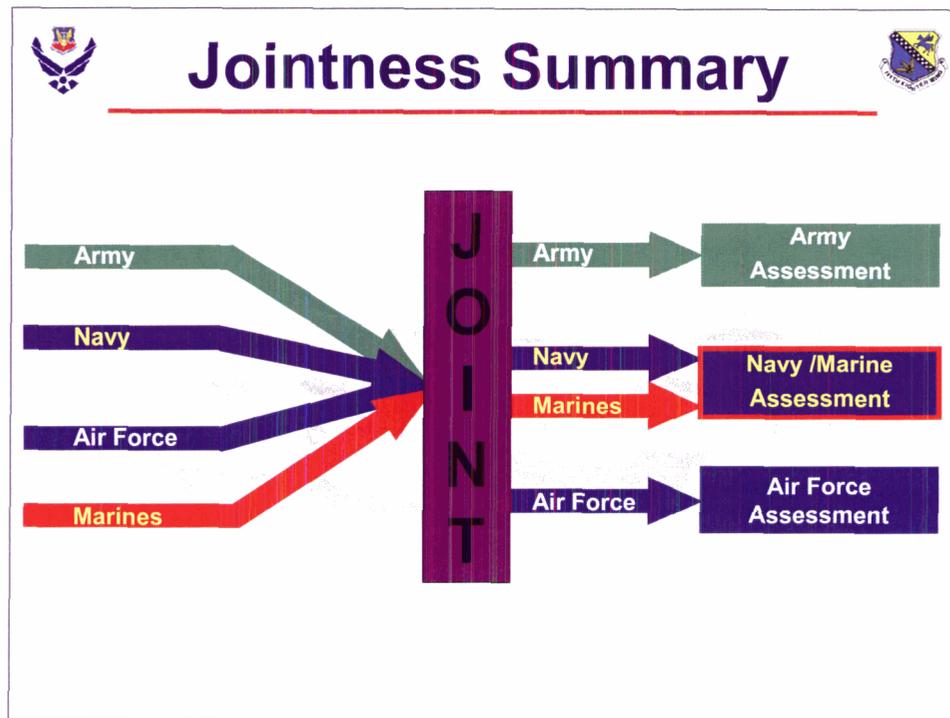
- The impact on operational readiness, including the impact on joint warfighting, training, and readiness.

- Proximity of Training Ranges

One challenge we have overcome here at Willow Grove is the “purpling” of money. Each service has its own process to gain and utilize construction money for projects.

(Build) At Willow Grove, we have worked together to share land, costs, and workload in order to produce projects that benefit all joint partners on this base. Willow Grove has cultivated an atmosphere that the Department of Defense desires. Unfortunately, the process by which we were evaluated failed to capture those points.

(Build) The bottom line is that DoD desires jointness, as jointness is crucial in wartime environments such as Afghanistan and Iraq. Going back to the first factor of military value, Willow Grove has made a large impact on the ability of the base populous to accomplish joint warfighting, training, and readiness.



To summarize jointness, DoD wants the services to become Joint; where the whole is greater than the sum of its parts. In order to become a true joint warfighting military across the nation and ensure the best military decisions are made, we need to get away from service based decisions and incorporate more joint evaluations.

The fact that this was not accomplished for this round of BRAC recommendations has led to my belief that it is a PENALTY TO BE JOINT, even though jointness is the desired result. The true value of Willow Grove is masked because the process in place failed to capture the unique capabilities of this joint facility.



Efficiencies



Willow Grove is the prototype joint base and the best example of joint service cooperation in the country

Our joint base structure here is the same as all the combat locations we have seen overseas

DoD emphasis on joint operations warrants the question: Why is Willow Grove JRB reverting to an Army Reserve enclave absent of flight operations?

WILLOW GROVE IS WELL VERSED IN JOINT OPERATING CONCEPTS, AND WE TRAIN EXACTLY HOW WE FIGHT



WILLOW GROVE, PA



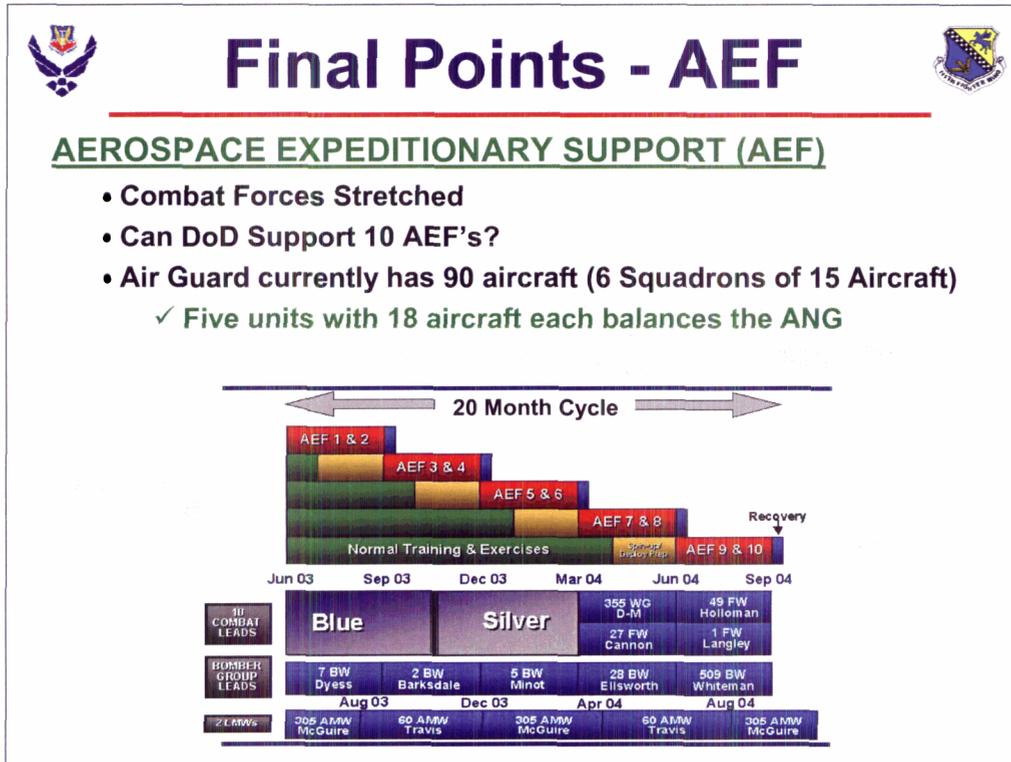
BAGRAM, AFGHANISTAN

As you have seen in this brief, Military Value, Jointness, and Efficiencies bleed into each other. Willow Grove is the prototypical joint base that the Department of Defense is seeking to create with the current BRAC recommendations.

The joint structure we have here is very similar to the combat locations we have experienced overseas. We are well versed in joint operations and can only ask why is Willow Grove, a joint center for excellence, reverting to an Army reserve enclave absent of flight operations?



The Navy, under Captain Meyers' leadership, led a tremendous joint effort, once again, for the Airshow held here over Memorial Day weekend. With over 500,000 visitors, this base left a fantastic impression on Philadelphia. This is a direct result of years and years of working with and for the local community. The opportunities generated by this event cannot be overstated.



This slide concerns the Air Forces Aerospace Expeditionary Force. With ongoing operations in the Middle East, and emerging problems elsewhere, is the Department of Defense sure there is enough capability to cover the requirements of Combatant Commanders?

Twelve Air National Guard A-10's are slated to retire. The A-10 is scheduled to remain in service until 2028. Retiring this highly capable and highly tasked airplane doesn't make military sense. By shrinking to four A-10 units in the Air Guard as proposed, the combat forces to support AEF periods is further stretched. By taking the 12 aircraft slated to retire along with six aircraft from Barnes, you would not have to deactivate the 111th Fighter Wing and you would have five equally sized A-10 units that can fully support the AEF construct.



Final Points – Economic Impact



Branch of Service	Service Total in Millions
Navy	\$224
Marines	\$16
Air Force Reserve	\$79
Air National Guard	\$57
Army Reserves	\$2

- **10,000 Jobs Lost**
- **\$378M Economic Impact**
- **Concentrated Area**
- **Reservists NOT Counted**

One final point. An economic impact study predicts the loss of 10,000 jobs and \$378 million of annual economic activity. The data listed in the DoD recommendations states that this is less than 1% for the Philadelphia Metropolitan Division. I can assure you the majority of the impact of this action is within an approximate 5-10 mile radius, not the Philadelphia Metropolitan Division. With no idea as to the purpose or scope of the enclave recommended, I can understand why the community is nervous.

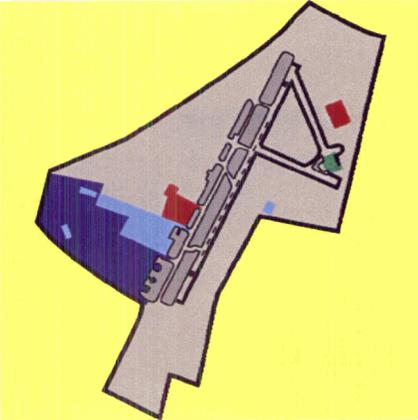
Additionally, the lack of consideration by DoD regarding job loss is personally very disturbing. The blatant disregard for the traditional force of the Reserve Components is unacceptable. Many, many people have deployed from this base, and will continue to do so. The innumerable contributions and sacrifices of traditional guardsmen and reservists, and the vital tie they provide to the community, deserve that they be considered on an equal footing.



Final Summary



- ✗ **Joint “Penalty”**
- ✗ **Substantial Deviations**
- ✗ **Faulty Data**
- ✓ **Military Value**
- ✓ **Jointness**
- ✓ **Efficiencies**



Willow Grove JRB

In summary, it is hoped that the recommendation to deactivate the 111th Fighter Wing and rip apart this joint base are reconsidered. I sincerely believe that it was a penalty being a joint facility in this BRAC process.

The service oriented method by which the DoD came to its recommendations by itself is a substantial deviation. The DoD desires joint efficient operations at bases with high military value. Willow Grove is exactly that.

Other Substantial Deviations exist, and faulty data has skewed the Military Value of this joint base. The Military Value, Jointness, and Efficiencies realized at this base are unparalleled.

As was stated by Mr. Delaney at our first meeting, “the charter of this Commission is to ensure we are making the best military decision for America.” I can tell you with great confidence Mr. Chairman, closing Joint Reserve Base Willow Grove and deactivating the 111th Fighter Wing would be a mistake of great magnitude.







TABI

111th Fighter Wing Fact Sheet



111th Fighter Wing
Pennsylvania Air National Guard
Willow Grove Air Reserve Station



Mission: The mission of the 111th Fighter Wing (FW) is to provide and maintain operationally ready, highly trained, well-equipped military personnel who provide combat-ready A-10 aircraft and support elements in response to wartime and peacetime tasking under federal or state authority.

The 111th Fighter Wing is indispensable in the Global War on Terrorism (GWOT). It is prepared to support Air Force war contingency requirements and can support the Homeland Defense and Homeland Security missions as well as a variety of peacetime missions as required. The 103rd Fighter Squadron is the operational combat arm of the 111th. Their primary mission is to provide combat-ready forces able to conduct day and night Close Air Support (CAS) for our joint and coalition ground forces. Other roles include, Airborne Forward Air Control (AFAC), Combat Search and Rescue (CSAR), and Air Interdiction (AI).



Assigned Aircraft: The 111th FW flies the A-10 Thunderbolt II, affectionately known as the Warthog. Fifteen A-10s are currently assigned to the 111th FW.

Gaining Command: Air Combat Command.

Unit Location: The 111th FW is based at the Willow Grove Air Reserve Station, Willow Grove (Horsham Township), Pennsylvania. It moved to its current location in March 1963. With its proximity to Philadelphia and major Northeast United States population centers, Willow Grove offers an ideal location for the 111th to recruit and retain a highly diverse group of men and women whose service is essential to mission accomplishment. The 111th estimates that 90% of its personnel travel fewer than 50 miles to serve in the unit.

Strength: Over 1,000 Air National Guard personnel proudly serve in the 111th Fighter Wing. Unit strength is currently 98.3% as shown in the table:

	Authorized	Assigned
National Guard Technicians	205	200
Active Guard Reserve	70	69
Total Full-Time Force	275	267
Traditional Guard Members	744	734
Total Full-Time and Part-Time	1019	1001

Combat Experience: The aircrews, maintenance, and other personnel of the 111th are some of the Air Force's most experienced combat-ready forces. They offer three times the experience at one-third the cost of an active duty unit. Since September 11, 2001, A-10 aircraft and personnel from the 111th Fighter Wing have deployed to Iraq, Kuwait, Afghanistan and numerous other locations around the globe. Over 75% of the wing's personnel have deployed overseas since 9/11/2001. The wing has deployed to Southwest Asia 5 times in the last 10 years.

Economic Impact: The 111th FW has an annual economic impact of \$57 million, with most of the benefits being concentrated in the Willow Grove/Horsham Township communities. The 111th FW is a major contributor to the positive economic benefits generated by the military presence at Willow Grove.

DOD BRAC Recommendation: The Department of Defense has recommended that the 111th Fighter Wing be deactivated as part of the proposal to realign Willow Grove. The Pennsylvania Department of Military and Veterans Affairs believes this recommendation to be fundamentally flawed in that:

- The DOD BRAC recommendation failed to adequately assess the combat readiness and military value of the 111th FW. Willow Grove consists of two separate entities, Willow Grove Naval Air Station Joint Reserve Base and the Air Reserve Station. The true military value of the 111th is potentially masked, as it appears the data has been incorrectly evaluated. The potential to expand joint opportunities is lost with the current recommendation to cease flying operations and turn the base into an "enclave" of undefined size for predominate use by the Army Reserve.
- The DOD BRAC recommendation failed to consider alternatives for maintaining flying operations at Willow Grove, to include operation of the airport by the Air National Guard, the Air Force Reserve or the local community. The airfield is a vital strategic asset in support of the GWOT and Homeland Defense.
- The Department of Defense did not consider how the 111th FW and Pennsylvania's 28th Infantry Division and its new Stryker Brigade have and will conduct joint air and ground operations and operational training. With the Stryker Brigade headquarters located in close proximity to Willow Grove, the ability to station, train, and deploy this unique capability already exists.
- The Department of Defense did not consult with the Governor of Pennsylvania or the Adjutant General in recommending deactivation of this important flying unit.

History: The 111th Fighter Wing history began with the establishment of the 103rd Observation Squadron in June 1924. The 103rd was founded and eventually commanded by Major Biddle, who had flown in WWI as part of the famous Lafayette Escadrilles (a volunteer group of American pilots flying French aircraft before our country's entry into WWI).

This new National Guard squadron was based on the sod fields of Philadelphia Airport as a unit in the 28th Division, Pennsylvania Army National Guard. The 103rd has operated continuously since its federal recognition in 1924. Today it is known as the 103rd Fighter Squadron, which is the flying element of the 111th Fighter Wing.

Published by the Pennsylvania Department of Military and Veterans Affairs. For more information about the 111th Fighter Wing, go to www.dmva.state.pa.us and www.pawill.ang.mil.



J





TAB J

Letter

Governor Ed Rendell to DoD Secretary Rumsfeld
26 May 2005







COMMONWEALTH OF PENNSYLVANIA
OFFICE OF THE GOVERNOR
HARRISBURG

THE GOVERNOR

May 26, 2005

The Honorable Donald H. Rumsfeld
Secretary of Defense
The Pentagon
1155 Defense Pentagon
Arlington, VA 20301

Dear Secretary Rumsfeld:

The Department of Defense recommendations for the 2005 Base Realignment and Closure (BRAC) process included a recommendation to deactivate the 111th Fighter Wing, Pennsylvania Air National Guard, Willow Grove Air Reserve Station.

I am writing to advise you officially that, as Governor of the Commonwealth of Pennsylvania, I do not consent to the deactivation, relocation, or withdrawal of the 111th Fighter Wing.

The recommended deactivation of the 111th Fighter Wing has not been coordinated with me, my Adjutant General, or members of her staff. No one in authority in the Pennsylvania Air National Guard was consulted or even briefed about this recommended action before it was announced publicly.

The recommended deactivation of the 111th Fighter Wing appears to be the result of a seriously flawed process that has completely overlooked the important role of the states with regard to their Air National Guard units.

Sincerely,

A handwritten signature in black ink that reads "Edward G. Rendell".

Edward G. Rendell
Governor

Cc: The Honorable Anthony J. Principi
The Honorable Arlen Specter
The Honorable Rick Santorum
The Honorable Allyson Schwartz
The Honorable Michael Fitzpatrick

1

K



TAB K

Economic Impact Study

Prepared for Regional Military Affairs Committee, Suburban Horsham Willow Grove Chamber of Commerce.





Economic Impacts of Willow Grove NAS-JRB

Econsult Corporation

April 2005

Summary Impacts

	<u>Pennsylvania</u>
Total Economic Activity	\$378 million
Total Earnings	\$253 million
Total Jobs	10,724
Fiscal Impact	\$6.7 million
Overall Multiplier*	1.68

*A multiplier of 1.67 indicates that every \$1 spent at the Willow Grove NAS-JRB results in an additional \$0.67 of economic spending within the state of Pennsylvania.

Detailed tables for Montgomery County were also used, yielding an overall multiplier of 1.2.

Multipliers reflect the magnitude of impact the initial expenditures have within the given region. Calculating economic impacts accounts for the interindustry relationships within regions because these relationships largely determine how regional economies are likely to respond to particular spending changes. Thus, regional input-output (I-O) multipliers, which account for interindustry relationships within regions, are useful tools for conducting regional economic impact analysis. Calculations were performed using input-output multipliers obtained from the U.S. Department of Commerce's Bureau of Economic Analysis RIMS II Model (Regional Input-Output Modeling System)

Econsult Corporation

Slide 2

Economic Impacts by Congressional Districts

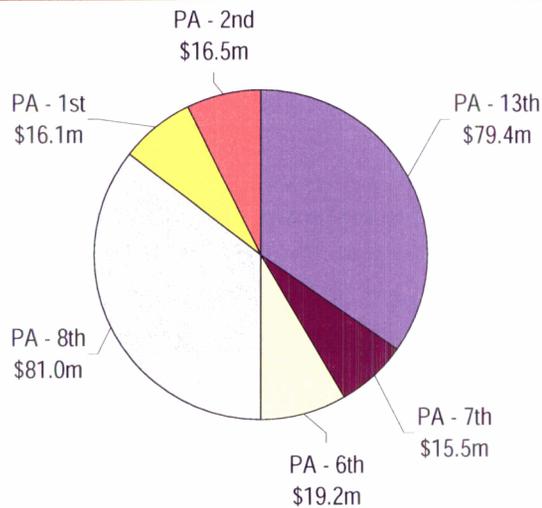
Description	Congressional District					
	PA - 13th	PA - 7th	PA - 6th	PA - 8th	PA - 1st	PA - 2nd
% Share	21.62%	4.22%	5.24%	22.07%	4.39%	4.49%
Total Economic Output	\$79.4m	\$15.5m	\$19.2m	\$81.0m	\$16.1m	\$16.5m
Total Overall Earnings	\$53.6m	\$10.5m	\$13.0m	\$54.7m	\$10.9m	\$11.1m
Total Overall Employment	2251	439	545	2297	457	468

*Breakdown of economic impacts by congressional districts was estimated based on the percentage of overall employees residing in zip codes contained by congressional district boundaries.

Econsult Corporation

Slide 3

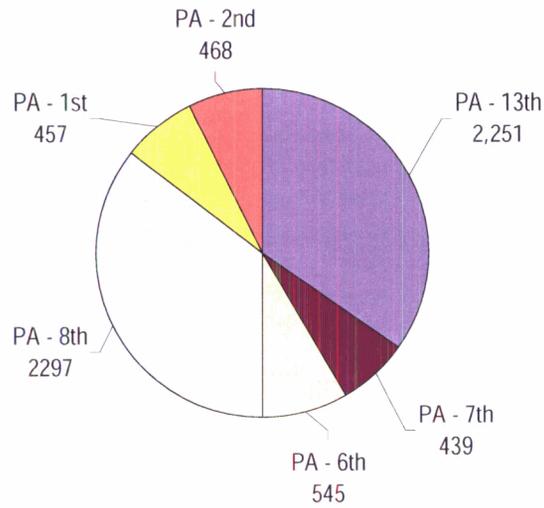
Economic Impacts by Congressional District



Econsult Corporation

Slide 4

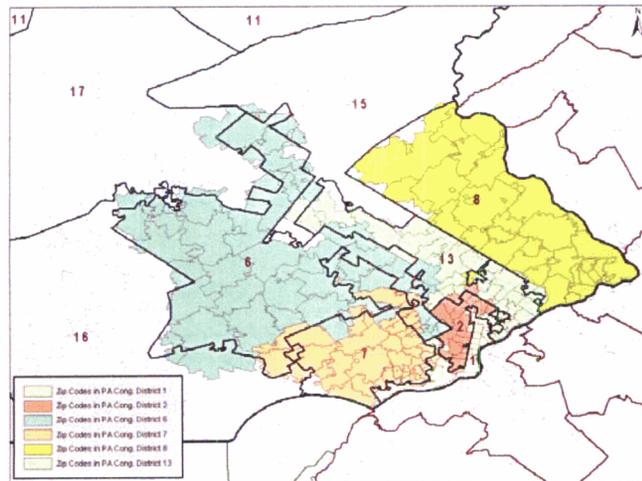
Total Employment by Congressional District



Slide 5

Econsult Corporation

PA Congressional Districts



Slide 6

Econsult Corporation

Taxes (\$ Millions)

Pennsylvania State	
Personal Income	\$ 2,251,494
Sales and Use	\$ 3,286,812
Corporate Net Income	\$ 699,924
Capital Stock and Franchise	\$ 421,438
Total	\$ 6,659,668
Pennsylvania Local	
Earned Income (Non-Philadelphia)	\$ 350,302
Wage and Earnings (Philadelphia)	\$ 1,525,715
Sales (Philadelphia)	\$ 95,526
Business Privilege (Philadelphia)	\$ 375,546
Total	\$ 2,347,090
Overall Total Fiscal Impact	\$ 9,006,758

Econsult Corporation

Slide 7

Economic Impacts State of Pennsylvania

Description	NAVY	913th Airlift Wing	111th Fighter Wing	1215th Army Reserve	Total Economic Impact
Total Direct Expenditures	\$ 120.0	\$ 60.2	\$ 42.6	\$ 2.1	\$ 224.9
Indirect & Induced Expenditures	\$ 73.2	\$ 46.6	\$ 32.4	\$ 1.0	\$ 153.1
Total Economic Output	\$ 193.1	\$ 106.8	\$ 75.0	\$ 3.0	\$ 378.0
Multiplier	1.61	1.77	1.76	1.46	1.68
Total Direct Earnings	\$ 93.5	\$ 32.7	\$ 20.0	\$ 2.1	\$ 148.3
Total Indirect Earnings	\$ 53.3	\$ 30.0	\$ 21.0	\$ 0.8	\$ 105.1
Total Overall Earnings	\$ 146.8	\$ 62.6	\$ 41.0	\$ 2.9	\$ 253.4
Total Direct Employment	4,394	1,454	1,215	198	7,261
Total Indirect Employment	1,724	1,008	705	25	3,463
Total Overall Employment	6,118	2,462	1,920	223	10,724

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Slide 8

Most Impacted Industries State of Pennsylvania

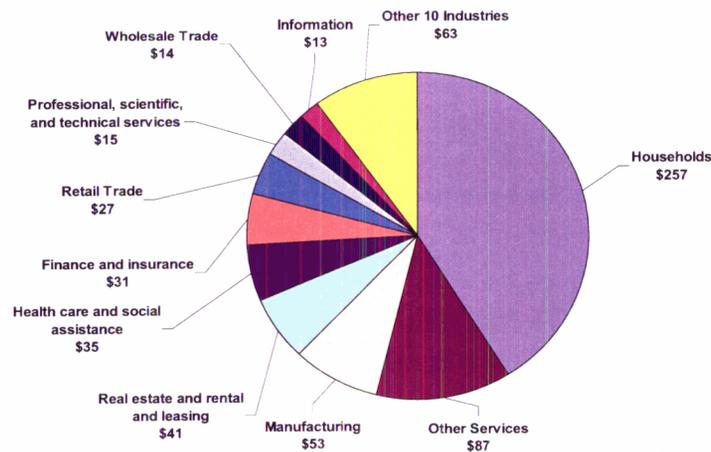
Industry Description	Impact (\$ Millions)
Households	\$ 257
Other services*	\$ 87
Manufacturing	\$ 53
Real estate and rental and leasing	\$ 41
Health care and social assistance	\$ 35
Finance and insurance	\$ 31
Retail trade	\$ 27
Professional, scientific, and technical services	\$ 15
Wholesale trade	\$ 14
Information	\$ 13
Transportation and warehousing	\$ 13
Accommodation and food services	\$ 12
Utilities	\$ 9
Administrative and waste management services	\$ 9
Educational services	\$ 5
Management of companies and enterprises	\$ 5
Agriculture, forestry, fishing, and hunting	\$ 4
Construction	\$ 3
Arts, entertainment, and recreation	\$ 3
Mining	\$ 1

*The "Other Services" Industry encompasses all military bases and federal entities.

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Slide 9

Most Impacted Industries (\$ Millions) State of Pennsylvania



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Slide 10

Supplemental Slides

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Slide 11

Summary Impacts

	<u>Philadelphia PMSA</u>	<u>Pennsylvania</u>
Total Economic Activity	\$367 million	\$378 million
Total Earnings	\$251 million	\$253 million
Total Jobs	10,408	10,724
Fiscal Impact	\$4.2 million	\$6.7 million
Overall Multiplier	1.63	1.68

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Slide 12

Payroll & Direct Expenditures 913th Airlift Wing

913th AIRLIFT WING		
Description	Employees	\$ Millions
Non-Extended Active Duty Reserve	1,131	\$ 10.5
Appropriated Fund Civilians - General Schedule	218	\$ 15.5
Appropriated Fund Civilians - Federal Wage Board	105	\$ 6.7
AGRs	5	\$ 0.3
Total Payroll		\$ 33.0
O&M Minor Construction		\$ 3.4
Services Contracts		\$ 4.5
Other Services		\$ 0.9
Education (Impact aid & tuition assistance)		\$ 0.03
TDY - RPA (Appropriation 3700)		\$ 2.2
TDY - O&M (Appropriation 3740)		\$ 3.7
Other Materials, Equipment & Supplies Costs		\$ 12.7
Total Expenditures		\$ 27.4
TOTAL, 913th Airlift Wing:		\$ 60.4

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Slide 13

Payroll & Direct Expenditures 111th Fighter Wing

111th Fighter Wing		
Description	Employees	\$
Traditional Guardsmen	935	\$ 3.6
Air Guard Reservists (AGRs)	69	\$ 5.8
Appropriated Fund Civilians - General Schedule	64	\$ 5.0
Appropriated Fund Civilians - Federal Wage Board	141	\$ 9.4
Contract Civilians - State Employees	6	\$ 0.2
Total Payroll	1,215	\$ 24.0
Operations & Maintenance		\$ 15.4
Local Purchases		\$ 1.3
Installation contracts		\$ 3.5
MILPERS (AT days, travel, etc)		\$ 1.5
Education		\$ 0.1
Total Expenditures		\$ 21.8
TOTAL, 111th Fighter Wing		\$ 45.8

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Slide 14

Payroll & Direct Expenditures Navy & Marines

NAVY & MARINES			
Description	Employees	\$	
Navy Active Duty Personnel	1,050	\$	36,218,700
Navy Reserve	2,414	\$	16,347,608
Navy Civilian	213	\$	12,780,000
Total Navy Payroll	3,677	\$	65,346,308
Marine Corps Active Duty	438	\$	26,280,000
Marine Corps Reserve	279	\$	1,889,388
Total Marine Payroll	717	\$	28,169,388
Supply Contracts		\$	1,800,000
Public Works Contracts		\$	9,243,171
Total Expenditures		\$	11,043,171
MilCon (From email)		\$	15,406,000
TOTAL, Navy & Marines		\$	119,964,867

*Payroll for Navy civilian employees and Marine employees was estimated using comparable average employee salary data obtained from the 913th Airlift Wing.

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Slide 15

Economic Impacts Pennsylvania-New Jersey PMSA

Description	Navy & Marines	913th Airlift Wing	111th Fighter Wing	1215th Army Reserve	Total Economic Impact
Total Direct Expenditures	\$ 120.0	\$ 60.2	\$ 42.6	\$ 2.1	\$ 224.9
Indirect & Induced Expendit	\$ 67.4	\$ 43.6	\$ 30.3	\$ 0.9	\$ 142.2
Total Economic Output	\$ 187.4	\$ 103.8	\$ 72.9	\$ 2.9	\$ 367.0
Multiplier	1.56	1.72	1.71	1.41	1.63
Total Direct Earnings	\$ 93.5	\$ 32.7	\$ 20.0	\$ 2.1	\$ 148.3
Total Indirect Earnings	\$ 52.2	\$ 29.2	\$ 20.5	\$ 0.8	\$ 102.7
Total Overall Earnings	\$ 145.8	\$ 61.8	\$ 40.5	\$ 2.9	\$ 250.9
Total Direct Employment	4,394	1,454	1,215	198	7,261
Total Indirect Employment	1,573	912	638	23	3,147
Total Overall Employ	5,967	2,366	1,853	221	10,408

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Slide 16

Most Impacted Industries Pennsylvania-New Jersey PMSA

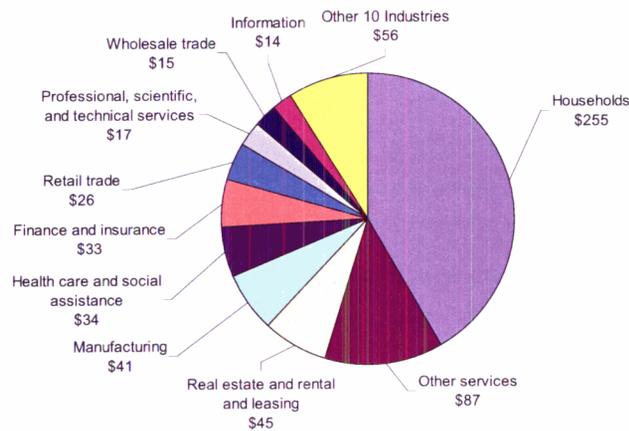
Industry Description	Impact (\$ Millions)
Households	\$ 255
Other services	\$ 87
Real estate and rental and leasing	\$ 45
Manufacturing	\$ 41
Health care and social assistance	\$ 34
Finance and insurance	\$ 33
Retail trade	\$ 26
Professional, scientific, and technical services	\$ 17
Wholesale trade	\$ 15
Information	\$ 14
Accommodation and food services	\$ 11
Administrative and waste management services	\$ 10
Transportation and warehousing	\$ 10
Utilities	\$ 8
Educational services	\$ 5
Management of companies and enterprises	\$ 3
Construction	\$ 3
Agriculture, forestry, fishing, and hunting	\$ 3
Arts, entertainment, and recreation	\$ 3
Mining	\$ 0.1

*The "Other Services" Industry encompasses all military bases and federal entities.

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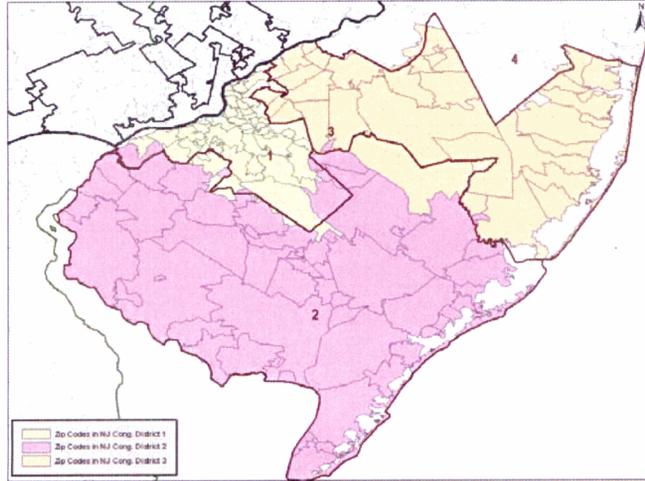
Most Impacted Industries (\$ Millions) Pennsylvania-New Jersey PMSA



Econsult Corporation

Slide 18

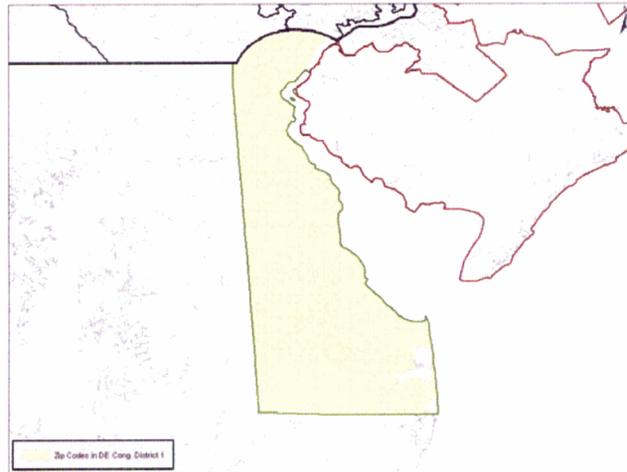
NJ Congressional Districts



Slide 19

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DE Congressional Districts



Slide 20

Econsult Corporation

Economic Impacts by Congressional Districts

Description	Congressional District									
	PA - 13th	PA - 7th	PA - 6th	PA - 8th	PA - 1st	PA - 2nd	NJ - 1st	NJ - 2nd	NJ - 3rd	DE - 1st
% Share	21.62%	4.22%	5.24%	22.07%	4.39%	4.49%	1.09%	0.55%	1.61%	1.46%
Total Economic Output	\$79.4m	\$15.5m	\$19.2m	\$81.0m	\$16.1m	\$16.5m	4.0m	2.0m	\$5.9m	\$5.4m
Total Overall Earnings	\$53.6m	\$10.5m	\$13.0m	\$54.7m	\$10.9m	\$11.1m	\$2.7m	\$1.4m	\$4.0m	\$3.6m
Total Overall Employment	2,251	439	545	2,297	457	468	114	57	168	152

*Breakdown of economic impacts by congressional districts was estimated based on the percentage of overall employees residing in zip codes contained by congressional district boundaries.

Econsult Corporation

Slide 21

Fiscal Impacts (\$ Millions)

Pennsylvania State	
Personal Income	\$ 2,251,494
Sales and Use	\$ 3,286,812
Corporate Net Income	\$ 699,924
Capital Stock and Franchise	\$ 421,438
Total	\$ 6,659,668
Pennsylvania Local	
Earned Income (Non-Philadelphia)	\$ 350,302
Wage and Earnings (Philadelphia)	\$ 1,525,715
Sales (Philadelphia)	\$ 95,526
Business Privilege (Philadelphia)	\$ 375,546
Total	\$ 2,347,090
New Jersey State	
Personal Income	\$ 597,522
Sales and Use	\$ 1,042,327
Corporation Business	\$ 260,906
Total	\$ 1,900,755
Overall Total Fiscal Impact	\$ 10,907,512

Econsult Corporation

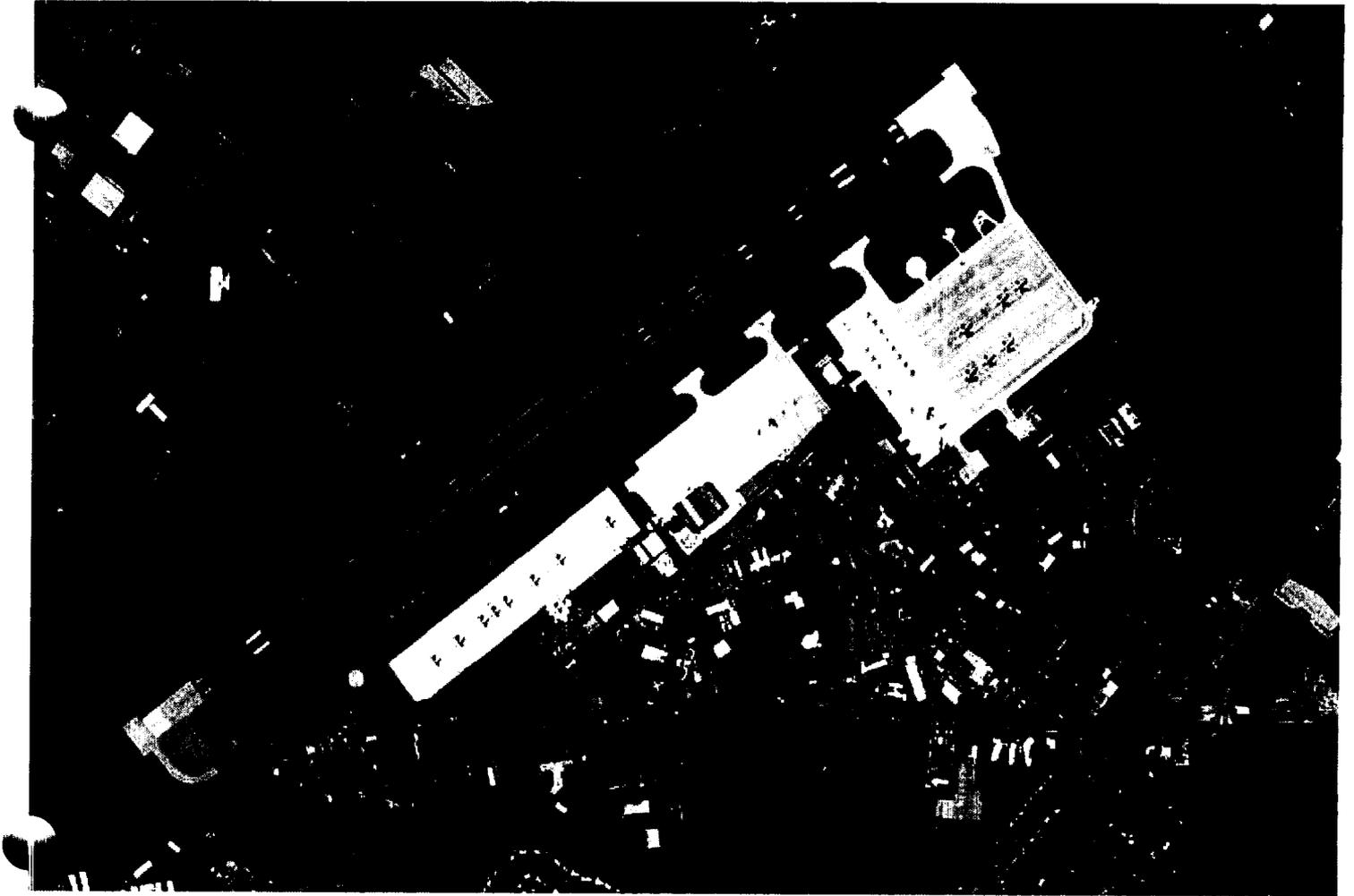
Slide 22





L





TAB L

Biographies of Speakers

Major General Wright

Major General Lynch

Ed Ebenbach



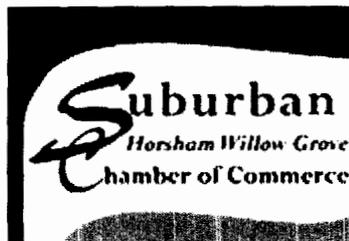




BIOGRAPHY OF ED EBENBACH

Mr. Ebenbach, a 1963 graduate of the Carnegie Institute of Technology, is a retired executive from Motorola, Inc., and a lifelong resident of the Philadelphia area. He spent 35 years at Motorola and its predecessor companies (Jerrold Electronics, General Instrument) holding down a series of progressively responsible positions in engineering, engineering management, marketing management, and general management. In retirement he has served in a consulting capacity to two prominent telecommunications companies.

Mr. Ebenbach has also been active in the affairs of Chambers of Commerce in his area of employment and residence. He served as Board Chairman for the Horsham Chamber of Commerce, and after orchestrating a merger with the Willow Grove Chamber of Commerce, as Board Chairman of the Suburban Horsham Willow Grove Chamber of Commerce. Today, he is continuing his Chamber association as a member of the Suburban Chamber's Executive Committee, and as co-chair of the Regional Military Affairs Committee of the Chamber.





Biography

Major General William B. Lynch

Major General William Berger Lynch is the Vice-Chairman for Air of the National Guard Association of the United States.

Nominated by Governor Tom Ridge, General Lynch served as Pennsylvania's 49th Adjutant General from 12 April 1999 until December 2003.

Prior to his appointment as Adjutant General, General Lynch served as Deputy Adjutant General - Air and commander of the Pennsylvania Air National Guard, headquartered at Fort Indiantown Gap. As commander of the Air National Guard, General Lynch provides command, control and supervision required to accomplish both federal and state missions of the Pennsylvania Air National Guard.

General Lynch is a graduate of Brown University with a bachelor of arts degree in American Literature; he received his Doctor of Jurisprudence degree from Ohio Northern University.

General Lynch was commissioned through Officer Training School in 1964. His first assignment following Undergraduate Pilot Training was as a pilot in RF-4C reconnaissance aircraft. He has completed Air Command and Staff College, Air War College and the National War College. In 1968 General Lynch was assigned to the 432nd Reconnaissance Wing, Udorn, Thailand. After 100 combat missions over North Vietnam, he was reassigned to the 10th TRW, RAF Alconbury, England.

In January 1972, General Lynch became a flight commander in the 178th Tactical Fighter Group, Ohio Air National Guard, flying the F-100. In 1979 he was assigned to the 27th Tactical Fighter Wing, Cannon AFB, New Mexico, as an F-111D instructor pilot, flight commander and squadron operations officer.

In 1981 he became the Air Force advisor to the 180th Tactical Fighter Group, Ohio Air National Guard. His duties included A-7 instructor pilot and standardization/evaluation flight examiner. He remained there until January 1984, when he transferred to the 112th Tactical Fighter Group, Pennsylvania Air National Guard, as deputy commander for operations. In October 1988, General Lynch took the position as chief, current operations branch, at the Air National Guard Support Center. In this position, he was responsible for the day-to-day flying activities for each of the 91 Air National Guard flying units.

After graduating from the National War College in 1990, then Colonel Lynch returned to the National Guard Bureau as chief of operations division. During Operations Desert Shield and Desert Storm he was responsible for operational taskings of all 91 flying and 244 support units in the Air National Guard. In April 1991, Lynch returned to Pittsburgh as deputy commander for operations of the 171st Air Refueling Wing, Pennsylvania Air National Guard. He served as commander of the 171st Air Refueling Wing from January 1993 until July 1995. He was appointed Deputy Adjutant General - Air effective July 1, 1995, and was promoted to the rank of major general August 2, 1996.

A command pilot with over 5,000 flying hours, General Lynch has flown the T-37, T-33, F-100, F/RF-4, F-111, A-7D and KC-135E and the EC-130. The recipient of several "Top Gun" awards, he also completed 100 unarmed reconnaissance missions over North Vietnam in the RF-4C.

General Lynch's military awards and decorations include: Legion of Merit, Meritorious Service Medal with two oak leaf clusters, Air Medal with nine oak leaf clusters, Air Force Commendation Medal, Presidential Unit Citation, Air Force Outstanding Unit Award with one oak leaf cluster, Air Force Organizational Excellence Award, Combat Readiness Medal with six oak leaf clusters, Humanitarian Service Medal, Vietnam Service medal with two devices, Air Force Overseas Ribbon (Long tour), Air Force Longevity Service Award with six oak leaf clusters, Armed Forces Reserve Medal, Small Arms Expert Marksmanship Ribbon, Air Force Training Ribbon, Republic of Vietnam Gallantry Cross with palm device, Republic of Vietnam Campaign Medal, the General Stewart Award and the General White Award.

General Lynch was elected to Law Review and received an award from the National War College for best essay: "Military Strategy." He serves as chair of the Air Reserve Forces Policy Committee (ARFPC). He served on the board of directors of the United Way of Western Pennsylvania, is an active member of the National Guard Association of the United States and Pennsylvania, a member of the VFW and a member of both the federal and Ohio State Bar.

Major General James M. Skiff

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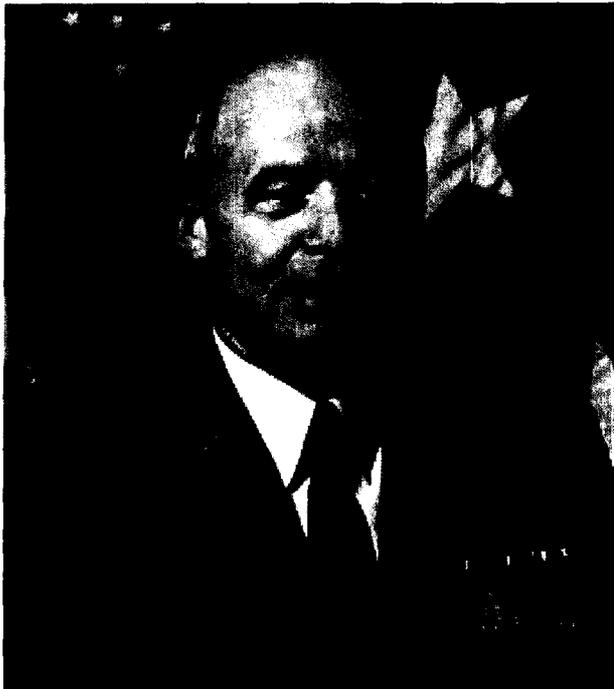


Biography

National Guard Bureau

Departments of the Army and the Air Force
General Officer Management Office - Arlington, VA

MAJOR GENERAL JAMES M. SKIFF



Major General James M. Skiff is the assistant adjutant general for the Pennsylvania Air National Guard, headquartered at Fort Indiantown Gap, Pa. He is responsible for the operational readiness of the fourth largest Air National Guard in the country. He provides advice to the adjutant general in all military matters pertaining to air operations in the state. He advocates nationally for the modernization of equipment and facilities for over 4,000 members in three wings, including 62 groups, squadrons, and flights, representing four major commands. The general develops and implements federal and state plans toward absorbing Pennsylvania units into the Total Force.

The general was commissioned through Reserve Officer Training Corps at Ohio Wesleyan University in 1966. He has served at every level of command from squadron to wing in two fighter organizations assigned to the Pennsylvania and Connecticut Air National Guards. He led the Air National Guards' A-

10 teams in the worldwide gunnery competitions: Gun Smoke '81, '83, '87, and '89. While on active duty flying F-4's, he completed 200 combat missions in Vietnam. The general led Air Guard contingency relief of active forces in support of Deny Flight in 1993, Decisive Endeavor in 1996, and Operation Southern Watch in 1999, accumulating 25 combat missions in the A-10.

EDUCATION:

1966 Bachelor of Arts, Ohio Wesleyan University, Delaware, Ohio

1976 Air Command and Staff College, by correspondence

1977 Industrial College of the Armed Forces, by correspondence

1983 Master's degree in business administration, American International College, Springfield, Mass.

ASSIGNMENTS:

1. October 1966 - October 1967, student, undergraduate pilot training, Craig Air Force Base, Ala.
2. November 1967 - May 1968, student, pilot F-100, 4515th Combat Crew Training Squadron, Luke Air Force Base, Ariz.
3. June 1968 - January 1971, pilot F-100, 20th Tactical Fighter Wing, Royal Air Force Wethersfield, England
4. February 1971 - March 1971, student pilot F-4, George Air Force Base, Calif.
5. March 1971 - March 1972, pilot F-4, 8th Fighter Wing, Ubon Royal Thai Air Base, Thailand
6. April 1972 - October 1972, tactical air liaison officer, 346th Tactical Fighter Wing, Mountain Home Air Force Base, Idaho
7. November 1972 - October 1980, pilot F-100/A-10, 103rd Tactical Fighter Group, Bradley Air National Guard Base, Conn.
8. November 1980 - October 1982, chief of command post, 103rd Tactical Fighter Group, Bradley Air National Guard Base, Conn.
9. November 1982 - October 1984, chief of standardization and evaluation, 103rd Tactical Fighter Group, Bradley Air National Guard Base, Conn.
10. November 1984 - November 1986, squadron operation officer, 118th Fighter Squadron, Bradley Air National Guard Base, Conn.
11. December 1986 - March 1989, squadron commander, 118th Fighter Squadron, Bradley Air National Guard Base, Conn.
12. July 1988 - June 1989, director of operations (acting), 103rd Tactical Fighter Group, Bradley Air National Guard Base, Conn.
13. July 1989 - December 1991, chief of command post, 103rd Tactical Fighter Group, Bradley Air National Guard Base, Conn.
14. January 1992 - July 1994, director of operations, 103rd Fighter Wing, Bradley Air National Guard Base, Conn.

- 15. July 1994 - January 1997, vice commander, 103rd Fighter Wing, Bradley Air National Guard Base, Conn.
- 16. January 1997 - July 1997, commander, 103rd Fighter Wing, Bradley Air National Guard Base, Conn.
- 17. July 1997 - March 1999, commander, 111th Fighter Wing, Willow Grove Air Reserve Station, Willow Grove, Pa.
- 18. March 1999 - June 2001, chief of staff also serving as commander, Headquarters, Pennsylvania Air National Guard, Fort Indiantown Gap, Annville, Pa.
- 19. June 2001 - present, assistant adjutant general, Headquarters Pennsylvania Air National Guard, Fort Indiantown Gap, Annville, Pa.

FLIGHT INFORMATION:

Rating: Command pilot

Flight hours: 8,700 hours

Aircraft flown: T-37, T-33, F-100, F-4, A-10, C-131, C-12, C-26, EC-130

Pilot wings from: Craig Air Force Base, Ala.

MAJOR AWARDS AND DECORATIONS:

- Legion of Merit
- Distinguished Flying Cross
- Meritorious Service Medal with 2 devices
- Air Medal with 11 devices
- Air Force Commendation Medal with 1 device
- Distinguished Presidential Unit Citation
- Air Force Outstanding Unit Award with 3 devices
- Combat Readiness Medal with 7 devices
- National Defense Medal with 1 device
- Vietnam Service Medal
- Armed Forces Service Medal
- Humanitarian Service Medal
- Air Force Longevity Service Award Ribbon with 6 devices
- Armed Forces Reserve Medal with 1 device
- Armed Forces Reserve Medal with M/device and 1 device
- Small Arms Expert Marksmanship Ribbon
- Air Force Training Ribbon
- Republic of Vietnam Gallantry Cross with Palm Device
- NATO Medal
- Republic of Vietnam Campaign Medal

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS:

National Guard Association of the United States
Air Force Association
Executive Board of the National Guard Association of Pennsylvania.

CIVILIAN OCCUPATION:

State Employee

EFFECTIVE DATES OF PROMOTION:

Second Lieutenant Jun 3, 1966
First Lieutenant Jun 3, 1968
Captain Oct 16, 1969
Major May 15, 1976
Lieutenant Colonel May 16, 1981
Colonel Dec 24, 1992
Brigadier General Jun 30, 1999
Major General Jun 30, 2001

(Current as of August 2003)

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Biography

National Guard Bureau

Departments of the Army and the Air Force
General Officer Management Office, Arlington, VA

MAJOR GENERAL (PA) JESSICA L. WRIGHT

The Adjutant General, Pennsylvania

Major General Jessica L. Wright is the Adjutant General of Pennsylvania. In this State cabinet-level position, General Wright, headquartered at Fort Indiantown Gap, is responsible for command, control, and supervision of all Air and Army National Guard units allocated to the State of Pennsylvania. She is also responsible for six (6) state-owned veterans' homes, Scotland School for Veterans' Children, and programs for Pennsylvania's 1.3 million veterans.

General Wright's military career began with her enlistment in the Pennsylvania Army National Guard in 1975. Subsequently, she was commissioned through the Women's Army Corps Orientation/Officer Candidate School at Ft. McClellan, Alabama in 1975. She attended the Rotary Wing Aviator

Course at Ft. Rucker, Alabama and became the Army National Guard's first female aviator. She served in aviation assignments as a UH-1 and CH-47 pilot. General Wright was assigned as an Assistant Professor of Military Science at Georgia Southern University, Statesboro, Georgia, from 1986-1989. She was reassigned to the National Guard Bureau Personnel

Directorate in 1989. In 1997 General Wright became the first female maneuver brigade commander in the United States Army as she took command of the Aviation Brigade, 28th Infantry Division (Mechanized), Pennsylvania Army National Guard. Following this, she served as the State Army Aviation Officer for the Pennsylvania Army National Guard. In October 2000 General Wright was assigned as the Deputy Adjutant General - Army, Pennsylvania National Guard and served in this capacity until being sworn in as Pennsylvania's first female Adjutant General in March 2004.

EDUCATION:

1974 Alderson Broaddus College - BA - Social Sciences

1993 Webster University - MA - Management

1997 United States Army War College - Strategic and International Studies

ASSIGNMENTS:

1. Jul 75 - Jan 77, Headquarters and Headquarters Detachment, 28th Infantry Division, Harrisburg, Pennsylvania
2. Feb 77 - Aug 79, CH-47 Pilot & UH-1 Pilot, 228th Aviation Company, Harrisburg, Pennsylvania
3. Sep 79 - Dec 81, S1, Headquarters and Headquarters Company, 28th Aviation Battalion, Harrisburg, Pennsylvania
4. Jan 82 - May 83, Flight Operations Platoon Commander, 1028th Transportation Company, Harrisburg, Pennsylvania
5. May 83 - Jul 85, Eastern Army Aviation Training Site, Ft. Indiantown Gap, Annville, Pennsylvania
6. Sep 85 - Nov 86, 1160th Transportation Company, Savannah, Georgia
7. Nov 86 - Feb 89, Assistant Professor of Military Science, Georgia Southern University, Statesboro, Georgia
8. Feb 89 - Jul 96, Army National Guard Readiness Center, Alexandria, Virginia
9. Jul 96 - Jun 97, Student, US Army War College, Center for Strategic and International Studies, Washington, DC
10. Jun 97 - Nov 98, Commander, Aviation Brigade, 28th Infantry Division, Ft. Indiantown Gap, Annville, Pennsylvania
11. Nov 98 - May 00, State Army Aviation Officer, Headquarters, Pennsylvania National Guard, Ft. Indiantown Gap, Annville, Pennsylvania
12. Jun 00 - Feb 04, Deputy Adjutant General-Army, Headquarters, Pennsylvania National Guard, Ft. Indiantown Gap, Annville, Pennsylvania
13. Feb 04 - present, The Adjutant General, Pennsylvania National Guard, Ft. Indiantown Gap, Annville, Pennsylvania

MAJOR AWARDS AND DECORATIONS:

Legion of Merit (with Oak Leaf Cluster)
Meritorious Service Medal (with 1 Oak Leaf Cluster)
Army Commendation Medal
Army Achievement Medal
Army Reserve Component Achievement Medal (with 1 Silver Oak Leaf Cluster and 2 Bronze Oak Leaf Clusters)
National Defense Service Medal (with Bronze Star)
Armed Forces Reserve Medal (with 1 Bronze Hourglass Device)
Army Service Ribbon
Senior Army Aviation Badge
Army Staff Identification Badge

OTHER ACHIEVEMENTS:

2004 Alderson Broaddus College - Honorary Doctorate - Public Service

EFFECTIVE DATES OF PROMOTIONS:

2LT ARNG 03 July 75
1LT ARNG 01 Oct 76
CPT ARNG 28 Nov 79
MAJ ARNG 21 Nov 86
LTC ARNG 20 Dec 90
COL ARNG 07 Apr 94
BG ARNG 07 Jun 01
MG ARNG

(Current as of November 2004)

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