

## **OVERHEAD PHOTO**

### **Colonel Spencer (15 min.)**

Commissioner Cornella, thank you for coming to experience the 911 Airlift Wing Military Value Briefing. The 911th Airlift Wing has a superior operational history. According to the BRAC Criteria, Pittsburgh definitely ranks as one of the two most mission effective C-130 installations in the Air Force Reserve. The excellence of the 911th is reflected in the spirit of patriotism and volunteerism that you have witnessed here today.

### **MILITARY MISSION of the 911th Airlift Wing**

- to train reservists;
- to provide airlift for airborne forces, their equipment and supplies;
- to provide inter-theater aeromedical evacuation;
- to provide support for active duty forces, the Pennsylvania Air National Guard and more than fifty federal agencies in Western Pennsylvania.

These examples, Commissioner Cornella, account for only a fraction of our activity. Accordingly, we will continue to improve toward the 911th's stated vision: "World's most respected airlift organization."

In pursuit of this vision, the leadership of the 911th has introduced a concept of readiness reaching far beyond routine training requirements:

- by fully utilizing the eagerness and availability of our reservists.
- by maximizing budgeted tax dollars for training. We are perennially at 100% of the authorized budgets, and
- by seizing every opportunity to initiate interservice training exercises. We epitomize Reserve Forces Interoperability with locally generated training exercises such as:

- Provide Pitt II/99th Army Reserve Command, Franklin PA. this past month

- In August a joint exercise with 500 personnel involved, and in

- and in October joint exercise with 1000 personnel involved.

- HQ, 99 ARCOM is only five miles distance away, and is HQ to Army Reserve organizations in four surrounding states and commands 75,000 reserve troops.

## **RECRUITING/RETENTION**

The demographics in the Pittsburgh area provide abundant recruiting

- the 911th maintains exceptional manning numbers, in fact - over 100% for the last five years running.

We maintain very high retention rates. In excess of 97% of our eligible airmen reenlist, and

- Our 2 medical units are continuously fully manned with recruits from Pittsburgh's world class medical community.

## **PERSONNEL**

### **Commissioner Cornella,**

- 1300 reservist are assigned with 357 full-time employees of which 143 are ARTS .

- 80% of our reservists live within a 50 mile radius of the base in the four surrounding core counties.

- Pittsburgh International Airport, collocated with the 911th, provides a significant pool of experienced personnel. This hub of a major US airline makes Pittsburgh a valuable resource for aircrew recruiting and aircraft maintenance technology.

### **MAP OF COUNTIES**

- 39% Allegheny County residents

- 56% live within a 25nm radius

- 80% live within a 50nm radius

## **CURRENT BASE LOADING**

Commissioner Cornella, the 911 Airlift Wing is unit-equipped with 8 C-130 Hercules aircraft which are

- 1986 models and are fully modified with the most current avionics and defensive equipment

We have 2 C-130 aircraft temporarily assigned from Youngstown ARS, plus one from various other bases as part of an aircraft upgrade support program in conjunction with Lockheed Corporation.

One of our hangers has been occupied for the last two years, and is scheduled for another one and one-half years under agreement with Lockheed and AFRES to modify all of the Hercules C-130 fleet.

- all totaled, there are routinely eleven C-130s in operation at the 911th.

Commissioner Cornella, every member of the 911th takes personal pride in the unit's motto: **Whatever it takes**. As a result, the 911th is able to exceed its readiness and mission requirement levels. For example, we simultaneously handled -

- USAir Flight 427 aircraft disaster - on site/on base - 550 personnel
- Lockheed Modification program
- Haiti, Uphold Democracy initiative
- Phoenix Jackal, Sadam Hussein's last saber-rattling exercise.

All, while maintaining a full training schedule and never missed a training sortie.

## **Factual BUDGET figures are**

- \$10.16 million Base Operating cost for FY 1993 with an associated manpower figure of 121 civilians
- as defined by the Air Force Reserve Comptroller.

Mr. Cornella, the 911th Airlift Wing has some very

### **UNIQUE ASSETS**

1. We have access, at no cost, to the remarkable support and continually modernized facilities of the Pittsburgh International Airport, one of the largest land mass commercial airports in the U.S.

- Pittsburgh International Airport's Air Traffic Control system, one of the most modern in the U.S.,

2. - For only \$20,000 per year we receive the following services from Allegheny County.

- Aircraft Fire and Crash rescue
- Structural fire protection
- Landing & Take-off fees
- Runway maintenance and repair
- Emergency ambulance/Medical Services
- Control Tower services
- Runway snow removal

3. The 911 Airlift Wing is actively involved in the National Defense Medical System, interacting with the Veteran's Administration, U.S. Army, our own two Medical Squadrons, and Pittsburgh's world renowned medical facilities.

### **OUR CURRENT RAMP CAPACITY HAS THE-**

4. Ability to handle any aircraft in the U.S. military inventory on existing ramp space which can support the size and weight of the C-17, C-5, KC-10 and the E4B National Emergency Airborne Command Post and all commercial jumbo jets. We have four main runways with a 5th projected, capable of handling maximum weight emergency warloads for any of the mentioned aircraft during the most difficult take-off conditions in mid-summer.

5. We have in operation a new, environmentally benign de-icing facility which greatly extends the 911th Airlift Wing's military operational capability. This is one of only three in the Air Force and the only one in the USAFR.

6. We have an Advanced Consolidated Communications System, which is \$15.1 million dollar investment and is the only operational fiber optic network in the Air Force Reserve.

- it complies with the Information Highway 2000 Initiative
- it includes a Local Area Network consisting of state-of-the-art equipment, capable of expansion into the next century
- it serves more than 50 federal and community facilities and the Pennsylvania Air National Guard. Support to the Air National Guard includes 100% secure and voice data capability.

7. We have at our disposal, two environmentally approved drop zones within 40 miles driving distance of the base at no cost to the taxpayer.

**CONTINGENCIES support is a regular occurrence at the 911th Airlift Wing.**

Commissioner Cornella, the 911th Airlift Wing has always been in the forefront of volunteer support for National Military Objectives and Humanitarian activity. For example, we have supported over 20 real world contingencies in the last five years. The most significant of these are:

- Desert Shield (Iraq)
- Desert Storm (Iraq)
- Provide Promise (Bosnia)
- Provide Comfort (Turkey/Iraq)
- Uphold Democracy (Haiti)
- Coronet Oak (Panama)
- Hurricane Andrew

## CONCLUSION

Commissioner Cornella, it is evident that the 911th AW provides significant military value to the U. S. Department of Defense at a very low cost.

This concludes the military value briefing for the 911 Airlift Wing.

Commissioner Cornella, before I depart, do you have any questions of me concerning the 911th Airlift Wing Military Value?

# Document Separator

## Congressman Mascara

I would like to thank my fellow colleagues for joining me in this most important presentation. We have every Congressman representing Southwestern Pennsylvania here with us today.

We have vital, military reasons for the BRAC commission to reconsider the Department of Defense's decision to close the 911th Airlift Wing. These reasons are based on 000 voluntary man-hours of research and analysis by experts from the 911th Wing, Carnegie Mellon University, Robert Morris College and Pittsburgh's major corporations. For this briefing we are not going to burden you with the economic hardships the closing of this base will have upon the people of our community.

All this analysis is being prepared to be made available to you, the other Commissioners, and your staff. Our conclusions, based on this research, are as follows:

1. The analysis of data used to arrive at the decision to close the base is simply incorrect. The 911th Wing's Base Operating Support is not \$22.23 million as briefed by the Air Force when making their closure decision, but actually \$10.16 million.

2. This installation has the assets necessary to expand its existing facilities at no cost to the United States. These expansion capabilities include additional ramp space and acreage.

3. As you heard COL Spencer so correctly state, the Air Force Reserve presently enjoys military benefits and special facilities at the Pittsburgh International Airport Air Reserve Station that do not now exist and cannot be duplicated elsewhere without enormous military construction cost. This duplication cost has not been considered during the Air Force analysis.

Our research clearly shows flaws as Charles Holsworth, President - Holsworth and Associates P. C. President - South Hills Chamber of Commerce, reservist of the unit who has flown troops and equipment to Saudi Arabia, Bosnia and to disaster areas throughout the world, is now going to show you that the original analysis has resulted in serious, substantial deviations from the DoD's selection

criteria and force structure plan. Our analysis further shows that the 911th Airlift Wing is the finest Air Reserve facility in the command today.

Mr. Holsworth.

# Document Separator

Good afternoon Commissioner Cornella,

My 24 years of experience in the Air Force from Vietnam to Haitian relief has enabled me to see many facilities, land on many runways, at a variety of airports, military and civilian.

I have seen good facilities, bad facilities and we are today telling you about a truly one of a kind, remarkable facility.

The Department of Defense recommends that the Pittsburgh International Airport Air Reserve Station should be closed.

Congressman Mascara has summarized why it should not be.

The Air Force has used improperly supported Base Operating Support Costs (BOS) and COBRA models to support the decision that Pittsburgh is the base to go.

Absolutely no sense can be made from the figures presented by the Secretary of Air Force to the 1995 Defense Base Closure and Realignment Commission on March 1, 1995. They are contradictions to the facts.

The 911th Airlift Wing actually operates at a Base Operating Support cost of 10.16 million per year.

Not the 22.23 million as reported by the Air Force.

The 911th Airlift Wing actually employs 121 personnel to fill its Base Operating Support positions.

Not the 243 as reported by the Air Force.

The Air Force states it can save millions of dollars by closing the 911th Airlift Wing.

- Yet-

Preliminary studies of COBRA data by Doctor Patrick Litzinger, professor of economics at Robert Morris College, Professor Tim McNaulty of Carnegie Mellon University and other independent studies of economic analysis by personnel at Westinghouse Corporation indicates numerous errors in the COBRA analysis that have seriously skewed the results.

For example:

Critical cost figures for Minneapolis were applied to 3 other bases - O'Hare, Pittsburgh and Niagara. costs were seriously understated for some other affected bases. The so-called level-playing field was anything but level.

Serious errors have been made such as overstating the 911th's Communications Cost Element by 170%, the Base Operating Support Cost Element by 118 %. Youngstown non-payroll RPMA cost is atleast 12 times greater than the figure used in the Air Force Reserve level -play scenario.

The Air Force Reserve analysis also failed to consider the savings benefits of MILCON cost avoidance. Pittsburgh has the second lowest projected MILCON budget over the COBRA analysis period. Youngstown as the highest is 775% of Pittsburgh's.

Our studies of COBRA and data supplied by the Air Force show serious miscalculations that when corrected, will show Pittsburgh moving from second highest to second lowest net savings resulting from closure. Corrected COBRA reveals that the country will save between 6 million and 60 million by selecting one of the other bases rather than Pittsburgh, as noted on the graph above the dotted line.

When recently questioned through Congressional inquiry as to the Secretary of the Air Force assertion concerning the Pittsburgh Air Reserve Station, and I quote "Its operating costs were the greatest among Air Force Reserve C-130 operations at civilian airfields."

Something very hard to believe,

The Air Force answer was:

And I quote - Pittsburgh Air Reserve Station FY 94 (O & M) Operations and Maintenance costs were \$22.83 million (sixth highest of units on civilian airfields).

What this confusion of the English language is that O & M costs here are really the lowest of the bases compared.

The second response was . . . and I quote . . .

Pittsburgh Air Reserve Station FY 94 (RPA) Reserve Personnel Appropriations costs were \$8.67 million (highest of all).

Which really means the 911th assumed a larger percentage of the Air Force mission than any other unit. How can anyone compare data like this and treat it as a negative impact.

Let's consider what (RPA) Reserve Personnel Appropriations costs really means and why we are the highest rated. These are the costs for our people to do their job. To do their job above and beyond the required annual tour and weekend drill.

Commissioner, the 911th has set an unprecedented standard for reserve volunteerism. It is no wonder we show up as the best of all in Criteria 1.

The reserve forces from Pittsburgh have carried a lion's share of the Bosnia relief efforts.

A whopping 30% of the -Total -Hurricane Andrew Relief efforts.

To say nothing of the 500 plus reserve volunteers helping out with the US Air Flight 427 disaster.

It is no wonder more money has gone into paying our people.

And these are only the beginning. Commissioner Cornella, these figures show that the 911th has responded to, higher Headquarters requests at a level unequal by any other base.

The third response was . . . and I quote . . .

Pittsburgh Air Reserve Station projected (Milcon) Military Construction Cost, (a cost avoidance if Pittsburgh is closed) is 33.58 million (highest by \$20 million of any unit rated).

This figure is grossly inaccurate.

The Pittsburgh Air Reserve Station from FY 95 Military Construction even projected into the 21st Century is actually only \$4.414 million.

When compared to the cost of construction projected at the other Air force Reserve C-130 bases (the highest being at Youngstown, Ohio at \$32.94 million, the 911th figures are actually the lowest of all.

The base is in great condition as you will see.

Required construction projects are minimal.

Pittsburgh actually is firmly established as the least expensive to maintain as a C-130 operating base and the finest in the Command as Colonel Spencer said.

There is no need here to discuss Criteria 7 about community infrastructure as all bases of those considered are ranked about the same.

Criteria 8 concerning environmental impact, is simply not an issue at Pittsburgh.

Criteria 4 and 5 concerning costs we have already reviewed showing us actually the least costly of all.

Let's take a look then at Criteria 1, 2, and 3.

Criteria 1, looking at the 911th Airlift Wing ranking, speaks for itself. The operational effectiveness of this unit, its mission and flying requirements are already rated the best in the Air Force Reserve.

Furthermore, the Airfield characteristics and the capabilities of the 911th Airlift Wing at Pittsburgh are unmatched.

The Air Force rates us slightly lower on facilities and infrastructures in Criteria 2.

The alleged limited expansion capability attributed to this Air Base by the Air Force BRAC data is quite frankly, wrong.

It's compact physical layout is cost effective.

Everything in walking distance.

Buildings well maintained.

Right now the Base is located on 115 acres of land.

The 911th can handle 13 aircraft without any expansion necessary.

As the Air Force knows, however, Allegheny County, Commissioner Forester and his fellow Commissioners Flaherty and Dun made an offer last year to include 30 additional acres to their NO COST lease to the United States.

Not just undeveloped land, not trees to be cut or buildings to be torn down, but extremely valuable, concrete aircraft parking ramps and taxiways adjacent to the current 911th ramp, used by the entire civil aircraft fleet coming in and out of the former airport terminal.

Now the county has offered an additional 47 acres of this valuable land.

Improved pavement, not just raw acreage.

When you consider the potential for future operations from this airfield, whether it be in a contingency or routine operations, this land acquisition can be a very valuable military asset at no additional cost.

There are eight C-130's assigned to the 911th Airlift Wing.

You may have noticed the two additional gray painted ones with YO on their tails. These are from Youngstown, Ohio. They don't have enough personnel to fly or ramp space to park these aircraft until they finish their costly growing. We are more or less in

temporary custody, but using the aircraft regularly on all our own missions.

In addition to operating and maintaining other bases' aircraft, you have heard from Colonel Spencer of our capability and available facilities to allow Lockheed Corporation to modify Air Force Reserve C-130's in our hanger without interfering with our normal mission. The Chicago Aircraft is just one of many going through here to undergo modification.

As you have seen Commissioner Cornella . . .

We can go to 13 aircraft right now without any additional facilities or land. No more cost.

We now have the additional 77 acres offer, which makes our expansion capabilities nearly unlimited.

NO military construction is needed to begin expanded operations. No new costs.

Our access to the remarkable facilities of the Pittsburgh International Airport, is unique.

Closing of the 911th Airlift Wing will demand enormous investment of Department of Defense time and especially money to match this unit's existing operational capabilities. No potential receiving location can match the 911th growth capabilities, but they sure can be costly in trying.

Let me show you a few direct effects, not considered by the Air Force in making their decision.

The 911th Communication facility is one of the most advanced in the country. This 15.1 million dollar investment is the only operational fiber optic network in the Air Force Reserve. The center serves more than 50 federal and community facilities in the area, including 100% of the Air National Guard requirements.

There is no question that this system improves the efficiency and readiness of the 911th and all its users, and yet, this center was completely overlooked by the Air Force when it came to base closure selection.

If the 911th is closed, this communications system is lost. The Air National Guard and other agencies will have to replace it with their own costly systems.

The Pittsburgh Guard Unit also depends on us for Credit Union, BX, GYM, CLUB, and BILLETING facilities.

They have none.

Another fact completely overlooked.

A state-of-the-art, de-icing facility which meets all new environmental requirements has just recently been completed on the Air Force Reserve ramp. It greatly extends the 911th's operational capability. It is the only one available anywhere in the Air Force Reserve and one of only 3 in the entire Air Force.

This facility was obtained through cooperation with the Allegheny County Department of Aviation when they were building their own system with the new airport terminal. It is extremely effective. Eventually every other bases will be forced to build one at significant costs.

We have it, others don't!

Colonel Spencer told you of the benefit from the Pittsburgh International Airport's complete fire and crash rescue service, structural fire protection, and paramedic ambulance service for a mere 20,000 dollars a year. An estimated value of 3 million dollars a year anywhere else, if even able to be duplicated.

The 911th is one of only two C-130 bases which does not incur the high cost of these services. Besides that, all the runway, taxiway and airfield facilities are provided for the 911th at no cost whatsoever, a large expense at most other installations, a remarkable savings here.

The 911th is capable of handling any known aircraft on our existing aircraft ramp and in almost any numbers with additional offered ramp space. We are one of only two Air Reserve units considered able to do so. To do so elsewhere would cost millions of dollars.

This capability has been misrepresented. NO additional work on the ramps, taxiways or runways is necessary to accommodate any aircraft in the foreseeable future, from C-5, C-17 and E4B to the 747 or 767.

Finally, I would like to point out a military value that cannot be understated, that being our close proximity to the extensive Pittsburgh Medical Complexes.

Our Government has established the National Disaster Medical System (NDMS) at Pittsburgh, the fourth largest such system in the country and something available at not many other locations.

The planned use of this system will bring airlift medical evacuation of casualties to the 911th where they will be handled and processed by our own aeromedical staging facility and transported to the extensive civilian medical care providers just minutes away. This system is practiced yearly and was fully ready to go during Desert storm.

So the final picture Mr. Commissioner, is not at all like depicted on the Air Force AFRES BRAC 95 Analysis. Pittsburgh is overall at the top of the ratings.

I again emphasize what Congressman Masscara stated:

1. Grossly inaccurate data was used to arrive at the decision to close Pittsburgh.
2. The 911th wing, is a solid, unique facility, that can not be duplicated without enormous expenditures.

3. The minuscule cost of future expansion at Pittsburgh is a once in a lifetime deal for the United States.

But, that's not all.

Commissioner Cornella,

Our final selection criteria calls for consideration of "future total force requirements at both the existing and potential receiving locations."

To deal with this important matter, I wish to introduce Mr. Steven George. Steve is an architect, President of the Airport Area Development corporation and the former Director of Aviation for Allegheny County. He was involved in the planning and execution of the airport's one-billion dollar expansion which came in on schedule, under budget, and without a single labor disruption. He will tell you about the 911th's potential in the future at Pittsburgh.

# Document Separator

Thank you Charles

Commissioner Cornella, the 911th Airlift Wing has the capability to expand its existing facilities at a cost that cannot be duplicated by any other operation of its kind in the United States. It enjoys and utilizes some of the finest airport benefits anywhere in the world.

Here's

Why.

### Slide 1 Aerial View - Pittsburgh International Airport

The Pittsburgh International Airport of which the 911th Airlift Wing is an integral part, is owned and operated by Allegheny County and is the largest land mass airport in the Mid Atlantic and North-eastern part of the United States and fourth largest in the entire country. It is larger than the combined areas of JFK International, Leguardia, Newark, Washington National and Boston Logan Airports - the five busiest in terms of passenger volume in the north east. It is also larger in area than both Chicago O'Hare and Atlanta Hartsfield - The nation's busiest airports. It contains more than 12,000 acres of land and much of it is still available for airport related development.

Pitt is US Air's largest hub. This year over 20 million passengers and 450,000 operations.

### Slide 2 Entrance Sign to Airport

On Oct 1, 1992 the new Pittsburgh International Airport opened to the public on time and under budget. It took 15 years of planning and 5 years of construction, and 1 billion dollars for facilities and roadways to produce what many think is the most efficient and user friendly airport in the country.

### Slide 3 Terminal Complex (aerials)

This is an aerial view of the terminal complex showing the vast parking areas (room for 25,000 cars) parking garage, landside terminal building, commuter terminal, and the airside facility with its concourse and gates. The complex sits on approximately 900 acres. All of LaGuardia Airport could fit on the terminal site.

### Slide 4 Landside Terminal

A closer view of landside which contains 440,000 square feet under roof.

## Slide 5 Airside Terminal

A more detailed look - 1,500,000 square feet with 4 concourses and an ultimate build out of 100 gates.

## Slide 6 - Snow Removal Equipment

There are many facets to the operation of an airport of this magnitude. Two of the most important services provided and which the 911th directly benefits from at practically no cost are runway construction and maintenance and aircraft rescue and fire fighting. I'll cover runway construction when we get to the airport master plan.

In the case of field and runway maintenance Allegheny County allocates \$6.5 million annually for this service which includes 120 personnel and approximately 30 pieces of snow clearance and removal equipment valued at about \$15 million and when the snow flies this operation can go 24 hours around the clock in order to keep the runways open and safe. In fact Pittsburgh International over the past 12 years has not been closed for even 1 minute due to snow and ice. There is always a runway open.

Last year, the third worst winter in history, we were closed for a short time primarily because the airlines ceased operations. Remember Desert Storm occurred in January. This vast runway and field maintenance operation is a benefit to the 911 at the enormous sum of one dollar a year.

When it comes to Aircraft Rescue and Fire Fighting Capability (mandatory 24 hour around the clock services) Allegheny County's annual expenditure is \$3.3 million and includes some 68 personnel positions and about 15 pieces of the most up to date and sophisticated fire fighting equipment valued at between \$4.5 to \$5 million. The 911th contributes \$20,000 annually - a terrific bargain. Commissioner - you just don't find these types of value elsewhere.

## Slide 7 Future Airport Layout Plan

The FAA mandates the updating of the Airport layout or master plan every 7 to 10 years. This is the latest master plan completed in 1993, for the entire 12,000 + acres. First let me point out the location of:

1. The 911th Airlift Wing
2. The now abandoned and former terminal

complex

3. The new 900 acre landside/airside midfield terminal complex
4. A future international or expanded terminal building
5. The roadway system of Rt 60 and the new Southern expressway which forms a virtual beltway around the airport.

The Main Entrance to the Airport

6. PANG

7. And perhaps what may well be the airport's most important resource and most vital to the 911th operation. The Runway System - one of the finest anywhere.

There are now four runways operating

28R/10L 10,500 ft

28C/10C 8,100 ft to be extended to 9,700 ft this summer

28L/10R 11,500 ft and 2/3 of a football field wide - one of the few runways in the country designated as an emergency landing site for the space shuttle.

14/32 8,100 ft cross wind runway

More significantly we have the ability to build two additional runways -- the northern parallel and the southern parallel without the need to purchase one additional acre of land.

We currently are able to handle simultaneous arrivals and departures on runways 28R and 28L when the southern parallel is built -- it is the next slated runway for construction with environmental review underway and proposed construction in 1997/98. We will have the capability for simultaneous triple arrival and departure capability -- only Dallas Ft Worth and New Denver International can perform this type of sequence.

You just can't do this kind of an operation on a one 7,500 ft runway airport like Youngstown. The cost of building a new runway can be staggering -- \$15,000 to \$20,000 a running ft of 24 inch thick concrete or anywhere from \$150 million to \$200 million for an 8,500 ft runway. This is a cost the 911th or any military air base should not have to bear. This is an advantage and phenomenal benefit the DOD gets as a result of the 911th location at Pittsburgh International. Is this significant dollar value

something we want to give up or bear the cost burden elsewhere? I certainly hope not.

### Slide 8 Existing 911 Airlift

This is the current 911th base occupying 115 acres. It also shows the new interchange opened several years ago at Thorn Run that greatly improved vehicular access to the base.

### Slide 9 Future Airport Layout Plan

We return again to the future Airport Layout Plan to put the 911th future growth and expansion in proper airport context. In July of 1987 ground was broken for the new midfield terminal complex. That reality provided the 911th the opportunity to develop its own future base comprehensive plan -- This is the result of the effort.

(Hold Plan Up)

When the old terminal was in operation there was some operational congestion due to the closeness of the 2 facilities with very little potential for expansion by the 911th. However, when the new midfield terminal opened, all civilian commercial aviation

activity ceased at the old terminal thus providing the ideal opportunity to carry forward the recommended expansion of the 911th master plan.

You now have excellent uncongested access to the airport's runways. You now have the opportunity to handle any configuration of current and future aircraft. There is now a perfect synergy and a virtual seamless coexistence due to the separation of the new midfield terminal and the 911th. You couldn't ask for a better situation.

#### Slide 10 - Future 911th Plans

These are four different configurations of number and type of now and future aircraft recommended in the future plan.

#### Slide 11 911th Long Range Plan

The ultimate plan which encompasses the addition of 77 acres that were formally part of the old terminal site -- the concrete is already there. You can park planes tomorrow. In fact the 911th has been parking planes there for 2 years. I am also pleased to say the Allegheny County Board of Commissioners have

offered the 77 acres at the budget busting amount of \$1 dollar -- Thats the ultimate real estate bargain.

In conclusion Commissioner Cornella, I am familiar with the capabilities of many commercial airports in the United States. I can tell you that there is no way that closing the 911th and dispersing it piecemeal to other airports is going to save our country and money or improve the posture of our military. Keeping the 911th at Pitt will save the UnitedStates money and will provide military benefits that cannot be obtained anywhere else.

I would now like to introduce Lance Shaffer  
President Pittsburgh Chamber of Commerce.

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# Document Separator

**WESTERN PENNSYLVANIA COALITION  
FOR THE  
DEFENSE OF THE PITTSBURGH IAP AIR RESERVE STATION**

Commissioner Cornella:

I trust your visit to the Pittsburgh IAP ARS has been both rich and enlightening. I am proud to chair this Coalition of community leaders, businesspersons, legislators and many volunteers.

Finding Pittsburgh on the base closure list was truly a shock. Preparation of the defense has been an unwelcome diversion for an otherwise productive and cost efficient organization such as the 911th Airlift Wing.

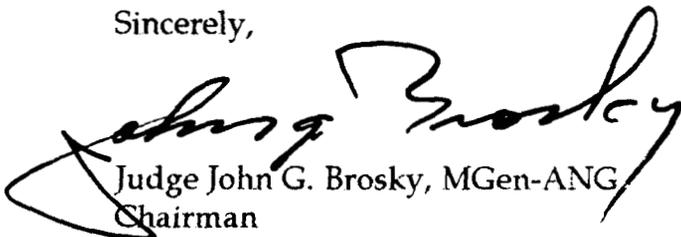
However, in the process of analyzing data and compiling facts, the Coalition has uncovered not only a fine military organization, but a spirit of community that may be unrivaled. The contributions the 911th has made to the Pittsburgh region are enormous. The community support for the 911th is likewise immense.

The Coalition has prepared a brief executive summary for your perusal. A complete and comprehensive Coalition document is in the process of publication and will reach your staff soon. Included in your executive summary:

1. Summation of the Coalition strategy
2. Overview of the 911th Airlift Wing
3. Preliminary Coalition COBRA studies
4. Executive summary of the 911th Base Comprehensive Plan
5. Schematic diagram of the installation and adjacent ramp space
6. Sampling of support letters received by the Coalition and the 911th

Again, on behalf of the Coalition, the Pittsburgh communities and the men and women of the 911th Airlift Wing, thank you for your time and your attention to this critical issue.

Sincerely,

  
Judge John G. Brosky, MGen-ANG  
Chairman

April 10, 1995

# WESTERN PENNSYLVANIA COALITION

## DEFENSE OF THE PITTSBURGH IAP AIR RESERVE STATION

### EXECUTIVE SUMMARY OF THE APRIL 10, 1995 PRESENTATION TO COMMISSIONER AL CORNELLA DURING THE PITTSBURGH IAP ARS SITE VISIT

I. SCOPE OF THE DEFENSE. The Western Pennsylvania Coalition refutes the results and component processes that placed Pittsburgh IAP ARS on the Secretary of the Air Force Base Closure list. The Coalition will show that the Air Force not only deviated substantially from the criteria and force structure plan, but failed to apply standards of fairness and consistency in the decision making process.

The Department of the Air Force Analyses and Recommendations to the Commission state: "Its [Pittsburgh IAP ARS] operating cost were the greatest among Air Force Reserve C-130 operations at civilian airfields". Through Congressional inquiry, the Coalition requested substantiation of that assertion. The following is the answer to the inquiry:

"Pittsburgh ARS FY 94 O&M was \$22.83M (sixth highest of units on civilian airfields). FY 94 RPA was \$8.67M (highest of all). Projected MILCON, a cost avoidance if Pittsburgh is closed, is \$33.58M (highest by \$20M of any unit). Totalling the three areas, Pittsburgh is \$65.08M. Gen Mitchell at Milwaukee is \$30.62M, Minn-St Paul is \$35.98M, Chicago O'Hare (host to ANG unit) is \$39.51M, Niagara (host to ANG unit) is \$45.94, and Youngstown is \$31.23M."

Coalition counter-argument:

- Pittsburgh IAP ARS FY O&M obligations for FY 94 were the lowest of the six installations. "Sixth highest ...", is actually the lowest of all.
- The highest RPA is true. This is a figure which represents a high level of military activity. This figure directly correlates to the Pittsburgh IAP ARS highest ranking in Criteria One.
- Pittsburgh IAP ARS projected MCP/P341 construction (MILCON) is actually \$4.414M for FY 95 through FY 01, according to analysis by 911th Base Civil Engineering using AFRES January 1995 figures. (NOTE: Even if FY 94 figures were included, the total would not exceed \$18.4M)

Furthermore, the Coalition will demonstrate the capacity and capability of the Pittsburgh IAP ARS and the 911th Airlift Wing to adapt to future force structure plans. Coalition arguments will reveal

a compact, efficient infrastructure, the most cost effective of all AFRES C-130 installations located at civilian airfields.

With a cooperative effort among the Commissioners of Allegheny County, the Allegheny County Director of Aviation and the 911th Airlift Wing, a method to substantially and immediately increase the capacity of the installation has been developed--at no cost to the Air Force. Nor is there an obligation to maintain the excess capacity until possessed by the Air Force Reserves. Analysis of the data will show Pittsburgh IAP ARS to be the logical beneficiary of force consolidation, not closure.

The capacity and capability proposal is not a reaction to the Air Force closure recommendation. The proposal is the result of an extensive, \$400,000.00 study completed in 1987. The proposal, known as the 911th Base Comprehensive Plan, is complementary to the billion dollar expansion of the Pittsburgh International Airport.

## II. THE AIR FORCE RESERVE.

II.A. AIR FORCE RESERVE MISSION. Reserve units continually prepare and train forces to fully mobilize within seventy-two hours. Modern Reserve training and preparation is conducted not only on training weekends, but on a daily basis. In addition to the Unit's constant ability to mobilize forces, a regular participation in peacetime and real-world contingency operations is sustained through the volunteer force. The deployment of many Air Force Reserve volunteer personnel during Operation Desert Shield is clear evidence of the ability of Air Force Reserve to respond to the needs of the Air Force, at any time, without the requirement to activate units or personnel.

II.B. THE AIR FORCE RESERVE ROLE IN TOTAL FORCE (AIRLIFT). The Air Reserve Component (ARC), including the Air Force Reserve and Air National Guard maintain 40% of the Air Force total airlift capacity and 25% of the Air Force tactical airlift strength (C-130s).

II.C. THE AIR FORCE RESERVIST. Air Force Reservists may be found world-wide, supporting active-duty forces on a daily basis. From strategic airlift to supporting United Nations Forces in Bosnia, the Air Force relies on the dedication and experience of their Reserve forces to sustain ongoing operations.

III. THE 911TH AIRLIFT WING AND THE PITTSBURGH IAP ARS INSTALLATION. The 911th Airlift Wing is an organization of citizen patriots comprised of 1300 Reservists and approximately 369 civilian employees. In a Reserve organization a portion of the civilian work force are Air Reserve Technicians (ARTs). These ART employees must maintain a Reserve billet as a condition of employment. These ARTs combined with the straight civilian work force form a full-time cadre which, maintain the base, administration and operations. This is the core around which the Reserve mission thrives.

III.A. THE 911TH AIRLIFT WING MISSION. The mission of the 911th Airlift Wing is to train Reservists and provide airlift of airborne forces, their equipment/supplies, and deliver these forces and materials by airdrop or airland. The 911th also provides intra-theater aeromedical evacuation; participates in joint services exercises; supports active duty forces in training; operates facilities supporting the Pennsylvania Air National Guard; and, assists government, military and presidential air traffic to the region.

III.B. THE 911TH AIRLIFT WING VISION. The leadership of the 911th developed a mission statement that reflects the performance and capability of their people. Their vision statement is: "*World's Most Respected Airlift Organization*". The objective of this vision is to continually increase the military value of the organization. Subsequent examples will demonstrate that their vision is truly attainable.

III.C. THE 911TH AIRLIFT WING AND READINESS. Major Commands and Headquarters Air Force Reserve direct a minimum standard of objective readiness. This state of objective readiness is attained by completing training requirements, passing inspections, etc.

III.C.1. The 911th Command Steering Group has refined the concept of readiness. Their objective is to use the budgeted training dollars and their Reservists' abundant availability to intensify and elevate the 911th definition of *Readiness*. Unit initiated joint training exercises are the centerpiece

of this concept. The integration of 99th Army Reserve Command (ARCOM) forces and civilian agencies into these periodic exercises is mutually beneficial. It give both sides of the fence an opportunity to train under more realistic combat training conditions.

### III.C.2. LIST OF RECENT 911TH UNIT INITIATED EXERCISES:

- PITT TRIBUTE: Conducted in June 1993 at Mingo Drop Zone. 17 aircraft from six participating units, saluting military veterans on the anniversary of D-Day, airdropping troops and supplies.
- PITT PROVIDE: Conducted in January 1993 at Franklin, PA. A humanitarian contingency exercise providing the airlift of troops and equipment; a joint exercise with the 99th ARCOM.
- PATRIOT LIFE: Conducted in October 1992 at 5 area locations. A mass casualty exercise involving 225 personnel and 6 different aircraft types from the Army National Guard, Reserve and Active Duty Air Force. A four echelon aeromedical evacuation exercise culminating with an interface with the local medical community.
- NATIONAL DISASTER MEDICAL SYSTEM (NDMS) EXERCISE: Conducted in July 1993 involving the Pittsburgh VA Hospital, ten ambulance services and five local hospitals.
- PATRIOT PITT: Conducted in October 1993. An Air Reserve exercise conducted at Pittsburgh IAP ARS involving 800 personnel, 8 C-130s and 5 C-141s. Seventeen squadrons participated in addition to a Combat Control Team and an Airlift Control Element.
- PATRIOT STEEL 94-01: Conducted at Alpena, MI; Fort Drum, NY; Camp McCoy, WI; Selfridge ARS, MI and Volk Field, WI. Numerous aircraft involved, deploying from Pittsburgh IAP ARS, including C-130s, C-141s, KC-135s and a C-5. Over 1200 personnel participated in this exercise. Joint training included Royal Canadian Air Force personnel, U. S. Coast Guard, Army Special Forces, 10th Mountain Division, aeromedical evacuation units from several locations, two combat control teams, Minneapolis fire fighters and a Security Police squadron from eastern Pennsylvania. This was an intense, large scale exercise designed to test the *Readiness* of the 911th. This exercise was a benchmark among unit initiated exercises.
- PITT LIFE 93: A medical exercise involving 300 personnel, 5 squadrons and other military units, operating jointly with Army Aviation.
- PITT PROVIDE II: Conducted in April 1995. An exercise involving 8 C-130 aircraft and approximately 250 personnel. A joint exercise between the 758th Airlift Squadron and the 99th ARCOM.

These exercises are not directed by the Command. They are planned using the considerable initiative and energy of the organization. More important, these exercises multiply the effectiveness of taxpayer dollars, leveraging realistic training and focusing on joint inter-service operability. The 911th has performed under this credo long before it became a popular term within the military.

III.C.3. The 32nd Aerial Port squadron of the 911th Airlift Wing has initiated a joint training effort called, "Mutual Endeavor". This training plan involves the 1004th Supply Company, the 463rd

Engineering Battalion, Company B, and the 319th Engineering Battalion. The 911th is proud of this initiative which reflects the 911th AW leadership philosophy of inter-service cooperation. "Mutual Endeavor" is representative of the Wing's past performance and indicative of their future plans for quality training.

III.D. MISSION SUPPORT. Pursuit of the Wing vision would be pointless without the availability of experienced and dedicated personnel. The Western Pennsylvania area is a fertile recruiting ground, providing the key link in the Unit's chain of successes. Mission Support provides the full range of military personnel, information management, and family support services to members assigned to the 911th Airlift Wing.

- 80% of the 911th Reservists reside within a 50 mile radius of the Base.
- The 911th has exceeded 100% total end-strength manning for FY 93 and FY 94, significantly greater than the AFRES average.

III.E. LOGISTICS. The Logistics Group has overall responsibility for the maintenance of aircraft, supplying the entire wing with the materials for daily operations, transportation of these materials, and contracting for services and goods.

#### III.F. BASE SUPPORT ORGANIZATIONS.

III.F.1. BASE CIVIL ENGINEERING. At the heart of every installation is the Base Civil Engineering organization. Work by the Civil Engineers affect not only the base, but the community at large.

III.F.1.a. The recent completion of an operational aircraft de-icing pad (which recycles contaminant fluids) is a project that directly impacts the community. The de-icing pad is one of only three in the entire Air Force, and the only one in the Air Force Reserve. Pittsburgh IAP ARS is proud to be a part of maintaining the environment.

III.F.1.b. Additional initiatives have been taken to assure the full capacity and capability of the installation is developed. The Pittsburgh IAP ARS is one of only two Air Reserve installations with the ramp capacity to support all category aircraft--from F-16s to the C-5 and C-17.

III.F.2 BASE CONSOLIDATED COMMUNICATIONS. Another support function, the Consolidated Communications Center, provides vital services that extend well beyond this installation. The Communications Center serves more than 50 federal and community facilities, including the Pennsylvania Air National Guard.

III.F.2.a. The Communications Center was a \$15.1 million dollar investment. The system complies with the Information Highway 2000 initiative and comprises a Local Area Network consisting of state of the art computer and communications equipment. The Pittsburgh IAP ARS communications system is the only operational fiber optics network among Air Reserve installations.

III.F.3. BASE SERVICES. Pittsburgh IAP ARS supports the Pennsylvania Air National Guard and the Military Entrance Processing Service (MEPS), in addition to the 911th Airlift Wing. Pittsburgh

provides billeting, a base gymnasium, base exchange and a consolidated open mess. Base Services hosts the Air National Guard for 2,366 lodging nights and MEPS for 7,138 lodging nights. Pittsburgh is the only one in the Air Force Reserve to operate at a profit.

III.G. COMPTROLLER. As custodians of taxpayer dollars, the 911th Comptroller accurately manages and tracks all funds. The Pittsburgh IAP ARS Base Operating Support (BOS) for fiscal year 1993 was \$10.16 million with an associated manpower figure of 121 personnel.

- A portion of the operating budget is set aside to reimburse the County of Allegheny \$20,000.00 dollars per year. The monies leverage complete Crash, Fire and Rescue services, structural fire protection and paramedic ambulance service. This arrangement with the County is part of the Base lease agreement with Allegheny County.

III.I. OPERATIONS. The 911th Airlift Wing's Operations Group is composed of four units. The 758th Tactical Airlift Squadron, the 911th Aeromedical Evacuation Squadron, the 32nd Aerial Port Squadron and the 911th Operations Support Flight. All of these organizations are integrated to provide complete combat training and wartime readiness. The 758th Airlift Squadron has won the prestigious General Claire B. Chennault Trophy.

III.J. INSTALLATION CAPACITY. The capacity of this compact 115 acre installation has been proven time and again. Many exercises have graphically demonstrated this capacity, both in the ability to absorb personnel, but aircraft and equipment.

III.K. RECENT ACTIVITIES. In addition to the numerous unit initiated exercises, the 911th has participated in a wide variety of activities in support of the Air Force since their outstanding contribution to the Desert Shield/Desert Storm Campaign.

#### III.K.1. LIST OF RECENT MILITARY ACTIVITY:

- OPERATION SOUTHERN WATCH (SAUDI ARABIA AND KUWAIT) 1993: From an operating base in Dhahran, Saudi Arabia, 43 personnel involved in an airlift support rotation.
- PHOENIX OAK (PANAMA): 60 personnel and three aircraft in support of Southern Command at Howard AB, Panama.
- OPERATION RESTORE HOPE (SOMALIA): From the operating base in Rhein-Main, Germany, support airlift operations.
- PHOENIX JACKAL (SOUTHWEST ASIA): 911th Aeromedical Evacuation crews on volunteer standby in support of Central Command (CENTCOM).
- OPERATION UPHOLD DEMOCRACY (HAITI): Wing forces were mobilized on a volunteer basis in support of this operation. Security Police, Aircrews, Aerial Port teams and Aeromedical Evacuation crews were on standby and aircraft were deployed to Haiti.

- CORONET OAK (PANAMA): C-130 aircraft and more than 100 aircrew, maintenance and support personnel were deployed to Howard AB, Panama in support of Southern Command.
- OPERATION PROVIDE COMFORT (TURKEY): From August to October 1994, more than 50 personnel deployed to Incirlik AB, Turkey, airlifting supplies between sites in Turkey and Europe to aid Kurdish people in Northern Iraq.
- OPERATION PROVIDE PROMISE (BOSNIA): From February to July 1993 and November to January 1994, Wing forces forming an Air Reserve Component (ARC) task force operating out of Rhein-Main AB, Germany, airdropping and airlanding food, medicine and supplies to Sarajevo and besieged villages. The 911th was the first Reserve unit to airdrop into Bosnia. The 911th was the first Reserve unit to airdrop food (MREs) using the innovative TRIAD airdrop procedure. This operation was supported by over 150 911th aircrew, maintenance and support personnel.
- EXERCISE THUNDER X (HAWAII): Two C-130s, aircrew and support personnel flying 33 missions in support of the U. S. Army.
- EXERCISE JOINT EFFORT: In March 1992 the 911th Airlift Wing hosted a mass casualty exercise involving 3 C-141 and C-130s and 300 personnel representing 10 units from the Air Force Reserve, U. S. Army and a Combat Control Team.

### III.K.2. LIST OF RECENT HUMANITARIAN AND JOINT CIVILIAN ACTIVITY.

- VADEX 94 (PITTSBURGH IAP ARS): September 1994, a disaster exercise staged on the Pittsburgh IAP ARS installation. The Veterans Administration and 1st Army were supported by 911th Airlift Wing C-130 aircraft and aeromedical and support personnel.
- HURRICANE ANDREW RELIEF (HOMESTEAD, FLORIDA): During August and September 1992 the 911th Airlift Wing responded with 132 sorties, providing 30% of the total Air Force Reserve C-130 airlift, flying nearly twice that of any other unit. Maintenance and support personnel (including a team of Security Police deployed to Homestead) worked 18 hour days in support of this humanitarian effort.
- DANTE II (ANCHORAGE, ALASKA): In June, 1994 the 911th responded to a request from NASA to transport sophisticated robotics to a volcanic site in Alaska.
- UNIT-INITIATED EXERCISES (PITTSBURGH IAP ARS): Numerous exercises with the local medical community and disaster agencies as described in I.B.3.b.
- PRESIDENTIAL SUPPORT (PITTSBURGH IAP ARS): Frequent visits by the President and other dignitaries are expertly supported by the 911th Consolidated Communications, 911th Security Police and support personnel.

- USAIR FLIGHT 427 CRASH (PITTSBURGH, PA): In August 1994, the 911th responded immediately with 500 volunteers, equipment, supplies and facilities. This effort was sustained for nearly a month, 24 hours a day.

III.L. FUTURE EXERCISES. The 911th Airlift Wing is continuing to plan two additional joint forces exercises. This activity is in addition to a demanding training schedule and the support of peacetime and contingency missions whenever the call for volunteers is requested.

- PITT PROVIDE III (PITTSBURGH IAP ARS): Scheduled for August 1995, this exercise expands the scope of activities associated with Patriot Pitt II. Again, the focus of this exercise will be inter-service operability with the 99th ARCOM. A variety of tactical scenarios are planned, including chemical warfare exercises.
- PATRIOT STEEL 95-01(PITTSBURGH IAP ARS): Scheduled for October 1995, this exercise will be based at Pittsburgh IAP ARS for cost saving purposes. Nevertheless, the exercise will run for 7-10 days, with employment operations conducted among 7 forward locations within 150 miles of the Pittsburgh Airport. The focus again will be on intense, realistic training for 911th Reservists and personnel from all services and other Air Force units.

III.M. READINESS AT WORLD CLASS LEVELS. The 911th Airlift Wing strives to be the best. The reason for this extraordinary effort is not for reward or recognition. The 911th feels that intense, quality training is not only the best use of valuable resources, but assures the survivability, versatility and adaptability of their personnel should they be called to perform any contingency or combat mission in the world.

III.M.1. The 911th recognized the potential threat and difficulty of the operation in Bosnia. The Unit took the initiative to train their crews prior to deployment in the exact airfield approach procedure, by simulating Johnstown Airport as Sarajevo. This extra step assures the Unit Commanders that they have used all available resources and time to properly prepare their crews.

III.M.2. On a continuing basis, the 758th Airlift Squadron, of the 911th Airlift Wing, optimizes the utilization of the plentiful and challenging airspace in their local flying area. Afforded the luxury of training in designated mountainous areas or over difficult, non-descript farmland, the best possible training opportunities are made available to their crews.

III.M.3. The development of a large scale drop zone (Mingo DZ), just 25 air miles from Pittsburgh, has given the 911th even greater versatility for airdrop training. Mingo DZ, in addition to Starveggi DZ, provide cost effective tactical training benefits for the Unit. In that driving time and flight time to the Drop Zones is minimal, the training can be supported quite cost effectively.

III.M.4. Although Pittsburgh IAP ARS is associated with an urban area, its location in Southwestern Allegheny County makes the airfield sufficiently remote for military training. Aircrews can begin their tactical low level training almost immediately after takeoff without encroaching on built-up urban populations. The 758th Airlift Squadron Tacticians take full advantage of this unique flying area to maximize aircrew training.

III.N. SUMMARY. The 911th Airlift Wing and Pittsburgh IAP ARS clearly demonstrate capability and capacity. The reliance on the personnel of the Wing is also clear. Dedication to mission and

country are typical of military organizations. However, the spirit of the men and women of the 911th is special. They have proven their military value. Three examples tell about the Wing and the installation:

- The 911th had the first airlift crews in country during Operation Desert Storm. Furthermore, the list of volunteers filled the schedule for months. The 911th demonstrated it's ability to assume it's responsibility in the Total Force concept.
- Before Hurricane Andrew struck Southeast Florida, the 911th leadership, on it's own initiative, convened a crisis action team, prepared airplanes and solicited volunteer aircrew, maintenance, medical teams and supplies and contacted relief agencies in the Pittsburgh area, anticipating the impending disaster. The 911th was prepared and ready to deploy as soon as the devastation to Homestead was evident. The Battle Staff was manned 24 hours a day as crews flew long missions, sustaining support of FEMA.
- Patriot Steel 94-01 was an exercise of remarkable intensity and scope. From the Coast Guard to Canadian Forces, interservice operability was the key theme. For a wing the size of the 911th, the scale and quality of the exercise was an outstanding achievement. Whether measured in terms of sorties, tonnage/personnel airdropped or quality of the scenario, the exercise is a true representation of the effort this Wing makes to fulfill it's vision, "*World's Most Respected Airlift Organization*".

III.O. 911TH AIRLIFT WING MOTTO: "WHATEVER IT TAKES". The crash of USAIR 427 gave a poignant reminder of the quality of the 911th and the capacity of the installation. While supporting civil disaster agencies, the FAA and the NTSB at the crash site, the 911th was supporting morgue operations in three of it's hangars, while maintaining normal base operations and training. Additionally, the 911th was posturing to support Operation Uphold Democracy in Haiti. Exploiting the talent of it's people and the compact efficiency of it's infrastructure and facilities, the 911th performed in an outstanding manner, giving credence to it's motto, "Whatever It Takes".

## Summary of AFRES "Level Playing Field" Deficiencies, Corrections, and New COBRA Results

As noted on page 28 of the Air Force BRAC Analysis and Recommendations, a COBRA "Level-Playing Field" analysis was conducted for each Base in the Category being analyzed. [COBRA is a computer program which predicts Base closure costs and savings based on certain input data].

However, when the Air Force performed this analysis in November 1994, it made a serious error by mistakenly applying critical costs figures for Minneapolis-St. Paul to three other candidate Bases -- O'Hare, Pittsburgh and Niagara. For Pittsburgh, this overstated the communications cost element by 170 percent and the Base Operating Support cost element by 118 percent. Costs were significantly understated for some of the other affected Bases.

In addition, some of the important cost drivers were based on partial-year FY94 figures. For example, the Youngstown actual Non-Payroll RPMA cost is at least 12 times greater than the figure used in the AFRES Level-Play Scenario.

More importantly, when the Level Playing Field Scenarios are re-run with CORRECTED input data (extracted from the Air Force MICRO-BASS Financial Database), the relative standing of the candidate C-130 Bases changes dramatically. Specifically, Pittsburgh moves from second best closure candidate (for Selection Criteria IV and V) to sixth best closure candidate (out of seven Bases). The best closure candidate (Criteria IV and V) switches from O'Hare to Niagara Falls.

The AFRES analysis also failed to fully consider the savings benefits of MILCON cost avoidance at the candidate closure Bases. Pittsburgh has the second lowest projected MILCON budget over the six-year COBRA Analysis period. By contrast, the projected MILCON budget at Youngstown is 775 percent of Pittsburgh's over the same six-year period. When MILCON Cost Avoidance is included in the COBRA "Level-Play" scenarios, Pittsburgh remains the sixth best closure candidate (out of seven). The top closure candidates are Niagara, O'Hare, Youngstown, and Milwaukee. For three of these Bases, the one-time closure cost payoff is IMMEDIATE, due in large part to MILCON cost avoidance.

The same relative standings and similar financial relationships are seen when the so-called "FOCUSED" COBRA scenario (A/C to Dobbins and Peterson) is executed using actual cost data and MILCON cost avoidance dollars.

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Supporting Documents:

- Exhibit A -- A Summary of the Original (flawed) AFRES "Level Playing Field" Scenarios.
- Exhibit B -- A spreadsheet comparing COBRA Input Data with corresponding information on questionnaire responses (used by AFRES to generate input). This spreadsheet clearly shows that Minneapolis-St. Paul cost and facilities data were erroneously used in the O'Hare, Pittsburgh and Niagara Level-Play scenarios. It also illustrates the significant degree (percentages) to which the data for these Bases was corrupted by this error.
- In addition, in certain case, partial-year FY94 data was incorrectly used in the Level-Play scenarios, invalidating basic COBRA model assumptions.
- Exhibit C -- This is a Summary of the **CORRECTED** Level Playing Field Scenarios when correct data are used for all Bases. Pittsburgh now ranks **sixth out of seven** candidate Bases. COBRA indicates that the nation would save an **additional \$54 Million** by selecting a Base for closure **other than Pittsburgh**.
- Exhibit D -- This Summary is identical to Exhibit C, except that the cost saving benefit of MILCON Cost Avoidance at each candidate Base is also included. The contrasts between Pittsburgh and the other better closure candidates becomes even more striking. For three Bases (Niagara, Youngstown and Milwaukee), the Return on Closure Investment is immediate, due in large part to MILCON cost avoidance.
- Exhibit E -- This Summary applies the so-called "Focused" scenario (A/C relocation to Dobbins and Peterson) to all candidate Bases, not just Pittsburgh. Rankings are the same as the Exhibit D results, and two Bases (Niagara and Youngstown) show **immediate** return on the closure investment costs. COBRA predicts an **additional savings** of up to \$59 Million if a Base other than Pittsburgh is selected for closure.

A complete package of supporting documentation, including the COBRA Scenario and Report files, are available upon request.

EXHIBIT A AFRES "LEVEL PLAYING FIELD" RESULTS ARE INVALID

[Incorrect Cost Figures used for three Bases]

COBRA SUMMARY--AFRES-Generated "LEVEL-PLAY" Scenarios (11-17-94)--C-130 Units							
JFK (04-03-95) Excel 4.0		[AF-LVL-B.XLS]					
		[All A/C & 237 Civilian Positions Reassigned to New Orleans, LA]					
<----- More Savings -----BASES----- Less Savings ----->							
<b>RESULTS:</b>		<b>O'HARE</b>	<b>GR-PITT</b>	<b>MILW</b>	<b>NIAG</b>	<b>MI-ST.P</b>	<b>Y-TWN</b>
NPV thru 2015 (\$K)	(152,865)	(137,420)	(124,517)	(123,259)	(118,953)	(107,149)	(60,430)
1-Time Cost (\$K)	14,249	13,921	12,950	13,689	13,707	13,018	12,287
ROI Year	1998	1998	1998	1998	1999	1999	2000
Net MILCON Cost (\$K)	5,500	5,500	5,500	600	5,500	5,500	5,500
6-Year Net Personnel Cost (\$K)	(28,923)	(22,276)	(29,133)	(16,259)	(16,889)	(29,133)	(11,058)
6-Year Net Overhead Cost (\$K)	(21,164)	(22,716)	(13,094)	(22,379)	(21,917)	(7,577)	(9,894)
Moving Cost (\$K)	5,773	5,515	5,805	5,352	5,370	5,828	5,116
Other Net Cost (\$K)	0	0	0	0	0	0	0
Total 6-Year Net Cost (\$K)	(38,814)	(33,978)	(30,922)	(32,686)	(27,935)	(25,382)	(10,336)
Civ Positions Eliminated	142	110	143	81	84	143	56
Civ Positions Reassigned	237	237	237	237	237	237	237
<b>INPUTS:</b>							
Total Civilian Employees	379	347	380	318	321	380	293
Total Base Facilities (KSF)	1,100	1,100	325	1,100	1,100	434	486
RPMA Non-Payroll (\$K)	317	317	198	317	317	152	880
Communications (\$K)	1,301	1,301	919	1,301	1,301	237	138
BOS Non-Payroll (\$K)	4,116	4,116	2,044	4,116	4,116	1,523	2,106
Area Cost Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1-Time Unique Cost (\$K)	0	0	0	0	0	0	0
Per Diem Rate (\$)	105	105	97	98	98	75	143
<b>NOTES:</b>							
(1) The INPUTS shown in boxes above are Mini-St. Paul figures. AFRES ERRONEOUSLY applied them to three other Bases (PITTSBURGH, Niagara and O'Hare), rendering the AFRES analysis INVALID.							
(2) Some cost inputs are partial year only, also rendering this analysis invalid.							
(3) All INPUTS and RESULTS for all Bases are taken from the AFRES-generated "Level-Play" Scenarios (11-17-94).							
(4) Bases are listed in order of decreasing NPV (thru 2015) Savings and Total 6-Year Net Savings (best closure candidates on left).							
(5) AFRES supplied Level-Play Standard Factors File (LEVEL.SFI) used for all Bases without modification.							
BOTTOM LINE: Grossly incorrect cost inputs for Pittsburgh, O'Hare and Niagara render the AFRES "Level-Play" Scenarios INVALID.							

AFRES COBRA Error and FY94 Partial-Year Reporting

Results in Incorrect C-130 Base Rankings

Questionnaire Responses versus COBRA "Level Play" Input Data Comparison

Q-COBRA.XLS (04/08/95)							
1994 COSTS							
Non-Payroll Cost Numbers from Base							
O'HARE	GR-PITT	MILW	NIAG	MI-ST.P	Y-TWN	WIL-GR	
(Most Entries are FY94 PARTIAL YEAR Costs)							
RPMA-Minor Construction (\$K)-xxx76	0.0	0.0	102.0	0.0	105.4	0.0	290.0
RPMA- Real Property Maint. (\$K)-xxx78	0.0	0.0	85.0	0.0	194.3	144.0	541.6
RPMA Total (\$K)	0.0	0.0	187.0	0.0	299.7	144.0	831.6
Communications (\$K)-xxx95	470.0	351.6	868.0	540.0	1,229.2	224.0	130.0
Base Operating Support (\$K)-xxx96	3,276.0	1,883.6	1,932.0	6,438.9	3,889.3	1,439.0	1,990.0
Total Non-Payroll Overhead Costs	3,746.0	2,235.2	2,987.0	6,978.9	5,418.2	1,807.0	2,951.6
(Mini-St. Paul data used for all O'Hare, Pittsburgh and Niagara cost figures -- INCORRECT!)							
AFRES Lvl-Play COBRA Input Data	1100	1100	325	1100	1100	434	486
Total Base Facilities (KSF)	1100	1100	325	1100	1100	434	486.0
COBRA RPMA Input Data (\$K)	317.0	317.0	198.0	317.0	317.0	152.0	880.0
Diff from Quest Response(%)	N/A	N/A	5.9	N/A	5.8	5.6	5.8
COBRA Comm Input Data (\$K)	1,301.0	1,301.0	919.0	1,301.0	1,301.0	237.0	138.0
Diff from Quest Response(%)	176.8	270.0	5.9	140.9	5.8	5.8	6.2
COBRA BOS Input Data (\$K)	4,116.0	4,116.0	2,044.0	4,116.0	4,116.0	1,523.0	2,106.0
Diff from Quest Response(%)	25.6	118.5	5.8	(36.1)	5.8	5.8	5.8
Corrected Lvl-Play COBRA Input Data							
(Average of FY93 & FY94 Costs + 5.8% 2-year Inflation Factor)							
Corrected Total Base Facilities (KSF)	863	482	325	840	1100	434.0	486.0
Corrected COBRA RPMA Input Data (\$K)	2,169.0	2,661.0	1,220.0	2,815.0	2,758.0	2,307.0	880.0
Corrected COBRA Comm Input Data (\$K)	358.0	463.0	1,728.0	701.0	1,612.0	216.0	346.0
Corrected COBRA BOS Input Data (\$K)	4,563.0	1,954.0	2,256.0	6,012.0	2,275.0	2,008.0	2,702.0
Total Non-Payroll Overhead Costs	7,090.0	5,078.0	5,204.0	9,528.0	6,645.0	4,531.0	3,928.0
Percent Change from FY94 Partial Costs:	89	127	74	37	23	151	33
Percent Change from AFRES Lvl-Play Inputs:	24	-11	65	66	16	137	26
NOTES:							
[1] The Mini-St Paul COST figures were ERRONEOUSLY used in the AFRES-Generated "Level Play" Scenarios for O'Hare, Pittsburgh and Niagara.							
[2] The corrected Level Play Cost values are the average of FY93 and 94 costs (from MICRO-BASS April 95 Reports) plus the AFRES 5.8 percent 2-year inflation factor to convert to FY96 dollars.							
[3] Corrected Total Facility area figures for O'Hare and Niagara are from HQ AFRES Installation Summary Report dated 12 Jan 1995							

**CORRECTED "LEVEL PLAYING FIELD" RESULTS CONFIRM THAT PITTSBURGH IS A POOR CLOSURE CANDIDATE**

[without MILCON Cost Avoidance]

COBRA SUMMARY--CORRECTED "LEVEL-PLAY" Scenarios (4-8-95)--C-130 Units							
JFK (04-08-95) Excel 4.0		[All A/C & 237 Civilian Positions Reassigned to New Orleans, LA]					
(LVL-REAL.XLS)							
<-----More Savings-----BASES-----Less Savings----->							
RESULTS:							
NIAG	O'HARE	MILW	Y-TWN	MI-ST.P	GR-PITT	WIL-GR	
NPV thru 2015 (\$K)	(175,939)	(172,074)	(152,898)	(143,595)	(132,343)	(129,894)	(71,307)
1-Time Cost (\$K)	13,696	14,031	12,987	13,103	13,385	12,771	12,392
ROI Year	1998	1998	1998	1999	1998	1998	1999
Net MILCON Cost (\$K)	600	5,500	5,500	5,500	5,500	5,500	5500
6-Year Net Personnel Cost (\$K)	(16,259)	(28,923)	(29,133)	(29,133)	(16,889)	(22,276)	(11,058)
6-Year Net Overhead Cost (\$K)	(39,127)	(27,546)	(22,124)	(19,220)	(26,703)	(21,464)	(13,155)
Moving Cost (\$K)	5,352	5,773	5,805	5,828	5,370	5,515	5,116
Other Net Cost (\$K)	0	0	0	0	0	0	0
Total 6-Year Net Cost (\$K)	(49,434)	(45,196)	(39,952)	(37,025)	(32,722)	(32,725)	(13,597)
Civ Positions Eliminated	81	142	143	143	84	110	56
Civ Positions Reassigned	237	237	237	237	237	237	237
INPUTS:							
Total Civilian Employees	318	379	380	380	321	347	293
Total Base Facilities (KSF)	840	863	325	434	1,100	482	486
RPMA Non-Payroll (\$K)	2,815	2,169	1,220	2,307	2,758	2,661	879
Communications (\$K)	701	358	1,728	216	1,612	463	346
BOS Non-Payroll (\$K)	6,012	4,563	2,256	2,008	2,275	1,954	2,702
Area Cost Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1-Time Unique Cost (\$K)	0	0	0	0	0	0	0
Per Diem Rate (\$)	98	105	97	75	98	105	143
NOTES:							
[1] The INPUTS shown in boxes above were CORRECTED to fix an AFRES error that had assigned Mini-St. Paul costs to three other Bases [PITTSBURGH, Niagara and O'Hare], rendering the AFRES analysis INVALID.							
[2] All Cost INPUTS CORRECTED from FY94 Partial Year to average of FY93/94 FULL YEAR Costs.							
[3] All other inputs are from AFRES "Level-Playing Field" Scenarios (11/17/94)							
[4] Bases are listed in order of decreasing NPV (thru 2015) Savings and Total 6-Year Net Savings (best closure candidates on left).							
[5] AFRES-supplied Level-Play Standard Factors File (LEVEL.SFF) used for all Bases without modification.							
BOTTOM LINE: In the CORRECTED Level-Play scenario, the nation would SAVE up to \$54 million by selecting one of the five other listed C-130 Bases that yield higher net savings compared to Pittsburgh.							

**EXHIBIT D INCLUDING MILCON COST AVOIDANCE FIGURES FURTHER INCREASES THE SPREAD BETWEEN PITTSBURGH AND OTHER CANDIDATES**

<b>COBRA SUMMARY--CORRECTED "LEVEL-PLAY" Scenarios (4-8-95)-C-130 Units [with MILCON]</b>							
JFK (04-08-95) Excel 4.0	[All A/C & 237 Civilian Positions Realigned to New Orleans, LA]						
(LVL-MCP.XLS)	[MILCON Cost Avoidance Figures included for each Base]						
	<----- More Savings -----BASES ----- Less Savings ----->						
<b>RESULTS:</b>	<b>NIAG</b>	<b>O'HARE</b>	<b>Y-TWN</b>	<b>MILW</b>	<b>MI-ST.P</b>	<b>GR-PITT</b>	<b>WIL-GR</b>
NPV thru 2015 (\$K)	(192,579)	(178,822)	(172,643)	(167,954)	(139,294)	(133,471)	(71,307)
1-Time Cost (\$K)	13,696	14,031	13,103	12,987	13,385	12,771	12,392
ROI Year	Immediate!	1998	Immediate!	Immediate!	1998	1998	1999
NPV Savings Re: GR-PITT	144%	134%	129%	126%	104%	100%	53%
Net MILCON Cost (\$K)	(16,456)	(2,190)	(24,600)	(10,009)	(1,945)	1,615	5500
6-Year Net Personnel Cost (\$K)	(16,259)	(28,923)	(29,133)	(29,133)	(16,889)	(22,276)	(11,058)
6-Year Net Overhead Cost (\$K)	(39,127)	(27,546)	(19,220)	(22,124)	(26,703)	(21,464)	(13,155)
Moving Cost (\$K)	5,352	5,773	5,828	5,805	5,370	5,515	5,116
Other Net Cost (\$K)	0	0	0	0	0	0	0
Total 6-Year Net Cost (\$K)	(66,490)	(52,886)	(67,125)	(55,461)	(40,167)	(36,610)	(13,597)
Civ Positions Eliminated	81	142	143	143	84	110	56
Civ Positions Realigned	237	237	237	237	237	237	237
<b>INPUTS:</b>							
Total Civilian Employees	318	379	380	380	321	347	293
Total Base Facilities (KSF)	840	863	434	325	1,100	482	486
RPMA Non-Payroll (\$K)	2,815	2,169	2,307	1,220	2,758	2,661	879
Communications (\$K)	701	358	216	1,728	1,612	463	346
BOS Non-Payroll (\$K)	6,012	4,563	2,008	2,256	2,275	1,954	2,702
Area Cost Factor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
1-Time Unique Cost (\$K)	0	0	0	0	0	0	0
Per Diem Rate (\$)	98	105	75	97	98	105	143
<b>NOTES:</b>							
[1]	All Non-MILCON inputs identical to Exhibit C.						
[2]	MILCON Cost Avoidance Figures based on published MILCON plans for each Base.						
[3]	Bases are listed in order of decreasing NPV (thru 2015) Savings and Total 6-Year Net Savings (best closure candidates on left).						
[4]	AFRES-supplied Level-Play Standard Factors File (LEVEL.SFF) used for all Bases without modification.						
<b>BOTTOM LINE:</b> In the CORRECTED Level-Play scenario with MILCON COST AVOIDANCES included,							
the nation will save between \$6 Million and \$59 Million by selecting one of the five other listed C-130 Base							
that yield higher net savings compared to Pittsburgh!							

## MCP COST AVOIDANCE FIGURES FOR COBRA ANALYSES

COST AVOIDANCE--MILITARY CONSTRUCTION PROJECTS [MCP/P341] -- FY1996 through FY2001							
MCPAVOID.XLS (4-8-96)							
	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
YOUNGSTOWN	22,700,000	1,500,000	1,800,000	0	0	4,100,000	30,100,000
NIAGARA	18,645,000	1,600,000	611,000	0	1,100,000	0	21,956,000
MILWAUKEE	9,300,000	4,234,000	1,575,000	0	0	400,000	15,509,000
MINN-ST. PAUL	2,018,000	0	974,400	4,453,100	0	0	7,445,500
O'HARE	990,000	0	0	0	0	6,700,000	7,690,000
PITTSBURGH	552,000	0	1,430,900	468,600	1,432,900	0	3,884,400
WILLOW GR.	0	0	0	0	0	0	0
<b>NOTES:</b>							
[1] The above information was extracted from.....							
...							

**EXHIBIT E COBRA "FOCUSED" SCENARIOS YIELD HIGHER SAVINGS WHEN APPLIED TO BASES OTHER THAN PITTSBURGH**

COBRA SUMMARY--"FOCUSED" Scenarios (4-9-95)--C-130 Units [with MILCON]							
JFK (04-09-95) Excel 4.0		[A/C & 52 Civilians to Dobbins; A/C & 53 Civilians to Peterson]					
(FOC-MCP.XLS)		[MILCON Cost Avoidance Figures included for each Base]					
<-----More Savings-----BASES-----Less Savings----->							
RESULTS:		NIAG	O'HARE	Y-TWN	MILW	MI-ST.P	GR-PITT
NPV thru 2015 (\$K)		(262,592)	(253,553)	(241,622)	(237,184)	(210,238)	(202,509)
1-Time Cost (\$K)		23,104	23,458	22,565	22,433	22,761	22,265
ROI Year		Immediate!	1998	Immediate!	1998	1998	1998
NPV Savings Re: GR-PITT		130%	125%	119%	117%	104%	100%
Net MILCON Cost (\$K)		(20,956)	(6,690)	(29,100)	(14,509)	(6,445)	(2,882)
6-Year Net Personnel Cost (\$K)		(43,915)	(56,565)	(56,775)	(56,775)	(44,519)	(49,925)
6-Year Net Overhead Cost (\$K)		(37,569)	(27,172)	(16,638)	(19,788)	(25,077)	(18,980)
Moving Cost (\$K)		4,211	4,637	4,726	4,687	4,171	4,453
Other Net Cost (\$K)		15,000	15,000	15,000	15,000	15,000	15,000
Total 6-Year Net Cost (\$K)		(83,229)	(70,790)	(82,787)	(71,385)	(56,870)	(52,334)
Civ Positions Eliminated		213	274	275	275	216	242
Civ Positions Reassigned		105	105	105	105	105	105
INPUTS:							
Total Civilian Employees		318	379	380	380	321	347
Total Base Facilities (KSF)		840	863	434	325	1,100	482
RPMA Non-Payroll (\$K)		2,815	2,169	2,307	1,220	2,758	2,661
Communications (\$K)		701	358	216	1,728	1,612	463
BOS Non-Payroll (\$K)		6,012	4,563	2,008	2,256	2,275	1,954
Area Cost Factor		1.00	1.00	1.00	1.00	1.00	1.00
1-Time Unique Cost (\$K)		0	0	0	0	0	0
Per Diem Rate (\$)		98	105	75	97	98	105

**NOTES:**

[1] Analysis uses AFRES-supplied "Focused" Scenario by substituting the corresponding personnel strength, RPMA/Comm/BOS costs, distances, and MILCON cost avoidances for each candidate Base.

[2] MILCON Cost Avoidance Figures based on published MILCON plans for each Base.

[3] Bases are listed in order of decreasing NPV (thru 2015) Savings and Total 6-Year Net Savings (best closure candidates on left).

[4] AFRES-supplied Final Standard Factors File (FINAL.SFF) used for all Bases without modification.

**BOTTOM LINE:** Same as Exhibit D. The \$59 Million additional savings potential remains if a Base other than Pittsburgh is selected.

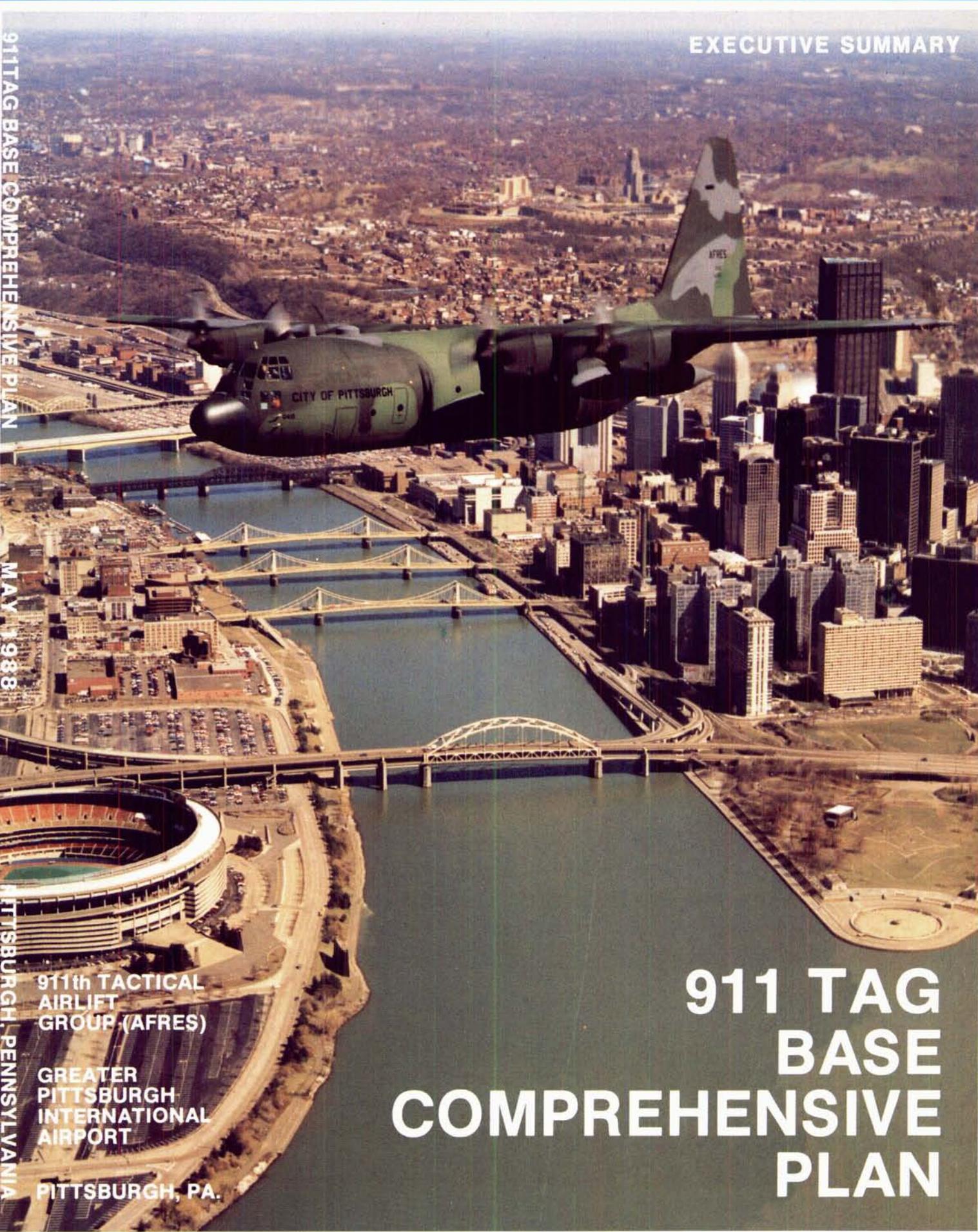
FY93 and FY94 BASE OPERATING COSTS (NON-PAYROLL)--from MICRO-BASS Reports (April 95)																
MICROBAS.XLS	<----HIGHEST NON-PAYROLL COSTS-----BASES-----LOWEST NON-PAYROLL COSTS----->															
(4-8-95)	NIAGARA		O'HARE		MINI-ST.PAUL		MILWAUKEE		GR-PITT		Y-TOWN		WILL-GR		AVERAGES	
	FY93	FY94	FY93	FY94	FY93	FY94	FY93	FY94	FY93	FY94	FY93	FY94	FY93	FY94	FY93	FY94
Envir Compl	349	222	481	268	335	564	331	131	185	682	208	1210	49	56	276.9	447.6
[PEC xxx56]	Avg:	285.5	Avg:	374.5	Avg:	449.5	Avg:	231.0	Avg:	433.5	Avg:	709.0	Avg:	52.5	Avg:	362.2
Minor Construct	387	290	257	451	495	763	319	775	597	1319	794	789	0	529	407.0	702.3
[PEC xxx76]	Avg:	338.5	Avg:	354.0	Avg:	629.0	Avg:	547.0	Avg:	958.0	Avg:	791.5	Avg:	264.5	Avg:	554.6
Real Prop Maint	1302	3343	1596	1796	2820	1135	613	600	2089	1025	1731	1048	667	465	1545.4	1344.6
[PEC xxx78]	Avg:	2322.5	Avg:	1696.0	Avg:	1977.5	Avg:	606.5	Avg:	1557.0	Avg:	1389.5	Avg:	566.0	Avg:	1445.0
Communications	562	763	375	301	1437	1611	2178	1088	392	483	214	195	504	151	808.9	656.0
[PEC xxx95]	Avg:	662.5	Avg:	338.0	Avg:	1524.0	Avg:	1633.0	Avg:	437.5	Avg:	204.5	Avg:	327.5	Avg:	732.4
Base Oper Sppt	5300	6065	4979	3647	1990	2311	2095	2170	1852	1841	2003	1792	2427	2680	2949.4	2929.4
[PEC xxx96]	Avg:	5682.5	Avg:	4313.0	Avg:	2150.5	Avg:	2132.5	Avg:	1846.5	Avg:	1897.5	Avg:	2553.5	Avg:	2939.4
TOTAL (w/o xxx56)	7551	10461	7207	6195	6742	5820	5205	4633	4930	4668	4742	3824	3598	3825	5710.7	5632.3
	Avg:	9006.0	Avg:	6701.0	Avg:	6281.0	Avg:	4919.0	Avg:	4799.0	Avg:	4283.0	Avg:	3711.5	Avg:	5671.5
TOTAL (w/ xxx56)	7900	10683	7688	6463	7077	6384	5536	4764	5115	5350	4950	5034	3647	3881	5988	6079.9
	Avg:	9291.5	Avg:	7075.5	Avg:	6730.5	Avg:	5150.0	Avg:	5232.5	Avg:	4992.0	Avg:	3764.0	Avg:	6033.7
<b>COBRA INPUT DATA (FY93/94 AVG WITH 5.8 PERCENT TWO-YEAR INFLATION FACTOR)</b>																
PEC xxx76 + xxx78		2815		2169		2758		1220		2661		2307		879		
PEC xxx95		701		358		1612		1728		463		216		346		
PEC xxx96		6012		4563		2275		2256		1954		2008		2702		
<b>NOTES:</b>																
[1] Bases are listed in order of decreasing Non-Payroll Operating Costs (w/o PEC xxx56). These are the non-payroll costs used in the COBRA analysis.																
[2] All data were extracted from MICRO-BASS database reports generated in the first week of April 1995. This was necessary because questionnaire responses supplied by AFRES were incomplete, and in some cases contained only partial-year information.																
[3] All costs in \$K.																

EXECUTIVE SUMMARY

911TAG BASE COMPREHENSIVE PLAN

MAY 1988

PITTSBURGH, PENNSYLVANIA



911th TACTICAL AIRLIFT GROUP (AFRES)

GREATER PITTSBURGH INTERNATIONAL AIRPORT

PITTSBURGH, PA.

# 911 TAG BASE COMPREHENSIVE PLAN



**DEPARTMENT OF THE AIR FORCE**  
 HEADQUARTERS 911TH TACTICAL AIRLIFT GROUP (AFRES)  
 GREATER PITTSBURGH INTL AIRPORT, PITTSBURGH, PA 15231

It is my pleasure to present the Base Comprehensive Plan document to the 911th Tactical Airlift Group, Headquarters AFRES and Air Force Headquarters. The plan provides an organized and comprehensive approach to future base planning. It will eliminate inefficient land use and reduce future siting conflicts and unnecessary project expenditures.

The plan provides for the future siting of all known or anticipated military construction projects and provides the background information essential for knowledgeable land use decisions and facility sitings not specifically identified in the plan.

The Base Comprehensive Plan is intended to be the primary planning tool of the base to be used in all future land use actions and facility sitings. It is to be followed as much as possible, yet it is not an inflexible document. It can be modified when fully justified and in the best interest of the Air Force.

The need to use our land wisely, the current environmental constraints, and the probability of reduced government spending make it essential that we avoid incompatible future development and that we plan intelligently for our role in the future mission of national defense.

I endorse this Base Comprehensive Plan and trust that future planning and programming actions by base and headquarters personnel will be accomplished with primary emphasis on the long range plan.

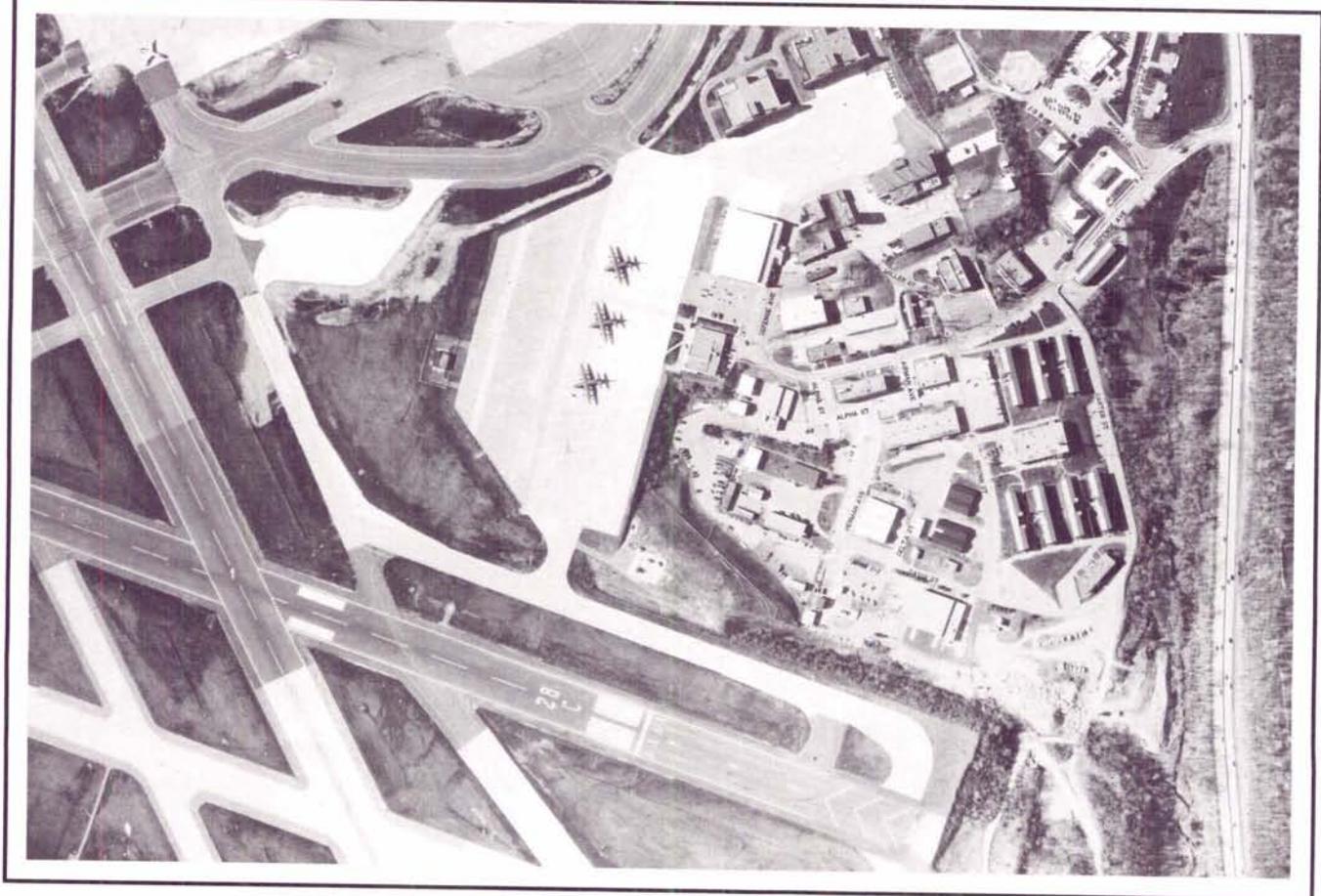
  
 SAMUEL G. WOODROW, Colonel, USAFR  
 Commander

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...The 911th Tactical Airlift Group (AFRES) At The Greater Pittsburgh International Airport (10/86)



Chapter I

# COMMANDER'S SUMMARY

## INTRODUCTION

The 911 TAG (AFRES) is located on the east side of the Greater Pittsburgh International Airport (GPIA). The 911th occupies 106 acres, has a UTA weekend population of 1,372 persons, and eight C-130 aircraft for use in its airlift mission.

The purpose of this plan is to inventory and analyze existing facilities, establish future needs, and prepare plans for the orderly and comprehensive future development of the base. The plan preparation and review process included the 911th staff, HQ/AFRES, and the consultant over a 20-month period.

Exhibit 1.1t: List Of Short Range New Facility Proposals

NUM	AFC	FACILITY	AREA	OTHER	YC
00130	1	PARKING APRON EXPAN	40,100 SY		XX
	2	A/PORT TNG FAC ADDN	4,600 SF		87
00405	2	COMM FCLTY W/ADDN	1,692 SF		90
	2	HANGAR/SHOPS/DCM*	49,000 SF		XX
00342	7	33RD AEROMED EVAC SQ	15,000 SF		XX
	3	BE STORAGE ADDN	1,200 SF		88
	3	MASK CONFIDENCE BLDG	600 SF		89
	3	ATV STORAGE/WSSF	462 SF		89
	3	IMPR BASE ACCESS			89
	3	WATER STORAGE TANK		300 MG	89
	3	BCE COMPLEX	27,600 SF		92
	3	FIRING RANGE: OFFBASE			21 FP
	4	TRAFFIC CHK HSE	144 SF		89
	4	CONVERT: SM ARMS/WSSF	6,173 SF	6173	92
00221	4	CONVERT: SM ARMS/WSSF	6,173 SF	6173	92
00120	5	GYMNASIUM ADDITION	2,500 SF		87
	7	MED TRAINING CLINIC	11,250 SF		91
00219	9	CONVERT TO VOQ	12,967 SF	56 PN	XX
00218	9	CONVERT TO VOQ	12,967 SF	56 PN	XX
00217	9	UPGRADE VAQ	12,967 SF	56 PN	XX

\*New 53,000 SF hangar includes:  
 ...25,000 SF hangar area @ 160' x 160'  
 ...16,000 SF shop space @ 50' x 160' x 2 sides  
 ... 8,000 SF admin. @ 50' x 160' on 2nd floor  
 ... 4,000 SF mobility storage

### SELECTED SHORT RANGE PLAN/CIP

The short range plan or CIP proposals include:  
 ...Demolition of existing buildings, as shown below, is proposed primarily in the BCE area and the General Purpose Shops (Building 418)\* area in order to provide space for new buildings.

...Two additional land areas, with a total of ± 17 acres, would be requested for leasing from the GPIA, as shown by the map on the next page.

...Apron expansion would occur on the added parcel to the west, permitting the 911 TAG to expand from the present eight C-130's to 16 C-130's, with four hangar positions (including a new hangar) and at least 12 apron positions. If the

\*Present occupants of 418 will be temporarily housed as follows while awaiting completion of new hangar: Shops and mobility storage to 129; administrative to trailers or temporary structures near hangars 129 or 417.

...Location of proposals

Exhibit 1.2m: Short

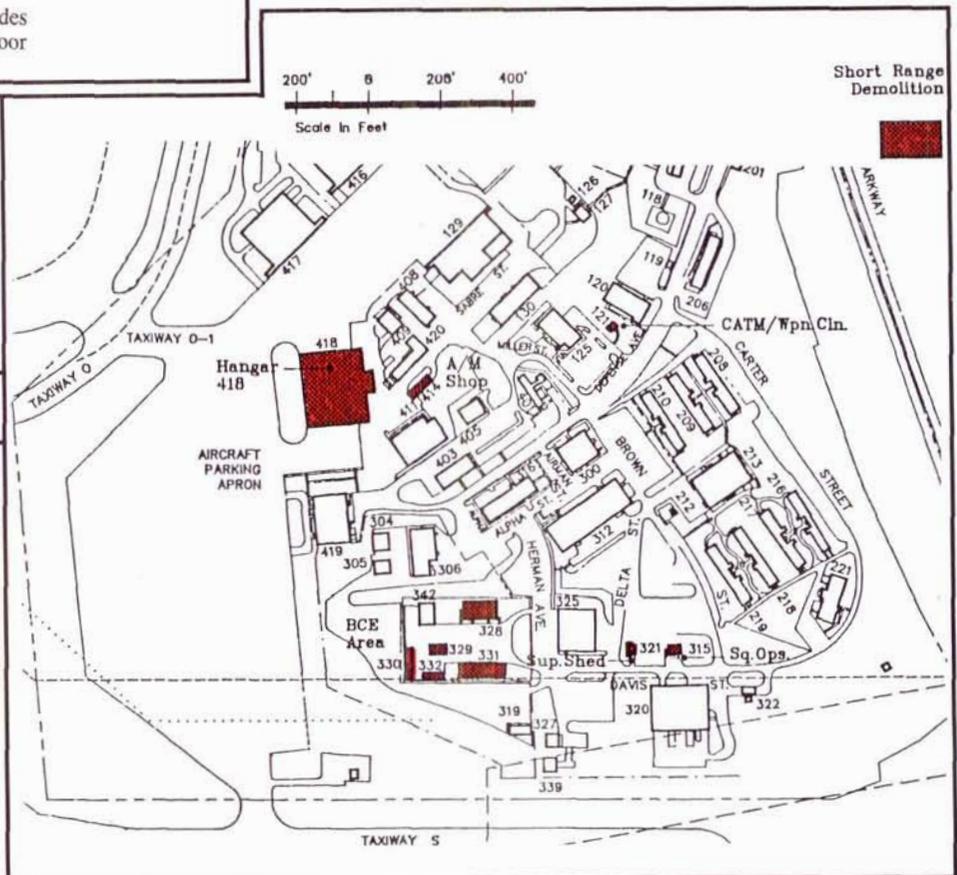
Range

Demolition

Proposals

...List of Demolitions

NUM	AFC	FACILITY	AREA
00100	4	TRAFFIC CHK HSE	144 SF
00121	3	CATM/WPN CLN	218 SF
00315	2	SQ OPS	1,000 SF
00321	3	SHED SUP &	
		EQUIP BSE	462 SF
00328	3	BE ADMIN	4,800 SF
00329	3	BE MAINT SHP	1,221 SF
00330	3	BE STOR SHED	1,822 SF
00331	3	BE MAINT SHP	5,166 SF
00332	3	BE STOR CV	
		FCLTY	1,200 SF
00414	2	SHP A/M ORGL	1,637 SF
00418	2	ACFT MAINT SHP	48,793 SF



new C-130's were assigned in units of four, less expansion area would be required initially from the GPIA.

...A new Entry Area would be built on the second added tract, with access coming from the new Airport Parkway interchange at Thorn Run Road. The new Entry Road would connect with Defense Avenue near the POL. The existing entrance would then be closed since its land area would be required for one of the new interchange ramps.

...A new clinic would be built adjacent to the existing clinic, and a 33rd AES facility would be built on the second tract, with

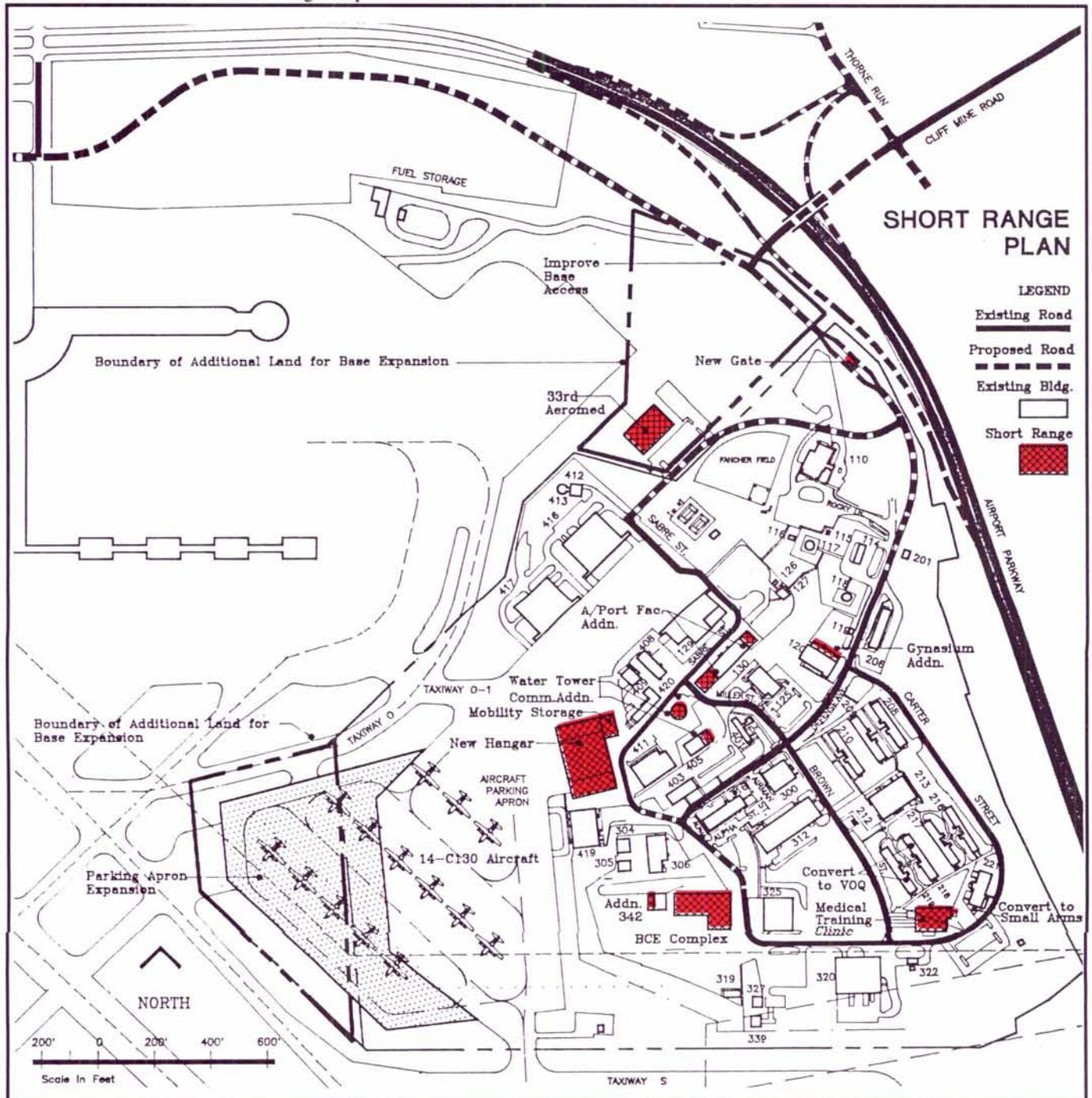
access coming from a new road connecting the Entry Area with Sabre Street.

...A new BCE facility, with two stories, would be constructed in the existing BCE area. Only open storage for the BCE facility would be permitted south of the RW building restriction line.

...A new Hangar with shops, DCM and mobility storage would be built on the site of demolished building 418. The new hangar would be required to service the C-130 expansion to 16 aircraft.

...Other proposals include altering buildings 218 and 219 for VOQ use, and upgrading 217 as a VAQ facility. Building 221 will be converted for Small Arms use.

Exhibit 1.3m: Location Of Short Range Proposals For New Facilities



SELECTED LONG RANGE PLAN

The long range plan proposals for the Pittsburgh AFRES base are described by the text, tables, and maps on these facing pages.

...*GPIA New Terminal* - The major changes proposed for the AFRES base are dependent upon the GPIA construction of its new passenger terminal on airport land to the west....,thereby leaving its existing terminal and apron available for another use.

...*An Additional Land Lease* of ± 77 acres would be requested from the GPIA officials after their terminal activities are moved. Added to the previous ± 17 acres requested for short range needs, the total added lease area would be ± 94 acres....only slightly less than the existing AFRES area of 105.7 acres.

If less than the ± 77 acres were to be available, a second option, using only ± 50 additional acres, would exclude the land north of the AFRES future apron and north of fuel storage area (see Exhibit 1.5m).

...*New Aircraft* - The major purpose for leasing more land from the GPIA would be to permit the 911 TAG to accommodate new and larger aircraft, such as 16 C-141's or 12 C-17's.

...*Apron Expansion*, as shown by the map to the right, to accommodate 16 C-141's would require a 991' x 1,910' area (or 43.5 acres) plus space for two transient aircraft. An apron for 12 C-17's would require a 1,005' x 1,540' area (or 36 acres) plus space for two transient aircraft. The apron area could be reduced to the extent that hangar space is used for aircraft parking.

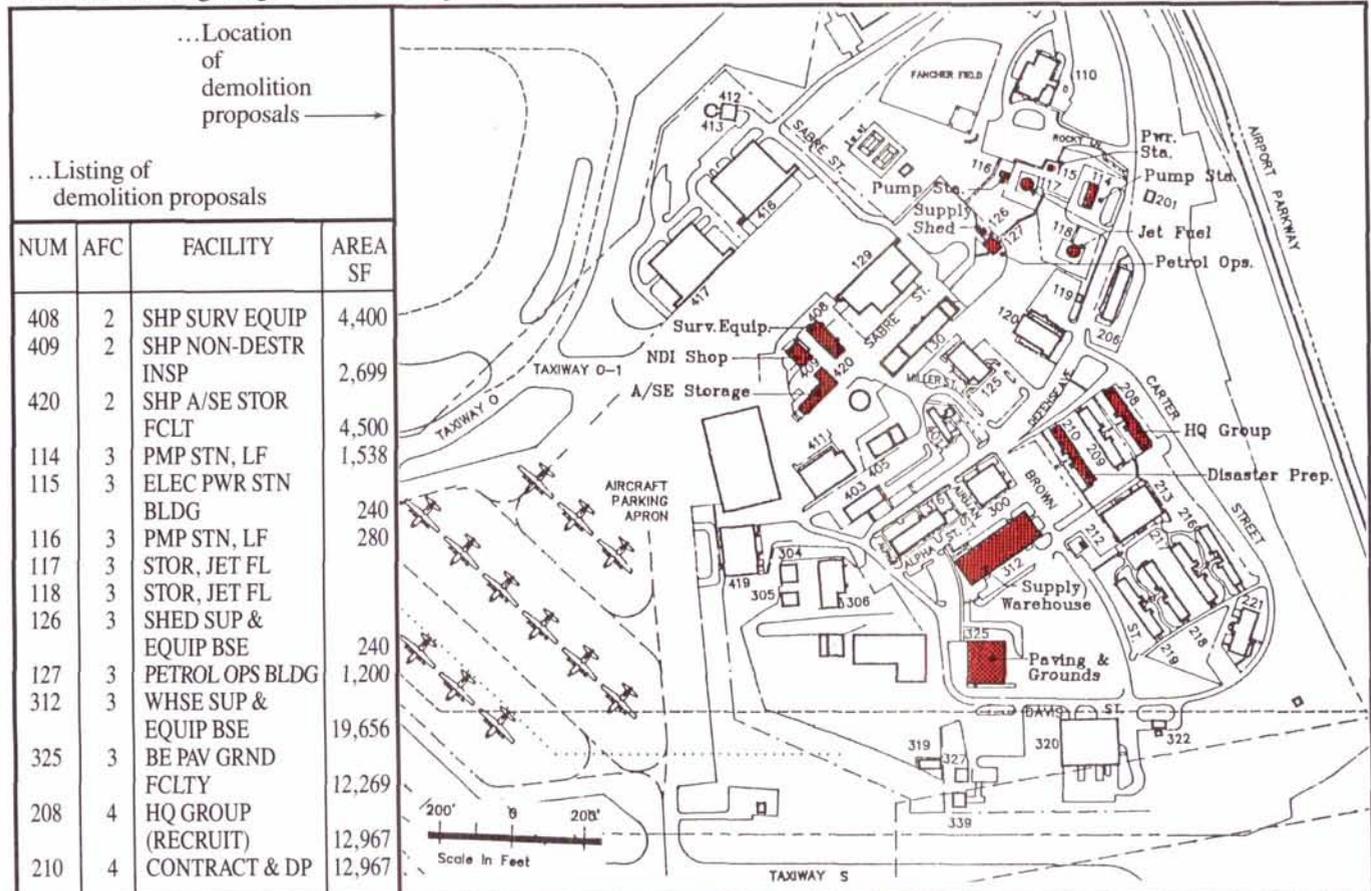
...*Maintenance Hangar Expansion* - To accommodate the larger aircraft, existing hangars (129, 416, 417, and the new hangar built as part of the short range plan) would have to be expanded and/or new hangars constructed. The required hangars would provide for scheduled maintenance, unscheduled maintenance, and a fuel cell dock. The hangars could fully enclose the aircraft or act as nose docks with the aircraft tail sticking out. The 16 C-141's would require four hangars, while the 12 C-17's would require only three.

...*New AGE, etc.* - To replace the demolished buildings 408, 409, and 420, a new facility would be built to house AGE, NDI, and the survival equipment shop for a total of approximately 12,000 square feet. As another alternative, existing hangar 129 might be used for these three functions if it's not required for continued use as a hangar.

...*POL* - The new POL would make use of the existing GPIA facility to the north, and permit demolition of the present POL and converting its area to landscaping and recreation. If the GPIA facility were not used for any reason, the existing POL would have to be expanded and upgraded as a second choice.

...*Supply, BCE, etc.* - In the southern part of the base, three activities would be allocated larger and more efficient work areas: (1) the existing Supply Building (320) would be converted to vehicle maintenance and vehicle covered storage with open storage yards adjacent; (2) the existing vehicle maintenance buildings (304, 305, 308) would be converted to use by BCE Roads and Grounds, adjacent to the other BCE facilities; and (3) a new Supply facility would be built opposite building 320, and

Exhibit 1.4m: Long Range Demolition Proposals



the area to the west and north (where buildings 312 and 325 have been demolished) will be used for open storage.

...Upgrade 208, 209, 210 area by (1) demolishing building 208 and developing a POV parking lot; (2) upgrading building 209, VAQ; and (3) demolish 210, and replace it on site with a new administration building.

...Access & Street improvements would include a second gate, for emergency use, north of the new POL; new government vehicle only roads along the expanded apron, and new POV roads in the expansion area.

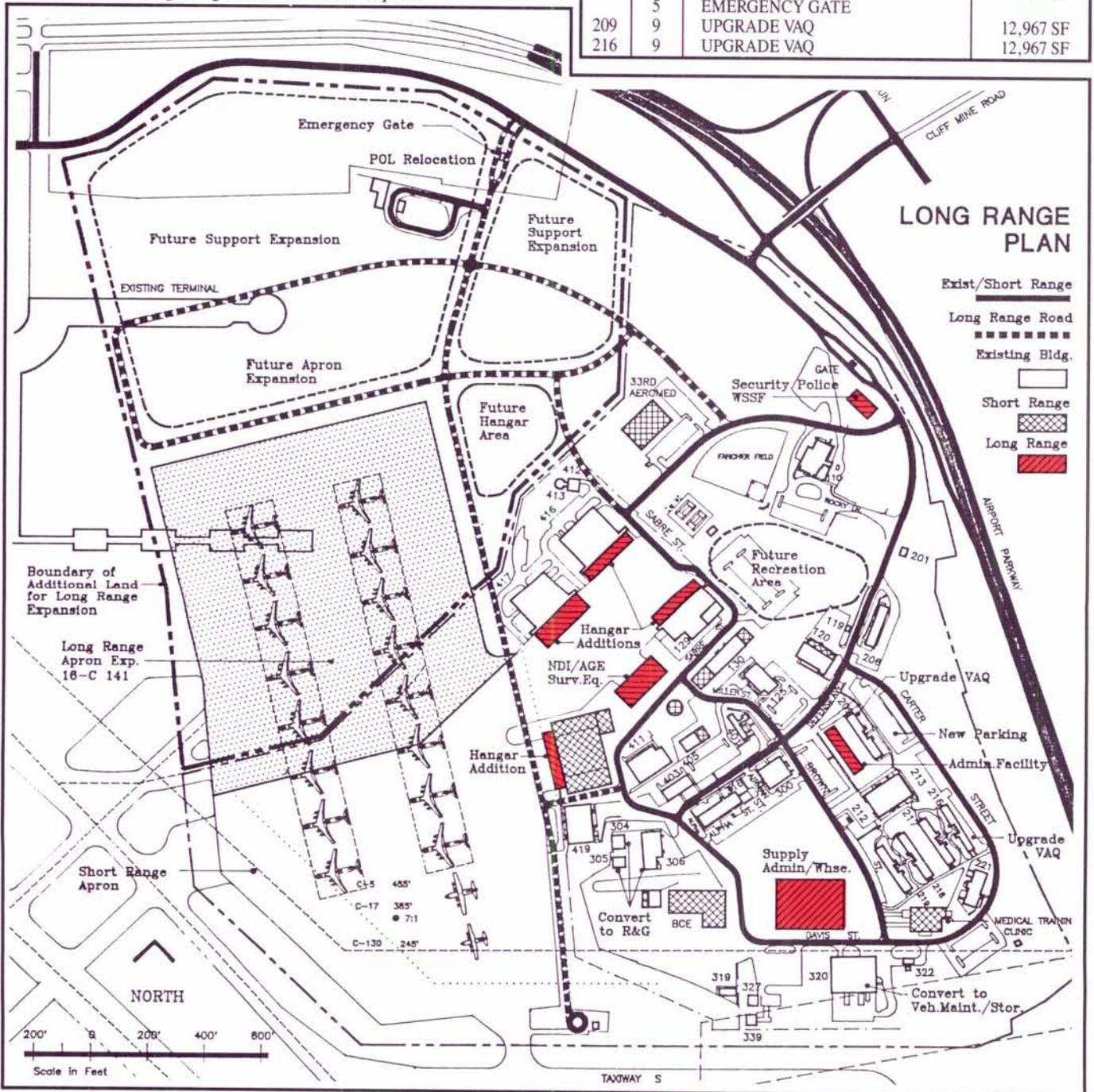
...Demolitions are listed and located to the left.

...Future expansion areas exist to the north.

Exhibit 1.6t: List Of Long Range Proposals

NUM	AFC	FACILITY	AREA
129	1	PARKING APRON EXPAN	115,700 SY
416	2	HANGAR ADDITION	8,200 SF
417	2	HANGAR ADDITION	8,200 SF
	2	HANGAR ADDITION	14,350 SF
	2	SR HANGAR ADDITION	8,200 SF
	2	NDI/AGE/SURV EQUIP	12,000 SF
304	3	CONVERT TO BE PAV/GR	2,000 SF
305	3	CONVERT TO BE PAV/GR	1,767 SF
306	3	CONVERT TO BE PAV/GR	8,440 SF
320	3	CONV VEH MAINT/STOR	18,544 SF
	3	SUPPLY ADM/WHSE	38,635 SF
	3	REPLACE POL	
	4	SECURITY POLICE/WSSF	5,000 SF
	4	ADMIN FACIL	13,000 SF
	5	EMERGENCY GATE	
209	9	UPGRADE VAQ	12,967 SF
216	9	UPGRADE VAQ	12,967 SF

Exhibit 1.5m: Long Range New Facilities Proposals



Chapter II

# BASE AND COMMUNITY BACKGROUND

## INTRODUCTION

The purpose of this chapter is to provide the reader with background information on Pittsburgh and the AFRES base.

## GREATER PITTSBURGH AREA

The Greater Pittsburgh area, as shown below, includes five counties with a population of about 2.4 million people. The Greater Pittsburgh International Airport (GPIA) is located in the western part of Allegheny County, about 15 miles from Downtown Pittsburgh. Other area features include:

...*Allegheny County* contains 130 municipalities (townships, boroughs, and cities), of which Pittsburgh is the largest with eight percent of its land area (55.5 out of 730 square miles) and 28 percent of its population.

...*A population decrease* is estimated for Pittsburgh and Allegheny County between 1980 and 1990.

...*The GPIA* is located within Findlay and Moon Townships, with the Air Force Reserve Base situated entirely within Moon Township.

...*The GPIA region* is one of the most rapidly expanding areas in southwest Pennsylvania in terms of business, residential, and light industrial growth... and the generation of community-wide income. The GPIA is considered to be the major reason for this growth, as well as a major employer with over 10,000 jobs.

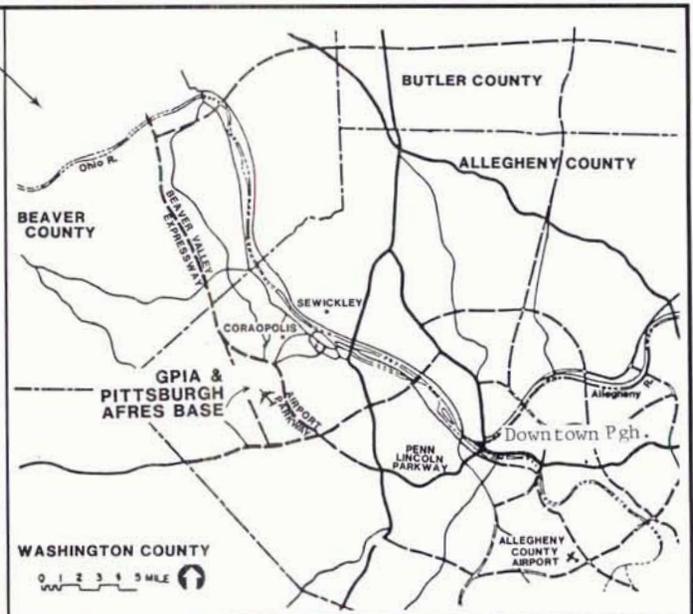
Exhibit 2.2t: Population Figures

Place	1980 Pop.	1985 Est.	80-90 Change
..Pennsylvania	11,864,720	11,900,222	
..Pittsburgh CMSA*	2,263,894	2,390,100	
..Allegheny County	1,450,195	1,430,375	-4%
..Pittsburgh	423,960	396,625	-14%
..Moon Township	20,935	23,205	+19%
..Findlay Township	4,573	4,669	+2%

\*CMSA-consolidated metro area; includes Allegheny, Beaver, Fayette, Washington, Westmoreland counties.

Exhibit 2.1p:

Airport Location Within Greater Pittsburgh Area  
 ↳ Downtown Pittsburgh View From Mt. Washington



## 911 TAG PROFILE

Some of the major physical features of the 911 TAG area include:

- ...105.7 acres of land area
- ...1,372 persons on base during a Unit Training Assembly (UTA) weekend
- ...1,000 ± POV vehicles on base during a UTA weekend
- ...60 ± buildings
- ...Eight C-130 (H Model) aircraft
- ...A few linear miles of streets and overhead and underground utilities

On a UTA weekend, the base activity equals that of a small city with its own police and traffic control, industries, restaurants, sports center, chapel, clinic and dormitories.

### MISSION

The mission of the 911 TAG (AFRES) is to organize, recruit, and train Air Force Reservists to provide airlift of airborne forces, their equipment and supplies, and delivery of these forces and material by airdrop, airland, or cargo extraction systems.

### HISTORY AND POPULATION

Air Force interests at the Greater Pittsburgh International Airport date to 1942 and 1944 when federal funds were approved for construction work, a lease was negotiated with Allegheny County for what is now the Air Force Reserve site, and some temporary WWII type buildings constructed. By 1945, the facility was in use by the Air Transport Command as a refueling stop for ferrying of aircraft.

From 1945 to 1972, the base served several types of aircraft for several different Air Force commands. Since 1972, the host unit has been the 911th TAG, with its gaining command being the Military Airlift Command.

Base population figures by employment category are shown by the table below. The population total represents all base personnel, military and civilian. During a UTA weekend, the maximum population present in an eight hour period is 1,372. The base has bedspace for 330 persons.

Exhibit 2.3t: Population Figures For 911 TAG

Category	UTA Weekend	Normal Weekday
..Non-ART (Air Reserve Technician)	59	233
..ARTs-Officer -Airmen	13 125	
..Non Appropriated Fund	31	31
..Tenants-Civilian -Military -Active Duty	14 2 3	26 22 3
..Reserves-Officer -Airmen	187 938	0 0
<b>TOTAL</b>	<b>1,372</b>	<b>453</b>

## NEEDS AND OBJECTIVES

Some of the major needs and objectives, developed during the inventory and analysis work, include the following:

...*Exterior Access* is very much in need of improvement since it now consists of only one entry/exit at grade onto the Airport Parkway which is a heavily travelled highway.

...*Flexibility and Expansion* - The tightly packed existing base needs breathing room for flexibility and mission expansion possibilities. Any additional land would have to come from the GPIA.

...*Additional Apron* is needed in order to accommodate an increased aircraft mission. Construction of new facilities generally is dependent upon demolition of existing buildings since there are few development sites remaining that are vacant.

### CONSTRAINTS

The combination of steep topography and tight boundaries present formidable obstacles to the future development of the 911 TAG. As shown by the aerial photo below, the adjacent and restrictive boundaries include:

- ...The Airport Parkway to the east.
- ...Two GPIA runways to the south and west, along with the building restriction lines 750' from each runway centerline and aircraft parking setbacks at 500'.
- ...The GPIA terminal area and commercial aircraft parking to the north and northwest.

The steep terrain (a 130' decline from the apron to the adjacent creek) not only restricts site development opportunities, but also makes movement of people and vehicles extremely difficult when it rains or snows.

Exhibit 2.4p: 911 TAG Site Constrained From All Sides







Chapter IV

# SUMMARY OF COMPONENT PLANS

FOR THE  
911 TAG  
COMPREHENSIVE PLAN

Exhibit 4.1p: C-130 On Apron



## INTRODUCTION

The “component plans” are contained in Chapters 5 through 19, or Part Two, of the 911 TAG Base Comprehensive Plan and are listed below.

The purpose of this chapter is to provide a summary of each of the component plans. The summaries will vary in length from one paragraph to four pages. And, if a plan already has been summarized in one of the three previous chapters, the reader will be referred to that earlier chapter rather than summarizing it again.

Exhibit 4.2t: Location Of Component Plan Summaries

Listing of “Part Two: Component Plans” by Chapter Number & Title	Location of Chapter Summary In “Part One: Plan Overview”
5...Introduction	See Chapter II
6...Future Development Alternative Concepts	See Chapter III
7...Natural Resources Plan	See page 4-2
8...Environmental Quality Protection Plan	See page 4-2
9...Base Layout & Vicinity	See page 4-2
10..Land Use Plan	See page 4-3
11..Airfield & Airfield Operations	See page 4-7
12..Utilities Plan	See page 4-7
13..Communications Plan	See page 4-9
14..Transportation Plan	See page 4-11
15..Architectural Design Guidelines	See page 4-6
16..Exterior Master Paint Plan	See page 4-13
17..Landscape Development Plan	See page 4-13
18..Long Range Facilities Development	See Commander’s Summary, Ch. I
19..Five Year Capital Improvement Program	See Commander’s Summary, Ch. I

## NATURAL RESOURCES PLAN

The area surrounding the Pittsburgh AFRES contains several items of study with respect to natural resources. Other than the aprons, taxiways, athletic fields and work areas, the general topography of the base is moderately to steeply sloping. As a result of the slopes on the base, surface water drainage is essentially from the northwest to southeast.

### WATER

A tributary of McClaren's Run (a small stream) runs parallel to Route 60, and in places, defines the eastern boundary of the base. This tributary receives most of the base storm water runoff and also a significant amount of runoff from the Greater Pittsburgh International Airport. The condition of the tributary appears to be sterile. No evidence of fish, amphibians, or macroinvertebrates were observed, nor were algae or complex aquatic plant life noted. The sterility of this stream is probably linked to the presence of petroleum distillates in the water originating at the Pittsburgh Airport.

### LAND

The geology of this region has been extensively investigated mostly due to coal and oil exploration. In general, the area is underlain by horizontal beds of shale, siltstone, sandstone, limestone, and coal. These bedrock layers are essentially sedimentary in geologic origin and are generally slow percolating (with exception of the sandstone). The availability of bedrock water supplies is limited.

A preliminary review of the effects of limited expansion of facilities projects on peak rates of discharge from the base storm water drainage system was conducted. This review indicated that runoff increases from the base, although measurable, will be minimal and will not significantly increase peak rates of discharge to McClaren's Run.

### WILDLIFE

Wildlife considerations in the base area are minimal. Small game such as rabbits, skunks, and raccoons have been noted within the base confines. There is an on-going effort to trap and relocate woodchucks which are creating problems. Various species of song birds feed on the good supply of food available in the shrubbery around the base. However, limited types of other birds inhabit the area.

### HISTORICAL AND ARCHAEOLOGICAL

There are no limitations to building on the AFRES or on the entire Pittsburgh Airport properties because of historical or archaeological restrictions.

## BASE LAYOUT AND VICINITY SUMMARY

As part of the comprehensive plan project for the Pittsburgh AFRES Base, several aerial photos and map TABs were produced.

Most of the map TABs are similar to those found in a civilian community's public works and planning departments, primarily to indicate the existing conditions, although a few will describe future needs and proposals.

## ENVIRONMENTAL QUALITY PLAN

Environmental quality affects all physical and operational aspects of the Pittsburgh AFRES base. The Environmental Quality Protection Plan summarizes those major programs designed to maintain and enhance the environmental quality of the base.

### INSTALLATION RESTORATION PROGRAM

The Department of Defense (DOD) has developed a program to identify and evaluate past hazardous material disposal sites on DOD property, to control the migration of hazardous contaminants, and to control hazards to health or welfare that may result from these past disposal operations. This program is called the Installation Restoration program (IRP).

Five sites at the Pennsylvania Air Force Reserve Facility are identified as potentially containing hazardous contaminants resulting from past activities. Four of these sites have been assessed using a Hazard Assessment Rating Methodology (HARM) which takes into account factors such as site characteristics, waste characteristics, potential for contaminant migration, and waste management practices. These facilities are slated for improvements in light of the hazardous ratings assigned to them.

### ENVIRONMENTAL COMPLIANCE REVIEW

In November of 1985, HQ AFRES assisted the 911th TAG/DE by conducting an evaluation of existing environmental programs at the installation.

During the Environmental Compliance Review (ECR), the air emission permits and associated files were reviewed and physical inspections were made of paint spray booths, degreasing and paint remover tanks, and fuel storage areas. The results of this review/evaluation included the location of several sources of air emissions including the following: cold tank degreasers, fuel storage tanks, paint spray booths, and paint remover tanks. There are no sources which emit pollutants in quantities greater than 100 tons per year. These problems are scheduled for correction in the near future.

### OIL & HAZARDOUS SUBSTANCES CONTINGENCY PLAN

The possibility of accidental spills of oil or other substances into the watershed draining the base must be considered. Depending on the nature of the spill, McClaren's Run, Montour Run and eventually the Ohio River could become contaminated. 911th TAG base will be required to institute clean-up actions for any pollution spills that occur on or by facilities it controls or supervises. The 911th TAG base may be called upon to furnish resources (manpower, equipment, materials) for a coordinated Federal response to non-Air Force caused pollution spills.

For the Pittsburgh AFRES, the map TABs included 40 different titles with a total of 61 final map sheets. They comprise almost all areas encompassed by the standard Air Force Statement of Work for Comprehensive plan mapping.

The process of producing the map TABs included aerial photography, field control, photogrammetric compilation, interactive graphic manipulation, and field research and verification.

**LONG RANGE LAND USE PLAN**

The long range land use change possibilities are tabulated below, located by the map to the right, and further described in the following text.

**ACREAGE INCREASE**

A potential overall land area increase of  $\pm 94$  acres is shown for the long range plan. Most of this increase would be north of the existing base, and would be used for apron expansion, several new facilities (POL, new entry road and 33rd AeroMed) and an open space reserve for future apron, hangar, or support needs. This additional land would have to be leased from the Greater Pittsburgh International Airport (GPIA).

**0 and 1...AIRFIELD LAND USE**

The *airfield clearance* pertains to the 125' building line setback from the apron. This area increases slightly to accommodate the apron expansion.

The *apron expansion* of  $\pm 35$  acres is the largest increase of any of the "active" land use categories. Sixteen C-141 aircraft, as well as two transient aircraft, could be housed on the apron. Reserve land to the north could be used to expand the apron further if more, or larger, aircraft were acquired.

**2...AIRCRAFT O&M LAND USE**

The small increase in *aircraft O&M* land use occurs with the construction of the hangar additions and new hangar. Reserve land to the north could be used by this activity if additional hangars, or related facilities, were needed. Generally, this activity remains concentrated in its present location.

**3...INDUSTRIAL LAND USE**

*Industrial land use*, with a three acre increase, remains primarily in the southwest portion of the base...except for the POL relocation to the north area. Within the southwest area, however, the following major moves are scheduled: *BCE* activities will concentrate around the existing BCE area; *Supply* will be concentrated within the Brown-Davis Streets loop; and *Vehicle Maintenance/storage* will be concentrated south of Davis Street.

**4...ADMINISTRATIVE LAND USE**

*Administrative* land use acreage remains the same, but there are two locational shifts: Building 208 is demolished and replaced by dormitory POV parking, and a new Security Police facility is added near the new Main Gate. Overall, however, the administrative land uses would remain concentrated along Defense Avenue in the vicinity of the HQs building.

An emergency/secondary gate also is shown in the new northern area for use during rush hours, UTA weekends, and for special delivery needs.

**5 and 6...COMMUNITY LAND USE**

The community-commercial and community-service land uses remain unchanged for the future, retaining their present locations and acreage figures. All are well located in relation to the people they serve: the consolidated open mess is near the entry gate, while the other uses (gym, chapel, BX, and dining hall) are in the base central area near dormitories and major work areas.

**7...MEDICAL LAND USE**

Medical land use increases by three acres when the clinic moves from building #221 to an adjacent new facility with a new parking lot across the street and a new 33rd AeroMed facility is built near the ballfield.

**8 and 9...HOUSING LAND USE**

The only base housing is the dormitories for unaccompanied personnel. No change is made in the location of these facilities, although an acre of POV parking is added for dormitory #209 when the administrative facility #208 is demolished.

**10, 11, & 12...OUTDOOR RECREATION, OPEN SPACE & WATER**

The *outdoor recreation* area is expanded by taking over the existing  $\pm 4$  acre POL site when the POL is moved to its new location. This will provide an excellent concentration of facilities (open mess, outdoor recreation, gym) to serve the nearby dorms. *Open space* increases by 46 acres. Most of this is in the area to be acquired from GPIA, and would not be permanent open space, but rather, a reserve for future facility needs. There is no *water* land use.

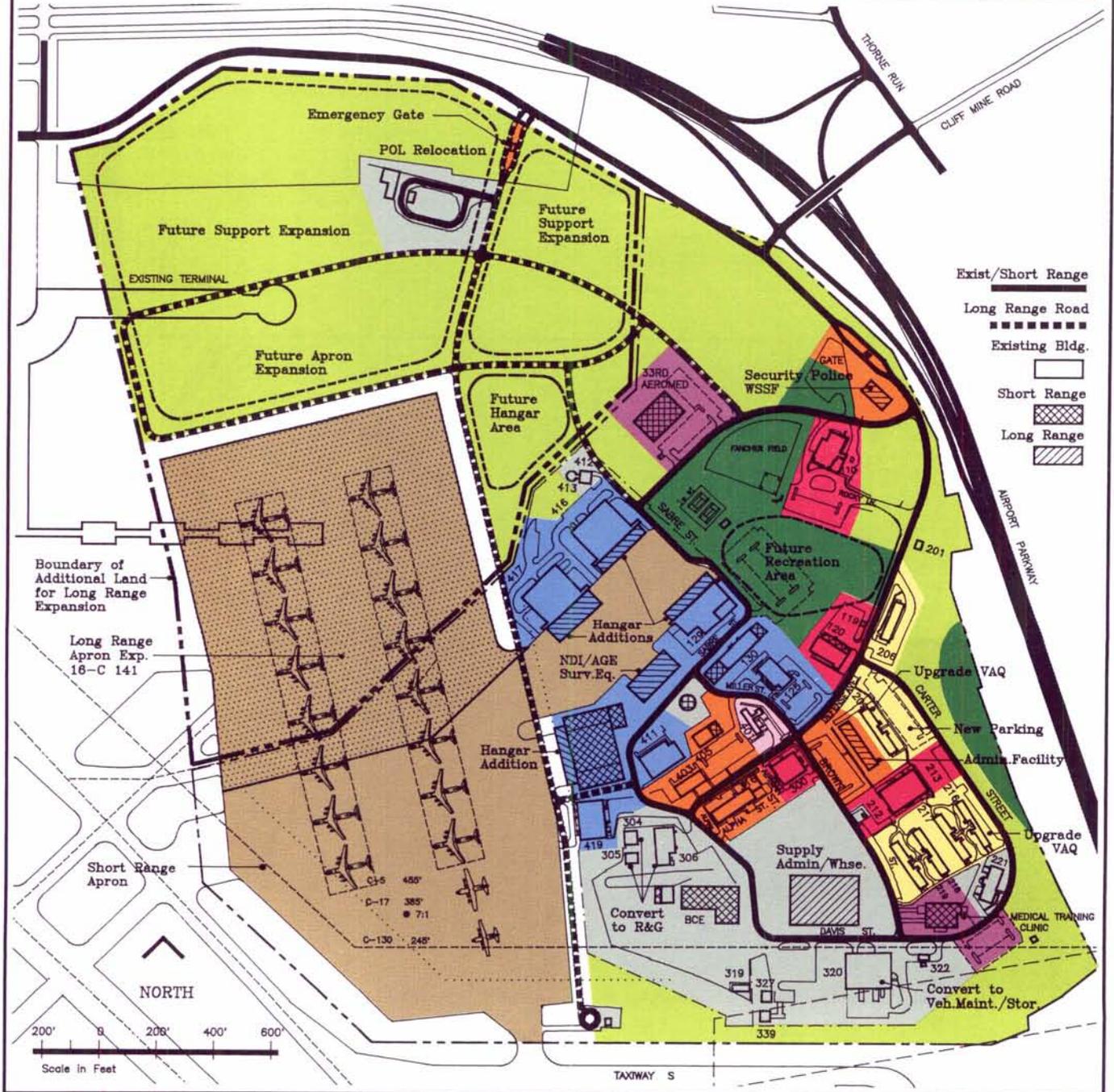
Exhibit 4.3t: Long Range Land Use Changes\*

Air Force Land Use Category	Existing		Long Range		Change	
	Ac-res	%	Ac-res	%	Ac-res	%
0..Airfield, Clearance .....	11	10%	12	6%	1	9%
1..Airfield, paved .....	21	20	55	28	34	162
2..Aircraft O&M .....	11	11	12	6	1	9
3..Industrial .....	19	18	22	11	3	16
4..Administrative .....	6	5%	6	3%	0	0
5..Community, Commercial .....	5	5	5	3%	0	0
6..Community, Service .....	1	1	1	1	0	0
7..Medical .....	1	1%	4	2%	3	300%
8..Housing, Accompanied .....	0	0	0	0	0	0
9..Housing, Unaccompanied .....	5	5	6	3	1	20
10..Outdoor Recreation .....	8	8%	12	6%	4	50%
11..Open Space .....	18	17	64	32	46	256
12..Water .....	0	0	0	0	0	0
<b>TOTAL</b>	<b>106</b>	<b>100</b>	<b>200</b>	<b>100</b>	<b>94</b>	<b>89%</b>

\*All figures rounded to nearest whole number.

Exhibit 4.4m: Long Range Land Use Plan

LAND USE CATEGORIES	
0..	AIRFIELD (Unpaved)
1..	AIRFIELD (Paved)
2..	AIRCRAFT O&M
3..	INDUSTRIAL
4..	ADMINISTRATIVE
5..	COMMUNITY (Commer.)
6..	COMMUNITY (Service)
7..	MEDICAL
N/A	8..HOUSING (Accomp.)
9..	HOUSING (Unacc.)
10..	OUTDOOR RECREATION
11..	OPEN SPACE
N/A	12.WATER



AIRFIELD & AIR OPERATIONS SUMMARY

The air operations at the 911th TAG focus on the eight H-model C-130's assigned. These aircraft replaced eight A-model C-130's in 1987.

The primary missions governing the 911th TAG operations is to provide command and staff supervision units engaged in providing tactical airlift support for airborne forces, other personnel, equipment, supplies, and aeromedical evacuation of patients within the theatre of operations.

The C-130's accomplish approximately 100 aircraft movements per month. This compares to about 1,200 daily operations for the entire airport.

AIRFIELD FACILITIES

The primary airfield facilities utilized by the 911th TAG and other tenants are the runway and taxiways operated and maintained by the Greater Pittsburgh International Airport. The facilities owned and maintained by the 911th TAG are their aprons and connecting taxiways located at the east end of the airport just northeast of the intersection of runways 14/32 and 10R/28L.

AIRCRAFT PARKING

The present aircraft parking apron at the 911th TAG allows space for seven C-130's. There are also two hangars and one nose-dock which provide cover for three more C-130's during maintenance.

The short range airfield plan anticipates that the existing mission could be expanded by adding up to 16 C-130 aircraft. This would require an additional aircraft parking apron and a new maintenance hangar.

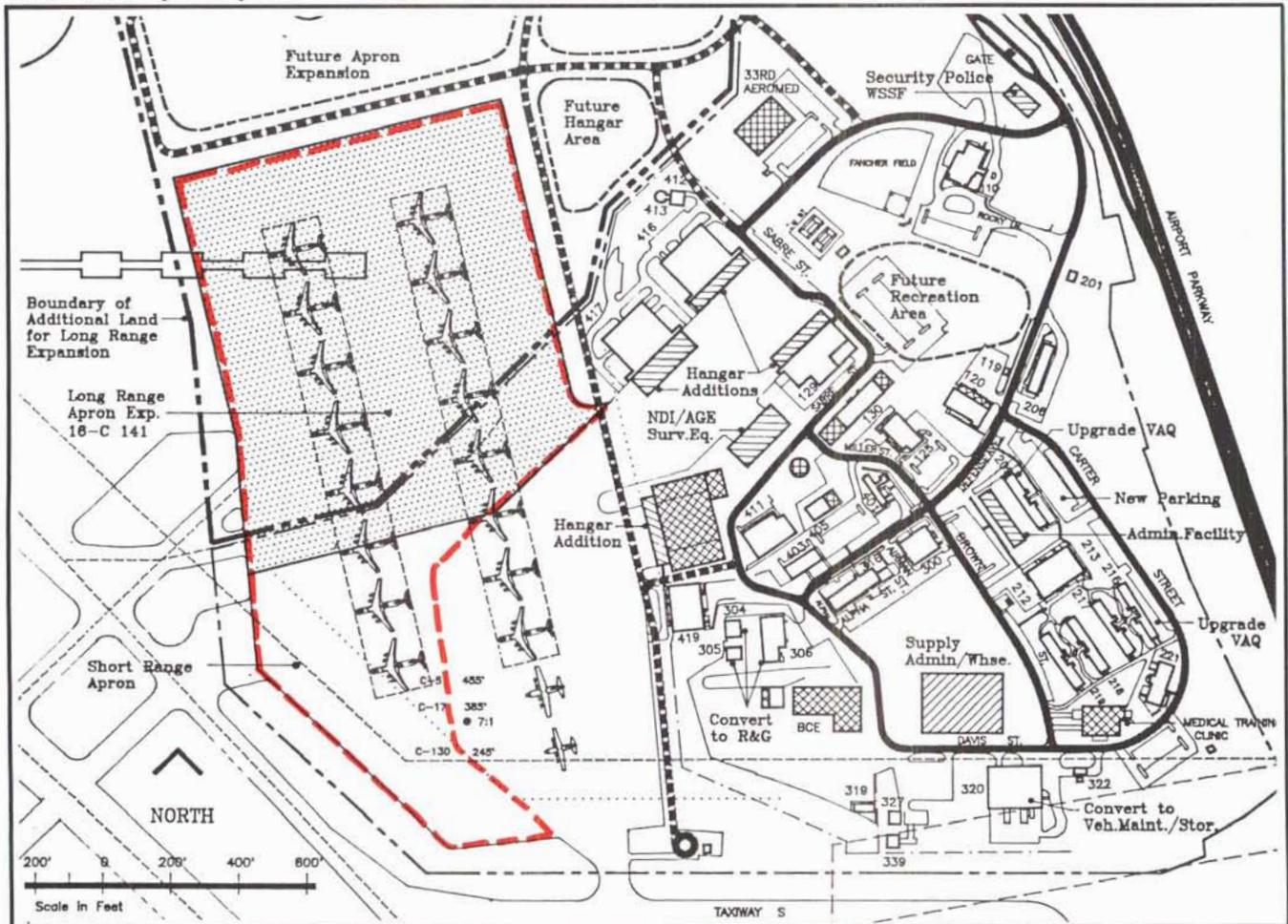
Apron expansion would depend on the acquisition of more land from the Greater Pittsburgh International Airport (GPIA).

The long range airfield plan anticipates that a mission change could assign larger aircraft.

Utilizing C-141 aircraft and assuming that 16 could be assigned, the required airfield facility additions would total those shown by the exhibit below.

Again, apron expansion and additional areas for future hangars or apron, as shown below, would be dependent upon gaining additional land from the GPIA.

Exhibit 4.5m: Apron Expansion Potential (Outlined In Red Dashes)



**ARCHITECTURAL DESIGN GUIDELINES**

The purpose of the architectural design guidelines is to help create a more visually satisfying and pleasing physical environment, and to help accomplish the following:

- ...Develop a coherent architectural character that promotes visual attraction by its continuity and consistency.
- ...Improve the visual organization of the installation, including buildings and the spaces between the buildings.
- ...Reduce the impact of the base's visual liabilities and unsightly problem areas.
- ...Help blend the natural environment with the built environment.

The guidelines and recommendations are oriented to four groupings of facilities, as follows:

...*Buildings* - The overall architectural treatment and appearance of buildings. Recommendations cover areas such as design consideration, construction materials, roof style, color, and the use of a Design Review Board.

...*Circulation and Parking* - Needs special design attention to insure proper curb and gutter (or snow removal design), pavement width, signs, lighting, and cross-section as shown below.

...*Street Furniture* - Selection of a coordinated group of accessories, including street lighting, fencing, trash receptacles, and any static aircraft or other displays.

...*Signs* - The selection of an integrated system of identification for buildings and facilities which meets the Air Force standard with recommendations made for location and types of exterior signs for all buildings. A typical entry sign is shown below.

Exhibit 4.6m: Entrance Sign Layout

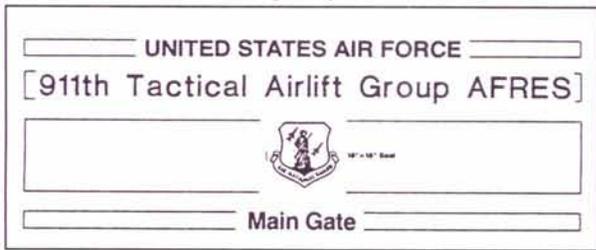
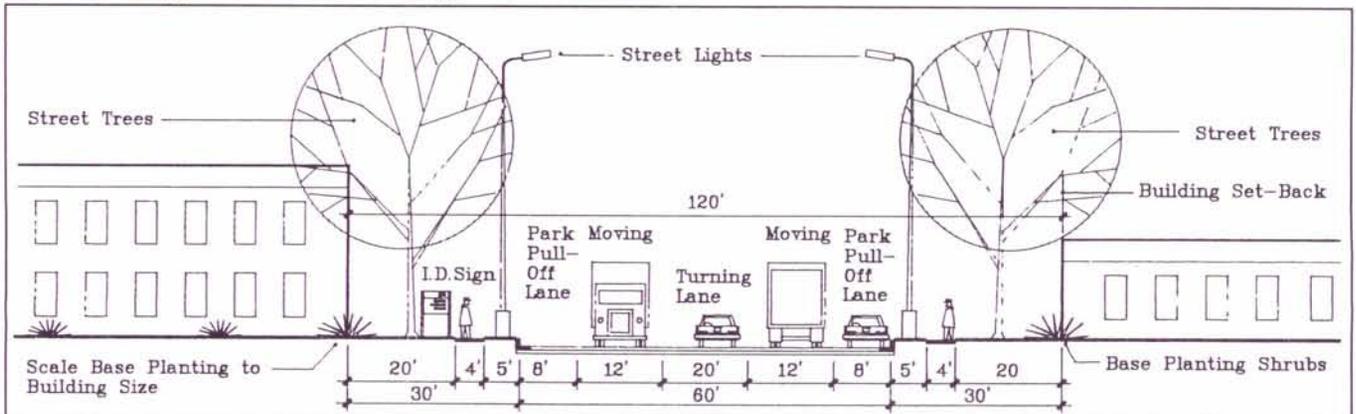


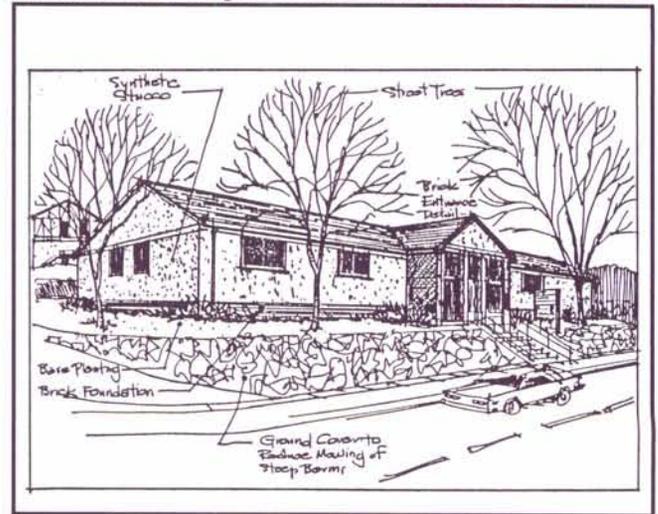
Exhibit 4.7m: Typical Cross Section Through New Entrance Drive



Exh. 4.8p: Bldg. 221 For Conversion To Small Arms Use



Exhibit 4.9m: Building 221 After Conversion To Small Arms Use



UTILITIES PLAN

In order to function properly, each building at the Pittsburgh AFRES generally must be connected to several utility systems that bring energy or information to them, and carry waste materials away (see the exhibit below). Without these underground pipes or overhead wires, operating in a relatively efficient fashion, few buildings are usable for human activities.

During the Master Plan preparation, each utility was inventoried and analyzed to determine existing needs. After development of the short range and long range building site plans (in Chapter VI), the utilities were studied again to determine what further proposals would be required to serve these new facilities.

...Existing utility improvements needed for present situation, with no regard for any future changes.

...Short range needs will reflect any additional utility improvements necessary to serve the short range development plan described in Chapter VI, page 6-51.

...Long range needs will reflect any additional utility improvements necessary to serve the long range development plan described in Chapter VI, pg. 6-53.

The exhibit to the right lists each utility and the estimated cost for improvements. The totals by time period are:

Existing Needs .....	\$ 851,225
Short Range Needs .....	\$ 767,825
Long Range Needs .....	\$1,226,340
<b>TOTAL .....</b>	<b>\$2,845,390</b>

No cost estimate was made in the Liquid Fuels section for relocating the POL. The Long Range Storm Drainage Plan is shown to the right as an example of one utility plan.

Exhibit 4.10m: Schematic Plan View Of Utilities

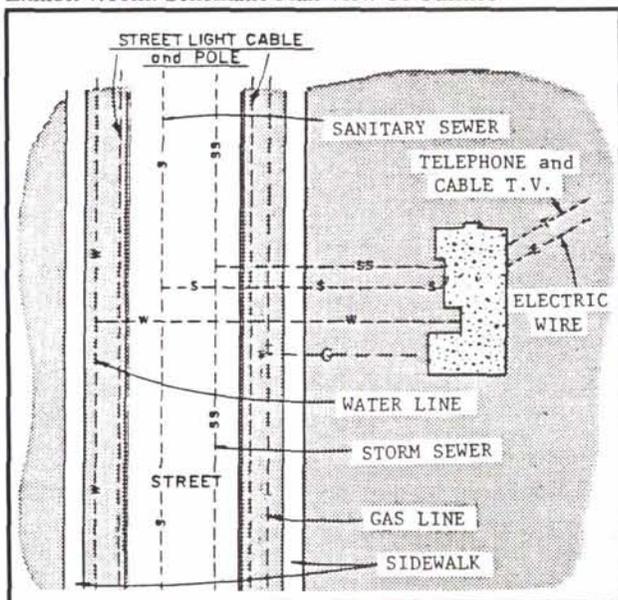
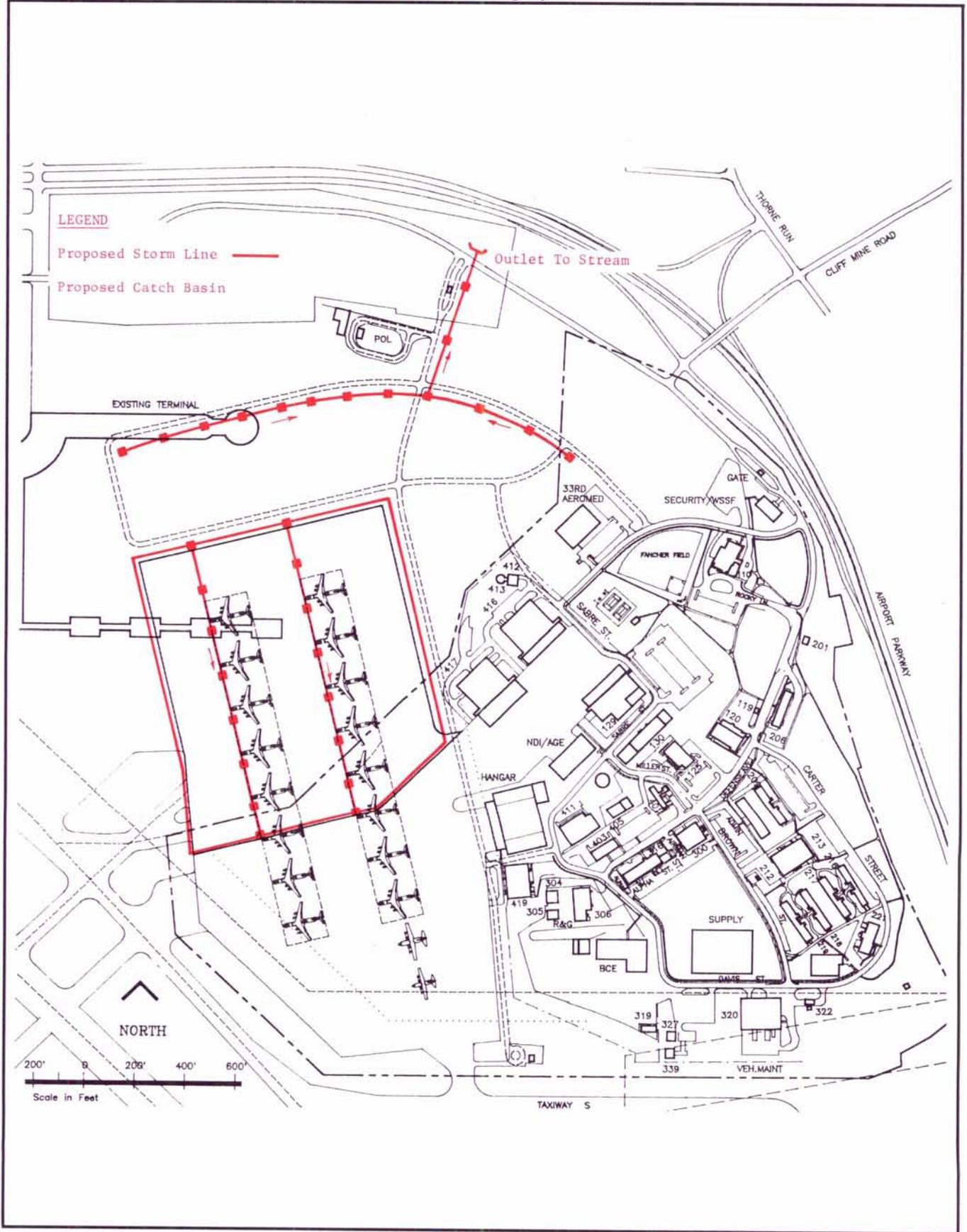


Exhibit 4.11t: Summary Of Utility Proposal Costs

Utility	Estimated Cost \$
...Solid Waste	
Contract for rental/usage to be negotiated with private companies .....	N/A
...Natural Gas	
..Existing .....	N/A
..Short Range .....	161,000
..Long Range .....	46,500
<b>TOTAL</b>	<b>207,500</b>
...Storm Drainage	
..Existing .....	4,500
..Short Range .....	365,500
..Long Range .....	522,500
<b>TOTAL</b>	<b>892,500</b>
...Sanitary Sewage	
..Existing .....	N/A
..Short Range .....	34,000
..Long Range .....	117,000
<b>TOTAL</b>	<b>151,000</b>
...Water Supply	
..Existing .....	779,250
..Short Range .....	115,350
..Long Range .....	145,350
<b>TOTAL</b>	<b>1,039,950</b>
...Liquid Fuels	
Relocation of POL facility .....	N/A
...Cathodic Protection	
None proposed .....	N/A
...Electric	
..Existing .....	50,150
..Short Range .....	87,350
..Long Range .....	379,200
<b>TOTAL</b>	<b>516,700</b>
...Street and Area Lighting	
..Existing .....	17,325
..Short Range .....	4,625
..Long Range .....	15,790
<b>TOTAL</b>	<b>37,740</b>
<b>GRAND TOTAL</b>	<b>2,845,390</b>

Exhibit 4.12m: Proposed Long Range Improvements For Storm Drainage System



## COMMUNICATIONS PROPOSAL SUMMARY

Existing needs for COMMUNICATIONS, NAVAIDS, METEOROLOGICAL FACILITIES, FIRE ALARMS and SECURITY ALARMS are discussed in the respective report sections. The effects of selected short and long range development proposals upon Pittsburgh AFRES base communications systems primarily involve additions and modifications to the communications cable plant or, Outside Plant (OSP) Cable Distribution System.

Pittsburgh AFRES base's existing communications cable plant is owned and maintained by Bell Telephone of Pennsylvania under contract. Much of Bell's on-base cable plant utilizes aerial cables of considerable age. Moisture-related cable problems are common. Although Bell of PA. provides good service response when problems occur, and their completion of service order related work is timely, the needed major upgrade of on-base cable facilities is unlikely. Despite these shortcomings, charges for the base's use of them continue to increase.

In view of the above considerations, migration to an entirely Government-owned communications cable plant is recommended. In accord with this recommendation, all base cable additions proposed herein are assumed to be Government-owned.

The Communications Proposals presented in this section include communications conduit, cables installed in conduit and direct-buried cables. Where cables are to be installed in conduit the use of expanded insulation, filled construction cables is recommended. All direct-buried cables, however, should utilize solid insulation and filled construction.

### *Short Range Communications Proposals*

*Short range* base development proposals identify the area north and west of Fancher Field as a location for new and relocated facilities. In addition, modifications to present base traffic patterns are proposed that enhance Defense Avenue's use as the primary entry route to the Headquarters area of the base. To provide communications services to the main base development area, eliminate unsightly aerial telephone plant and minimize future disturbance of Defense Avenue a backbone communications conduit system is proposed (see exhibit, lower right).

The main run of the proposed conduit system will consist of four, four-inch Inner Diameter (4-4" I.D.), concrete-encased polyvinyl chloride (PVC) conduits. The four duct package begins at the Communications Center and extends to a new manhole on the northwest side of Defense Avenue. The four duct package continues along Defense Avenue passing through a second manhole at the intersection with Miller Street and ends in a manhole located between the Gymnasium (Building 120) and Avionics (Building 125).

Two (2) branch conduit runs will extend from the third manhole, both packages being 2-4" I.D. ducts. One conduit run, the main branch, will follow Defense Avenue while the other, the Sabre branch, will route to the northwest and follow along Sabre Avenue toward the new development area.

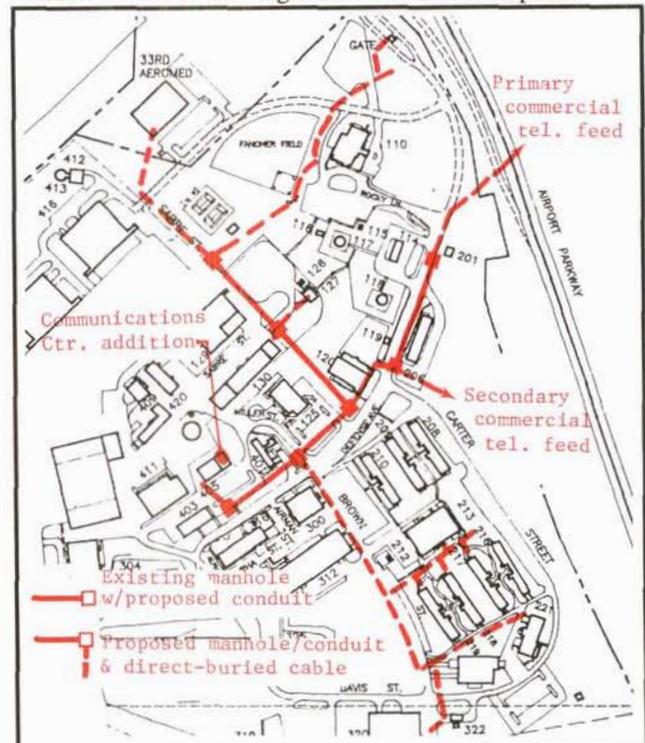
The main conduit branch will extend from the third manhole along Defense Avenue to the Carter Street intersection. The conduit will cross Defense to the north side of Carter where a fourth manhole will be placed. The branch will continue from the fourth manhole along the south and east side of Defense Avenue to a terminal manhole in the vicinity of the existing Main Gate. It is intended this manhole provide the point of interface with the commercial telephone system. The exact location of this manhole should be negotiated with Bell Telephone of Pennsylvania to assure minimum future charges to the Government.

The Sabre branch conduit run will extend from the third manhole towards the northwest passing between Avionics and the Gym and continuing along Sabre Avenue. A manhole will be located beside Sabre Avenue near the Aerial Port Training Facility (Building 130). The branch duct run extends from this manhole to the terminal manhole which will be located across from the Large Aircraft Maintenance Dock (Building 129) and the corner of the ramp.

Between the Communications Center and the first manhole at Defense Avenue, a 2400x24 cable is proposed. From the first manhole to the second manhole an 1800x24 cable is recommended. The 1800-pairs will feed a 1500x24 cable extending to the next manhole and a direct-buried four hundred pair cable proposed to feed along Brown Street.

The Brown Street feeder cable will be placed along the southwest side of Brown Street to just beyond the Dining Hall. From this point a 300x24 cable will be buried across Brown Street and extended between the Dining Hall (Building 213) and the VAQ Dormitories (Buildings 216, 217, 218 and 219). A 50x24 direct-buried cable each will serve Buildings 213, 216, 217, 218 and 219.

Exhibit 4.13m: Short Range Communications Proposals



A 200x24 direct-buried cable will extend along Brown Street from the end of the above 400 pair cable toward Davis Street. Near the Davis Street end of Building 219 the two hundred pair cable will cross Brown Street. Fifty pair direct-buried cables will serve Buildings 221, 320 and the proposed Medical Training Clinic.

A 400x24 cable is proposed between the third and fourth manholes to serve the Primary and Secondary Commercial Telephone Feeds, VOQ (Building 206) and the Infirmary (Building 221). A 300x24 cable is recommended for the last main run conduit section to the terminal manhole near the present Main Gate. Except for the 26-pair feed to Building 221, scheduled for elimination under *Long Range Communications Proposals*, the entire 300 pairs will be reserved for the Primary Commercial Telephone Feed.

A 600x24 is proposed for the beginning of the Sabre branch conduit run. The 600-pair cable is to extend from the manhole at Defense Avenue to the second manhole near Building 129. This cable will provide the pairs to feed Building 110, the new Gate House and the proposed Security Police/WSSF Facility. Buildings 127 and 130 will also feed from this cable with pairs remaining available for possible future service to Building 129.

A 300x24 cable will be direct-buried from this manhole to a location near the Combined Open Mess (Building 110). This cable will feed Building 110 and a 200x24, direct-buried cable extending toward the new Main Gate. A 100x24 cable will be buried to the new gate house with the remaining hundred pair reserved for the proposed Security Police/WSSF facility as shown under *Long Range Communications Proposals*, in this section.

A 50x24, direct-buried cable is recommended to be extended from the Sabre branch terminal manhole along Sabre Avenue to serve the proposed 33rd Aeromed building.

Pairs will remain available at the Sabre branch terminal manhole to serve future growth to the northwest and/or possible future feeds to Buildings 412, 413, 416 and 417.

A 100-pair direct-buried cable from existing Manhole #11 near Squadron Operations (Building 419) will serve the proposed hangar.

*Long Range Communications Proposals*

Direct-buried cables are proposed to serve the area south and east of Defense Avenue. Beginning at the manhole on the northwest side of Defense Avenue near the Communications Center that has been proposed under *Short Range Communications Proposals*, above, a 600x24 cable will be placed across Defense Avenue.

The 600-pair cable will extend along Defense Avenue toward the southwest to the intersection with Alpha Street near Reserve Forces Operational Training (Building 316). A 400x24 cable will be buried along the northeast side of Alpha Street to serve BCE and proposed Supply Admin/Warehouse. The 200 pairs remaining at the intersection of Defense and Alpha will remain available for extension toward Squadron Operations (Building 419).

Beginning at the Defense Avenue manhole between Buildings 120 and 125 a 200x24 direct-buried cable will be placed across

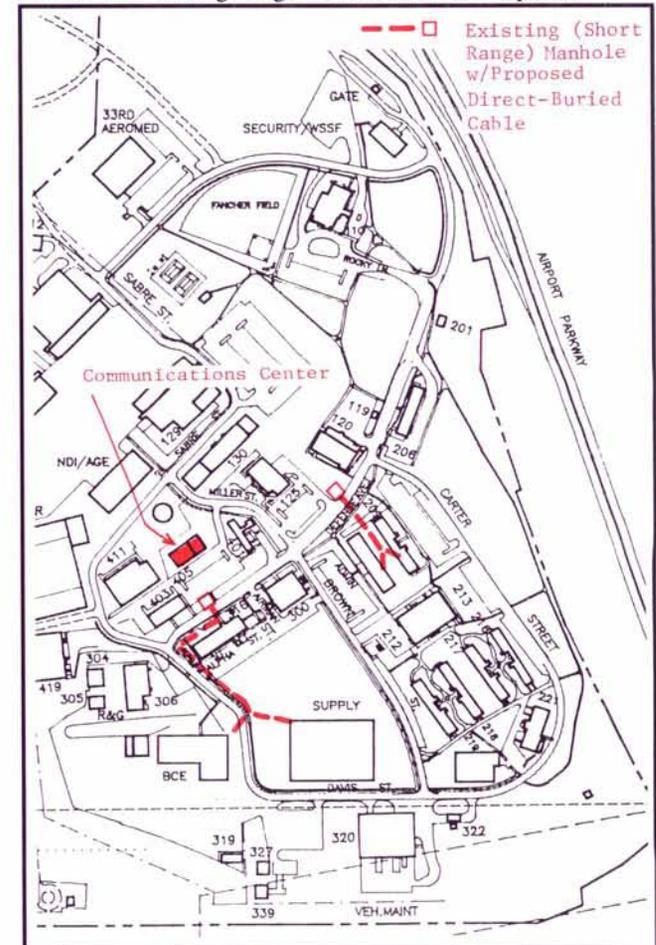
Exhibit 4.14t: Communications Proposal Cost Summary

Proposal	Cost (thousands)
<i>Short-Range Proposals:</i>	
Placement of Communications Conduit & Manholes	81.6
Placement of Communications Cables	61.0
<i>Short-Range Proposals Total:</i>	142.6
<i>Long-Range Proposals:</i>	
Placement of Buried Communications Cables	17.6
<i>Long-Range Proposals Total:</i>	17.6

the street to serve Buildings 209 and 210.

Branching from the 200x24 cable recommended in *Short Range Communications Proposals* for placement along the proposed new street near the new Main Gate a 100x24 cable will be buried into the new Security Police/WSSF facility.

Exhibit 4.15m: Long Range Communications Proposals



TRANSPORTATION PLAN SUMMARY

The existing roadway system at the Pittsburgh AFRES base, shown in the exhibit below, has several deficiencies that restrict the smooth flow of traffic.

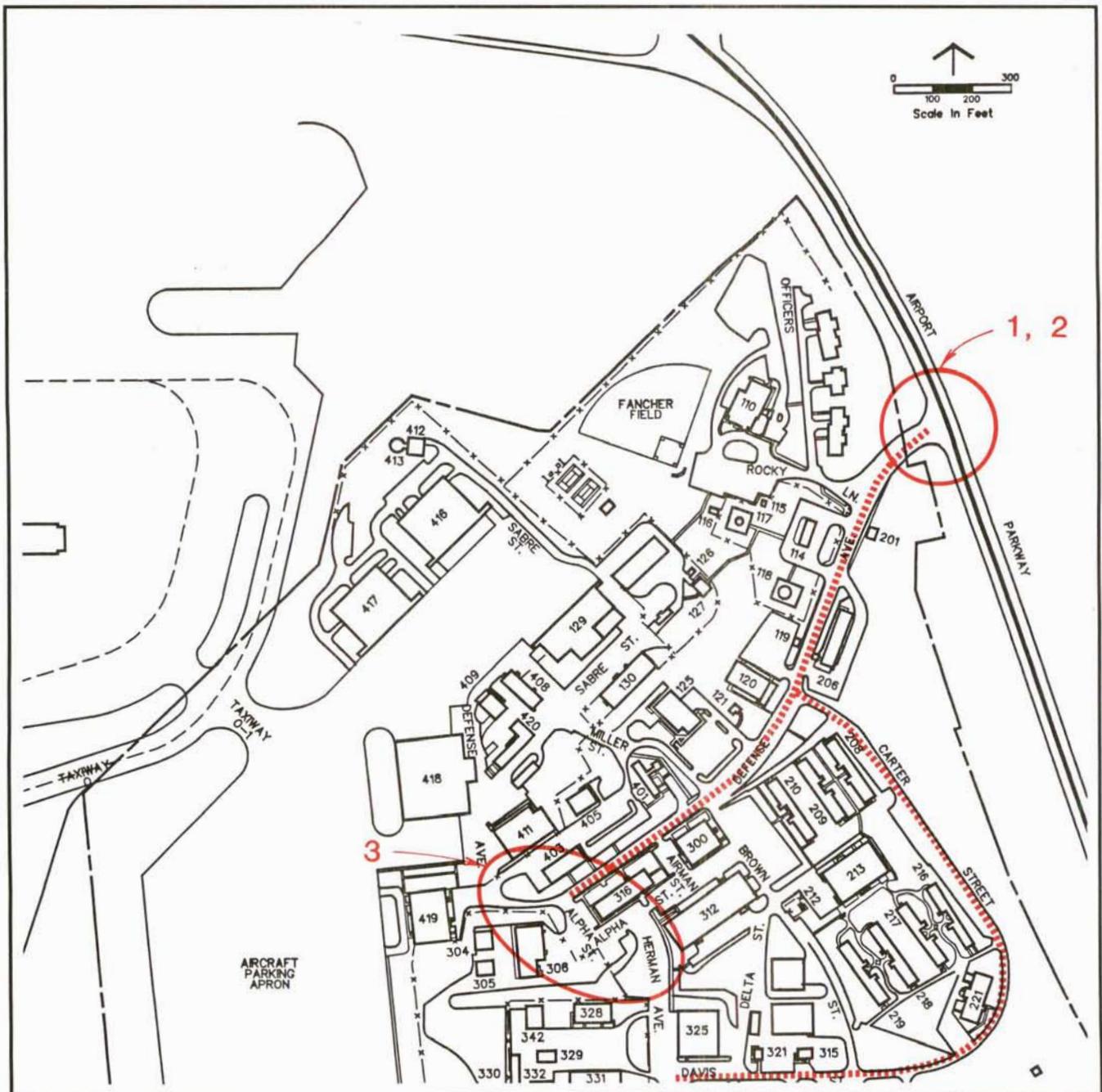
..1) The base's only gate is connected to the eastbound-lane of the Airport Parkway, a four-lane divided highway. Personnel leaving the base are exposed to hazardous conditions while merging with the high-speed traffic on the Parkway.

..2) No westbound access is available from the main gate to the Parkway. Traffic leaving the base for points west must use the Montour interchange, 2.3 miles to the east, to access the Airport Parkway.

..3) The on-base roadway system lacks continuity because of poor intersections, steep grades, and on-street parking.

..4) Additional parking areas are needed to accommodate the large number of vehicles on-base during Unit Training Assemblies (UTA).

Exhibit 4.16m: Existing Roadway System At The Pittsburgh AFRES Installation



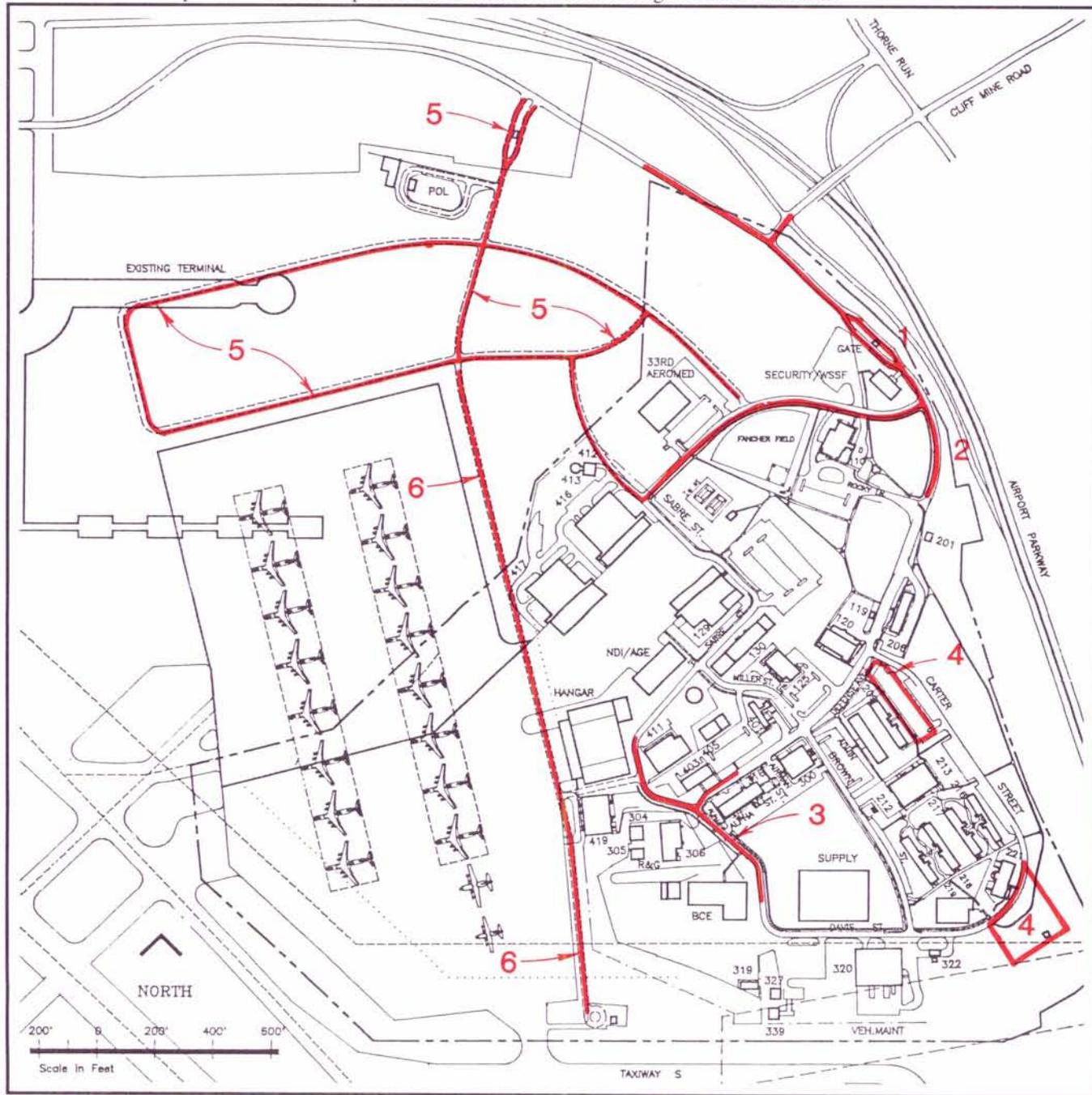
Transportation Improvements

The Base Comprehensive Plan (BCP) for the Pittsburgh AFRES installation includes a series of transportation-related improvements, including:

- ..1) A new base access area and main gate that will be directly connected to the GPIA and the new Thorn Run Road interchange;
- ..2) A new roadway linking Defense Avenue with the new base access area;

- ..3) Improvements to the on-base roadway system that will create an organized system of collector and local roadways;
- ..4) Construction of several new parking areas;
- ..5) A new POV roadway system and emergency-use only gate on lands leased from the GPIA for base expansion; and,
- ..6) A government vehicles-only roadway along the perimeter of the flight line.

Exhibit 4.17m: Transportation-Related Improvements Planned For The Pittsburgh AFRES Installation



LANDSCAPE DEVELOPMENT PLAN

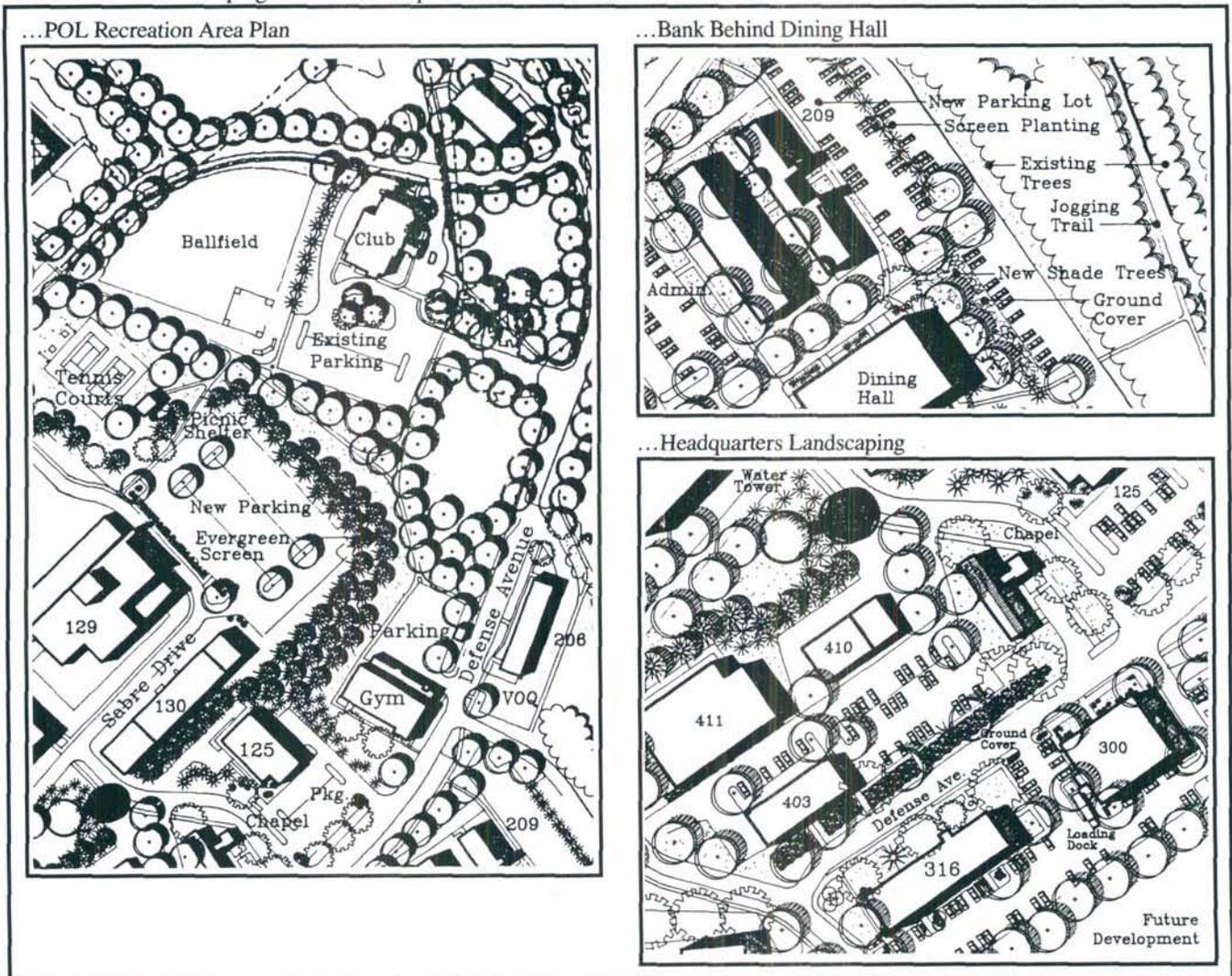
The landscape development plan is intended to serve as a guide for the selection and installation of planting materials on base. The visual character of the physical base is coordinated by this landscape plan in concert with the exterior master paint plan and the architectural guidelines.

Although past plantings have followed no master plan, conditions are very good for the installation of a long range planting plan:

- ...a wide variety of trees and shrubs will grow in the Pittsburgh climate
- ...rainfall and drainage are adequate for plant material to grow without extensive artificial watering systems
- ...almost any reasonable landscaping treatment can be supported by the existing climatic and environmental conditions.

The overall general landscaping plan is shown by the map on the next page, while more detailed site plantings are shown by the sketches below.

Exhibit 4.18m: Landscaping Site Plans For Specific Areas



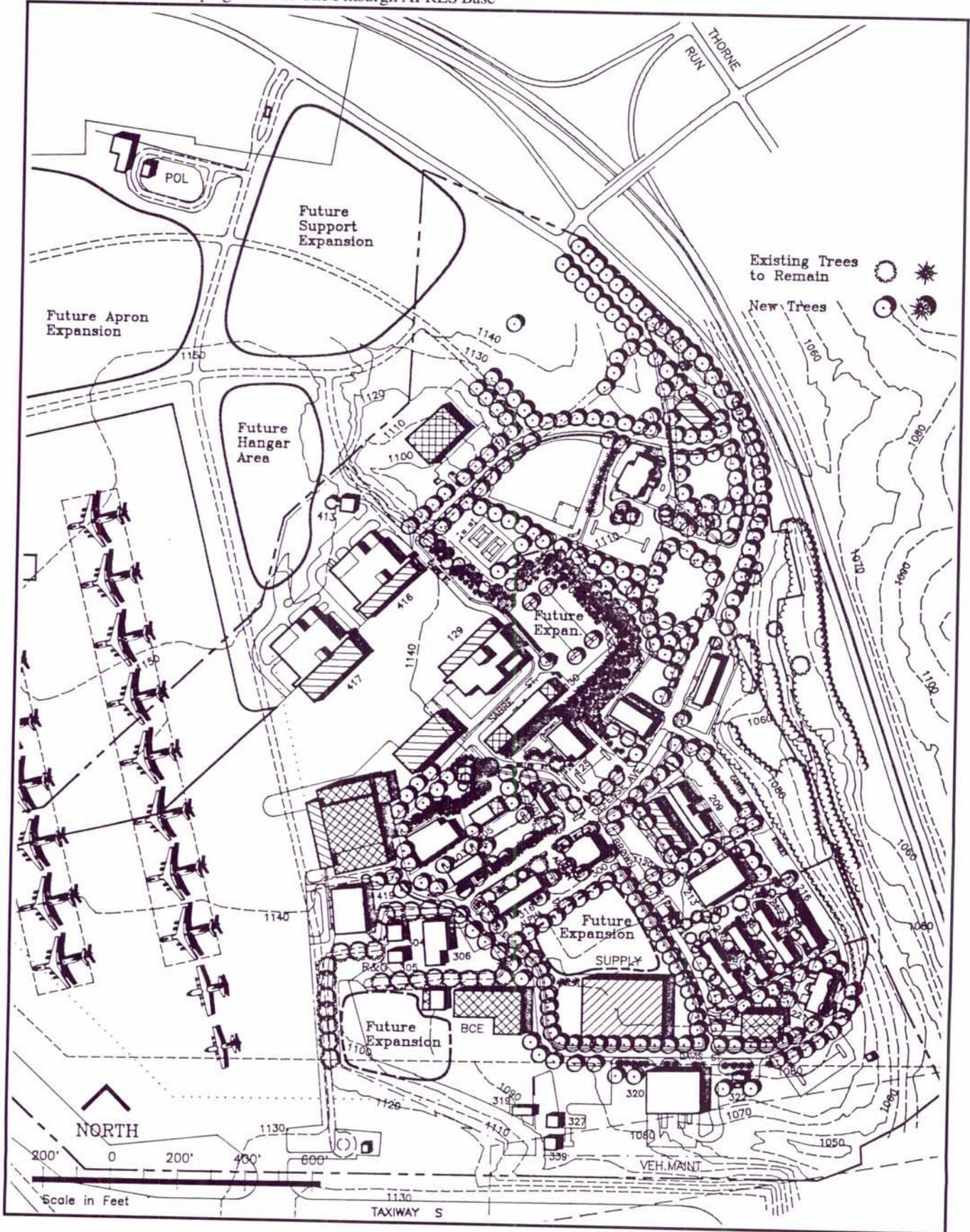
EXTERIOR MASTER PAINT PLAN

The purpose of the exterior master paint plan is to enhance the appearance of the base physical environment through the use of a harmonious color scheme, and to reduce the impact of visual liabilities and unsightly problem areas through the use of material and paint colors.

The base currently contains over 60 buildings with a wide range of sizes, materials, colors, styles, and functions. When the primary building colors are mapped, it shows that buildings near the airfield generally contain blue color tones while most others on base are earth tones, such as brown, beige, and cream. This color pattern has the potential to become a more formal color theme for the base.

The master paint plan will be formalized in a separate notebook where paint chips will illustrate the proposed color scheme for each building, with color photographs of each building also attached.

Exhibit 4.19m: Landscaping Plan For The Pittsburgh AFRES Base





Witt Kirkland,  
HQ/AFRES Engr.;  
Larry LeMar;  
Helm Roberts  
on tour →



←  
DCAA Auditor,  
Larry LeMar,  
Debi Howard-  
martinjak,  
Dan Lucci, &  
Dr. Bill Qualls  
review contract



Col. Woodrow,  
Ben Fister &  
Bill Qualls

←  
GRW Team's Rick  
Wolf, Ben Fister,  
& Dave Miller →

Helm Roberts at  
the computer



← GRW's Gingy Qualls, Rick Wolf,  
Dave Miller, Helm Roberts view  
Downtown Pittsburgh →



← Capt. Mal Gilbert leads a tour →



Alternatives Review Sessions



Larry LeMar  
& the  
GRW Team  
→





SEVERAL  
PLANNING  
REVIEW  
MEETINGS  
WERE  
HELD  
AT THE  
BASE

...Base Commander Colonel Sam Woodrow welcomes GRW's Dr. Bill Qualls to the 911 TAG.



...Future development alternatives are debated.



...Base and public officials brief GRW's Team.



...Contract negotiations are almost completed by Dr. Qualls, Base Contracting Officer Dan Lucci, HQs/AFRES Planner Debi Howard-martinjak, and Base Civil Engineer Larry LeMar.



...Computer map review by Debi Howard-martinjak, HQs/AFRES Engineer Ed Hilliard, and GRW Team Member Helm Roberts.

#### HEADQUARTERS - AIR FORCE RESERVE Robins AFB, Georgia

- ..Major General Roger P. Scheer, Commander, AFRES
- ..Colonel Virgil Batten, Chief of Staff
- ..Colonel George Romero, Director of Civil Engineering
- ..Debi Howard-martinjak, Community Planner

#### FOURTEENTH AIR FORCE HQs, Dobbins AFB, Georgia

- ..Major General James E. McAdoo, Commander

#### HQs, 911th TAG GPIA, Pittsburgh, Pennsylvania

- ..Colonel Samuel G. Woodrow, USAFR Commander
- ..Larry D. LeMar, Base Civil Engineer
- ..Daniel C. Lucci, Base Contracting Officer

#### CONTRACT INFORMATION

- ..Contract No.: F36629-86-C-0016
- ..Con. App. Date: 11 September 1986
- ..Notice To Proceed: 25 September 1986
- ..Date To Use On Plan: May 1988
- ..Date Of Report Printing: August 1988

#### GRW MASTER PLANNING TEAM

- ..Wm. H. Qualls, Ph.D., AICP, Principal-In-Charge
- ..Ben D. Fister, PE, Project Engineer
- ..G. Michael Ritchie, PE, Photo./Mapping
- ..Harvey Helm, PE, Aviation Engineer
- ..Steve McKinley, PE, Hydrology/Sanitary
- ..V.L. "Gingy" Qualls, Planner
- ..Rick Wolf, EIT
- ..Forrest Godby, Computer Mapping
- ..Carla Leach, Secretary
- ..Helm Roberts, Architect/Landscape Architect
- ..Dove Temple, Electrical Engineer, CDT
- ..Dave Miller, Communications Engineer, CAE
- ..Harold Leggett, Transportation Engineer, AMS
- ..Tom Brence, Photo Lab
- ..Bill Mitchell, Photogrammetry
- ..Ed Rinehart, Field Surveys

GRW Engineers, Inc.  
Lexington, KY 40503

801 Corporate Dr.  
GRW #1538



**FOURTEENTH AIR FORCE  
HEADQUARTERS  
DOBBINS AFB, GEORGIA**

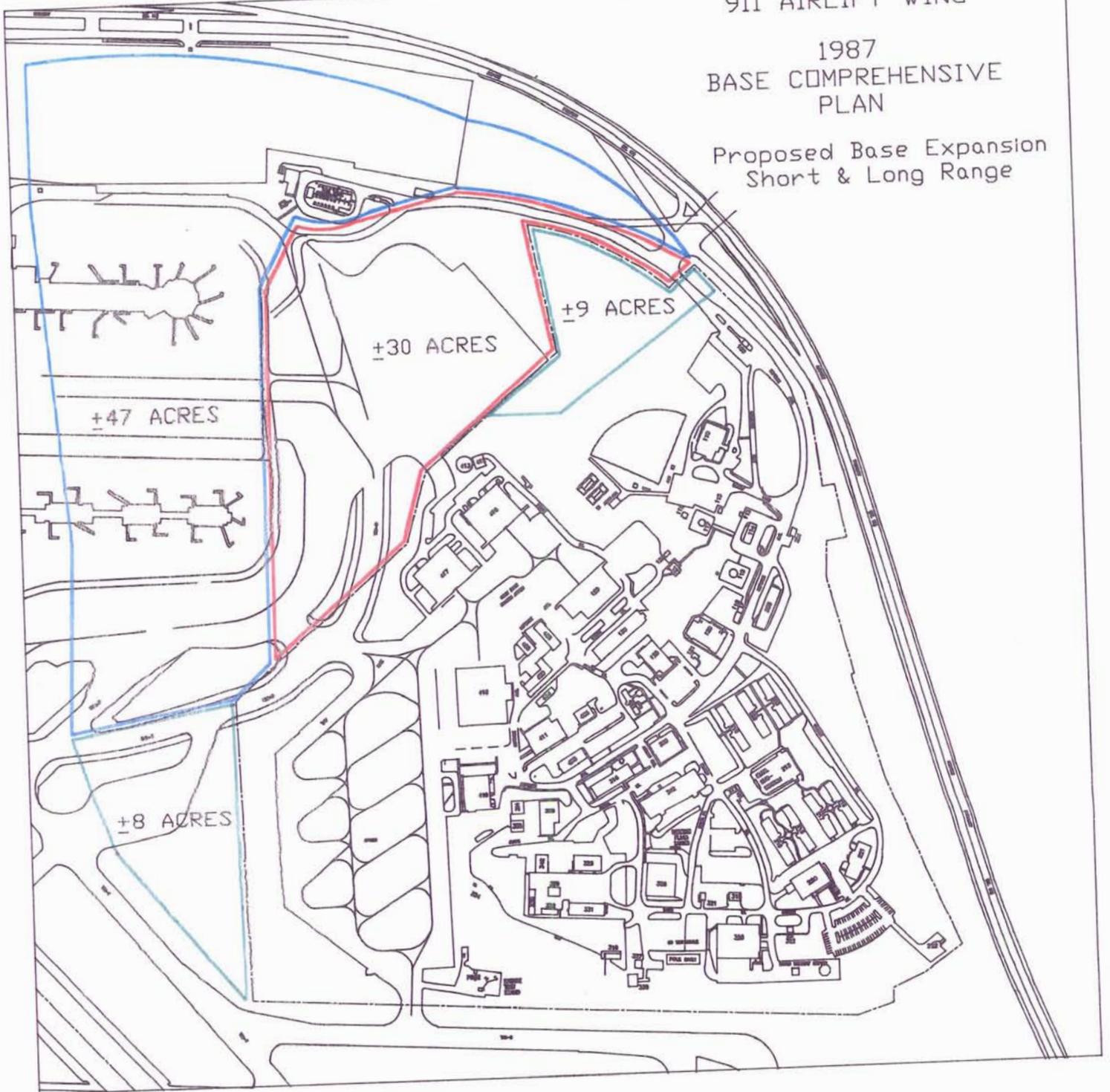
**HEADQUARTERS  
911th TACTICAL AIRLIFT GROUP (AFRES)  
GREATER PITTSBURGH INTERNATIONAL AIRPORT  
PITTSBURGH, PENNSYLVANIA**

**GRW ENGINEERS, INC  
LEXINGTON, KENTUCKY**

911 AIRLIFT WING

1987  
BASE COMPREHENSIVE  
PLAN

Proposed Base Expansion  
Short & Long Range



WESTERN PENNSYLVANIA COALITION  
DEFENSE OF THE PITTSBURGH IAP AIR RESERVE STATION

SAMPLE LETTERS OF SUPPORT FOR THE COALITION  
AND  
THE 911TH AIRLIFT WING

**RESOLUTION R-14-1995**

**TOWNSHIP OF MOON**

---

A RESOLUTION OF THE BOARD OF SUPERVISORS  
OF THE TOWNSHIP OF MOON RECOGNIZING THE  
IMPORTANCE OF THE 911TH AIR FORCE BASE TO  
MOON TOWNSHIP AND TO THE ECONOMIC  
HEALTH OF THE AIRPORT AREA.

---

WHEREAS, the proposed closing of the 911th Airlift Wing at the Pittsburgh International Airport has come to the attention of the Board of Supervisors of Moon Township; and

WHEREAS, the Board of Supervisors recognizes the important role that the 911th fulfills in the safety and security of the Airport Area, as witnessed by their active participation in the Flight 427 incident; and

WHEREAS, the Board also recognizes the significant economic contribution made to the local businesses in the Airport Area and Moon Township by the full-time and reservist members of the 911th; and

WHEREAS, the Board of Supervisors is concerned about the potential adverse impact on the region, such as job loss, that would result with the closing of the Base;

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Moon Township knowingly supports the continued operations of the 911th Airlift Wing and recognizes its vital role in the local economy and safety and well being of the Airport Area.

THEREFORE, BE IT RESOLVED that this Resolution is adopted this 4th day of April by the Board of Supervisors of the Township of Moon in support of the 911th Airlift Wing at Pittsburgh International Airport.

ATTEST:

TOWNSHIP OF MOON  
BOARD OF SUPERVISORS

  
Township Manager

  
Chairman  
Board of Supervisors

Township Seal ( )



812 Fifth Avenue  
Pittsburgh, PA 15219-4799  
412-456-1900

March 20, 1995

Colonel Tom Spencer  
911th Air Lift Wing  
316 Defense Avenue  
Coraopolis, PA. 15108

Dear Colonel Spencer,

Throughout the past year, the 911th Air Lift Wing Donors have demonstrated remarkable effort in donating blood. On behalf of Central Blood Bank and area families, I would like to thank you for your continual support and commitment. Annually, the 911th Air Lift Wing donates between 400 and 500 pints of blood. These units of blood enabled over 1,200 patients to receive the lifesaving blood products they were in need of. That is truly an accomplishment that you should be proud.

Providing and maintaining an adequate blood supply is a constant challenge for Central Blood Bank. As local companies continue to downsize, it becomes more and more difficult to meet the demand of 700 donors per day. Central Blood Bank relies on your donations to help meet the needs of our 44 regional hospitals. That is why we are asking you to encourage maximum participation from Reservists at the upcoming UTA weekend drive, which is scheduled for May 6th and 7th. We hope that this drive will break records for weekend donations.

I would like to thank you again for your efforts and emphasize that it is through your community spirit and dedication that enables patients to have a second chance at life. I commend you on the outstanding job that you have done. If there is any way that we can help to save the 911th Air Lift Wing Base, please let me know.

Please convey this note of thanks to everyone who donated blood.

Sincerely,

Lisa Franco  
Field Consultant  
456-1971



University of Pittsburgh  
Medical Center

*School of Medicine*

Suite 500  
230 McKee Place  
Pittsburgh, PA 15213-4901  
412-578-3170

Department of Medicine  
Division of Emergency Medicine

March 27, 1995

Judge John G. Brosky  
Superior Court of Pennsylvania  
2703 Grant Building  
Pittsburgh, PA 15219

Dear Judge Brosky:

I am writing in regard to the recently proposed closing of the 911 Airlift Wing adjacent to Pittsburgh International Airport.

As Unit Commander and Chief Medical Officer of the PA-1 Disaster Medical Assistance Team (DMAT), a component of the National Disaster Medical System, I can attest to the valuable service which the 911th has provided for DMAT operational and training exercises since the inception of the team. This base is used as our primary receiving area and wing personnel provide critical support functions. The current NDMS plan includes air evacuation by military airlift of victims from areas where whose medical resources are overwhelmed to be treated in the Pittsburgh area, which is well-endowed with hospitals and other medical resources. The 911th is a critical connection in this system. I also understand that the cost savings of closing this base were markedly overestimated.

Therefore, I ask that reconsider the decision to close this base as it would critically impair our ability to function as a disaster medical assistance team.

Thank you for your kind consideration in regard to this matter. Please contact me should I be able to provide any further information in this regard.

Sincerely,

Vincent N. Mosesso, Jr., M.D., FACEP  
Assistant Professor of Medicine,  
Division of Emergency Medicine  
Director of EMS Education,  
University of Pittsburgh  
Affiliated Residency in Emergency Medicine  
Assistant Medical Director,  
City of Pittsburgh Bureau of EMS  
Unit Commander, Chief Medical Officer  
PA-1 DMAT Team, NDMS

Findlay Township

Resolution No. 95-21

A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE TOWNSHIP OF FINDLAY RECOGNIZING THE IMPORTANCE OF THE 911TH AIR FORCE BASE TO THE ECONOMIC HEALTH OF THE AIRPORT AREA.

Whereas, the recent focus on the potential closing of the 911th Air Force Base at the Pittsburgh International Airport has come to the attention of the Board of Supervisors of Findlay Township; and

Whereas, the Board of Supervisors recognize the important role that the 911th fulfills in the safety and security of the Airport Area, as witnessed by their active participation in the Flight 427 incident; and

Whereas, the Board also recognizes the economic contribution made to the local businesses in the Airport Area and Findlay Township by the full-time and volunteer members of the 911th; and

Whereas, the Board is concerned about the potential job loss that would result with the closing of the Base;

NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of Findlay Township knowingly support the continued operations of the 911th Air Force Base and recognize its vital role in the local economy and safety and well being of the Airport Area.

On Motion duly made and seconded, this Resolution is adopted this 8th day of March, 1995 by the Board of Supervisors of Findlay Township.

ATTEST:

FINDLAY TOWNSHIP BOARD OF SUPERVISORS

Cheryl L. Ruesch  
SECRETARY

Raymond Chappell  
CHAIRMAN

# NORTH FAYETTE TOWNSHIP

## RESOLUTION NO. 5-95

A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE TOWNSHIP OF NORTH FAYETTE RECOGNIZING THE IMPORTANCE OF THE 911TH AIR FORCE BASE TO THE ECONOMIC HEALTH OF THE AIRPORT AREA.

WHEREAS, the recent focus on the potential closing of the 911th Air Force Base at the Pittsburgh International Airport has come to the attention of the Board of Supervisors of North Fayette Township; and

WHEREAS, the Board of Supervisors recognize the important role that the 911th fulfills in the safety and security of the Airport Area, as witnessed by their active participation in the Flight 427 incident; and

WHEREAS, the Board also recognizes the economic contribution made to the local businesses in the Airport Area and North Fayette Township by the full-time and volunteer members of the 911th; and

WHEREAS, the Board is concerned about the potential job loss that would result with the closing of the Base;

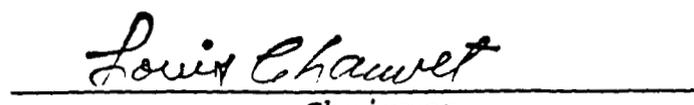
NOW, THEREFORE, BE IT RESOLVED that the Board of Supervisors of North Fayette Township knowingly support the continued operations of the 911th Air Force Base and recognize its vital role in the local economy and safety and well being of the Airport Area.

On Motion duly made and seconded, this Resolution is adopted this 14th day of March, 1995 by the Board of Supervisors of North Fayette Township.

ATTEST:

NORTH FAYETTE TOWNSHIP  
BOARD OF SUPERVISORS

  
Secretary

  
Chairman

# Beaver County



WAYNE N. TATALOVICH  
CORONER  
412-728-5700

COURTHOUSE, THIRD STREET  
BEAVER, PENNSYLVANIA  
15009

## Office of Coroner

March 29, 1995

Judge John Brosky  
Western Pennsylvania Coalition

Dear Judge Brosky:

On September 8, 1994, USAir Flight 427 crashed in Hopewell Twp., Beaver County, Pennsylvania. Prior to that day, the Beaver County Coroner's Office with the Beaver County Emergency Management Services routinely exercised drills on mass disasters. A temporary morgue was selected at the Beaver County Airport.

When Flight 427 crashed from an altitude of 6,000 ft. at approximately 300 m.p.h., the destruction was so devastating that the morgue selected at the Beaver County Airport could not accommodate the needs of such a crash.

On the evening of the crash, Allegheny County Commissioner and Governor Casey offered the hanger at the 911th Tactical Command at the Greater Pittsburgh Airport. Following an inspection of that facility at 1:30 a.m., I accepted their offer. In retrospect, I firmly believe that this was one of the best decisions made during this tragic event. I cannot begin to imagine the turmoil and delays that would have been encountered had we not utilized the 911th hanger.

I urge you, on behalf of all those who were a part of this disaster, not to close the 911th.

Please keep in mind that there are 580 flights every day at the Greater Pittsburgh International Airport.

God forbid a reoccurrence of this tragedy. However, we must be prepared.

Respectfully,

*Wayne N. Tatalovich*  
Wayne N. Tatalovich  
Beaver County Coroner

WNT/mj

# MOON TOWNSHIP MUNICIPAL AUTHORITY

1700 Beaver Grade Road  
Suite 200  
Moon Township, PA 15108-4307  
412-264-4300  
FAX 412-262-9482

## AUTHORITY BOARD

John J. Wink, *President*  
Norman W. Davidson, *Vice President*  
Leonard L. Nary, *Secretary*  
Everett D. Stoner, *Treasurer*  
Steven M. Dombrowski, *Asst. Secy-Treasurer*

mcquade

Richard J. Mills & Associates  
*Solicitor*  
Nichols & Slagle Engineering, Inc.  
*Consulting Engineers*  
J. M. Selfarth, P. E.  
*General Manager*  
John F. Riley, P. E.  
*Assistant General Manager*

March 25, 1995

Col. William J. McQuade  
Coalition to Preserve the  
Military Presence in Western Pennsylvania  
Moon Township Municipal Center  
Public Safety Building  
Moon Township, PA 15108

Subject: 911th Airlift Wing AFRES  
Pittsburgh International Airport  
Effects of Base Closing on  
Moon Township Municipal Authority

Dear Col. McQuade:

The Moon Township Municipal Authority is a regional water and sewer utility that serves Moon Township and parts of Robinson, North Fayette and Findlay Townships as well as the Pittsburgh International Airport including the 911th Airlift Wing AFRES and the Pennsylvania Air National Guard (PANG).

Proposed closing of the 911th Airlift Wing Base will mean a significant loss of water and sewer revenues to this Authority, which is supported almost completely by water and sewer revenues.

During the most recent 12 months period the 911th consumed 9,512,000 gallons of potable water, which after use was discharged to the Authority's Montour Run sanitary sewer system. Gross revenues received by the Authority for supplying these services to the 911th total about \$37,000 annually. The equivalent of more than 100 new residential premises must be added to the Authority systems to make up for this loss of revenue.

The Authority's current annual water and sewer revenue requirement totals \$6,595,000. A \$37,000 revenue reduction represents a 0.56% decrease in total revenues and will require an average service charge increase of about \$5 per year to the residential users of Authority systems to offset the lost revenue. Commercial and Industrial customers that use large quantities of water will be impacted more severely.

The 911th and the Authority recently negotiated a cost sharing basis for erecting an elevated water storage tank to meet the needs of both parties.

# MOON TOWNSHIP MUNICIPAL AUTHORITY

-2-

The 911th, which needs better fire protection for its base, had obtained approval from the Federal Aviation Administration (FAA) to erect an elevated storage tank at the Base and had designed and received bids for a 300,000 gallons water storage tank estimated to cost on the order of a half-million dollars. The Authority, which is in need of additional storage for service to the eastern portion of Moon Township, could not find an elevated tank site in that part of the Township that was not height limited by the needs of arriving and departing aviation. The Authority proposed to the AFRES construction of a much larger tank at the FAA approved location proposed for the smaller AFRES tank, thus satisfying both Air Force and Authority needs. Agreement was reached and a larger 1,500,000 gallons tank is under construction. This joint effort is an excellent example of intergovernmental cooperation and economy with the Air Force contributing \$300,000 toward the \$2,169,000 cost of the larger tank.

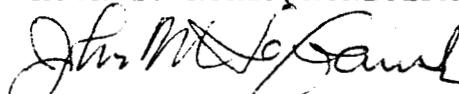
Water service to the Pennsylvania Air National Guard is provided via a connection through the AFRES Base. If the Base is closed will access be afforded to the Authority to operate and maintain water lines and facilities serving PANG but situated on the AFRES Base?

The proposed closing of the 911th will negate the benefits to be gained by the Air Force from the cooperative water storage tank project, will impact the Authority to the extent of a \$37,000 per year loss of revenue and may impact the Authority's ability to continue water service to PANG.

If you have any questions or desire any more information about the relationship of the 911th Airlift Wing AFRES to the Moon Township Municipal Authority, please feel free to call.

Very truly yours,

MOON TOWNSHIP MUNICIPAL AUTHORITY

  
John M. Seifarth, P.E.  
General Manager

JMS/dd



DEPARTMENT OF VETERANS AFFAIRS  
Medical Center  
University Drive  
Pittsburgh PA 15240

March 22, 1995

In Reply Refer To:

Judge John G. Brosky  
Superior Court of Pennsylvania  
2703 Grant Building  
Pittsburgh, PA 15219

Dear Judge Brosky,

It is my understanding you are heading up a committee to stop the closure proceedings of the 911th Air Lift Wing (AG), U. S. Air Force Reserve (USAFR) Base at Pittsburgh International Airport. This letter will give you facts and background concerning the importance of this Base in the National Disaster Medical System.

The National Disaster Medical System (NDMS) is a single system to care for large numbers of casualties from either a domestic disaster or overseas war. The NDMS is a cooperative effort of the U.S. Public Health Service (USPHS), Department of Veterans Affairs (DVA), Department of Defense (DoD), Federal Emergency Management Agency (FEMA), state and local governments and the private sector. There are more than 100,000 pre-committed non-Federal acute care hospital beds in more than 1,700 hospitals in the United States that are a part of the NDMS.

The 911th AG, USAFR, has been the reception site for incoming patients to Pittsburgh under the NDMS Plan. For the past eight (8) years, we have brought together Federal, State, County, City and Private sector agencies at the 911th Base to hold NDMS exercises. Not only has this been good for local disaster exercises and drills but these efforts have shown the nation that the Pittsburgh Area is ready to receive patients from any disaster or war that could strike our country.

The DVA Medical Center, University Drive (UD), Pittsburgh, PA 15240 is a Federal Coordinating Center (FCC) for the NDMS. There are 72 FCCs in the USA. A FCC recruits and coordinates non-federal hospital participation in the system and links hospitals with local transportation, communications and other resources. The FCC also establishes and maintains system coordination and patient administration procedures in geographic areas for which it has responsibility.

The DVA is responsible for 41 of the 72 FCCs in the country. The other 30 FCCs are administered by the DoD. For the most part, the 41 sites administered by the VA are larger, better coordinated, and more advanced than the DoD-operated FCC. This is due to many factors some of which are the stability of VA managers in an area as opposed to the constant movement of DoD personnel. Another reason is the NDMS program might be a low priority duty of a DoD officer who has 25 other duties that take priority. Also, DoD cut-backs in recent years has played a role. For example, the VA has assumed the NDMS-FCC from the Navy in Philadelphia, PA and also from the Army at Fort Dix, New Jersey.

Out of the 41 NDMS-FCC coordinated by the VA nationwide, Pittsburgh is the third largest for NDMS Hospital Beds minimally set aside by private sector hospitals for the program and fourth largest nationwide for the maximum number of beds set aside by the private sector hospitals for the NDMS Program. (See attachment). We have 3300 hospital beds promised by 56 private sector hospitals in the Greater Pittsburgh/West Virginia area for this nationwide system. This makes us one of the top four sites in the entire country to bring patients to when a large scale disaster strikes.

In the past eight years, we have had four major NDMS Exercises at the 911th Airlift Wing Base. We have also used C-130 aircraft supplied by the Base to assimilate loading of patients. From the airplane we take the patients to a hanger, triage them and send them via ambulances to local hospitals for treatment and admission.

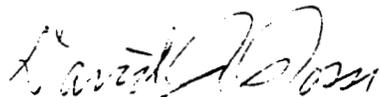
It has been the consensus of Disaster Planners that when the "Big One" Disaster hits our country, probably an Earthquake similar to the one that hit Kobe, Japan or larger, airport runways will be destroyed. The C-130 aircraft can land and take off on unimproved air fields, Interstate highways, a farm field, etc. Since they are a prop engine plane they do not need a lot of runway. As was seen in Armenia in 1988 when the earthquake destroyed airport runways and the one that survived was so congested it was very difficult to land or take off.

One could argue that we could use the National Guard Base at Pittsburgh International Airport or the Allegheny County Airport as a Reception Site for C-130 planes full of patients from a national disaster and we could. The problem arises that the National Guard Base and the County Airport do not have the maintenance crews, spare parts, special equipment, etc., needed to service the C-130 aircraft as the 911th Base has. Youngstown and Cleveland, Ohio could service C-130 aircraft but it would not be in the patient's best interest to take a two or three hour ambulance drive from Ohio to a Pittsburgh hospital.

Since I am the NDMS Area Manager for Western Pennsylvania and Northern West Virginia and have the history and and the knowledge of the importance of our area to this program, I would be most willing to testify to the need of the Base to remain in Pittsburgh.

If you have any questions, please call me at (412) 692-3023.

Respectfully,

A handwritten signature in cursive script, appearing to read "David R. Rossi".

DAVID R. ROSSI  
Emergency Medical Preparedness Office (EMPO)  
National Disaster Medical System (NDMS)  
Area Manager

Attachments



DEPARTMENT OF THE TREASURY  
UNITED STATES SECRET SERVICE

March 30, 1995

File: 110-130.000

Room 835 Federal Building  
1000 Liberty Avenue  
Pittsburgh, PA 15222  
Telephone: 412/644-3384

Judge John Brosky  
Chairman  
Western Pennsylvania Coalition  
1000 Beaver Grade Road  
Moon Township, PA 15108

Dear Judge Brosky:

The purpose of this letter is to advise you of the excellent working relationship the Secret Service in Pittsburgh has with the men and women of the 911th Airlift Group (Air Force Reserve), Pittsburgh International Airport.

I have personally supervised the security for many visits of the President and Vice President of the United States, as well as their families, to the Pittsburgh area over the past ten years. All of these visits have begun at the 911th Airlift Group with the arrival of Air Force One or Air Force Two, and ended some hours later with the departure of the aircraft.

The cooperation and professionalism that has been extended to the Secret Service by the 911th Airlift Group has been outstanding, leading to a level of security that is surpassed by none. From the Base Commander to the newest member of the Airlift Group, everyone at the 911th is totally dedicated to ensuring that a complete security environment surrounds our protectee(s) while they are at the base.

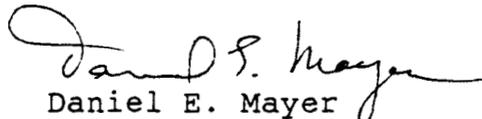
Over the years, a comprehensive security plan has been developed between the Secret Service and security elements of the 911th Airlift Group. This plan is upgraded periodically and reviewed at least annually. It is a model of professional security, and, even more importantly, a model of professional cooperation.

I feel it is my responsibility to advise you of the outstanding relationship my office has with the men and women of the 911th Airlift Group. When we needed them, the men and women of the 911th Airlift Group came through for us --- time and time again. It is our hope that this relationship will continue to flourish and grow stronger with the years.

110-130.000  
March 30, 1995  
Page 2.

At your convenience, I am available to discuss the Secret Service relationship with the 911th Airlift Group. I can be reached at the above telephone number during the work day.

Very truly yours,



Daniel E. Mayer  
Special Agent in Charge

nnoo: SAIC Pat Miller,  
USSS Liaison Division

Senior Master Sgt. Bob Holland  
911th Security Police Squadron  
Pittsburgh International Airport - ARS  
316 Defense Avenue, Suite 101  
Coraopolis, PA 15108-4403

April 7, 1995

Dear Judge Brosky,

We are writing to you in your role as Chairman of the Western Pennsylvania Coalition which is attempting to convince the Base Realignment and Closure Commission that the 911th Air Force Reserve Base in Moon Township should not be closed.

The 911th Air Base has been involved in many humanitarian efforts, delivering medical supplies and equipment to victims of war, hurricanes, floods and earthquakes in recent years. Most recently, over 500 men and women of the 911th assisted in the crash of Flight 427.

We strongly support such humanitarian service and are concerned with the rest of our community about the large numbers of people who would be affected by the closing of this base.

We offer you our prayerful support.

Sincerely,

Bishop Donald W. Wuerl  
Catholic Diocese of Pittsburgh

Archbishop Judson M. Procyk  
Byzantine Archdiocese of Pittsburgh

Bishop Donald J. McCoid  
Southwestern Pennsylvania Synod  
Evangelical Lutheran Church in America

Colonel Paul M. Kelly  
Divisional Commander  
The Salvation Army

Dr. Paul L. Westcoat, Jr.  
Conference Minister  
Penn West Conference  
United Church of Christ

Rev. John E. Strauz Clement  
Executive Presbyter  
Pittsburgh Presbytery

Dr. Clayton R. Woodbury  
Executive Minister  
Pittsburgh Baptist Association

Dr. Darwin Collins  
Regional Minister  
Christian Church (Disciples of  
Christ) in Pennsylvania

# Pittsburgh TAP Complex





**COLONEL THOMAS W. SPENCER**  
91st Airlift Wing Commander

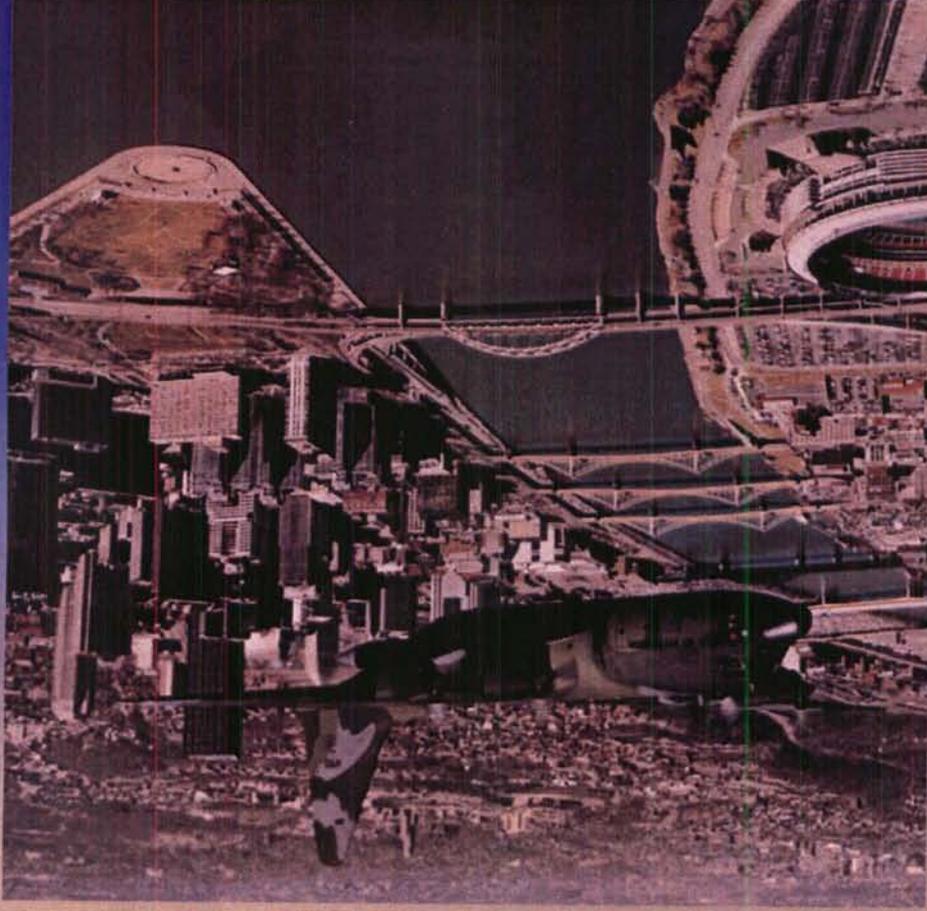
## Mission of the 91st Airlift Wing

- To Train Reservists
- Provide Airlift for Airborne Forces, Their Equipment and Supplies
- Provide Inter-theater Aeromedical Evacuation
- Provide Support for Active Duty Forces, the Pennsylvania Air National Guard and More than 50 Federal Agencies

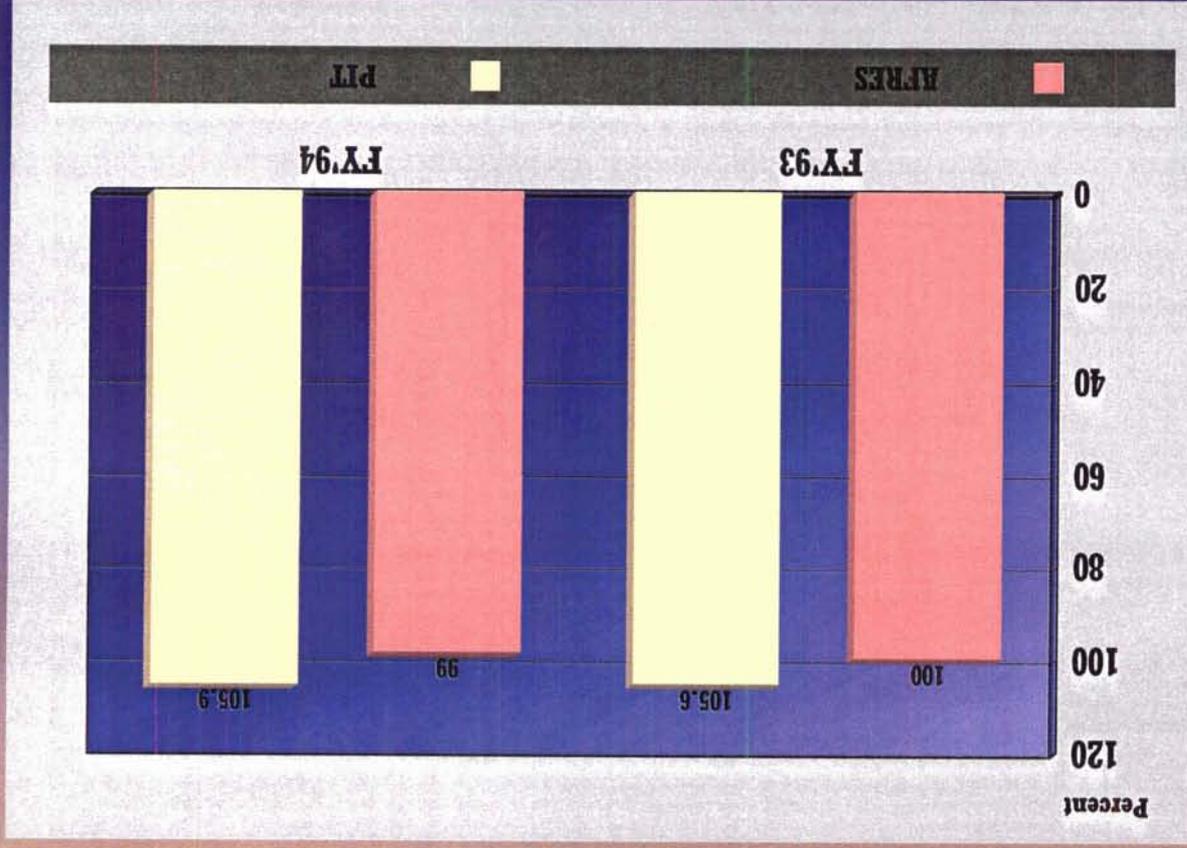


# 911th's Stated Vision

World's Most Respected Airlift Organization



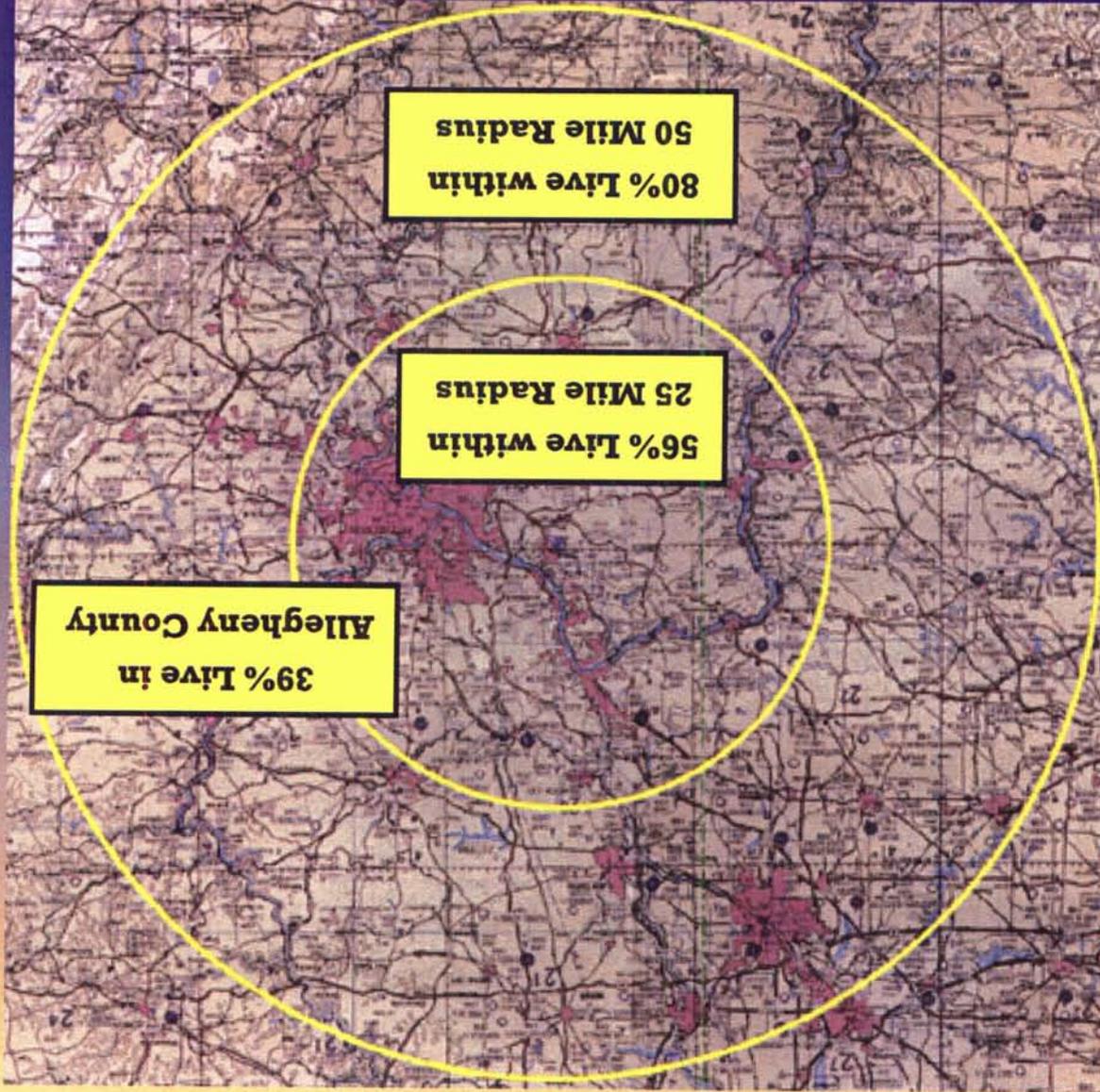
# 911th Airlift Wing Manning

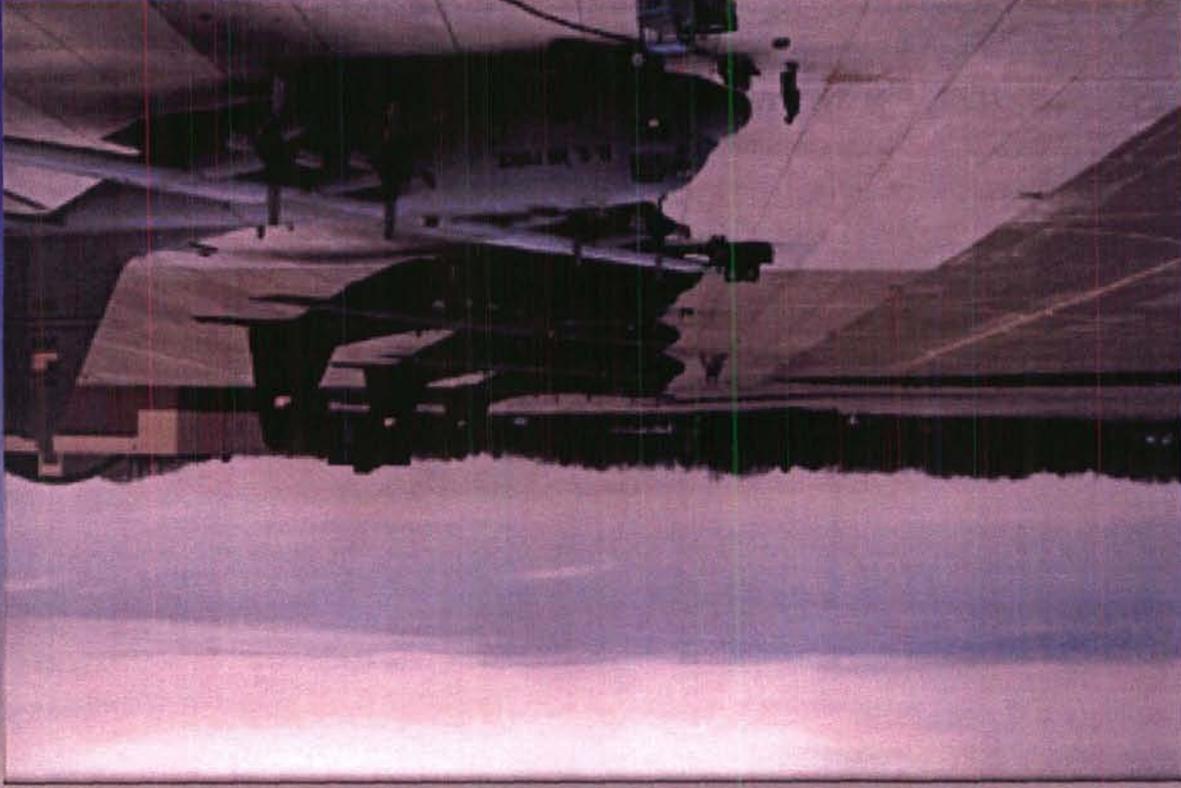


## Personnel

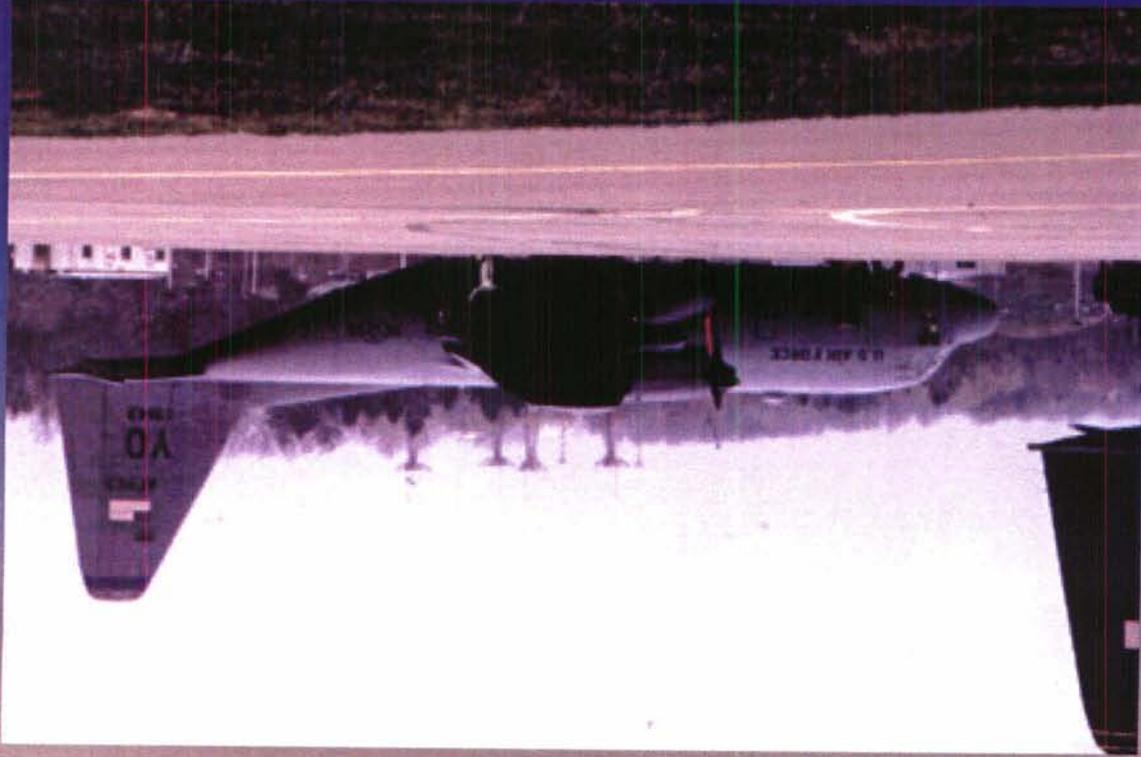
- 1300 Reservists Assigned With 357 Full-time Employees
- 80% of Our Reservists Live Within a 50-mile Radius of the Base
- Pittsburgh International Airport, Co-located with the 911th Provides a Significant Pool of Experienced Personnel, this Hub of a Major U.S. Airline Makes Pittsburgh a Valuable Resource for Aircrew Recruiting





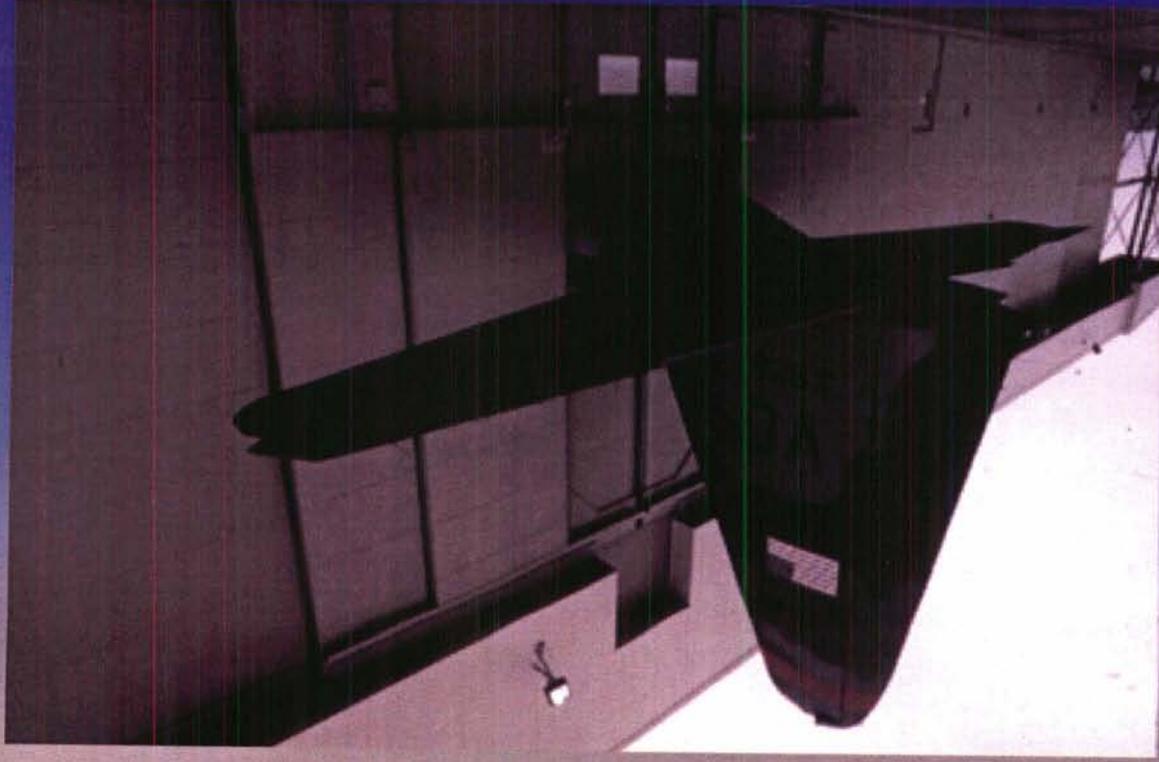


**Current Base Loading**  
**8 C-130 Hercules Aircraft**



## Current Base Loading

- 2 C-130s From Youngstown
- Plus One From Various Other Bases



## Current Base Loading

- Eleven Total C-130s in Operation at the 911th

# Whatever It Takes

911th Tactical Airlift G

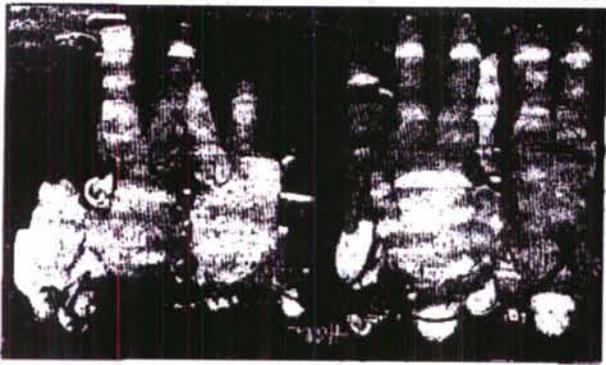
WHATEVER  
IT  
TAKES



A GATEWAY PUBLICATIONS NEWSPAPER  
Serving Moon, Concord, Friday, Olathe, North Ogden

# Record

Wednesday, September 14, 1994  
5P



LOCAL RESPONSE: Volunteer firefighters from Moon, Concord and Olathe were among the emergency personnel at the scene when the crash of Royal 477 Thursday. Photo by Alan G. 1

## 911th takes command in dealing with disaster

**Schools offer help to kids, community**  
Great Depression  
How it dealt with hard times  
Community news from the 911th  
Royal 477 crash site  
Local response to the crash  
911th takes command in dealing with disaster  
The community's 911th  
Local response to the crash  
911th takes command in dealing with disaster

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911th takes command in dealing with disaster  
The community's 911th  
Local response to the crash  
911th takes command in dealing with disaster

**FY 1993 Budget**

**\$10.16 Million Base Operating Cost\***



*\*Defined By the Air Force Reserve Comptroller*

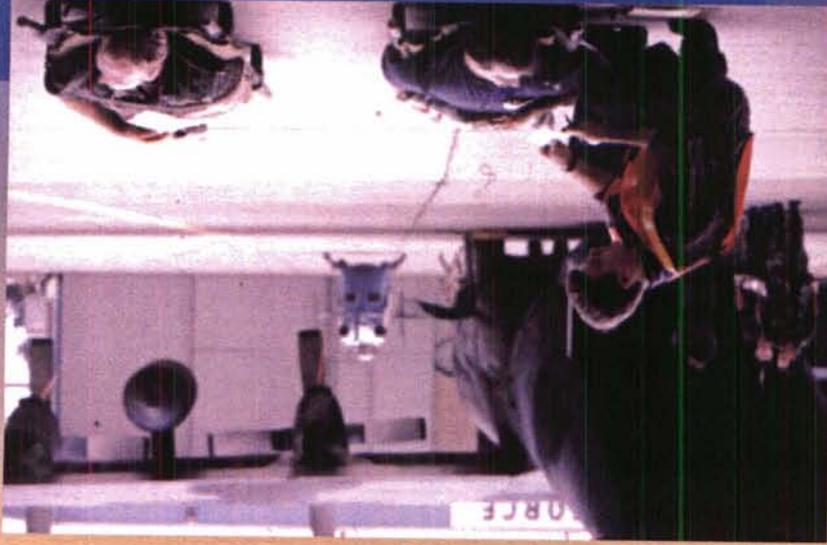
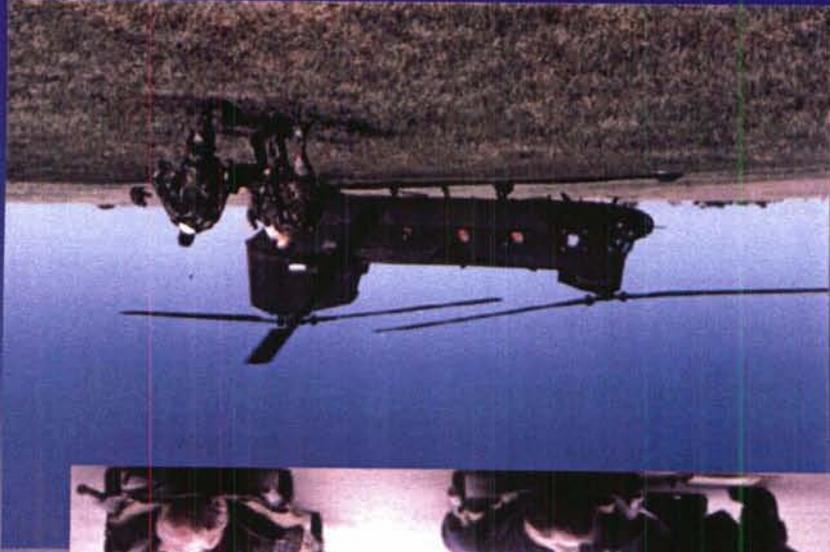


# Unique Assets

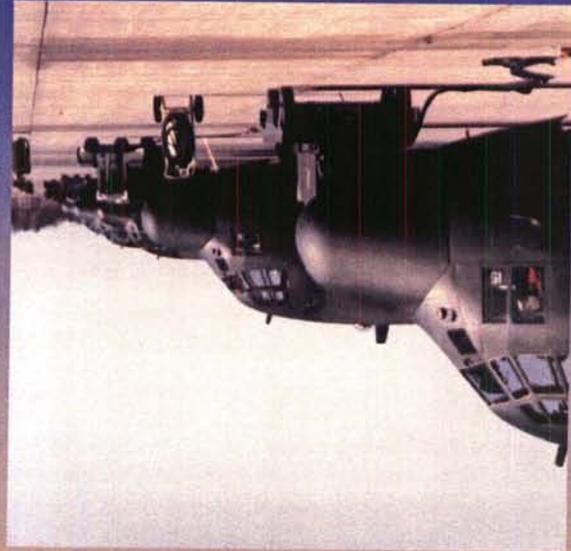
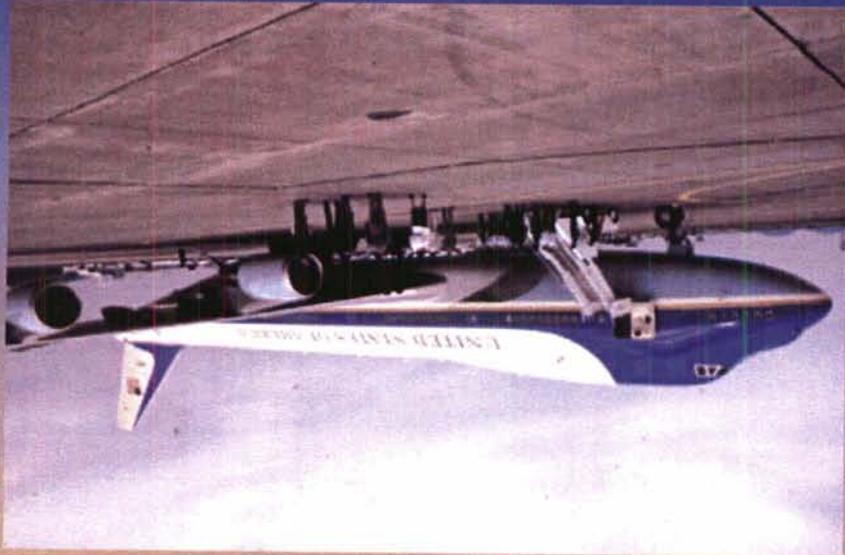
## Joint Use Agreement

- ALL FOR ONLY \$20,000 PER YEAR
- Cost of County Services
- Aircraft Fire and Crash
- Structural Fire Protection
- Landing/Take-Off Fees
- Runway Maintenance/Repair
- Emergency Ambulance/Medical Services
- Control Tower Services
- Snow Removal - Runways

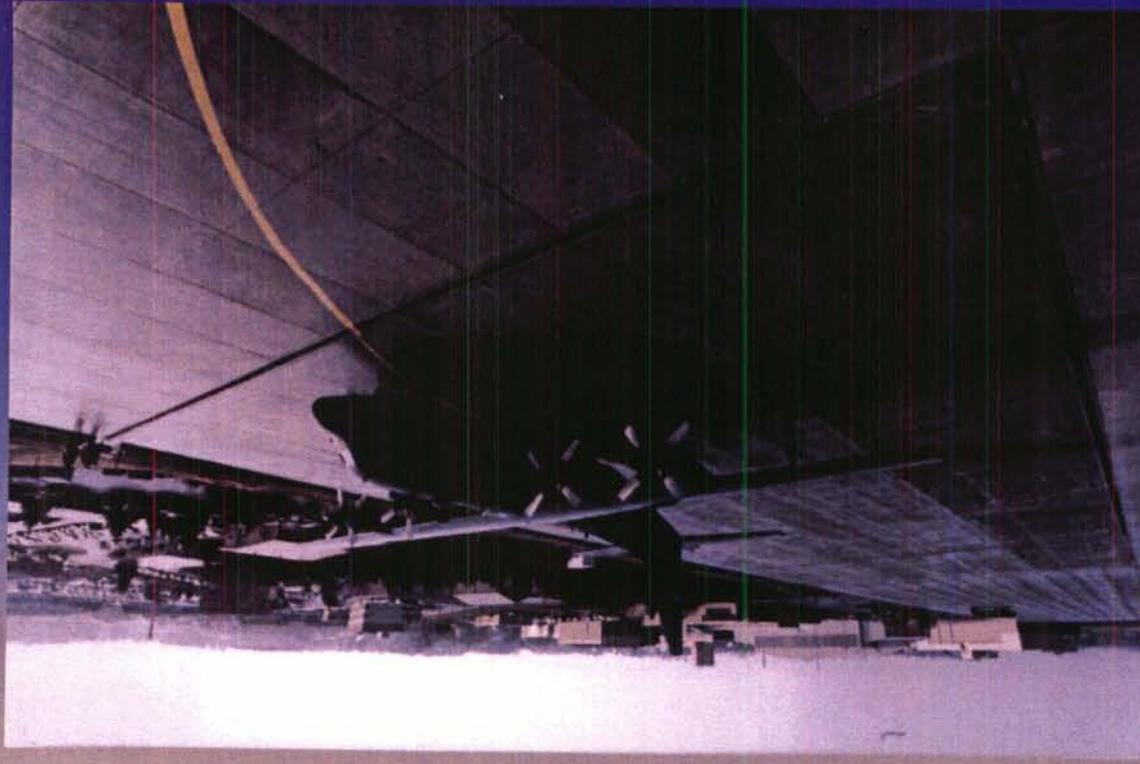




# National Disaster Medical System



# Ramp Capacity



# New, Environmentally Benign De-icing Facility

## **Advanced Consolidated Communications System**

- The Only Operational Fiber-optic Network in the Air Force Reserve
- Information Highway 2000 Initiative Compliant
- State-of-the-Art Local Area Network Capable of Expansion into the 21st Century
- Serving More than 50 Federal and Community Facilities Including the Pennsylvania Air National Guard





## Drop Zones

Two Environmentally Approved Drop Zones

- No Cost To Taxpayer



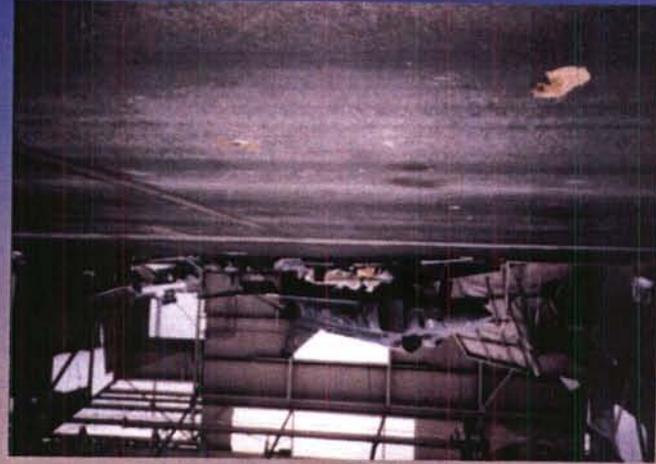
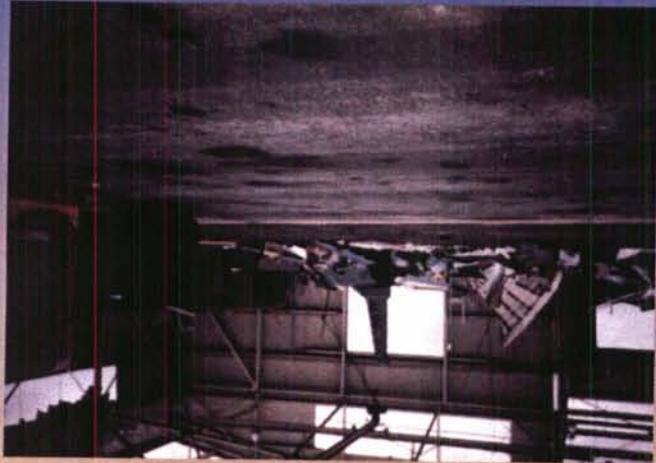
# Recent Deployments

## Desert Storm

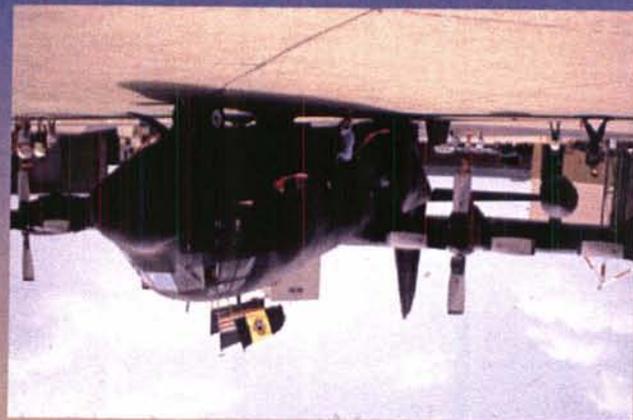
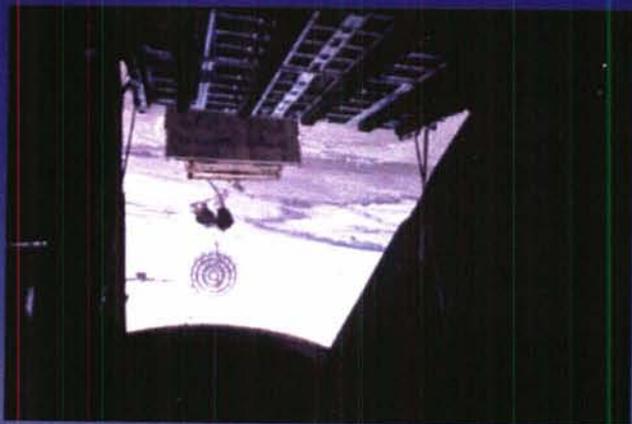
# Recent Deployments

## Bosnia Air Drop





# Recent Deployments Hurricane Andrew



**Conclusion**



**CONGRESSMAN MASCARA**  
20th Congressional District

# Incorrect Analysis

- Decision Making Data Incorrect
- Expansion Facilities No-Cost to U.S.
- Duplication Cost Not Considered
- During Air Force Analysis





## Cost to Close

- Base Operating Support (BOS)
- Cost of Base Realignment Actions (COBRA)

# BOS Cost Comparison



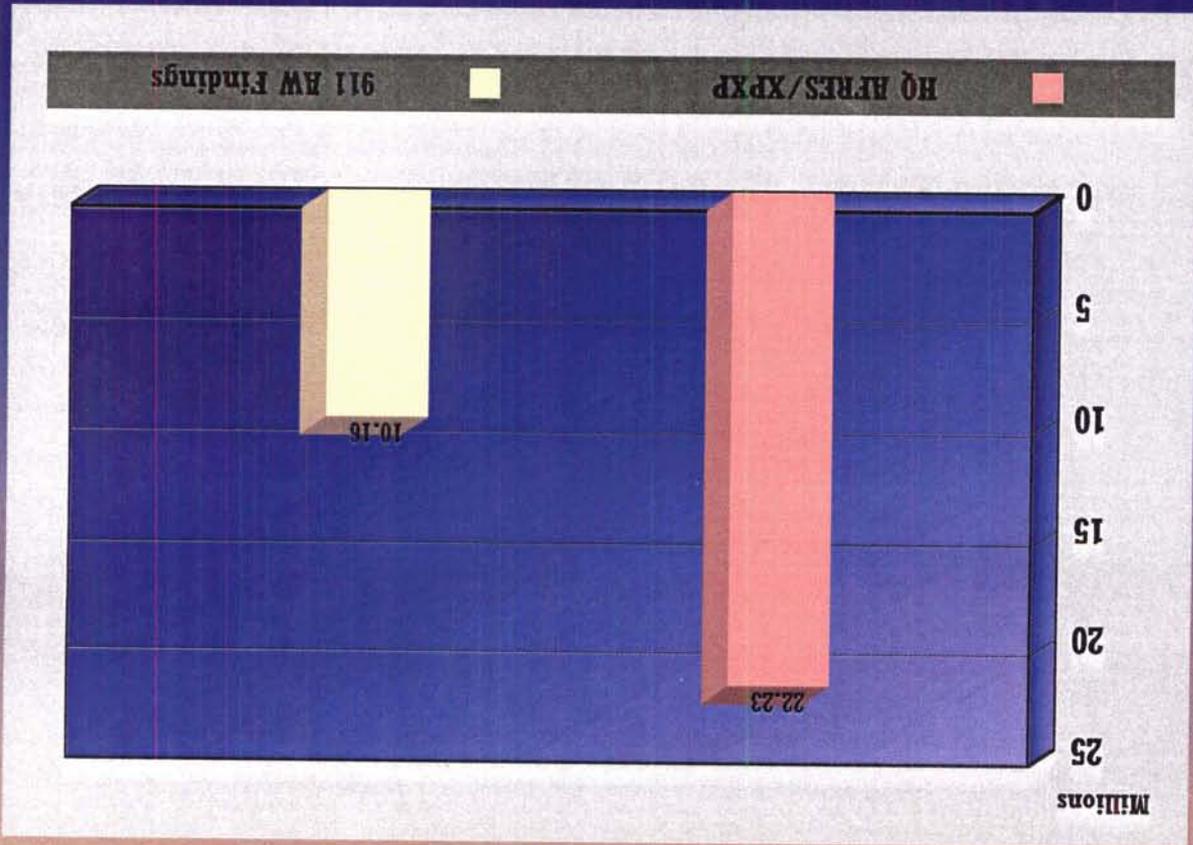
## AIR FORCE AFRES BRAC 95 ANALYSIS

### AFRES BOS COST COMPARISON

LOCATION	AIRFIELD OPERATOR	COLLOCATED UNITS	BOS	COST
BERGSTROM	AFR	CIV (?)	288	\$20.89M
CARSWELL	NAVY	AFR / ANG	260	17.1
DOBBS	AFR	ANG / AD / NAVY	363	24.73
GEN MITCHELL	CIV	AFR / ANG / AR	278	18.32
GRISSOM	AFR	AFR	383	20.27
HOMESTEAD	AFR	CIV (?)	334	26.57
MARCH	AFR	ANG / AFR	383	30.1
MINN-ST PAUL	CIV	NAVY / ANG / AFR	216	13.96
NIAGARA	CIV	AFR / ANG / NG	256	20.04
O'HARE	CIV	AFR / ANG	259	16.52
PITTSBURGH	CIV	AFR	243	22.23
WESTOVER	AFR	NG	397	36.1
WILLOW GROVE	NAVY	AFR / ANG / AR	144	9.41
YOUNGSTOWN	CIV	AFR	175	10.43



# BOS Cost Comparison



# BOS Cost Analysis

## FY-93 Manpower & Associated Cost Comparison

121 Assigned Manpower Support \$ Total			\$5,053,694
<b>Section IV/V EEIC' s</b>	<b>Direct</b>	<b>Reimursable</b>	<b>Total</b>
XXX56 Environmental Compliance	\$185,26	\$0	\$185,256
XXX94 (76) Minor Construction	\$596,689	\$0	\$596,689
XXX78 Real Property Maintenance	\$0	\$0	\$2,089,360
XXX90	\$385,713	\$0	\$0
XXX95 Communication	\$0	\$6,580	\$392,293
XXX96 BOS	\$5,074,348	\$34,574	\$1,851,904
MFH	\$0	\$0	\$0
Total EEIC' s	\$5,074,348	\$41,154	\$5,115,502
<b>Grand Total Assigned Manpower and EEIC' s</b>	<b>\$10,128,042</b>	<b>\$41,154</b>	<b>\$10,169,196</b>

Note: The following figures were extracted from the 30 Septmeber 1993 911 Airlift Wing Operating Budget Ledger (OBL).



# BOS Manpower



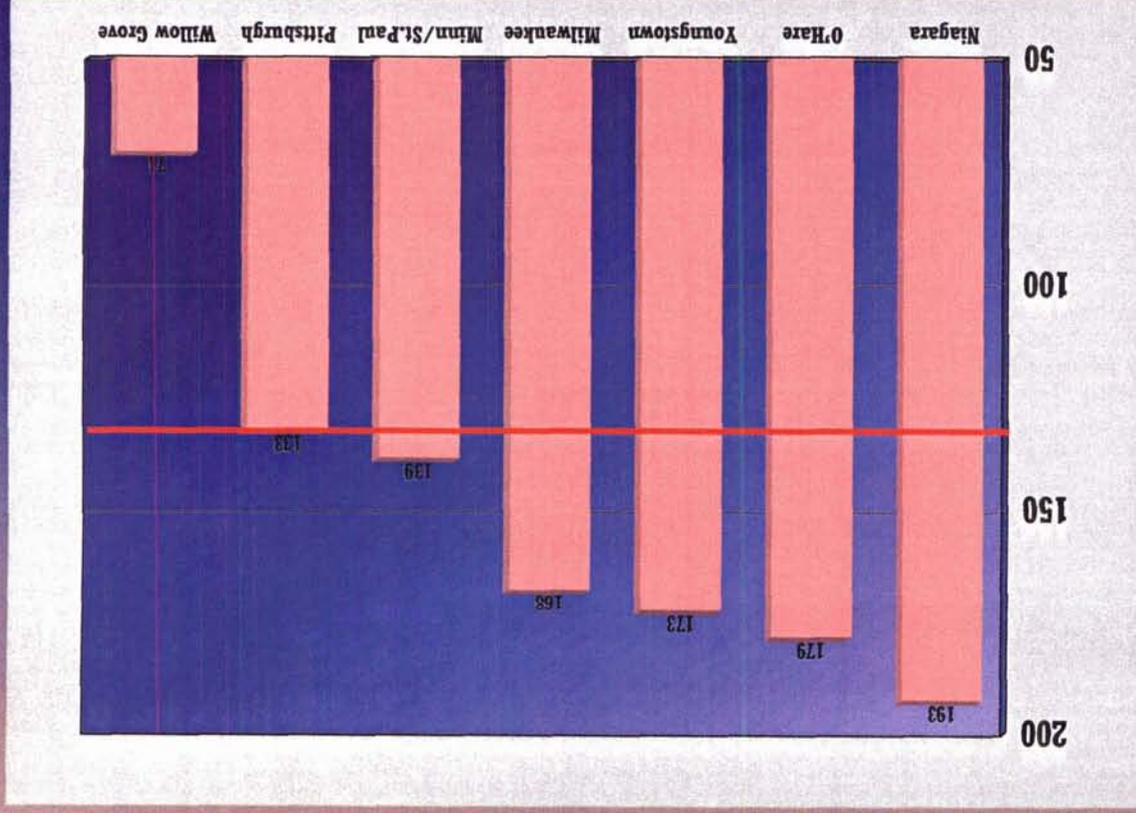
## COBRA “Level Playing Field” Scenario

- Basis for Category IV / V Ranking
- Serious Deficiencies and Errors in Input Cost Data
  - Minneapolis-St. Paul costs erroneously applied to three other bases, including **Pittsburgh**
  - Some partial-year costs used violating basic assumptions of COBRA cost model
  - Youngstown Real Property Maintenance Costs **understated** by a factor of 12:1
  - MILCON Cost Avoidances not included in scenarios — a \$4M to \$30M savings impact



# Corrected COBRA

Taxpayers Save \$6M to \$60M if a Base other than Pittsburgh is Closed



## Question

Substantiate the SECAF assertion:  
“Its’ (Pittsburgh ARS) operating costs are the  
greatest among Air Force Reserve C-130  
operations at civilian airfields”





Pittsbwrgh ARS FY94 O&M was \$22.83M  
(sixth highest of units on civilian airfields).

**Answer**



FY94 RPA was \$8.67M  
(highest of all).

**Answer**



# Bosnia Airdrop



**Hurricane Andrew**



# Pittsburgh Post-Gazette

ONE OF AMERICA'S GREAT NEWSPAPERS

SEPT 28 1954

## PG West

Printed by Post-Gazette

South Fayette  
Board with county

SEVENING WASHINGTON ALLEGED COUNTY, THE CHARITABLE VALLEY AND FOREVER BENTON COUNTY  
SEPTEMBER 25, 1954

### 91 1th Air-lift adds skills to disaster team

By Chuck Fisher

and special assignments, have been made available to the other members of the 91st Air-lift Wing.

The 91st Air-lift Wing has been assigned to the 91st Air-lift Wing.

The 91st Air-lift Wing has been assigned to the 91st Air-lift Wing.

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The 91st Air-lift Wing has been assigned to the 91st Air-lift Wing.

**The 91st's greatest service is to provide privacy for victims' families who may have to visit the base for identification purposes**

As this is being printed, the 91st Air-lift Wing is in the process of receiving a large number of new personnel. These personnel will be assigned to various units within the wing. The 91st Air-lift Wing has been assigned to the 91st Air-lift Wing.

The 91st Air-lift Wing has been assigned to the 91st Air-lift Wing. The 91st Air-lift Wing has been assigned to the 91st Air-lift Wing. The 91st Air-lift Wing has been assigned to the 91st Air-lift Wing. The 91st Air-lift Wing has been assigned to the 91st Air-lift Wing.

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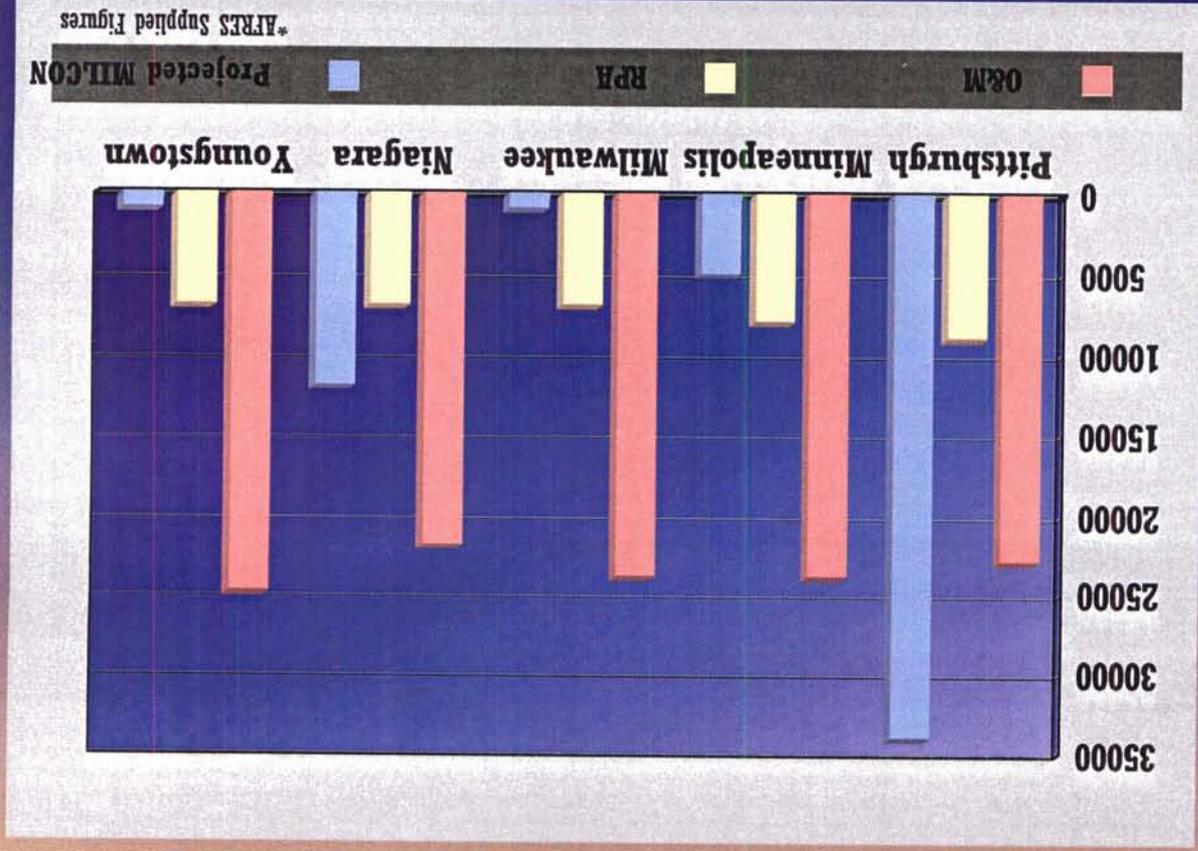


Projected MILCON, (a cost avoidance if Pittsburgh is closed), is \$33.58M (highest by \$20M of any unit).

**Answer**

# FY94 Obligations\*

## Comparison of C-130 AFRES Units at Civilian Airports



\*AFRES Supplied Figures

Projected MILCON

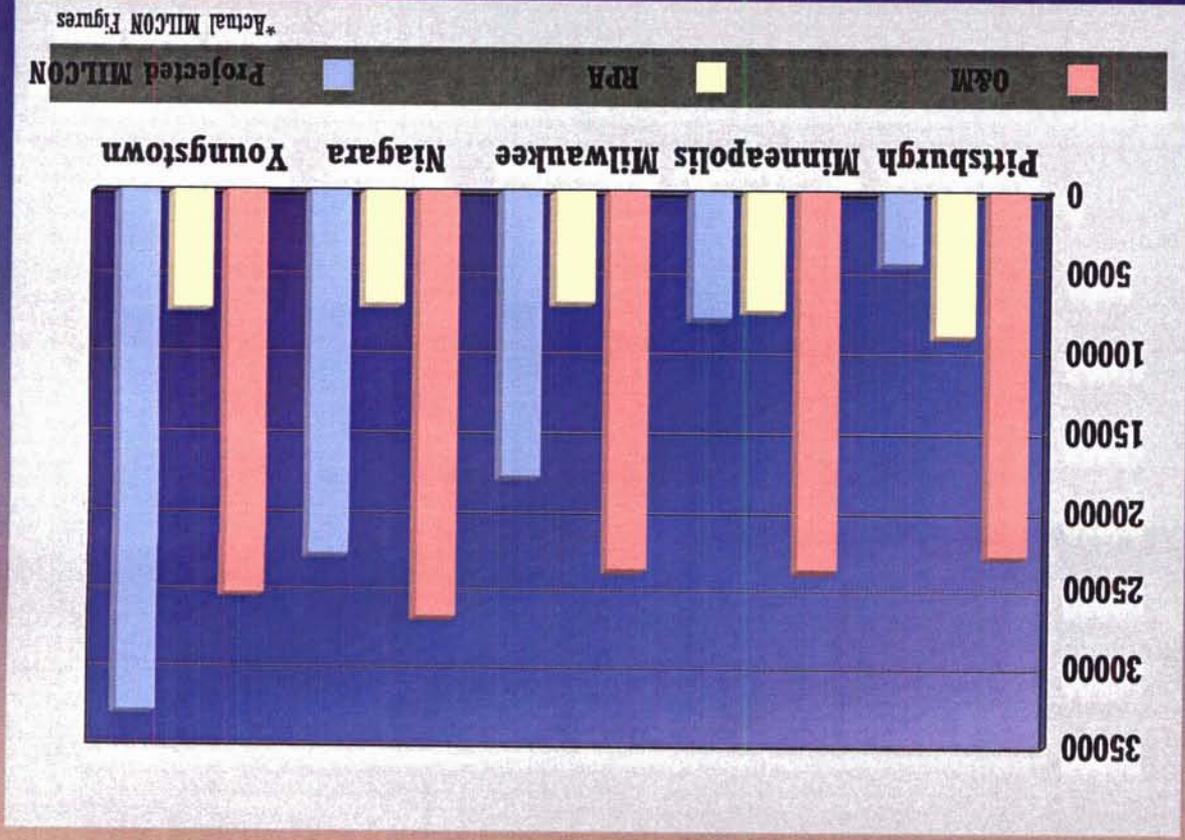
O&M

RPA



# FY94 Obligations\*

## Comparison of C-130 AFFRES Units at Civilian Airports





## AIR FORCE AFRES HRAC 95 ANALYSIS

### AFRES C-130 GROUPING OVERALL ROLL-UP

CRIT I	CRIT II	CRIT III	CRIT IV/V	CRIT VII	CRIT VIII
PITTS	MINN-ST	DOBBINS	WILLOW	DOBBINS	DOBBINS
O'HARE	O'HARE	MITCHEL	DOBBINS	MITCHELL	MITCHELL
DOBBINS	DOBBINS	PITTS	MINN-ST	PITTS	PITTS
MITCHELL	NIAGARA	NIAGARA	YOUNG	MINN-ST	O'HARE
MINN-ST	YOUNG	O'HARE	NIAGARA	NIAGARA	WILLOW
NIAGARA	PITTS	WILLOW	MITCHELL	O'HARE	YOUNG
WILLOW	MITCHEL	MINN-ST	PITTS	WILLOW	MINN-ST
YOUNG	WILLOW	YOUNG	O'HARE	YOUNG	NIAGARA





### AIR FORCE AFRES BRAC 95 ANALYSIS

## AFRES C-130 GROUPING OVERALL ROLL-UP

CRIT I	CRIT II	CRIT III	CRIT IV/V	CRIT VII	CRIT VIII
PITTS	MINN-ST	DOBBINS	WILLOW	DOBBINS	DOBBINS
O'HARE	O'HARE	MITCHEL	DOBBINS	MITCHELL	MITCHELL
DOBBINS	DOBBINS	PITTS	MINN-ST	PITTS	PITTS
MITCHELL	NIAGARA	NIAGARA	YOUNG	MINN-ST	O'HARE
MINN-ST	YOUNG	O'HARE	NIAGARA	NIAGARA	WILLOW
NIAGARA	PITTS	WILLOW	MITCHELL	O'HARE	YOUNG
WILLOW	MITCHEL	MINN-ST	PITTS	WILLOW	MINN-ST
YOUNG	WILLOW	YOUNG	O'HARE	YOUNG	NIAGARA





**AIR FORCE AFRES BRAC 95 ANALYSIS**

**AFRES C-130 GROUPING**

**OVERALL ROLL-UP**



CRIT I	CRIT II	CRIT III	CRIT IV	CRIT VII	CRIT VIII
YOUNG	MINN-ST	DOBBINS	WILLOW	DOBBINS	DOBBINS
WILLOW	O'HARE	MITCHELL	DOBBINS	MITCHELL	MITCHELL
NIAGARA	DOBBINS	PITTS	MINN-ST	PITTS	PITTS
MINN-ST	NIAGARA	NIAGARA	YOUNG	MINN-ST	O'HARE
NIAGARA	YOUNG	O'HARE	NIAGARA	NIAGARA	WILLOW
WILLOW	PITTS	WILLOW	MITCHELL	O'HARE	YOUNG
WILLOW	MITCHELL	MINN-ST	PITTS	WILLOW	MINN-ST
YOUNG	WILLOW	YOUNG	O'HARE	YOUNG	NIAGARA

# Number One in Criteria One



## AIR FORCE AFRES BRAC 95 ANALYSIS



### C-130 BASES PITTSBURGH ARB (AFRES)

- Realign 8 PAA to Dobbins
- Considerations
  - Loss of Great Recruiting Location (1 Major Airline Hub)
  - Rated As One of Top Two C-130 Installations in Crit 1
  - + Highest BOS of the Civ Joint Use Aftd C-130 Locations
  - + Clean Kill With No Impact on Pittsburgh ANGB
  - + Multiple AFRES/ANG C-130 Units W/in 3 Hr Drive

### COBRA

ONETIME COST	NPV	PERS SAVINGS	ROI	STEADY STATE
\$9.5M	- 224	242	1 Yr	16.7

Does Not Include \$9M Recruiting and Training Cost

91st Air Force, BRAC 95, 12/2001, 10/10/01



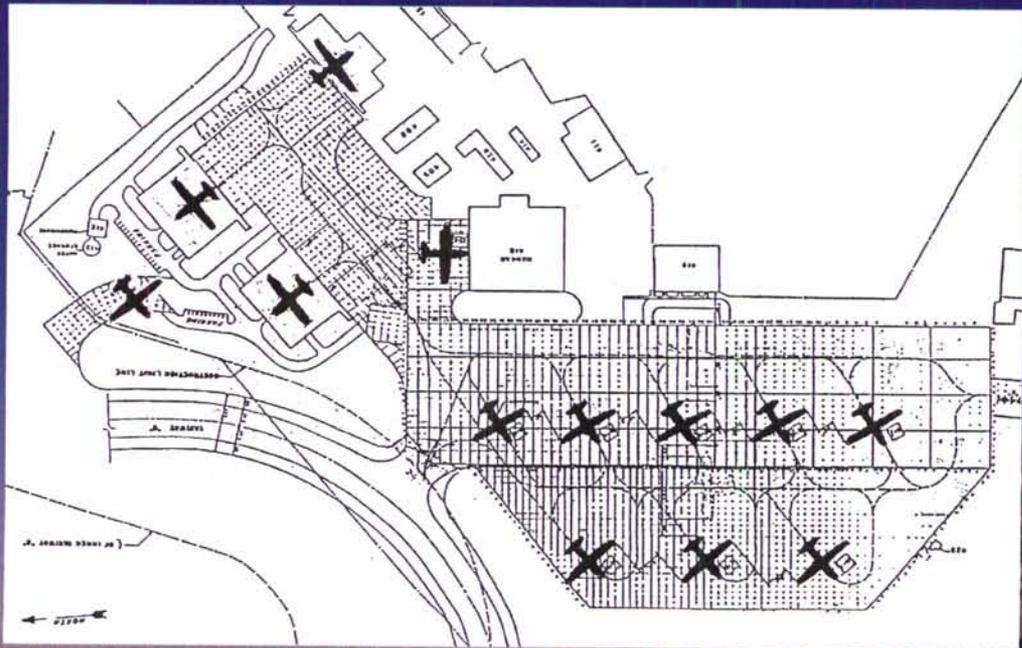
# Expansion Capability?



## PITTSBURGH AIR RESERVE STATION PENNSYLVANIA

- HOME OF THE 911 AG
- LIMITED EXPANSION CAPABILITY
  - COMPACT 115 ACRE FACILITY
  - 103 ACRES LEASED FROM ALLEGHENY COUNTY
  - 12 ACRES OWNED BY AIR FORCE
- FUTURE EXPANSION POSSIBLE
  - ALLEGHENY COUNTY MAY OFFER 31 ACRES FOR ADDITIONAL RAMP AND FACILITY USAGE





**Thirteen C-130 Parking**



# 30 Acre Letter



AGENDA NUMBER **148-795**

**OFFICIAL REQUEST FOR BOARD ACTION**

Allegheny County  Institution District

AGENCY: Department of Aviation  
 ADDRESS: Pittsburgh International Airport  
 CONTACT: Thomas R. Jarrett, EXT. 472-3312  
 SIGNATURE: *Thomas R. Jarrett* 1/17/95  
 DATE SUBMITTED BY AGENCY: *1/17/95*  
 ADMINISTRATION: *AR*

EST. COST: \_\_\_\_\_  
 EST. REVENUE: \_\_\_\_\_  
 CHECK APPROPRIATE BOX:  
 Grant  Capital  Operating

PROJECT NO.: N/A  
 INDEX CODE: N/A  
 EXP. SUB OBJ. CODE: N/A  
 INCLUDED IN BUDGET: YES  NO

**SUMMARY:**  
 Board Authority is requested to offer to lease approximately thirty (30) acres of property at Pittsburgh International Airport to the 91st Air Wing of the United States Airforce (USAF) Reserve for ramp usage.

**EXPLANATION:**  
 Board Authority is requested to offer a lease to the USAF Reserve for use of approximately 30 acres of ramp space at Pittsburgh International Airport.

The 91st Air Wing has documented involvement in most major US military and relief operations. The 91st has provided humanitarian and military airlifts for Allegheny County businesses and organizations. The 91st provides support for Presidential and other VIP visits and has been a key player in disaster operations like the USAir crash. The 91st provides substantial economic impact to the Allegheny County Community.

The 91st Air Wing's space capacity at Pittsburgh International Airport is currently at its maximum. We believe that this additional space will enable the 91st to increase operations and enhance the 91st's chances for expanded missions, facilities, larger aircraft and make it a more attractive base to possibly avoid any reserve base closings that may be considered in the future. This should help prevent any future loss of the base which this County cannot afford.

Upon Board approval and USAF Reserve acceptance, Agreement No. 2560J with the USAF Reserve and the County will be amended to include the approximately 30 acres mentioned.

REPORT OF BOARD ACTION AT MEETING OF: **FEB 02 1995**  
 Date Received by Civil Care

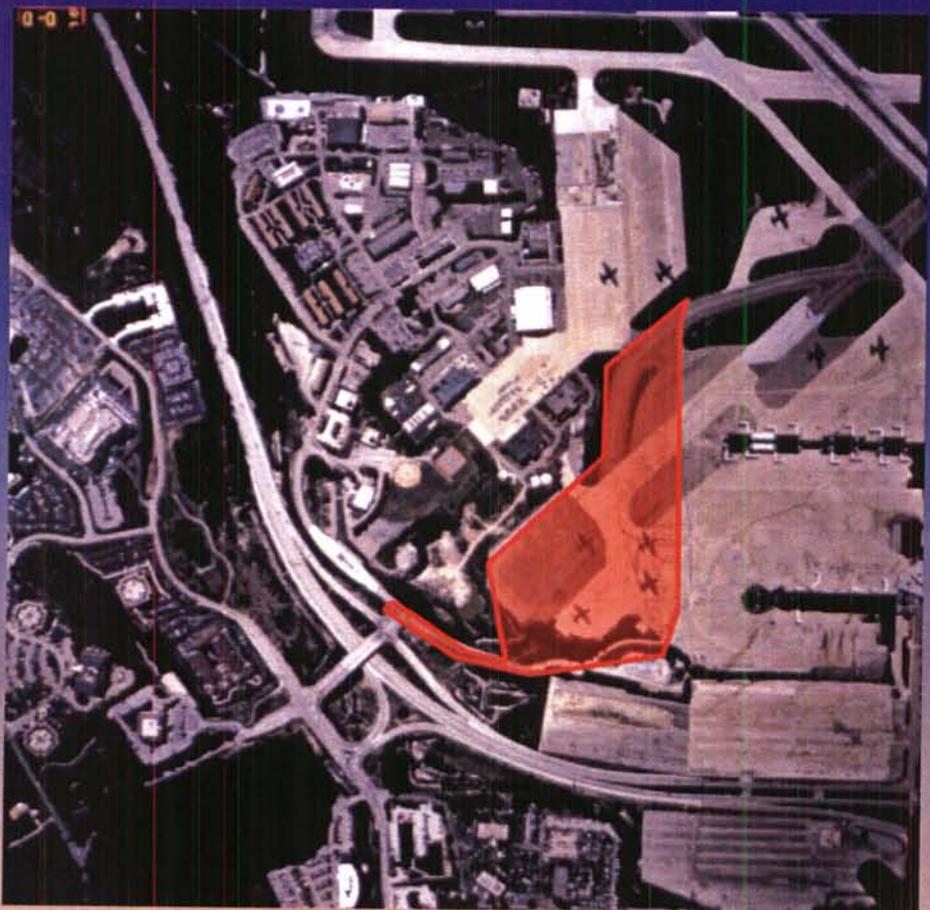
COMMENTS: \_\_\_\_\_

VOTE: *4-0*

cc: Controller \_\_\_\_\_  
 Budget & Finance \_\_\_\_\_  
 FILE AGENCY \_\_\_\_\_

Approved as Submitted  
 Approved Conditionally  
 Denied  
 Withdrawn/Revised

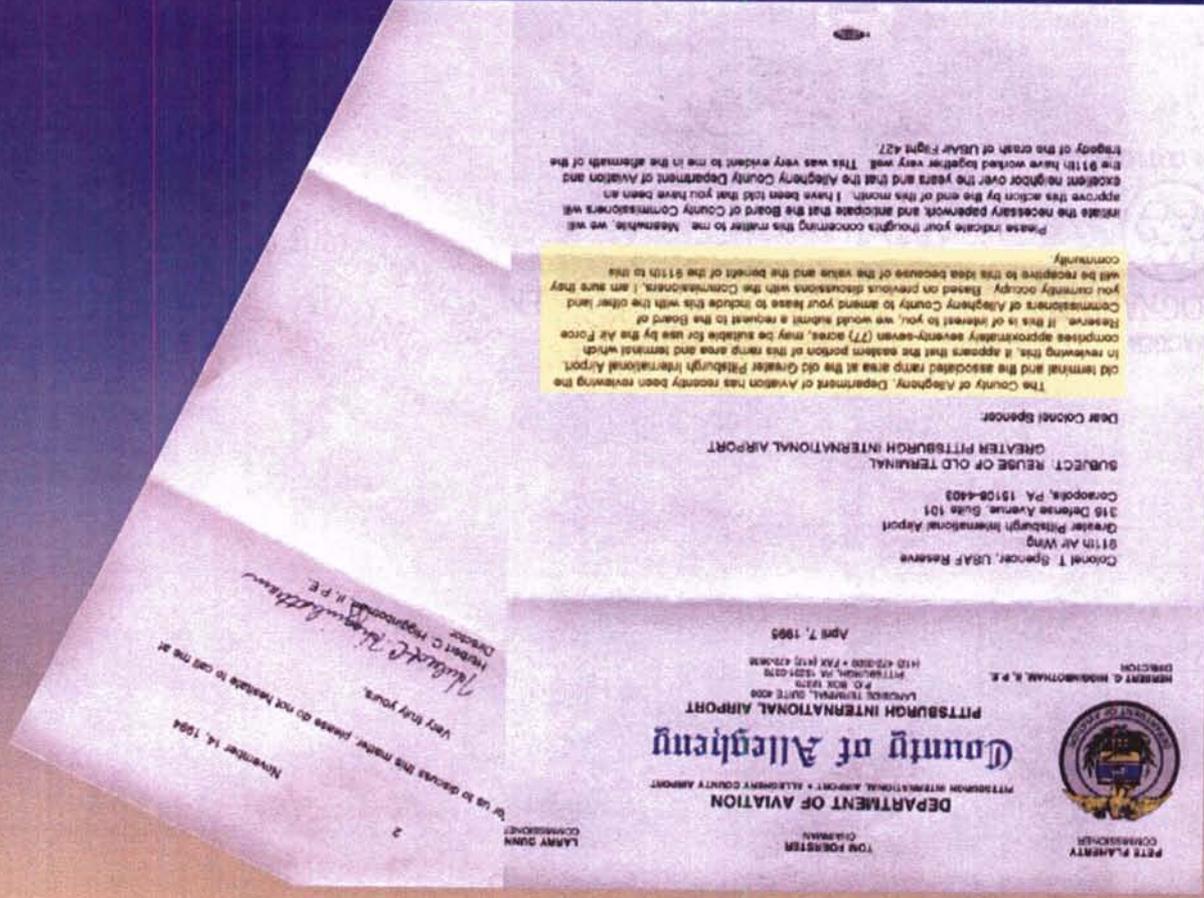
Clerk: *Buy A Tomba*  
 Civil Care

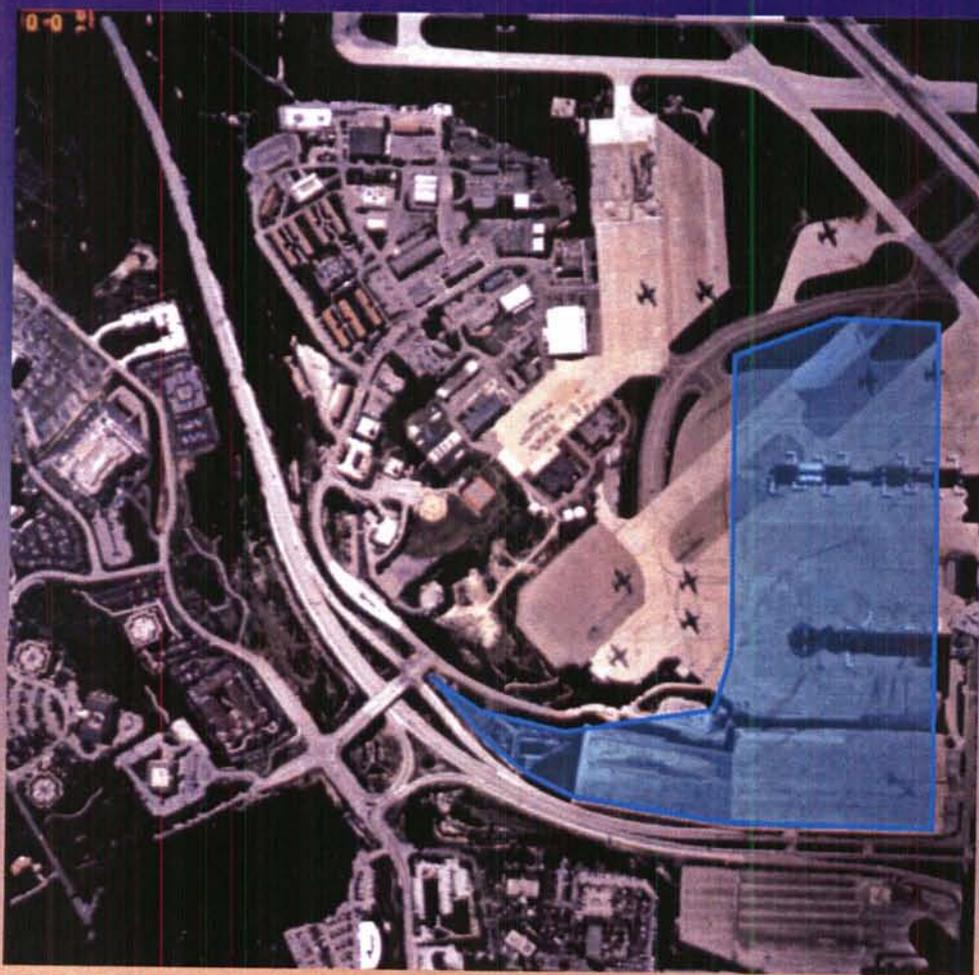


**30 Acre Overhead**



# 77 Acre Letter





**47 Additional Acres**

# Force Structure

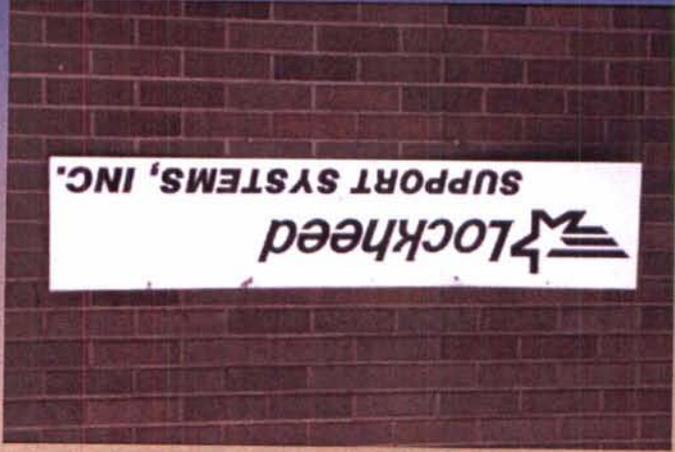
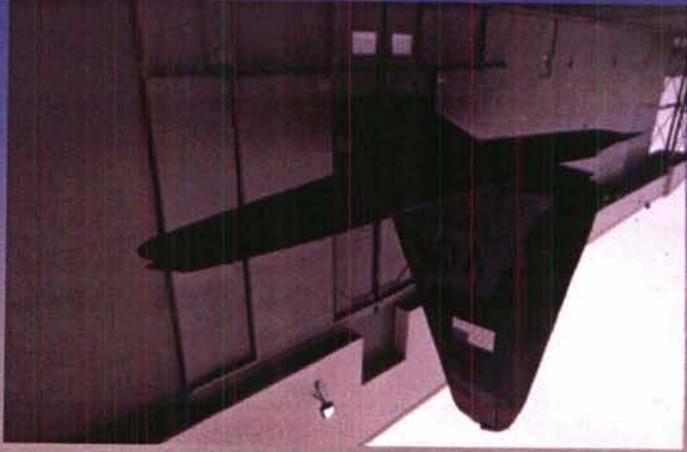


## PITTSBURGH AIR RESERVE STATION PENNSYLVANIA

- PRIMARY FORCE STRUCTURE
  - 8 C-130H
- SQUADRON EXCESS CAPACITY
  - NONE
- ROBUST CAPABILITY
  - NONE

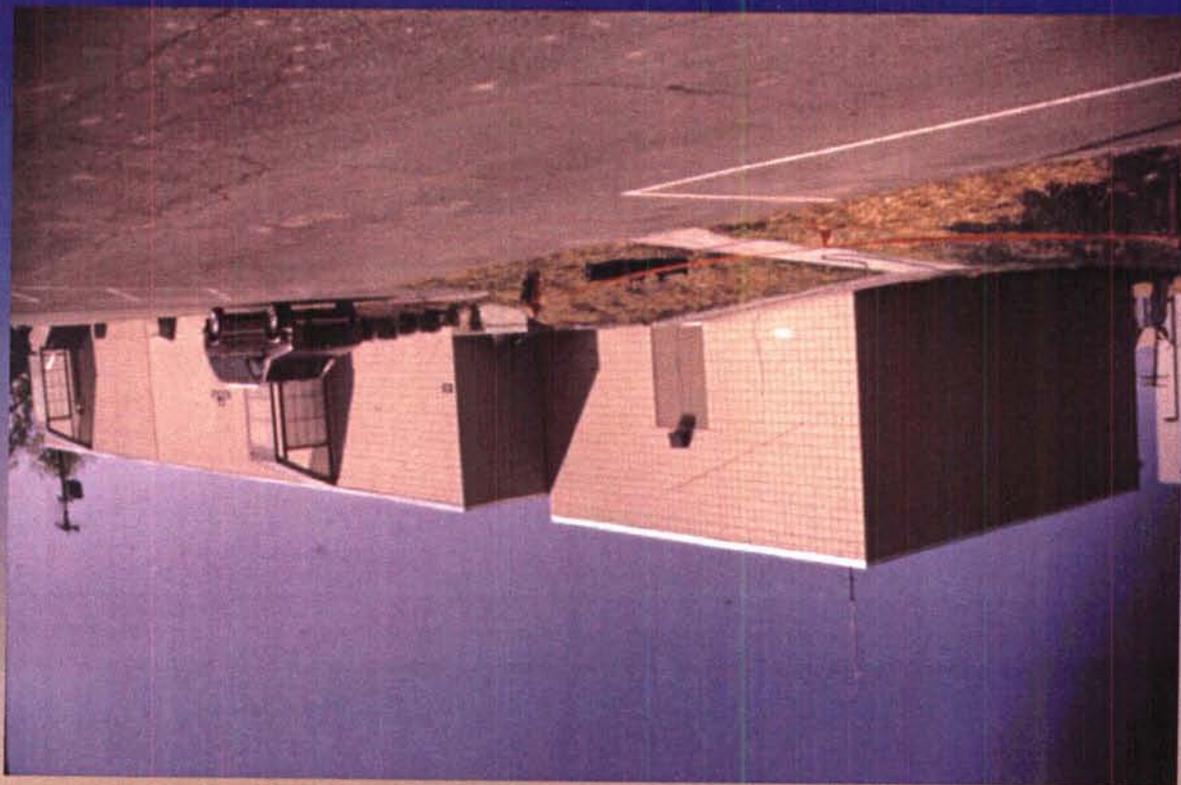


# Additional Aircraft/Support

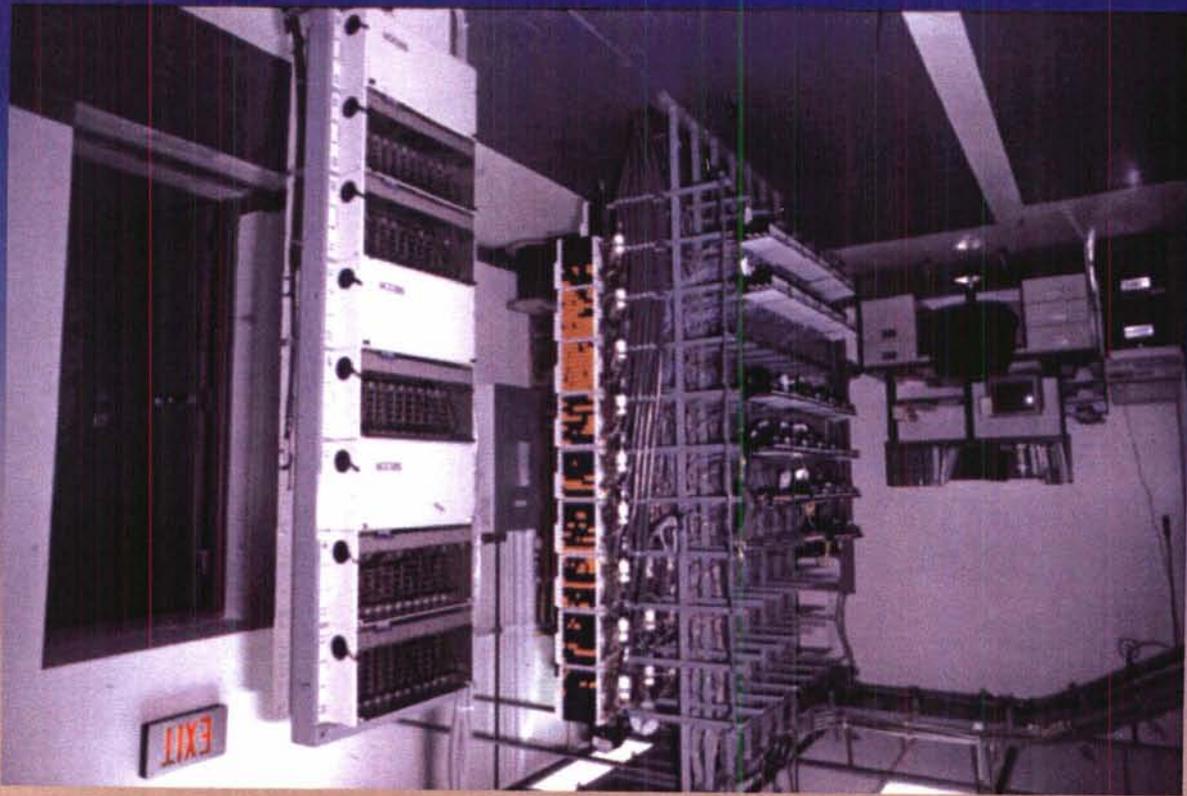




**911th Airlift Wing**



**Communications Facilities**



# Communications Facilities

# Organizations Supported by 91st Communications Center

- 311 Recruit Squadron
- 147 Air Refueling Squadron (Air National Guard)
- 146 Weather Squadron (Air National Guard)
- OL-1819 Reserve Advisor Squadron (Air National Guard)
- 89th Reserve Army Command
- 362 Military Police Company (USArmy)
- C.E. Kelly Support Facility (USArmy)
- Army Readiness Group
- 479th Oakdale (USArmy)
- Department of Defense, Military Entrance Processing
- Service Center
- Naval Readiness Center
- Marine Corps Readiness Center
- US, Coast Guard
- US, Armed Forces Examining Center
- US, Marine Corps Mobilization Station
- 339th Medical Hospital
- 104th Aviation Battalion
- Westinghouse Betts Atomic Power Lab
- Federal Bureau of Investigation
- Current Technology Center
- 336th Military Police
- 458th Engineering Battalion
- 876th Engineering Battalion
- Westinghouse Electric Corporation
- US, Army District Engineers
- US, Marine Corps Recruiting Station



## PA Air National Guard

- US, Naval Reserve C.S.F.U.
- US, Army Recruiting
- US, Army Military Police Battalion
- US, Department of Energy
- Naval Criminal Investigative Service
- Defense Supply Agency
- DCMAO - Defense Contracting Agency
- Veterans Administration
- USAF Software Engineering Institute - CMU
- Central Intelligence Agency
- Secret Service
- 28th Signal Battalion
- US, Army ROTC - Duquesne University
- US, Bureau of Mines
- 3rd Psychological Operations Company
- 308th Engineering Group/Leech Farm
- Commander HHBI - 107 Field Artillery/Hunt Armory
- White House Communications Support
- Drug Enforcement Agency
- 302nd Medical Battalion
- 420th Engineering Company
- 475th Quartermaster Group
- 128th Military Battalion
- 28th Signal Battalion
- SSO 89th Army Reserve Command
- US Army Engineering District Pittsburgh



# Communications Facilities



## AIR FORCE AFRES BRAC 95 ANALYSIS

### C-130 BASES PITTSBURGH ARB (AFRES)

- Realign 8 PAA to Dobbins
- Considerations
  - Loss of Great Recruiting Location (1 Major Airline Hub)
  - Rated As One of Top Two C-130 Installations in Crit I
  - + Highest BOS of the Civ Joint Use Aflid C-130 Locations
  - + Clean Kill With No Impact on Pittsburgh ANGB
  - + Multiple AFRES/ANG C-130 Units W/in 3 Hr Drive

#### COBRA

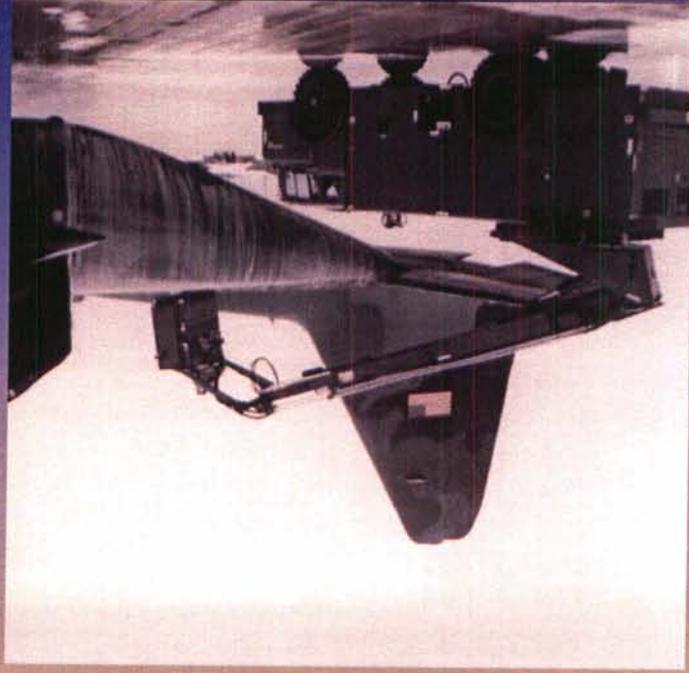
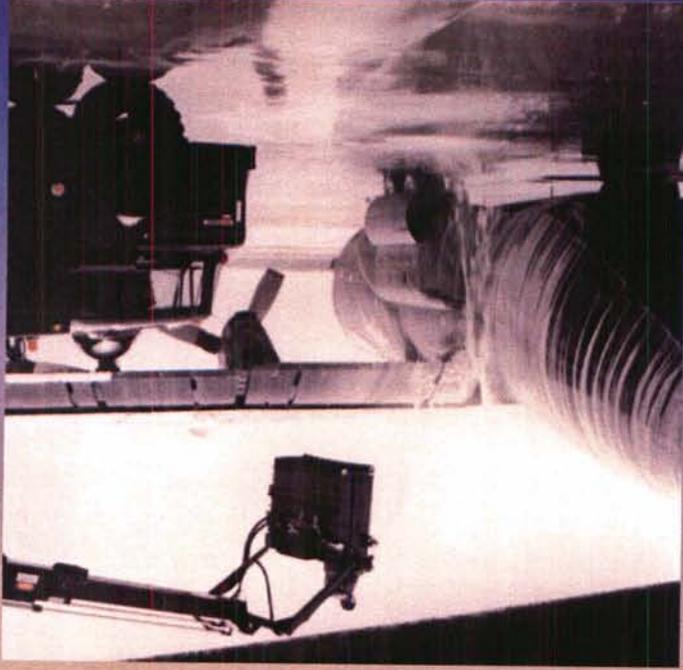
ONETIME COST †	NPV	PERS SAVINGS	ROI	STEADY STATE
\$9.5M	- 224	242	1 Yr	16.7

† Does Not Include \$9M Recruiting and Training Cost

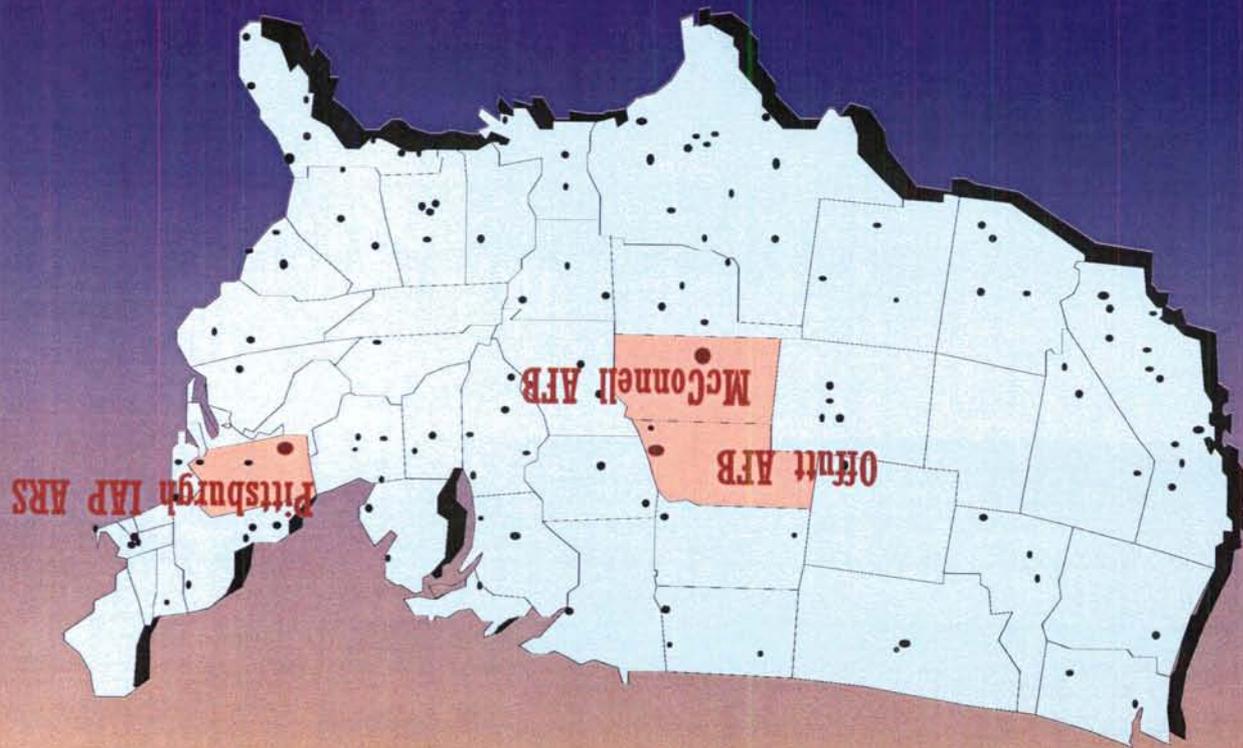




**91st Airlift Wing**



**De-Icing Pad**



# De-Icing Locations

PADER Letter of 31 March 1995

"On Behalf of the Department of Environmental Resources,  
I'm taking this opportunity to thank the 911 Airlift Wing for  
its successful efforts toward environmental improvement in  
Western Pennsylvania."  
"This kind of attitude and willingness to go the extra  
distance is unusual today and says a great deal about  
your organization."

Charles A. Duritsa

Regional Director

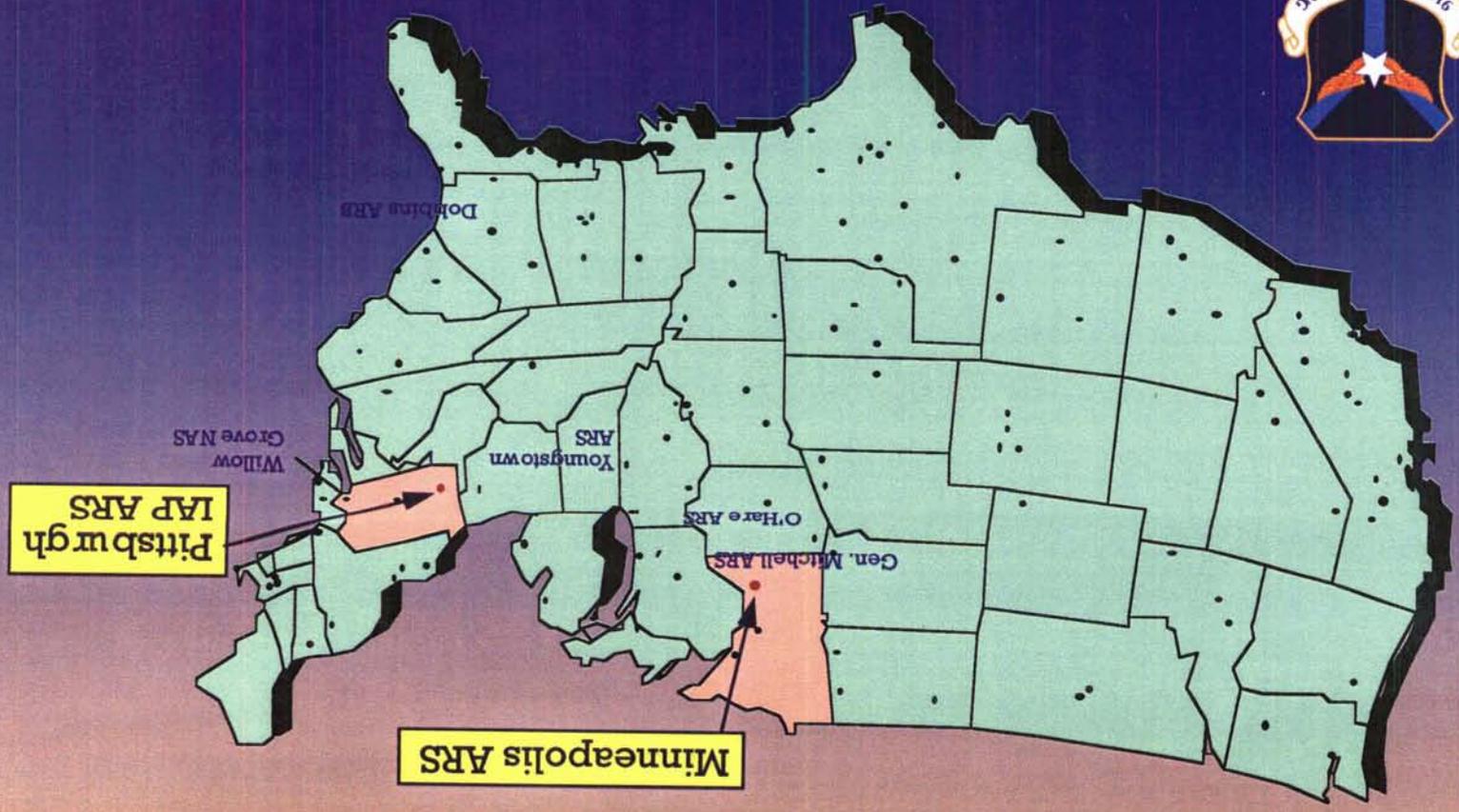
Southwest Regional Office





**Pittsburgh IAP**

# AFRS C-130 Units Without Fire Department Costs





# AIR FORCE AFRES HRAC 95 ANALYSIS

## AFRES C-130 GROUPING OVERALL ROLL-UP

CRIT I	CRIT II	CRIT III	CRIT IV/V	CRIT VII	CRIT VIII
PITTS	MINN-ST	DOBBINS	WILLOW	DOBBINS	DOBBINS
O'HARE	O'HARE	MITCHEL	DOBBINS	MITCHELL	MITCHELL
DOBBINS	DOBBINS	PITTS	MINN-ST	PITTS	PITTS
MITCHELL	NIAGARA	NIAGARA	YOUNG	MINN-ST	O'HARE
MINN-ST	YOUNG	O'HARE	NIAGARA	NIAGARA	WILLOW
NIAGARA	PITTS	WILLOW	MITCHELL	O'HARE	YOUNG
WILLOW	MITCHEL	MINN-ST	PITTS	WILLOW	MINN-ST
YOUNG	WILLOW	YOUNG	O'HARE	YOUNG	NIAGARA

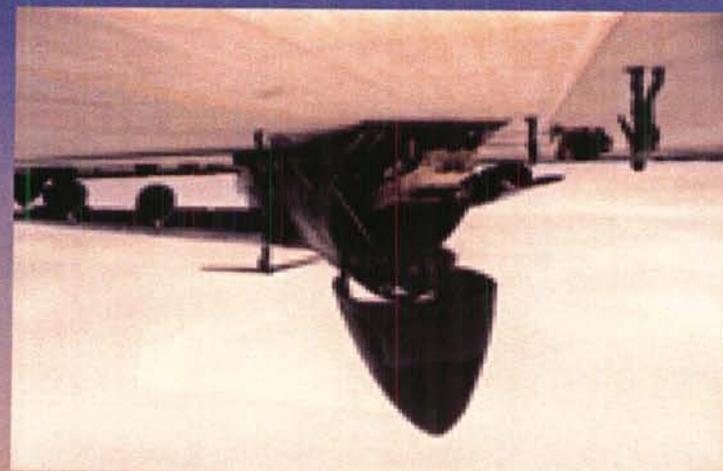


# Primary Aircraft Pavements Can Now Support

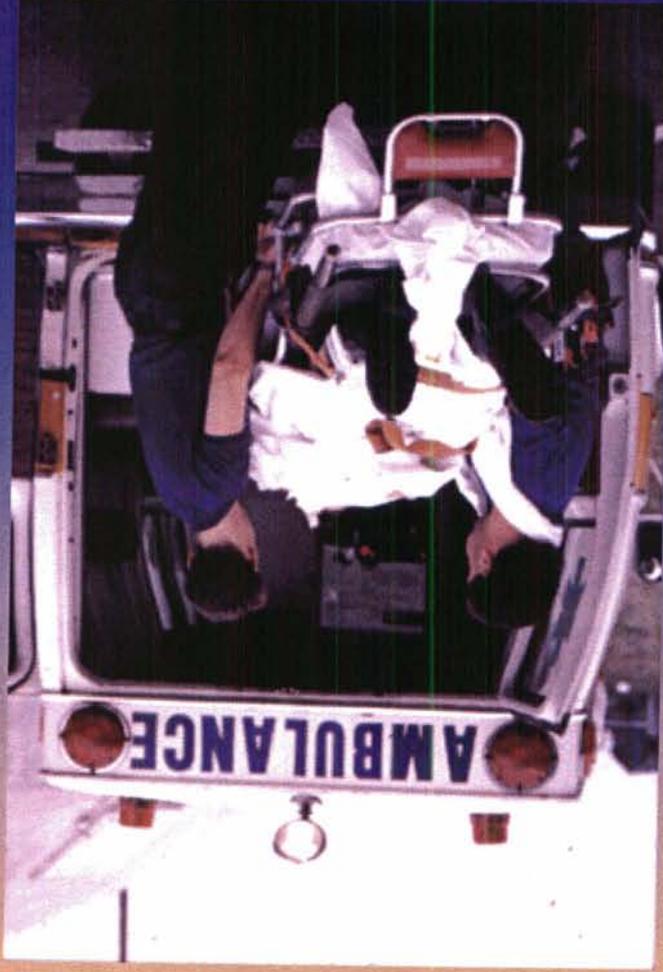
- Aircraft Gross Weights from 5, 000 to 850,000 lbs.
- Pass Intensity Levels from 100 to 300,000 Passes
- Aircraft Types:

C-130	B-52
C-141	747
KC-135	757
C-5	767
C-17	E4B

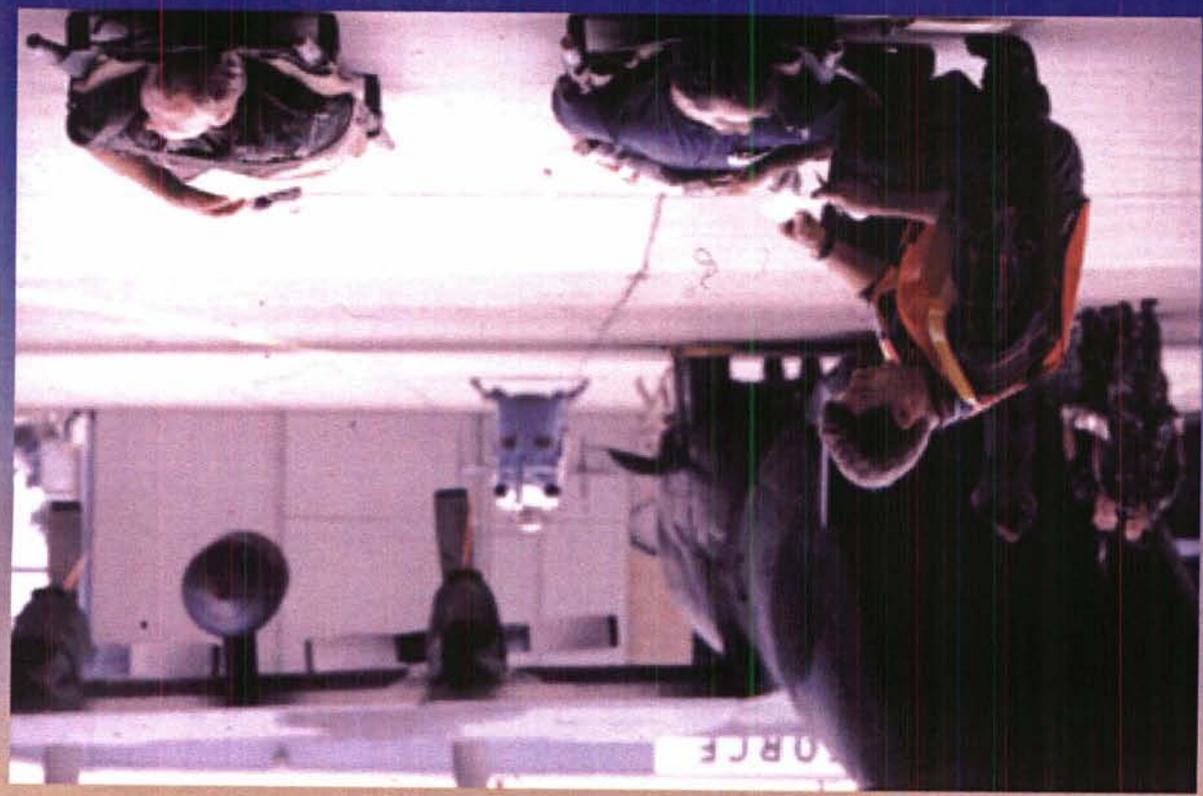




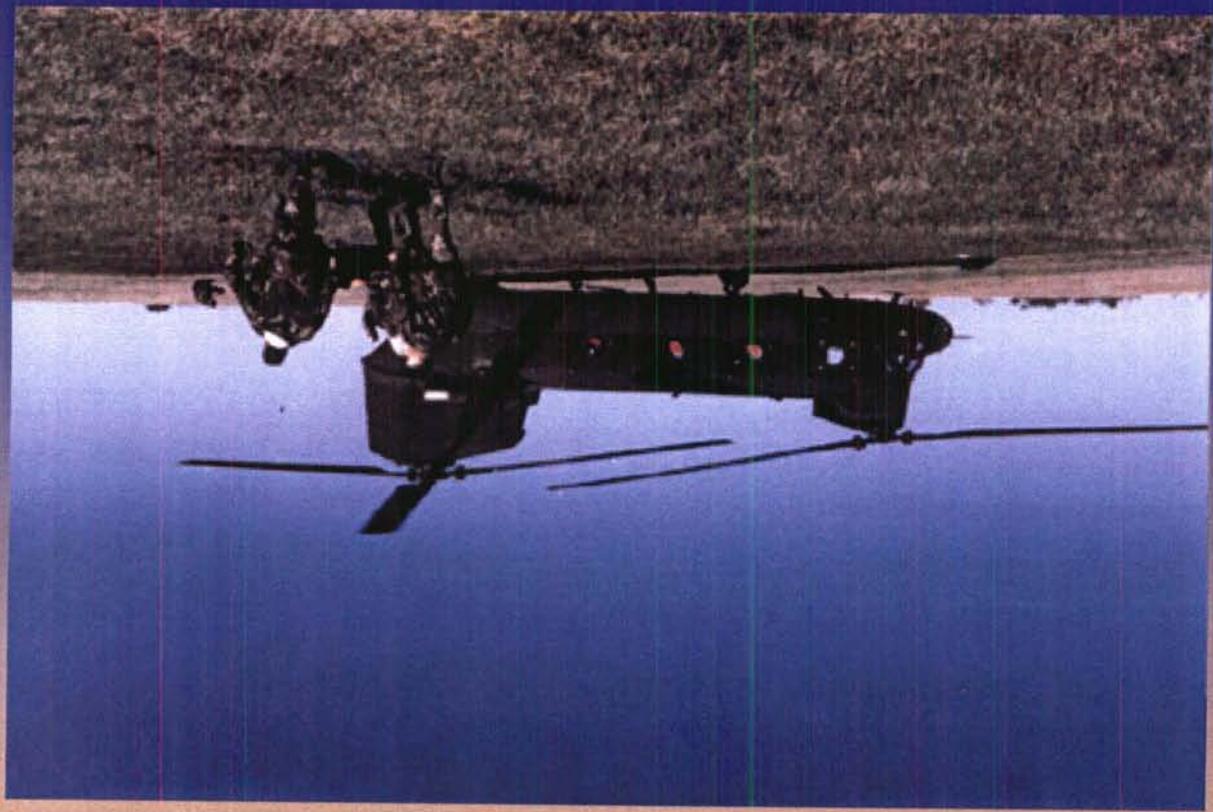
# Ramp Capacity



# National Disaster Medical System



# National Disaster Medical System



# National Disaster Medical System

# Pittsburgh Moves Up in CRIT IV / V



## AIR FORCE AFRES BRAC 95 ANALYSIS

### AFRES C-130 GROUPING OVERALL ROLL-UP

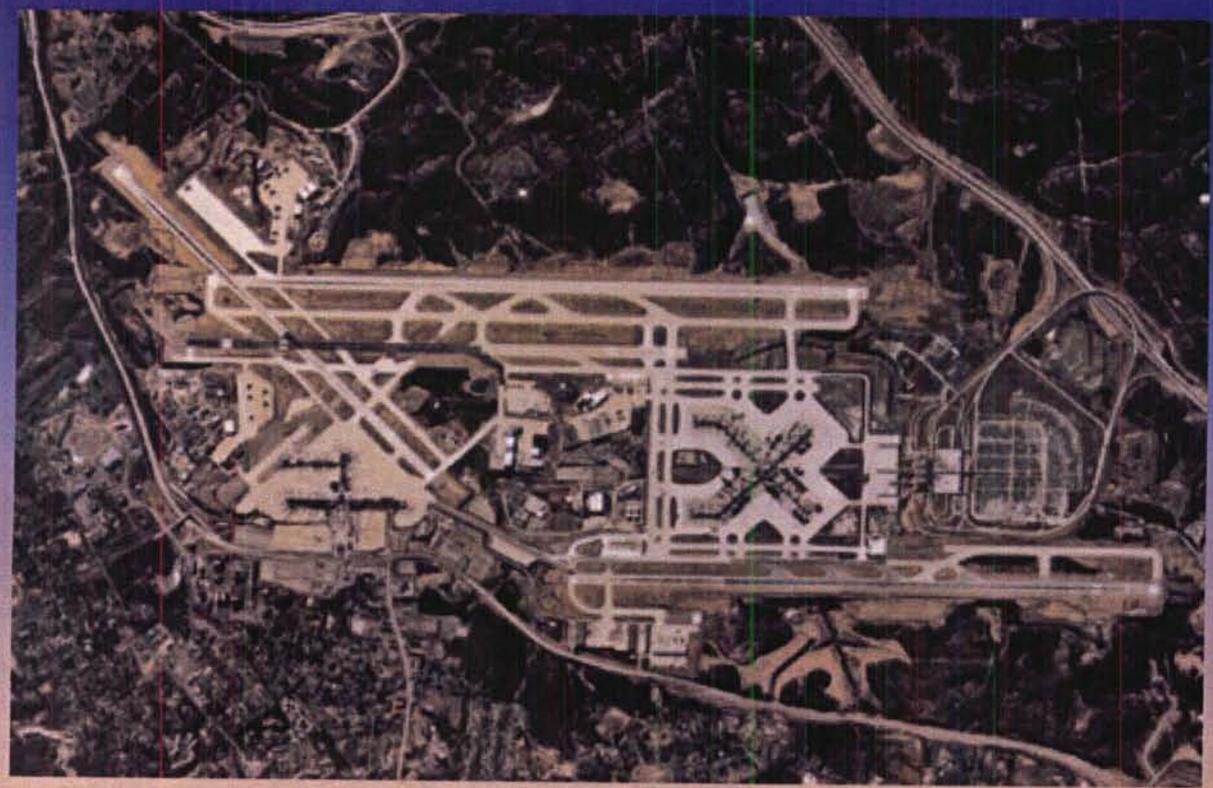
CRIT I	CRIT II	CRIT III	CRIT IV/V	CRIT VII	CRIT VIII
PITTS	MINN-ST	DOBBINS	WILLOW	DOBBINS	DOBBINS
O'HARE	O'HARE	MITCHEL	PITTS	MITCHELL	MITCHELL
DOBBINS	DOBBINS	PITTS	MINN-ST	PITTS	PITTS
MITCHELL	NIAGARA	NIAGARA	MITCHELL	MINN-ST	O'HARE
MINN-ST	YOUNG	O'HARE	YOUNG	NIAGARA	WILLOW
NIAGARA	PITTS	WILLOW	DOBBINS	O'HARE	YOUNG
WILLOW	MITCHEL	MINN-ST	O'HARE	WILLOW	MINN-ST
YOUNG	WILLOW	YOUNG	NIAGARA	YOUNG	NIAGARA



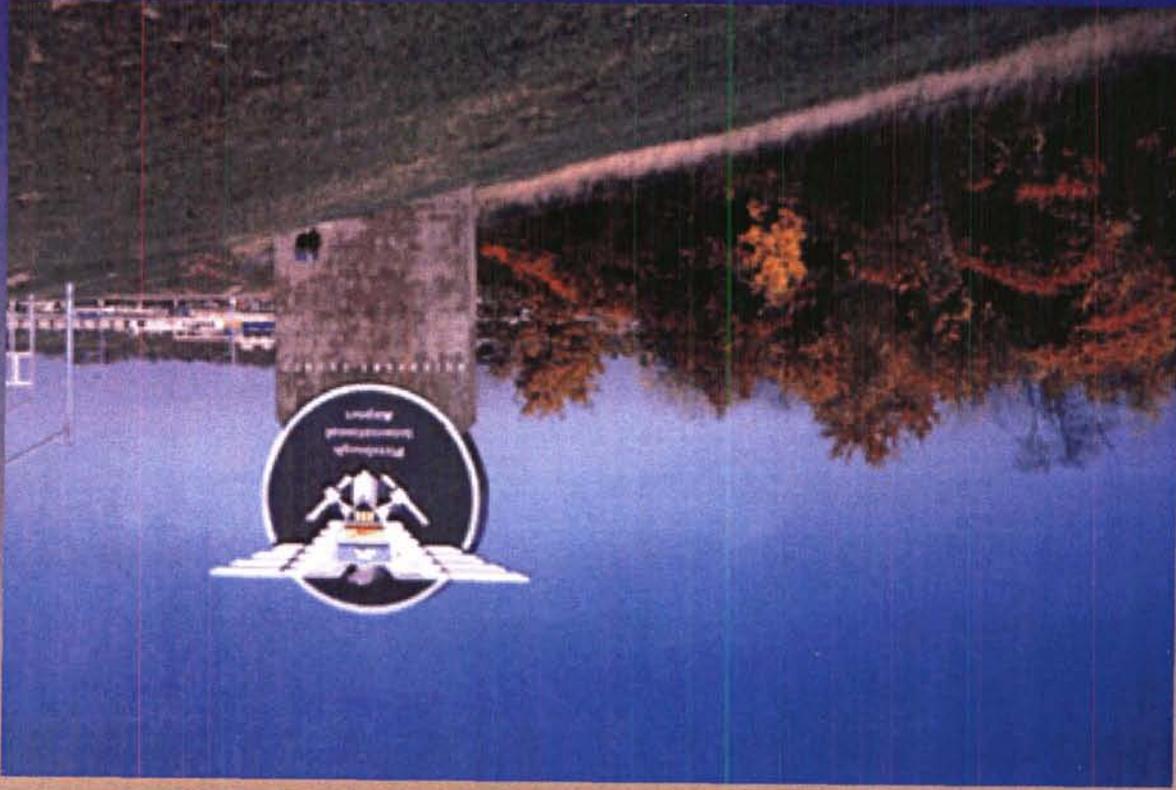
# Incorrect Analysis

- Decision Making Data Incorrect
- Expansion Facilities No-Cost to U.S.
- Duplication Cost Not Considered
- During Air Force Analysis





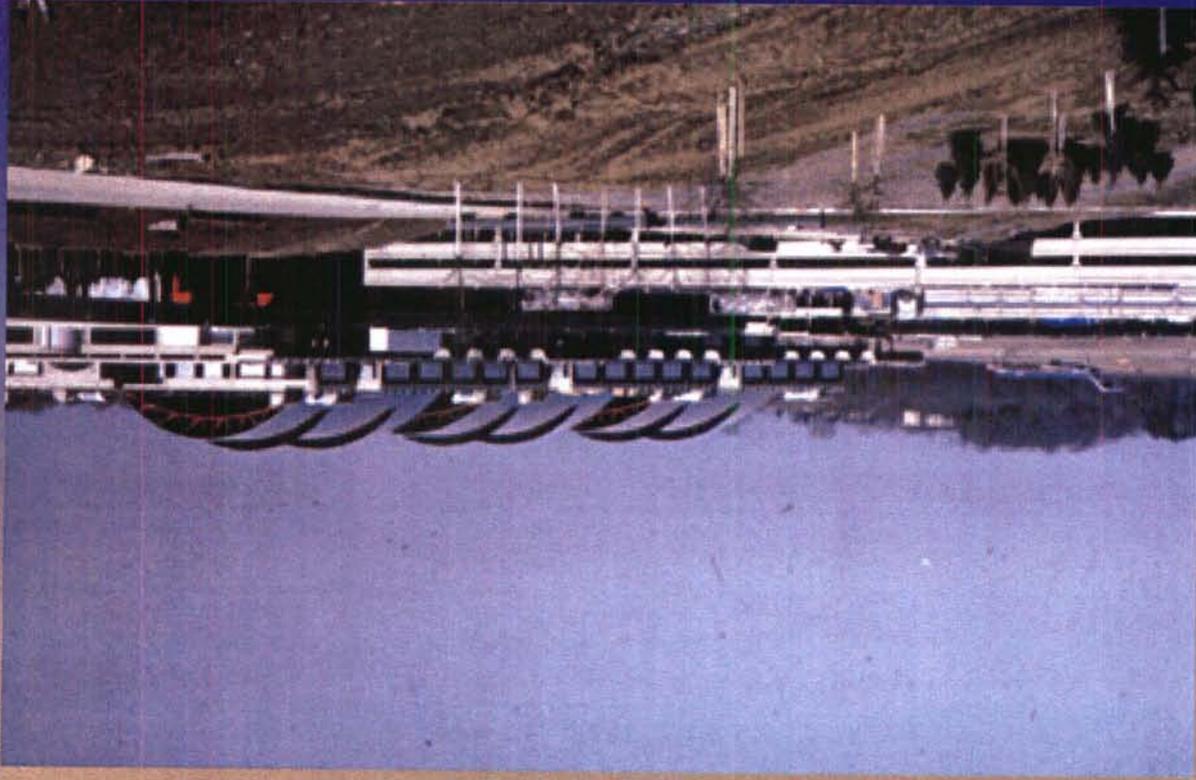
**Pittsburgh IAP**



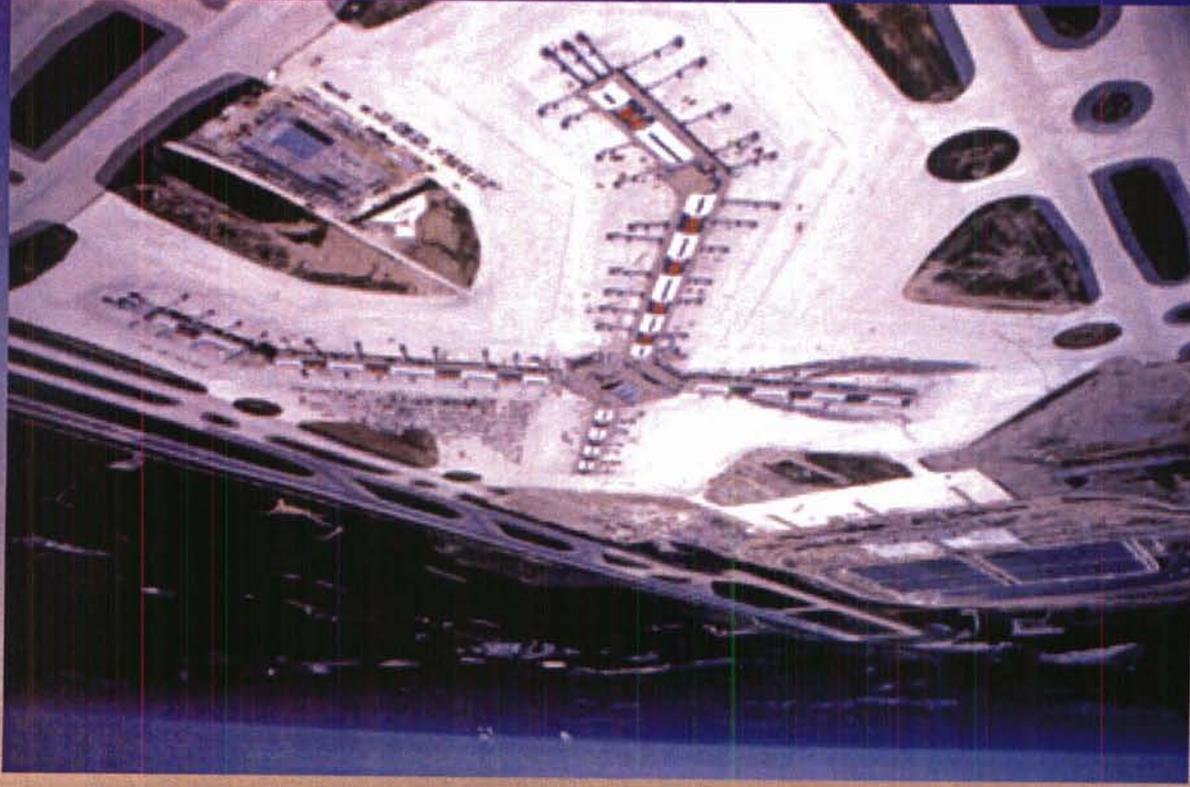
**Airport Entrance**



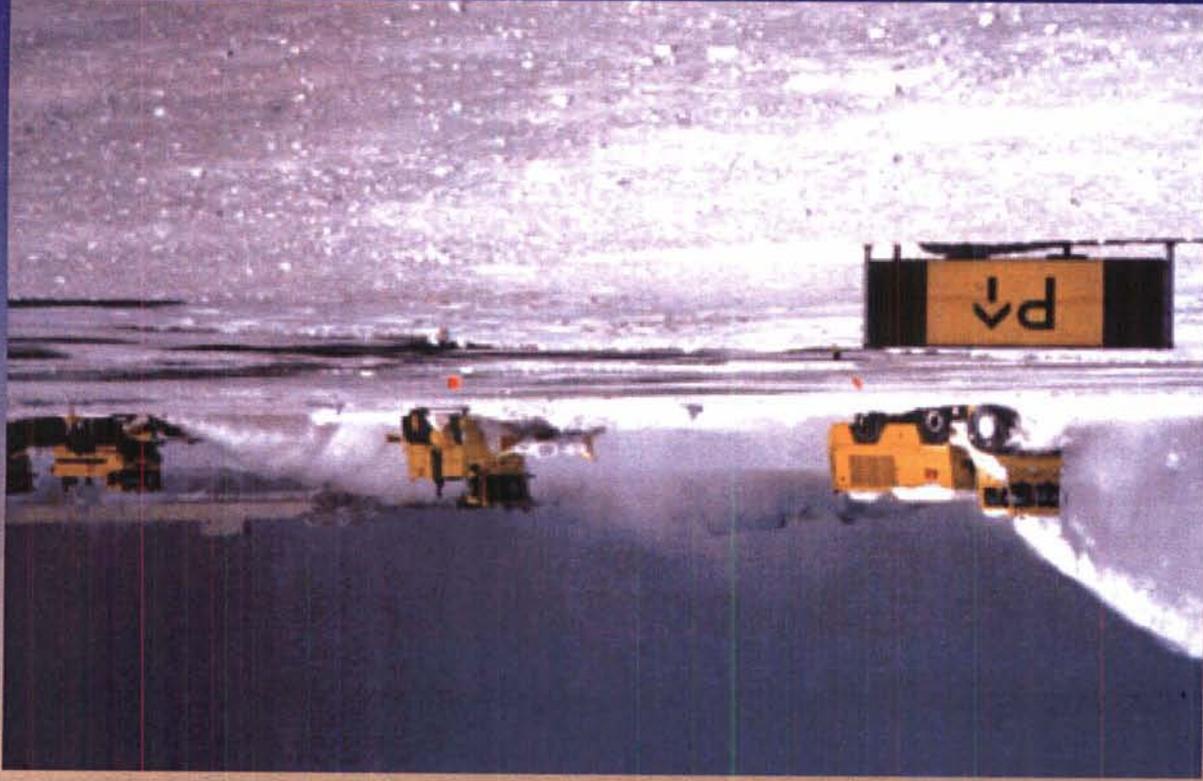
**Terminal  
Complex**



**Landside**

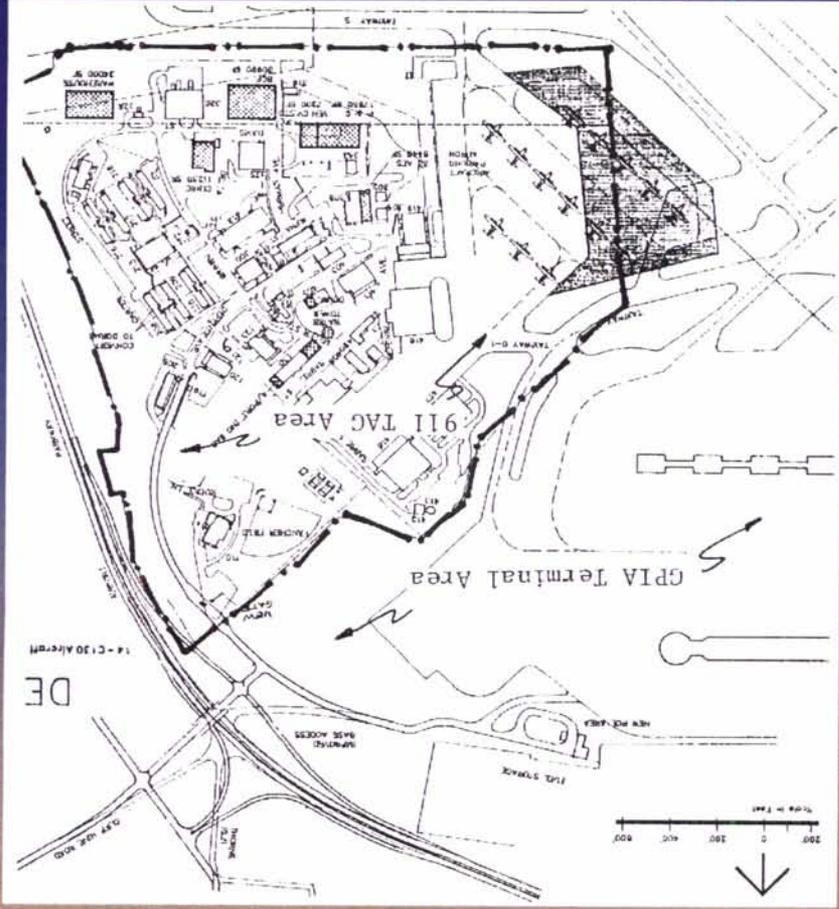


**Airside Terminal**

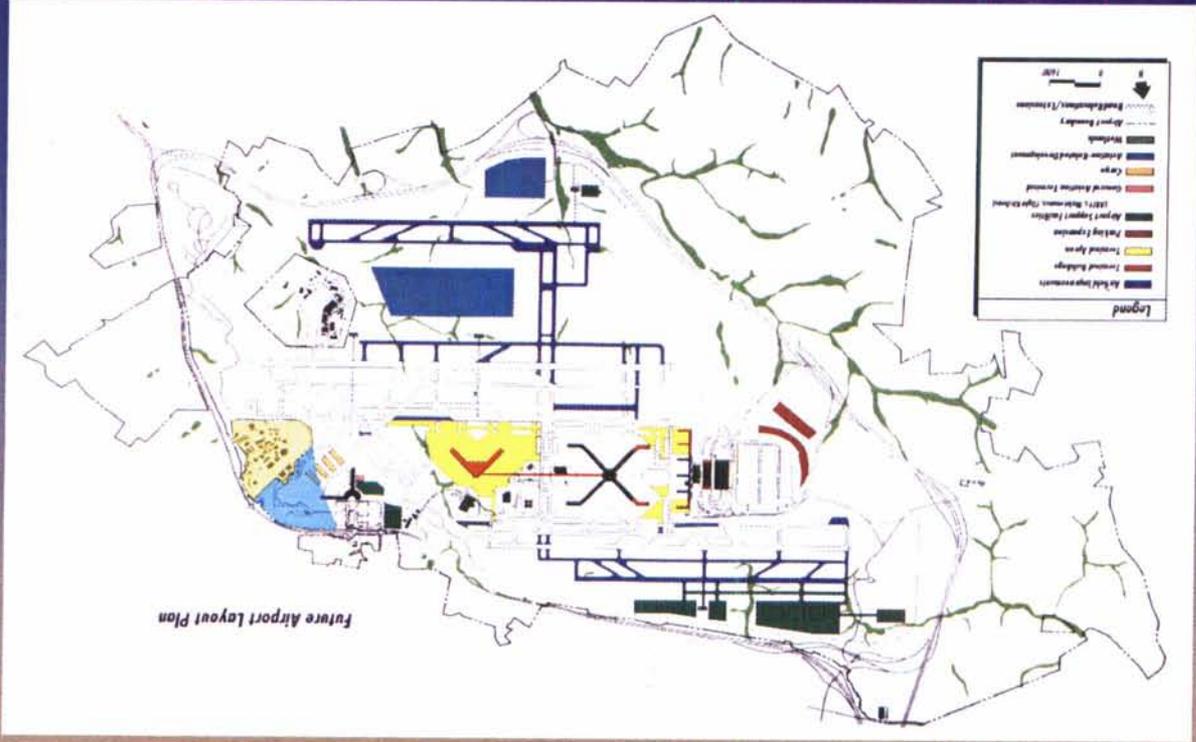


**Snow Removal Equipment**

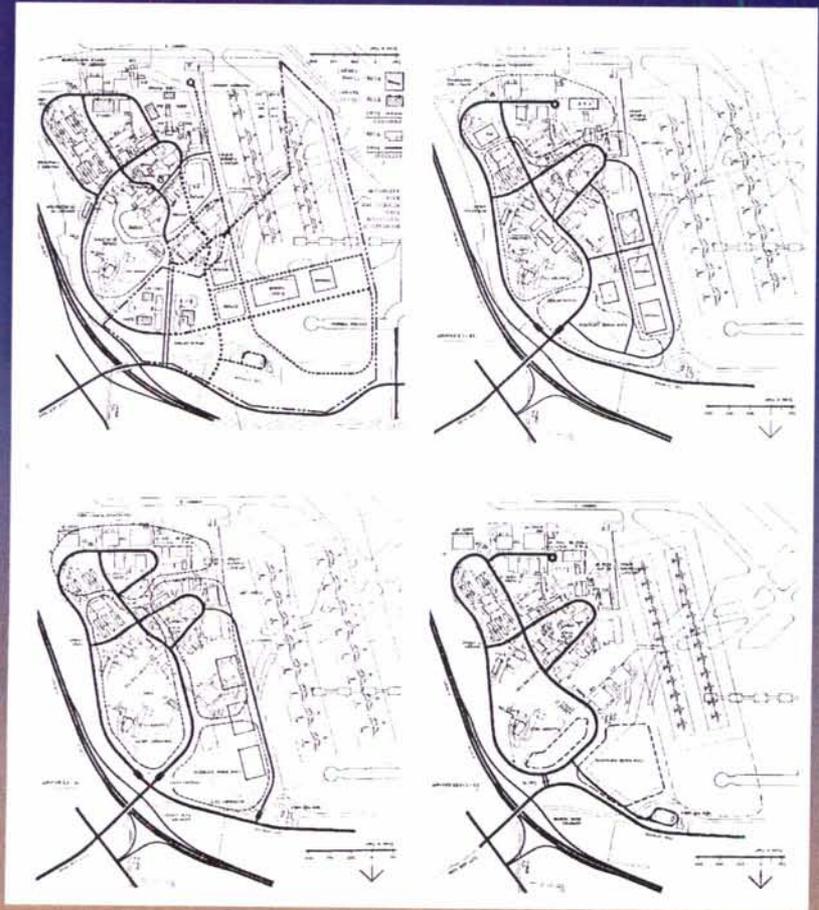




# Existing 911th Area



**Future Airport Layout Plan**  
**Showing 77 Acre Addition of 91st**



# Future Plane Configurations





**LANCE SHAFFER, CCE**  
Executive Director  
Pittsburgh Chamber of Commerce

