



*Niagara Military Affairs
Council
Niagara Falls Air Reserve
Station*

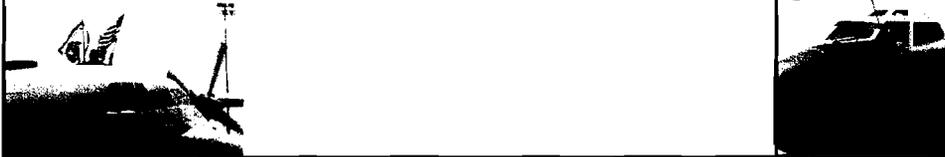
June 27, 2005



Niagara Falls Reserve Stations Deployments

1. DESERT SHIELD
2. DESERT STORM
3. STRONG RESOLVE
4. UPHOLD DEMOCRACY
5. PROVIDE COMFORT
6. DENY FLIGHT
7. DECISIVE ENDEAVOR
8. NORTHERN WATCH
9. JOINT GUARD

**Currently: NOBLE EAGLE, ENDURING
FREEDOM and IRAQI FREEDOM**



Briefing Outline

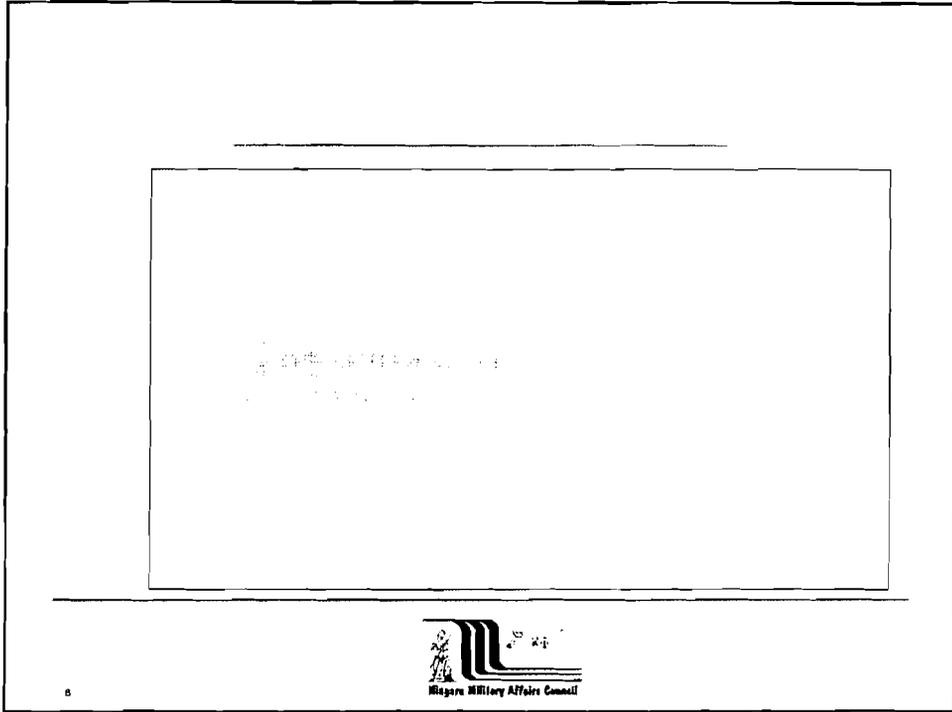
- Introduction
- Military Value of NFARS
- MCI / COBRA Models Not Applied Properly
- USAF Deviations / Data Inconsistencies
- Analysis of Economic Impact
- Recommendations / Conclusions



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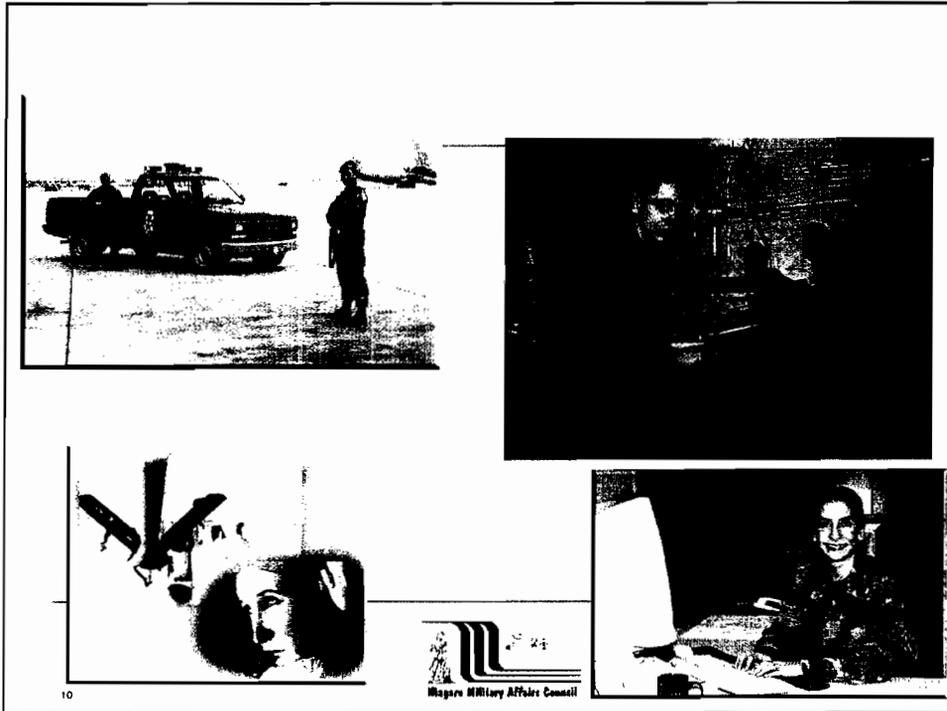


Why was Niagara Air Reserve Station Selected for Closure?

- **Air Force Mission Capability Index (MCI) results were often superseded by military judgment.**
 - *NFARS ranked higher than several bases that are being retained or growing.*
- Proposed Net Present Value (NPV) savings could only have been realized with severe end strength losses to the Reserve Component that contravene General Accountability Office (GAO) standards for COBRA analysis.



INTEGRITY SERVICE EXCELLENCE



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U.S. AIR FORCE

FTF Will Help With Stress in the AF Mission (XP)

- FTF will reduce stress for both ARC and AD personnel
- By maintaining ARC end strength, we capture the wealth of experience resident in the Guard and Reserve, evenly distributing that expertise throughout the AF and relieving training burdens on AD personnel (e.g., absorption rate in CAF)
- ARC manpower allows us to increase the crew ratios of our improved fleet, capitalizing on the increased capability, reliability, and maintainability
 - ARC will continue to provide surge capability in wartime
- Divesting most expensive, least capable systems allows us to move manpower into emerging mission areas
 - Increasing ARC participation in emerging missions w/ reachback capabilities allows us to utilize them "in place," reducing need for involuntary mobilization (= less stress on ARC and employers)



Base X Manpower COBRA Value of Authorizations

- Per agreed assumption, DPM identifies BRAC savings and withholds other authorizations to
 - Meet critical shortages in impacted fields
 - Support identified and emerging missions
- Withheld authorizations treat by BRAC
 - Are not currently identified as savings/opportunity cost by AF
 - Other Services may be counting as BRAC savings
 - Risk: GAO says "savings" should become end-strength reductions
 - Non-BRAC Programmatic changes are not BRAC savings – not part of COBRA analysis

GAO/NSIAD-95-133 Report "MILITARY BASES Analysis of DOD's 1995 Process and Recommendations for Closure and Realignment"
CHAPTER 2

Substantial Savings Are Expected, Despite Some Errors and Uncertainties

Paragraph 7 states: "DOD's BRAC policy guidance stipulated that personnel reductions associated without force structure reductions are not to be included in BRAC savings."

Integrity - Service - Excellence

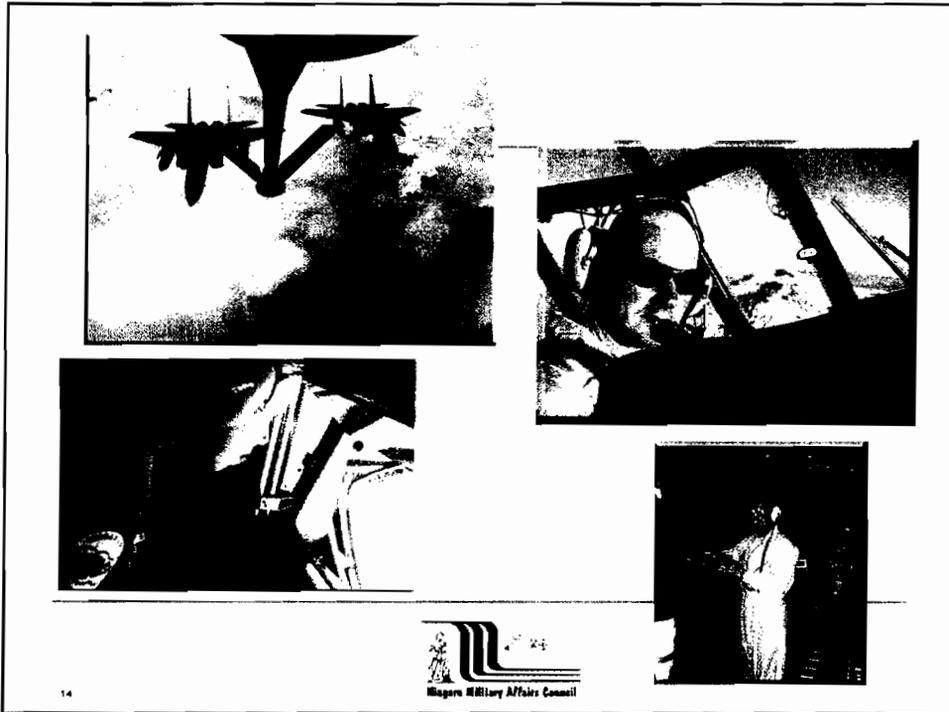
CONGRESSIONAL TESTIMONY ON BRAC

- ARC end strength is maintained
- GAO says “savings” result only when there is end-strength reduction
- DOD’s BRAC policy stipulates personnel reductions without end force structure reductions are not to be included in BRAC savings

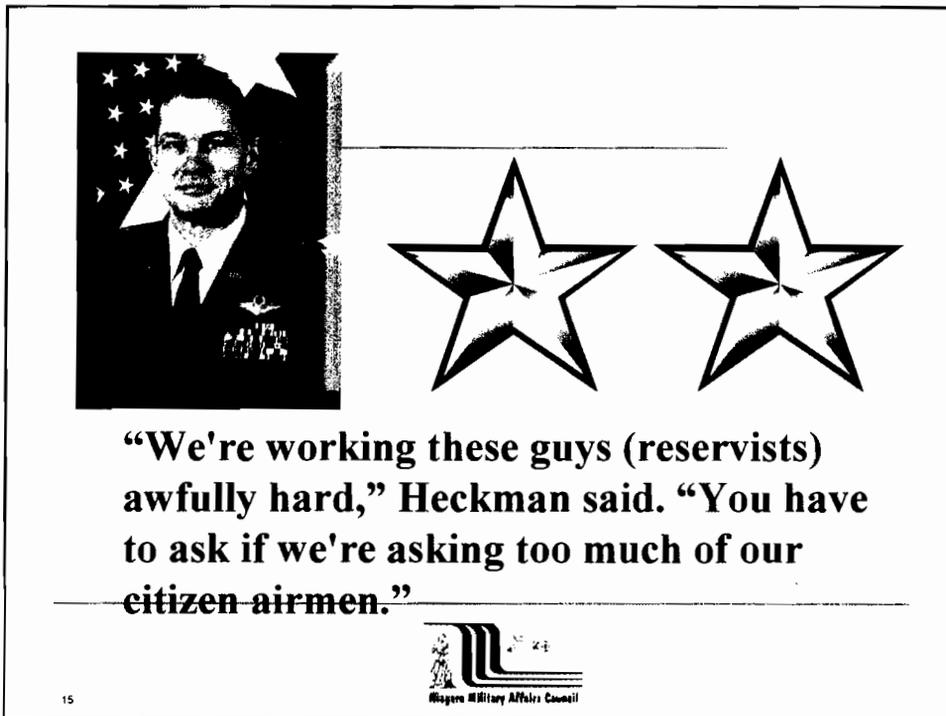
Military Value Significantly Compromised if NFARS Closes

- NFARS is **more** operationally capable, cost-effective and combat proven than many other C-130 and KC-135 bases retained.
- The base is **Joint** – combining Air Reserve with Air Guard with facilities used by two Army Reserve units – a quartermaster company and a combat support hospital. It is scheduled to gain a US Army Military Entrance Processing Site (MEPS) in Fiscal Year 2006 (currently under construction).
- NFARS provides broad coverage for Tactical Airlift and Air Refueling capability for Homeland Defense and the Global War on Terror.
- NFARS:
 - Constitutes 33% of the Air Force Reserve Component presence in NY (2 of 6 Wings) with the **highest** retention rate of all AFRC units for FY 2004 and 2005
 - Is the primary recruitment capability for Western New York.
 - 95% of the NFARS military personnel will not be transferred, resulting in their separation from military service. Closure **eliminates** 1185 man years of operational flying experience, of which 316 are Night Vision specific.
- Repeated deployments for military operations - which underscore its high military value - were instead cited by MG Heckman as a reason for closing AFRC bases.



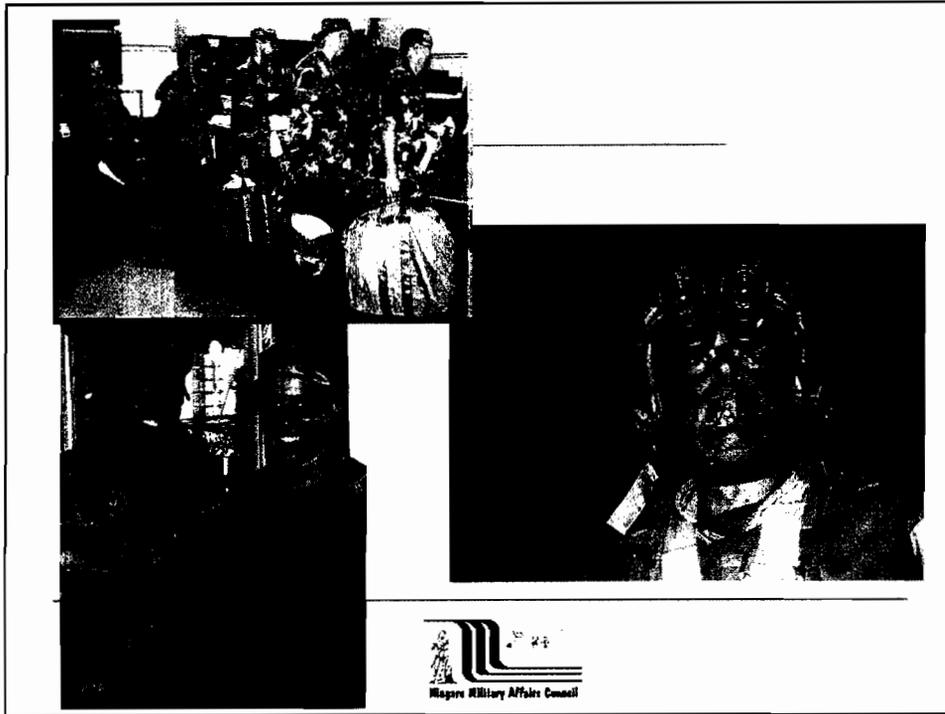


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“We're working these guys (reservists) awfully hard,” Heckman said. “You have to ask if we're asking too much of our citizen airmen.”

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5 Significant Reasons to Overturn the NFARS Closure

1. USAF COBRA is flawed because it eliminated vs. realigned time positions that will not be removed in DOD end strength.
 - **Corrected COBRA provided to the BRAC Commission shows costs exceeding savings.**
2. NFARS and its units have a demonstrated track record proving their cost-efficient capabilities for meeting Total Force, current and future mission requirements, to include multiple deployments to Operation Iraqi Freedom and Operation Enduring Freedom.
3. NFARS is critical in Reserve Component recruitment and retention as evidenced by their exceptional manning rates. Reserve Component manning is essential to DOD's daily operations and surge capacity.
4. NFARS received a higher MCI score than a number of comparable bases which remained open and/or received additional aircraft.
5. The removal of NFARS aircraft and personnel will cause irreparable damage to the State's and Federal Government's ability to execute homeland defense and DOD mission responsibilities in the Northeast.

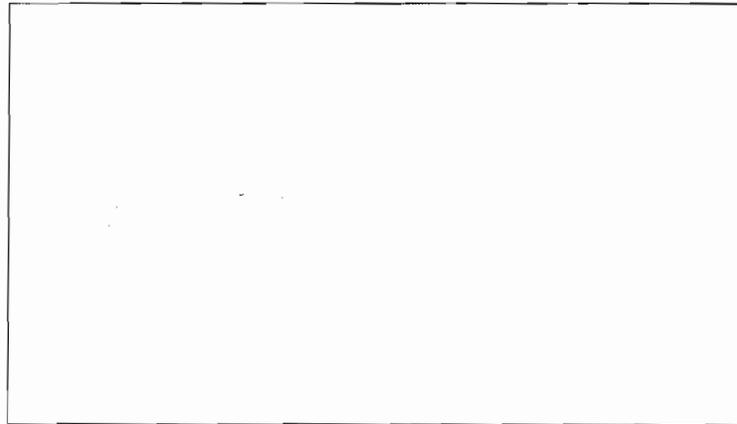


Revised 2013 BOS

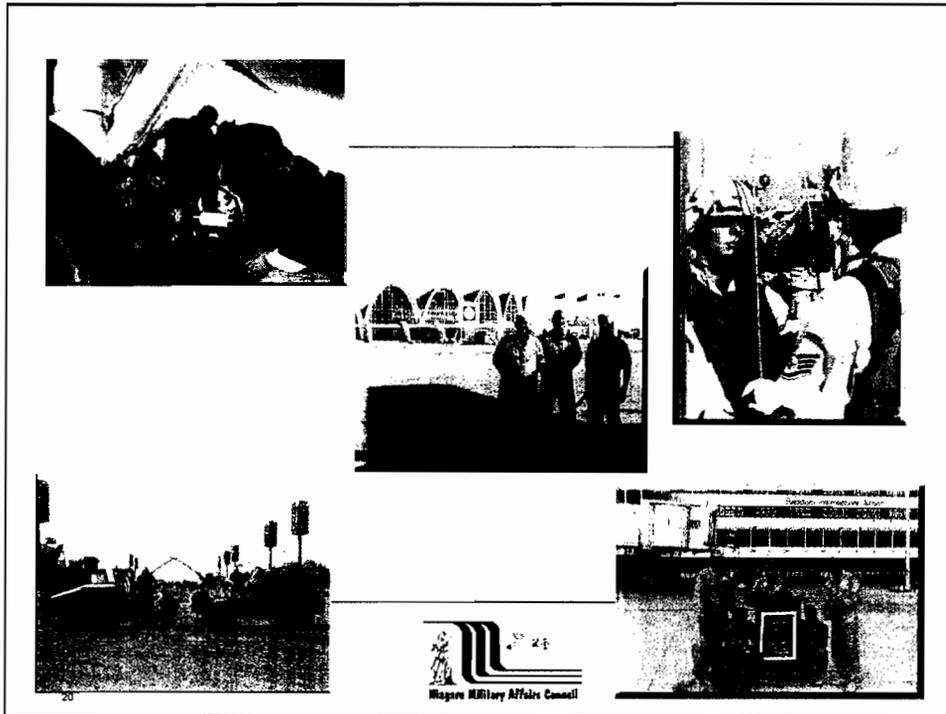
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Air Force Submitted Scenario	-199,415	65,188	39,069	59,145	-20,076	2011 (2 Years)
Drill Savings for 1189 positions eliminated	8,461	65,188	39,069	42,499	-3,430	2030 (21 Years)
Military position eliminations realigned to Little Rock + 13 Civilian positions	-198,348	65,176	34,711	54,695	-19,984	2011 (2 Years)
Negotiated Out-year BOS savings removed from Niagara's total non-payroll BOS	-192,010	65,013	39,069	58,539	-19,469	2011 (2 Years)
Created an Enclave for MEPS & GATR	-72,119	65,565	39,060	48,916	-9,847	2015 (6 Years)
Combined Adjustments	138,014	65,439	34,876	27,881	6,995	NEVER



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NFARS Military Value Overview

- **Joint Use Military Installation**

- Air Force Reserve 914th Airlift Wing (AW).
- Air National Guard 107th Air Refueling Wing (ARW).
- US Army Military Entrance Processing Site.

- **Individual Unit Capabilities**

- 914th & 107th are **combat proven** and maintain 100% (or greater) manning levels. 914th was the **first** tactical C-130 unit to be based in Iraq (Tallil Air Base) and served as the **lead** unit for the combined Guard & Reserve Expeditionary Airlift Squadron.
- 107th is the **only** ANG Tanker Wing that supports both the Air Bridge and Combat Air Patrol refueling requirements for the Northeast and Midwest due to NFARS strategic location.





NFARS Military Value of Units

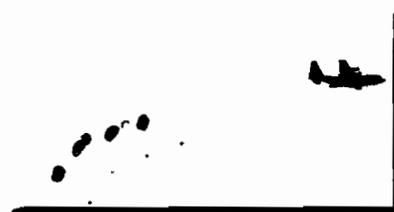
914th Airlift Wing (AW)

- Aircraft and Infrastructure
 - 8 C-130 H3 tactical airlift planes.
- Highly Trained with Unique Capabilities
 - Assisted Active Duty H3 unit at Little Rock in establishing NVG airland qualification program prior to OIF. NFARS loaned instructor expertise to get their cadre started.
 - 914th AW is the premiere Night Vision Goggle (NVG) qualified unit in the Air Force Reserve and was the first C-130 airlift unit in AFRC to be 100% NVG airdrop and airland (AD & AL) qualified.

107th Air Refueling Wing (ARW)

- Aircraft and Infrastructure
 - 9 KC-135R tankers whose operations tempo is among the top 33% of the Air National Guard (FY02 - 05 as calculated using HQ, ANG figures)
- Combat Deployment
 - Unit consistently deploys longer than Air Expeditionary Forces deployment standards and has never required augmentation from other units for its deployments.





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NFARS Military Value of Installation

Joint Use Facility

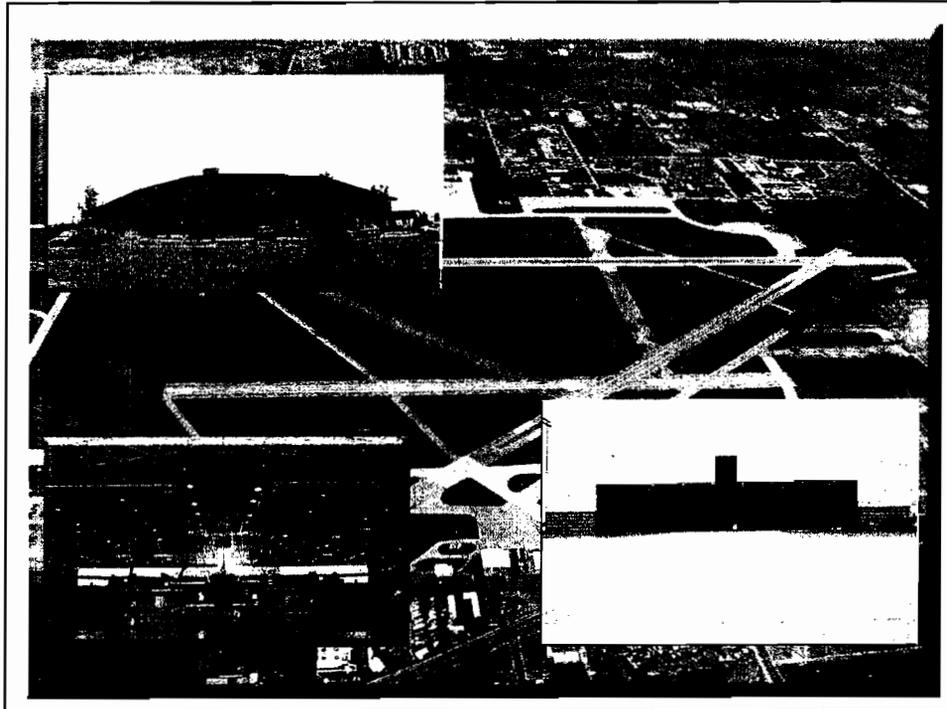
- 57% of facilities' "footprint", apron, and ramps is **shared-use**, creating unique cost efficiencies not available at other installations.
- 37% of facilities have been modernized in last 10 years. The base has sufficient buildable acreage for expansion while maintaining buffer requirements.

Expandability / Surge

- **Airfield and Aviation Facilities**
 - 8 **additional** C-130's can be based at NFARS on a permanent basis with **no** additional Milcon or 20 **additional** aircraft of similar size (Tanker or Airlift) for surge requirements.
 - Two runways (9,829 ft total distance available for takeoff main runway and 6,000 cross-wind runway) can handle **all** aircraft in USAF.
 - **Four (4)** drop zones on base, **15,000 sq mile Low-Altitude Training Navigation area**, a myriad of terrain & weather conditions, within 150 nm.
- **Billeting and Messing Facilities**
 - Billeting and mess capacity exists to support surge requirements or mobilizing 254 transients on base for a period of 12 months.
- **Absence of Encroachment**
 - The absence of Air Traffic Control constraints and weather constraints were **key factors** in NFARS augmentation of Tanker Task Force bases at Bangor (ME) and Pease (NH).



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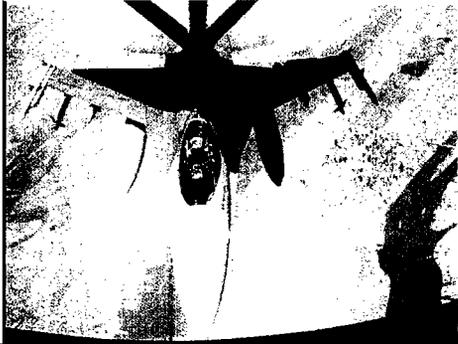
Contribution to Current Future Mission Requirements

- **Highly Deployable Military Assets**
 - 107th is the only Air Refueling Wing which stood up operations at a "bare base" for Operation Iraqi Freedom.
 - 914th played both Combat & SOF support roles in Operation Iraqi Freedom and Operation Enduring Freedom.
 - 75% of the missions conducted by the 914th and 107th in the last two years have been with Active Duty and/or other military services.
- **Global War on Terror**
 - Preparing for third deployment to OIF in summer 2005.
 - 914th was the first wing operating inside Iraq 24/7 during combat operations because of their unique night vision operations capability.
 - First C-130 tactical airlift unit based in Iraq during combat operations.
- **Homeland Defense**
 - First Refueling Wing with on-station assets for Combat Air Patrols (9/11/01)
 - Non-DOD homeland Defense tenant joint activities / capabilities with NFARS.
- **Future Mission Requirements**
 - 107th supporting AFRL development of UCAV refueling capabilities.
 - Joint training with 10th Mountain Division 2-3 mission/month. Translated into actual combat and operational mission effectiveness for GWOT.
 - Demonstrated ability to grow and bed-down additional airframes.





**AIRLIFT SUPPORT
OPERATION NOBLE EAGLE**



**REFUELING SUPPORT
OPERATION NOBLE EAGLE**



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MEPS OPENS 2006



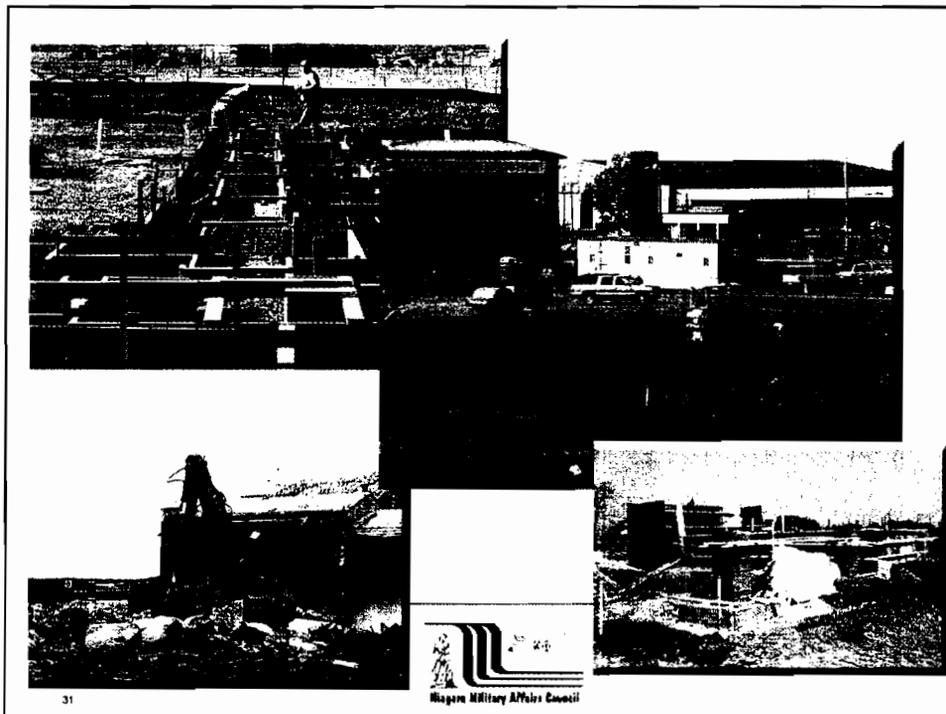
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Community Support of Facilities Modernization Since 1995

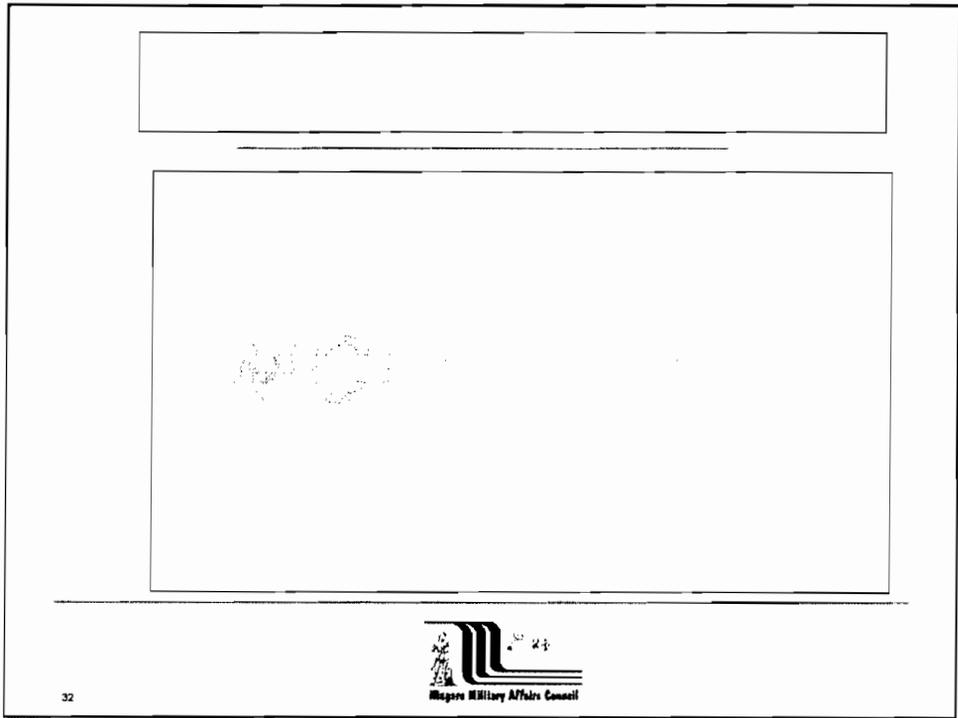
- The community created NIMAC as a support organization to work with Air Reserve Command and Congress to address infrastructure issues and improve NFARS Military Value.
 - Obtained funding to **demolish** 123,000 sq.ft. of older facilities (17% of space) and **renovate** 31% of remaining facilities. 32 year average building age is 10 years less than AF average age of bases.
 - Secured 33% **reduction** in power rates and \$149,999 reduction in lease payment to optimize BOS costs.
 - \$45M in military construction funded for projects which were operational enhancements to the base:
 - Hardened and extended runway for Tanker Task Force
 - Joint Training Facility
 - Modern composite maintenance hangar
 - Modern billeting facility for surge requirements and MEPS for recruitment/retention
 - Crash, Fire & Rescue Station for enhanced safety / ability to support large aircraft

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USAF BRAC Guidelines Were Applied to our Steer

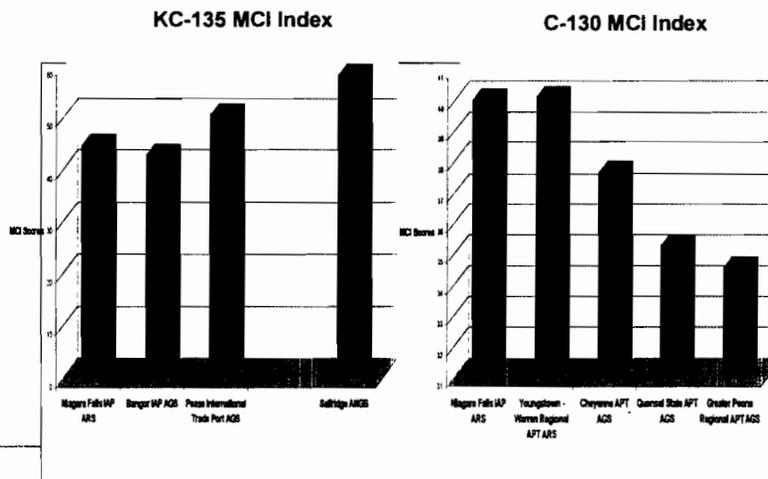
"The Air Force Strategy for BRAC was to ... consolidate its declining fleet into few, larger units ... at installations of high military value." (Department of Air Force Analysis & Recommendations) Vol V, Part 1 of 2, Page i)

- **NFARS scored higher than bases retained or gaining.**
 - NFARS C-130 Military Capability Index (MCI) score was higher than Quonset (RI), Cheyenne (WY) and Peoria (IL) - bases which stand to gain aircraft.
 - NFARS C-130 MCI was equivalent to Youngstown (OH) which remains open.
 - NFARS KC-135 MCI outranked Bangor (ME) which was proposed for closure in early 2005, but will now gain 8 replacement tankers from NFARS and 4 from another source.

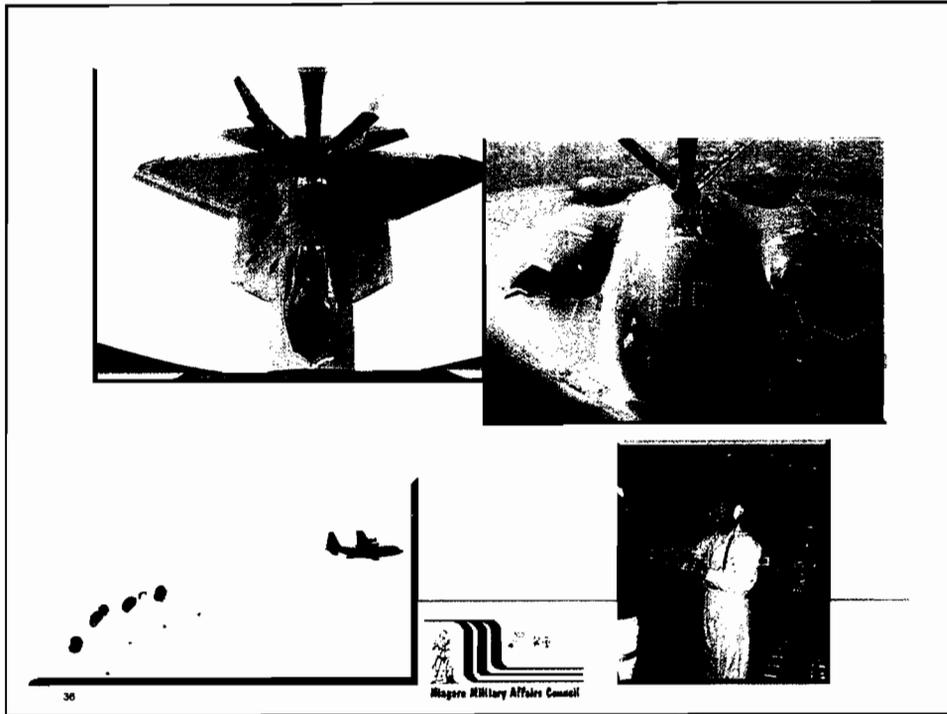


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Mission Capability Index (KC-135 Mission Compatibility Index) Scores



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USAF BRAC Guidelines Were Applied Inconsistently

"Optimal size of C-130 Tactical unit is 16 Primary Aircraft Assigned (PAA) with 12 PAA as acceptable." "Optimal size of KC-135 Tactical unit is 16 Primary Aircraft Assigned (PAA) with 12 PAA as acceptable." USAF White Paper on Organizational Principles" - July 20, 2004

- The 914th AW has 8 C-130H Hercules PAA with the capability to permanently house a **total of 16 PAA with no military construction required for bed-down.**
 - Minneapolis St. Paul (MN) (8 PAA ANG / 8 PAA AFRC)

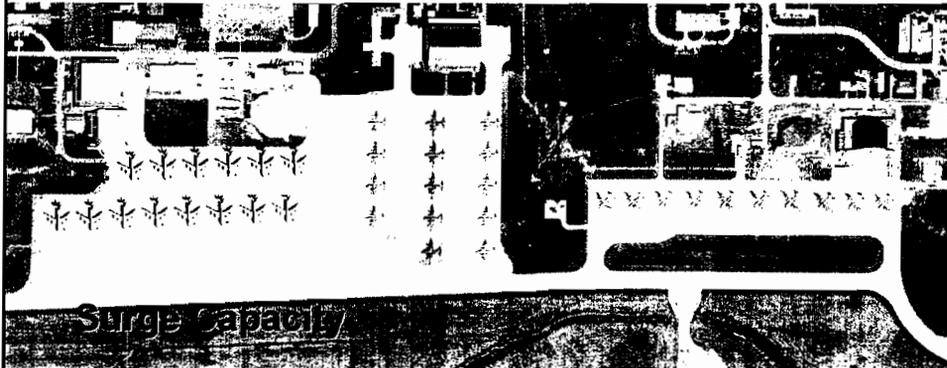
- Four (4) KC-135 bases with less capacity than required to accommodate the 12 KC-135 PAA "acceptable" level in their end-state did not close or negatively realign:

- Phoenix (AZ) (10 PAA)	- Salt Lake City (UT) (8 PAA)
- Lincoln (NE) (8 PAA)	- Sioux City (IA) (8 PAA)

- The retention of these non-conforming PAA sized facilities combined with the proposed closure of NFARS versus the proposed retention of the above listed bases, clearly demonstrates inconsistent application of the USAF criteria.



Future Defense Strategy



KC-135R = 14

C-130H3 = 24

Bottom Line: Niagara - proven capacity to support contingencies

Digitally recreated to scale

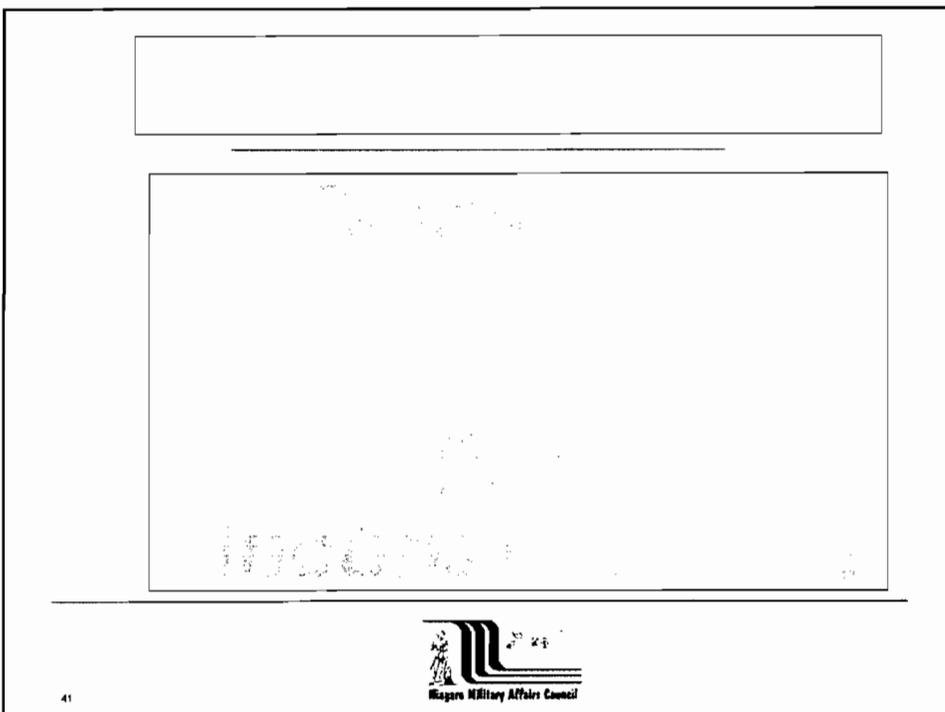


NFARS Closure Reduces Not Increases Military Value

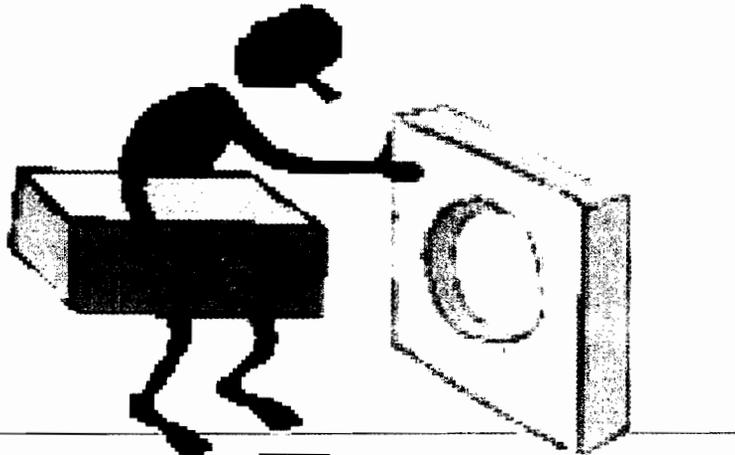
- **Facilities / Cost**
- NFARS has more shared use facilities between the two wings than any other Reserve Component base and the modern condition of NFARS modern facilities (37% sq. ft. renovated or new construction since 1995) reduces out-year costs to maintain the facility.
- **Personnel / Mission Effectiveness**
- USAF BRAC strategy is focused on resetting the force by moving missions from the Reserve Component into the Active Duty. This approach places surge capability in jeopardy for which the Reserve Component is critical.
- Retention translates into mission effectiveness and reduced training/re-training costs. Aircraft Maintenance personnel
- The 914th's and 107th's combined annual retention rate of 90+% far exceeds the Active Duty's retention rate of ~65%. Significant portion of those leaving Active Duty end up in the Reserves.
- **Consolidation of 115 C-130's at Little Rock AFB creates no Military Value**
 - Creates no operational or cost benefits (On-site / Deployed)
 - High density of aircraft - with only one runway - will increase airspace encroachment and be a challenge to de-conflict operations and training. More difficult than Chicago O'Hare.
 - Nearest runway for "touch and goes" is Adams Field, a commercial airport supporting the City of Little Rock which has congestion and minimal capability due to commercial traffic. Not directly on base.



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**IS USAF TRYING TO PUT A
SQUARE PEG IN ROUND HOLE?**



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*USAF's Deviations
from BRAC Criteria*

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

NFARS is the only staging area in western NY for Homeland Defense and disaster response

Criterion #4: The cost and manpower implications.

COBRA eliminated rather than realigned 56 full time positions and 1,189 drilling Reservists / Guard personnel whose spaces will not be removed in DOD end strength. Correcting this deficiency reduces the Net Present Value to a cost of \$8.5 million dollars in the year 2025.

The USAF COBRA also fails to capture costs associated with enclaving or relocating DOD tenants as required by BRAC law and DOD Policy.

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Operations Envelope Strategically Located

- Strategically located to support the Northeast Tanker Force and Combat Air Patrol requirements for United States
- NFARS is not subject to the same weather patterns as other Northeast Tanker bases
- The 914th conducts over 150 joint operations with the 10th Mountain Division and 25th Marines
- NFARS is located along the Canadian border with 5 border crossings





U.S. AIR FORCE

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Integrity - Service - Excellence

USAF - Deviations from BRAC Criteria

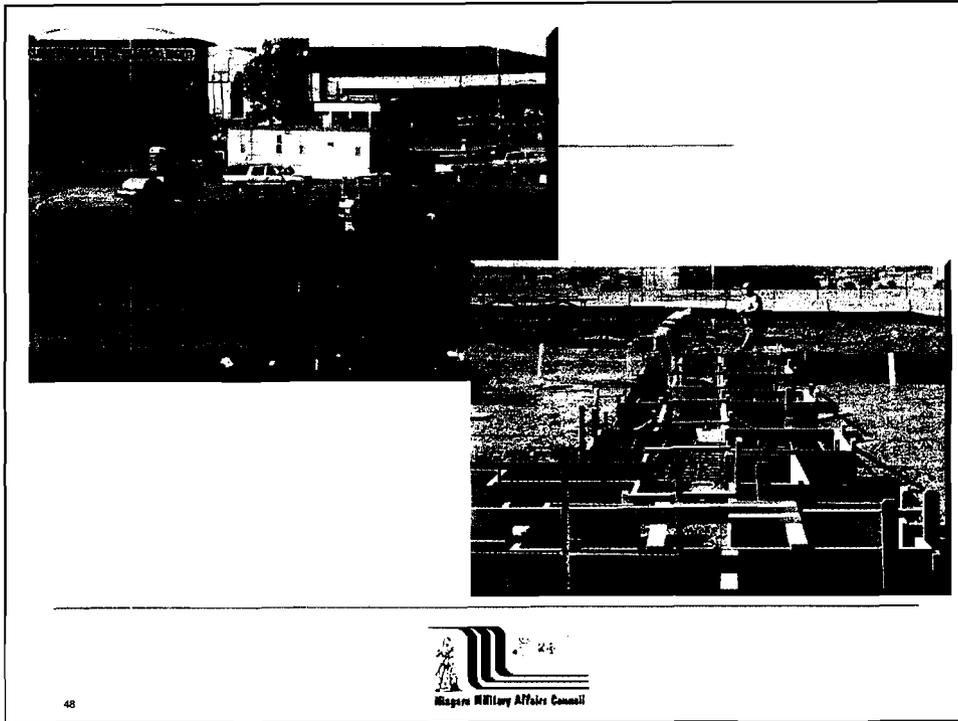
Criterion #5: The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment for the savings to exceed the costs

USAF COBRA analysis used Fiscal Year 2003 data that fails to capture significant BOS cost reductions including **Joint Use agreement, reduced utilities, etc.** When combined with enclaving tenants and the adjusted personnel savings, it results in the costs exceeding the savings.

Criterion #6: The economic impact on existing communities in the vicinity of military installations.

Including the Buffalo MSA in its economic impact model to significantly diminished the economic impact on Niagara County.

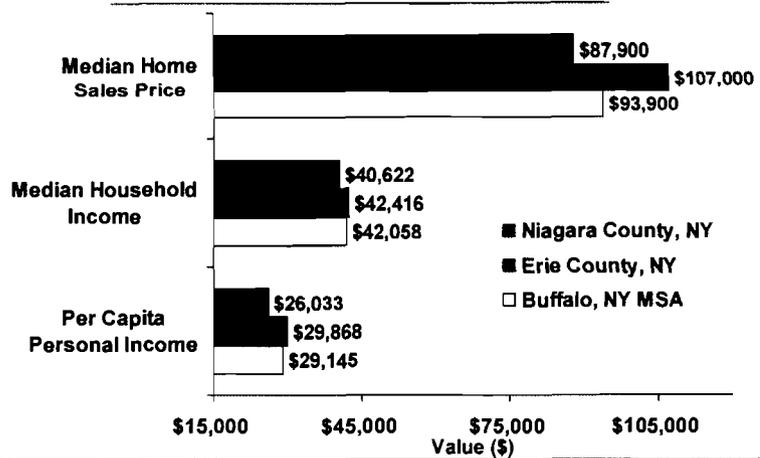




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Niagara County: Lower incomes, less buying power



Note: The Buffalo MSA is comprised of Erie and Niagara counties

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Data Inconsistencies Runway & Ramp

RUNWAY

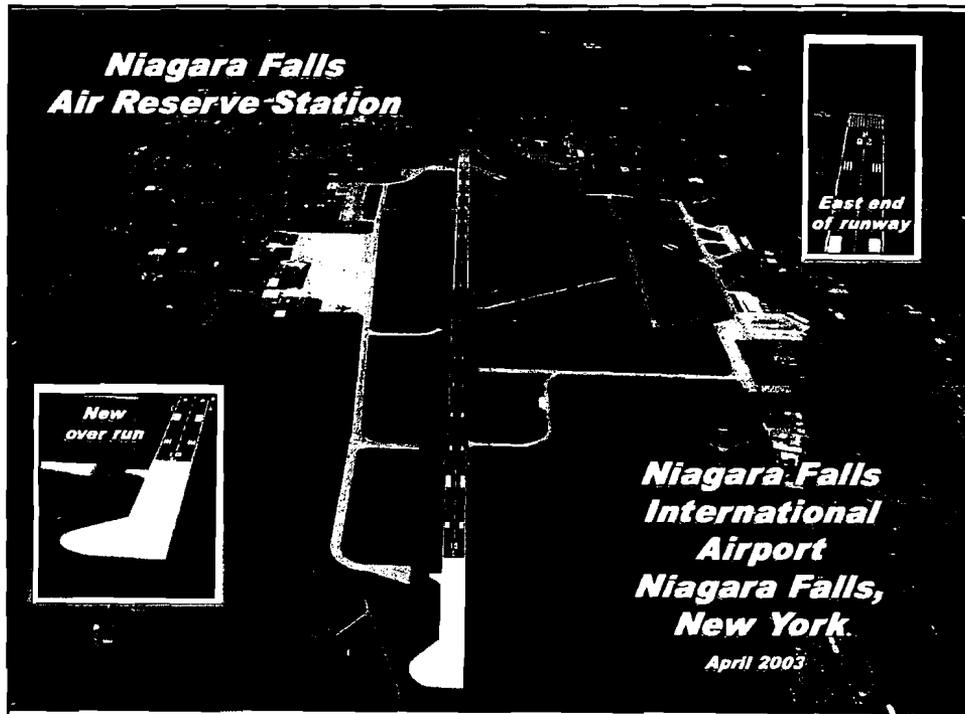
- Pavement Condition Number (PCN)
 - USAF used "strongest" rather than "weakest" PCN measurement runway scoring.
 - Implies capability not existing at other facilities due to use of "strongest" PCN on a segment of runway when other segments are weaker.

RAMP

- 388,503 sq feet of Federally owned ramp space available for use by NFARS could not be counted in the MCI analysis according to USAF rules.
- Airport Joint Use Agreement legally enables NFARS primary access to 2.4 million sq feet of airport owned ramp space which would enable NFARS to park six (6) C-17's on the south side of the main runway and thirty seven (37) aircraft on the NFARS ramps on the north side (17 PAA currently at NFARS plus 20 comparably sized aircraft for surge). Additionally, the US Army Reserve owned ramp space available.



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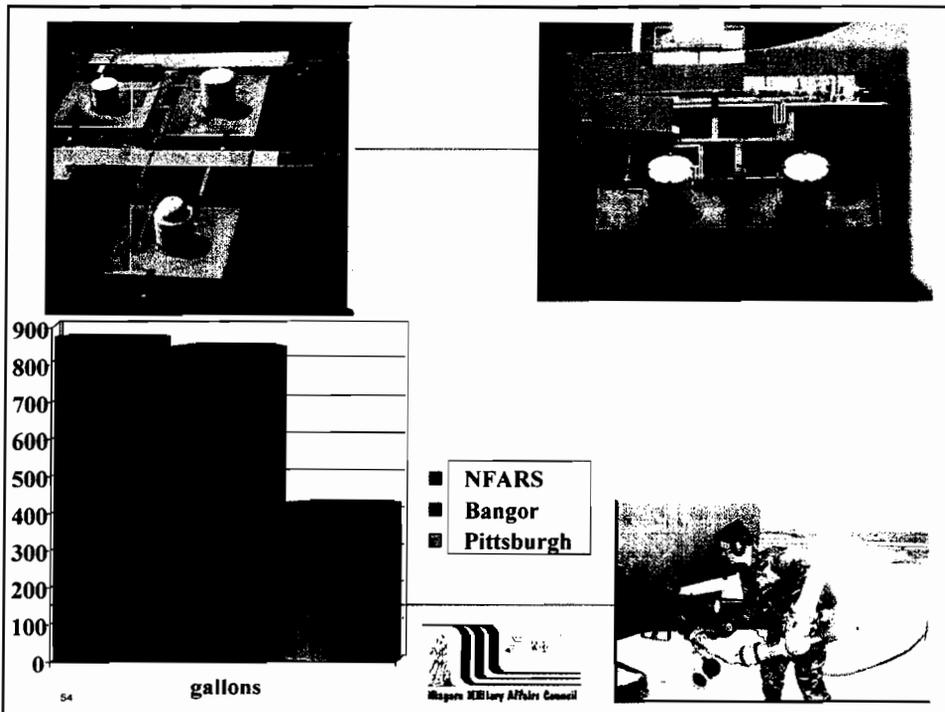


Data Inconsistencies Fuel

- There has been discussion indicating that Bangor has superior POL Storage capability as the former Dow Air Force Base.
 - Reports indicated that Bangor had 3 million gallons of POL Storage.
- Serviceable POL Storage (gallons) at Tanker Task Force Bases:

– NFARS	865K
– Bangor	840K
– Pittsburgh	420K
- NFARS and Bangor have roughly the same amount of POL storage. Pittsburgh's POL storage is less.





Data Inconsistencies Base Operations Support (BOS)

- **Joint Use Agreement**
 - Use of the Fiscal Year 2003 BOS data fails to consider the \$149,999 reduction in the Airport Joint Use Agreement (AJUA) effective Fiscal Year 2006.
 - (~\$3 million reduction in USAF Net Present Value Savings calculations)
- **Utilities**
 - Use of the Fiscal Year 2005 BOS data fails to incorporate the Patriot Power benefits to NFARS which reduced electrical utility costs to the base by \$450,000 per annum, effective Fiscal Year 2005.
 - (~\$9 million reduction in USAF Net Present Value Savings calculations)

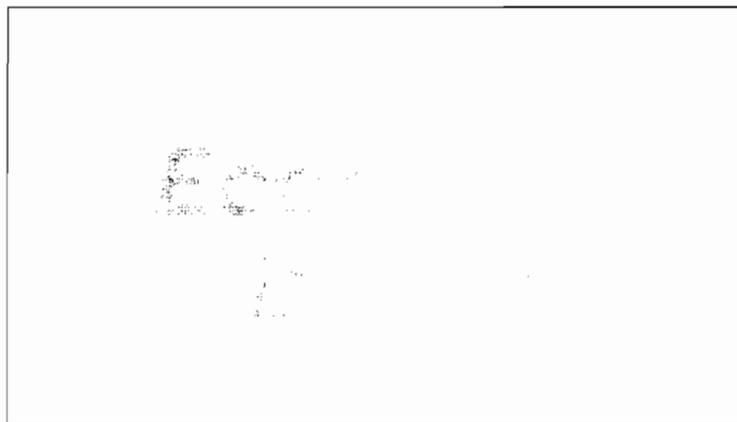

 Niagara Military Affairs Council

Revised 305RA

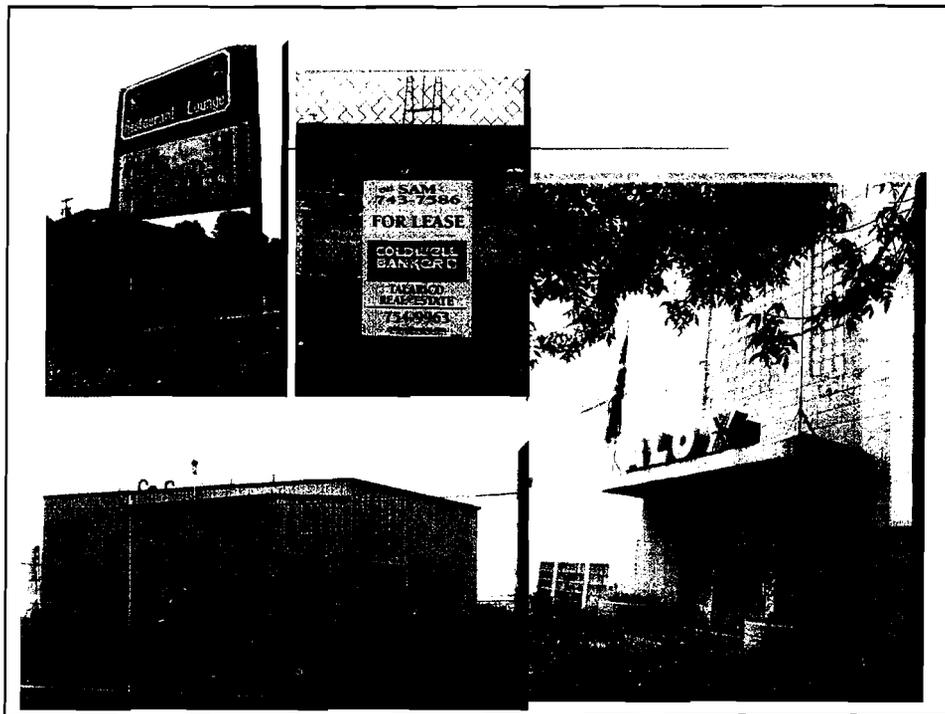
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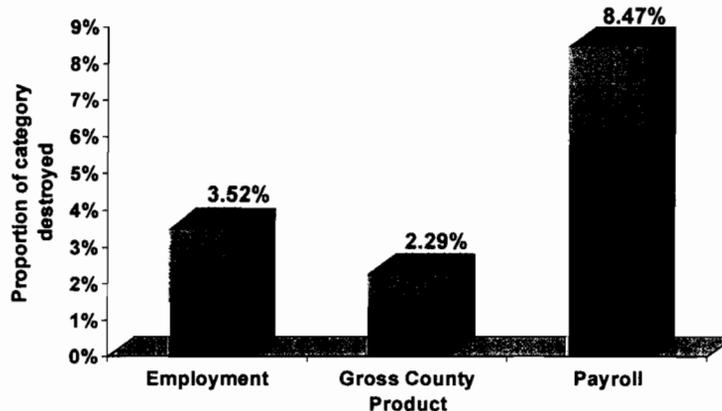
Niagara is Different

Indicator	Buffalo MSA	Niagara County
Unemployment rate March 2005	5.5%	Higher
Median age	39.2	Older
Share of households earning less than \$50k annually	58.5%	Greater
Share of households earning more than \$150k annually	3.2%	Fewer
Median household income	\$41,619	Lower
Share of population aged 25+ with a Bachelor's degree	13.7%	Considerably Lower
Share of population aged 25+ with a Graduate degree	9.5%	Considerably Lower

Sources: Bureau of Labor Statistics, ACCRA, U.S. Census Bureau



Proportion of Economy Destroyed by Base Closure



Source: Bureau of Labor Statistics;
New York Power Authority



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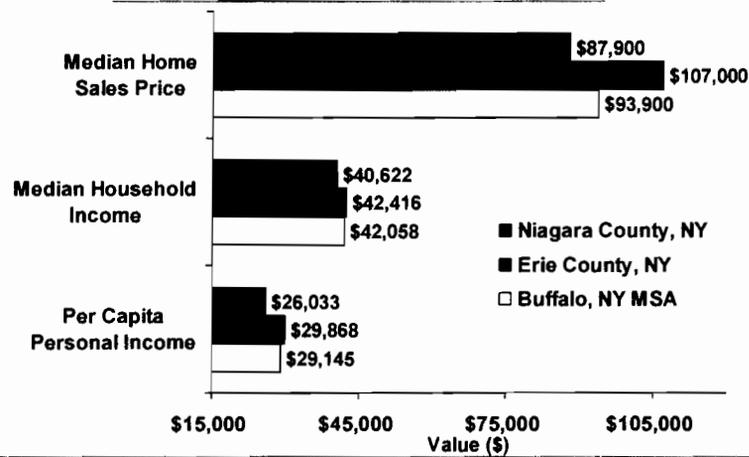
Economic Impact Estimates are Misleading

- Niagara County is proper geography for analysis, not the broader Buffalo area
 - Niagara County's economy is fundamentally different from the Buffalo MSA (next slide);
 - Niagara County citizens enjoy smaller incomes, suffer higher unemployment and fewer job opportunities;
 - The loss of NFARS (2,752 jobs; Pentagon estimate) will destroy 3.9% of Niagara County's job base, and will potentially increase the area's unemployment rate from 6.1% to over 8%.



01

Niagara County: Lower income - less buying power



Note: The Buffalo MSA is comprised of Erie and Niagara counties



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NFARS Closure Would Create an Irrecoverable Economic Void

- Conditions necessary for successful redevelopment of NFARS do not exist
 - Niagara County is shrinking: 1990 population, 220,755; 2000, 219,846; 2009 projection, 215,302;
 - Businesses are leaving: number of Niagara County establishments lower in 2004 compared to 2003, contrary to Erie County, statewide and national trends;
 - High-wage industries in decline: since 2001, manufacturing employment down 19.4%; information down 27.6%; finance down 5.6% and trade, transportation and utilities down 3.9%.



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**Major Niagara County Employers
Shrinking or Pay Less than
\$10/hour**

Employer	Industry	Niagara County Employment	Status
Delphi Harrison Thermal Systems	Automotive	4,000	Shrinking/possible closure
Niagara Falls Air Reserve Station	Military	2,602	Slated for closure
Seneca Niagara Casino	Gambling	2,374	Low-wage
Prime Outlets of Niagara Falls	Retail	1,000	Low-wage
Teletch	Call Center	800	Low-wage

Source: Niagara County Center for Economic Development



64

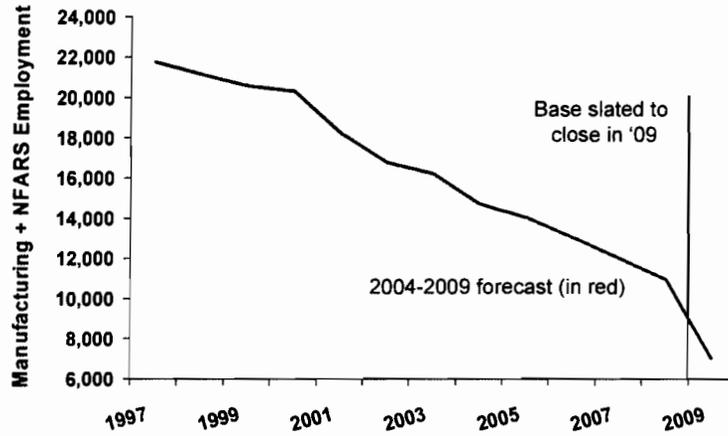
**NFARS Closure Would Create
an Irrecoverable Economic Impact**

<u>914 Airlift Wing</u>	
• Total Permanent Civil Service & ART Employees :	394
• AGR	8
• NAF, contractor, credit union, etc	150
• Mil Reserve	1,203
• IMA	3
• AFRC Recruiters	4
	<u>1763</u>
<u>107 Air Refueling Wing</u>	
• State Employees	12
• Title 5 Federal Civilians	2
• Air National Guard Technicians	190
• ANG/Reserve (AGR)	76
• Traditional Mil Res/ANG	710
	<u>990</u>
• Manning Positions Total	<u>2,752</u>



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NFARS closure would dramatically accelerate community's decline

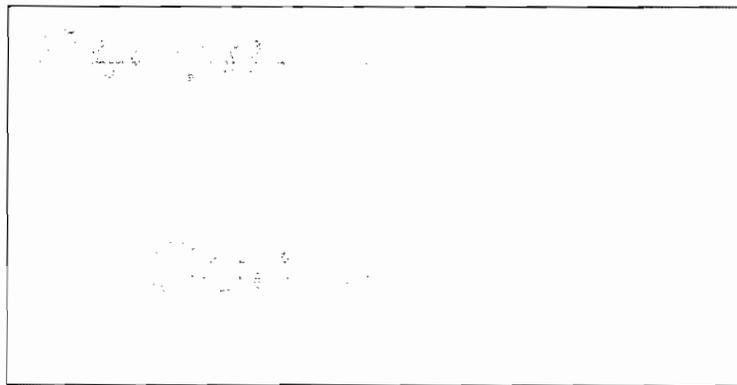


Source: Bureau of Labor Statistics

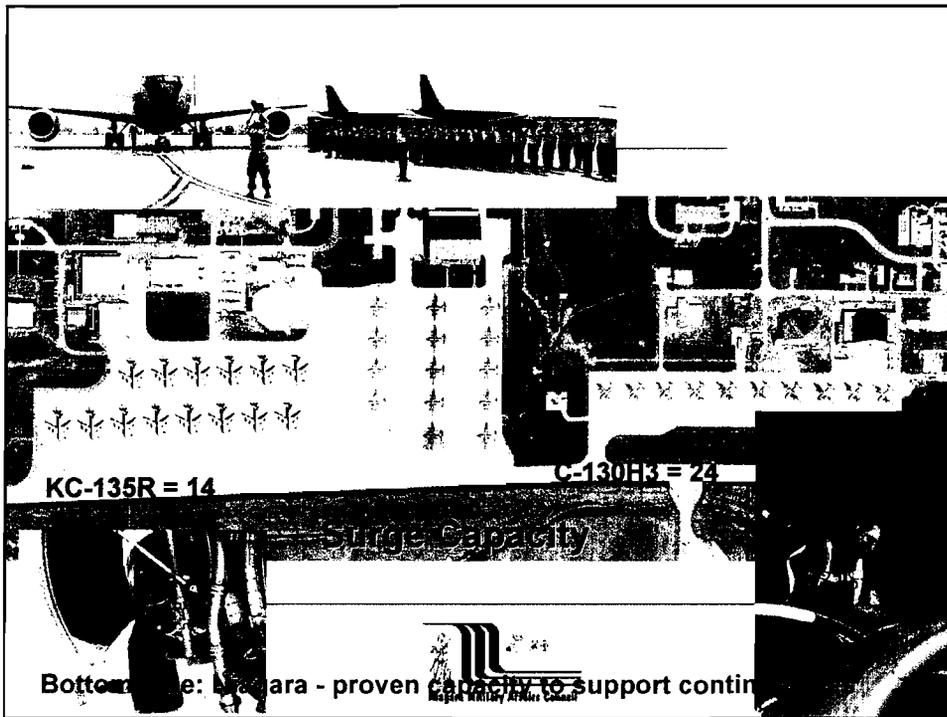


Manufacturing employment forecast represents simple extrapolation of 1997-2004 data.

66



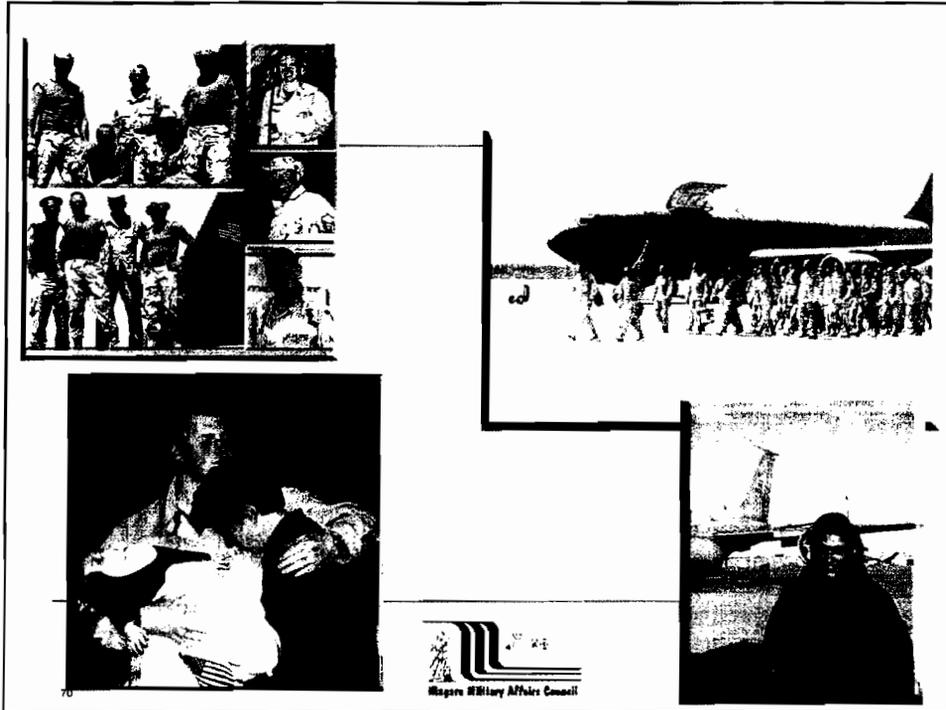
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5 Additional Reasons Why NFARS Should Remain Open

1. NFARS is joint-use and possesses a quantifiable ability to conduct surge to meeting Total Force, current and future mission training and operational requirements.
2. In one action by the Commission, the retention of NFARS would sustain two combat proven Wings whose specialized expertise and military value have been validated by their recurring mobilization.
3. The removal of NFARS aircraft and personnel will cause irreparable damage to the State's and Federal Government's ability to execute homeland defense and DOD mission responsibilities in the Northeast.
4. BRAC was authorized by Congress to identify excess infrastructure capacity, not to re-set the Air Force's aircraft inventory.
5. DoD's continued withdrawal of military presence from NY and the North East is not in the national interest and would create irreparable damage, if approved.

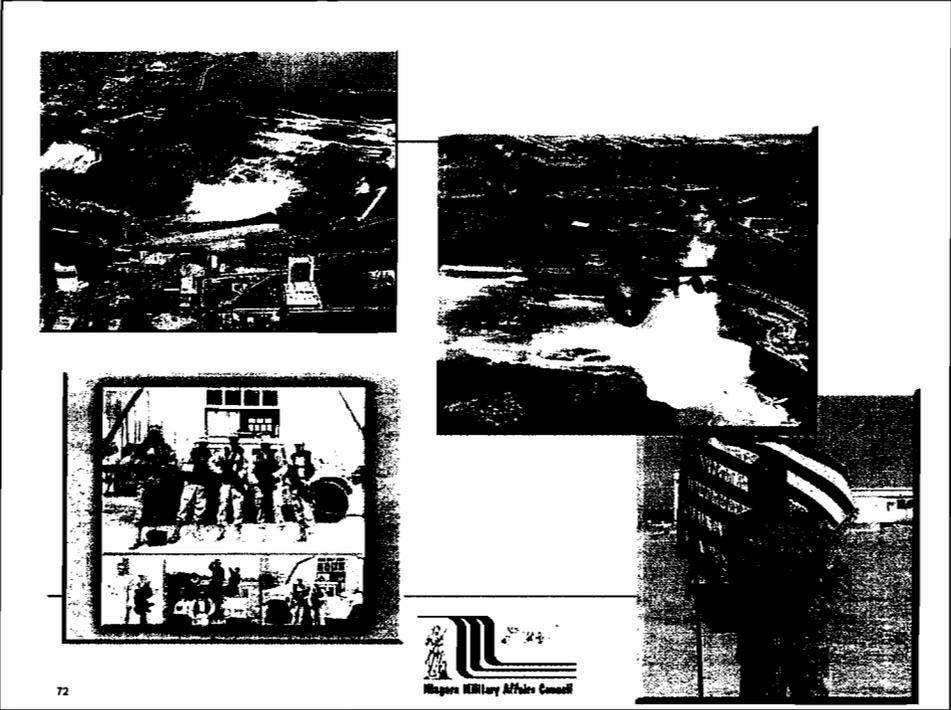




Rationale to Overturn USAF's Proposed Closure of NFARS

- The USAF deviated from criteria 2, 3, 4, 5 & 6 in their recommendation to close Niagara Falls.
- COBRA analysis exaggerates savings by using outdated information.
 - Fails to capture achieved additional BOS efficiencies in FY04/05 and beyond from negotiated lease reductions in the out-years.
 - Will not generate the NPV savings projected without eliminating the personnel associated with the Wings' operations.
 - Fails to capture costs associated with enclaving, or relocating DOD tenants as required by BRAC law and DOD policy.
- NFARS provides critical operational assets on a cost-efficient basis and better mission performance due to their high retention rates.
- NFARS low cost of operations, modern facilities and surge capacity justify its retention.





Recommendations

- In our back-up materials, we have provided the Commission with alternative scenarios for consideration if alternatives are required by the Commission to remove Niagara Falls from the closure list.
- We urge the Commission reject recommendations which reduce either in the number of C-130's or KC-135's, or related Reserve Component Wings in the Northeast.
- If the Commission must add bases for study in order to keep Niagara open we recommend:
 - Bases comparable in size and mission to Niagara for comparative analysis on the operational and cost effectiveness.
 - Installations not on the Pentagon's list we identified which are either redundant.
 - Facilities which have significant encroachment, or are located in an area where there is more than sufficient tanker or airlift capacity.





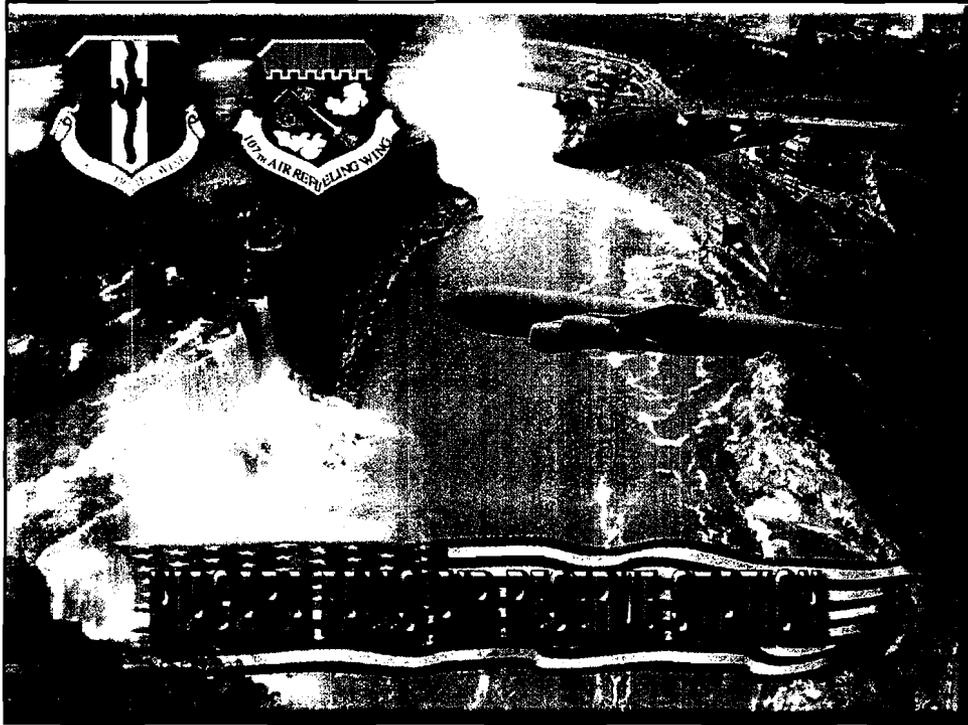
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Conclusions

- The Commission should overturn the USAF recommendation to close NFARS.
 - The loss of NFARS' combat proven units, its strategic location for homeland defense, and its demonstrated criticality to recruitment & retention vastly outweigh the benefits of any decision that would move the wings or the assets currently located at the base.
- Both the C-130 mission of the 914th AW and the KC-135 mission of the 107th ARW should remain at Niagara Falls.



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Back-of-the-Book



Index

- BOS Cost Deviations
- BRAC criteria vs. NFARS
- COBRA comparisons (USAF / NIMAC)
- Economic Impact
- MCI Indexes
- NY BRAC impact
- Recruitment & retention
- Refueling POL Storage
- Surge

- Scenarios for Study
- Acronyms

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BRAC Criteria / NFARS Capabilities

Criterion #1

Current and future mission requirements / impact on operational readiness of the DoD's total force.

75% of the missions conducted by the 914th and 107th in the last two years have been with Active Duty and/or other military services to meet contingency, combat, homeland defense or peacetime requirements.

NFARS is a Joint-use facility. It possesses the capability to support twenty-four (24) Primary Aircraft Assigned (PAA) with no additional construction or thirty two (32) with minor construction.

Criterion #2

The availability and condition of land, facilities, and associated airspace. A diversity of climate and terrain and staging areas for homeland defense missions.

37% of facilities have been modernized in last 10 years. The base has sufficient buildable acreage for expansion while maintaining buffer requirements.

The absence of Air Traffic Control constraints and weather constraints were key factors in NFARS augmentation to Tanker Task Force bases at Bangor (ME) and Pease (NH).

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BRAC Criteria /NFARS Capabilities

Criterion #3:

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

Niagara Falls possesses sufficient ramp, maintenance hangar and apron space for an additional twenty (20) aircraft on a surge basis as well as billeting and messing facilities, that can accommodate 254 mobilized transients on base for a period of 12 months.

Criterion #4:

The cost and manpower implications.

95% of the NFARS military personnel will not be transferred, resulting in their separation from military service. **Eliminates:**

1185 man years of operational flying experience, of which 316 are specific to Night Vision operations



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BRAC Criteria /NFARS Capabilities

Criterion #5:

The extent and timing of potential costs and savings.

COBRA personnel savings are suspect because they are contingent upon elimination of positions, which is contrary to an AD/RC agreement to maintain current End Strength after BRAC 2005. COBRA also failed in capturing significant BOS cost reductions in Fiscal Years 2004-05.

Criterion #6:

The economic impact on existing communities in the vicinity of military installations.

As the second largest employer in Niagara County, the closure of NFARS and loss of 2,602 jobs (Certified data provided the Commission) will create an "economic tipping point" which will create irreversible economic damage as noted in testimony from Dr. Anirban Basu, (Ph.D, Economics) provided to the Commission.



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BRAC Criteria /NFARS Capabilities

Criterion #7

The ability of receiving communities' infrastructure to support forces, mission, and personnel.

Little Rock has a **higher** crime rate and insufficient child care support to accommodate additional personnel at the base.

Little Rock and Bangor have **significant** weather considerations which will affect operations at each facility – NOAA designates Little Rock area in the "highest risk" category for F4 and F5 tornadoes. (March 1-5, 1997- tornadoes struck the state...sweeping onward through Little Rock, and ending its 200 mile path just east of Jonesboro, it left 26 Arkansans dead and millions of dollars in damages)

Criterion #8:

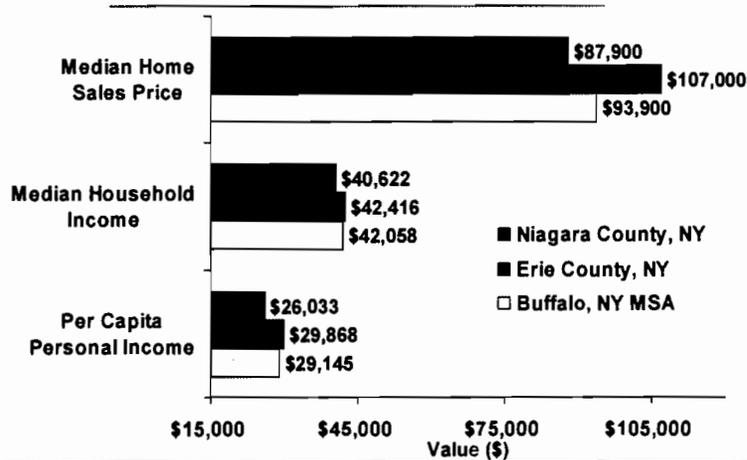
Environmental impact.

NFARS has **no** environmental issues which would preclude continuation of operations at their current level or with the permanent assignment and operation of 16 PAA C-130's or additional KC-135 aircraft.



82

Niagara County: Lower incomes, less buying power

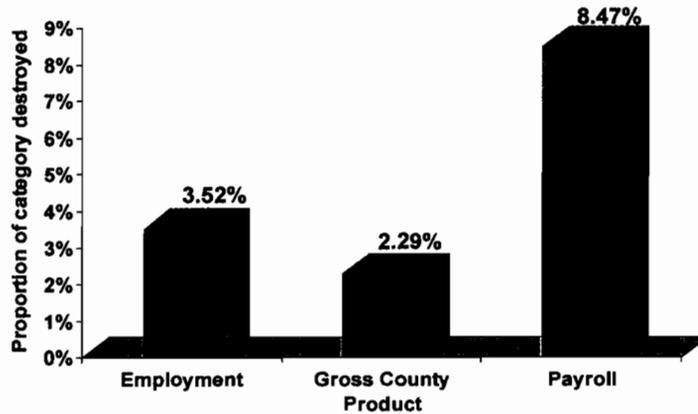


Note: The Buffalo MSA is comprised of Erie and Niagara counties



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Proportion of Economy Destroyed by Base Closure

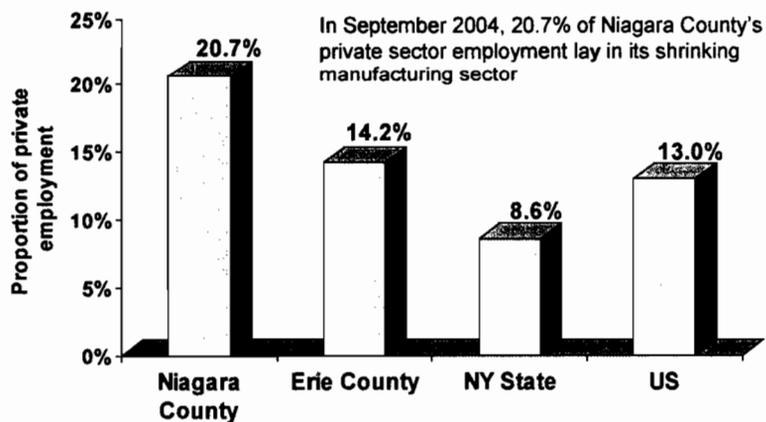


Source: Bureau of Labor Statistics;
New York Power Authority



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Niagara County vulnerable to mass manufacturing layoffs



Source: Bureau of Labor Statistics



65

Major Niagara County Employers Shrinking or Pay Less than \$10/hour

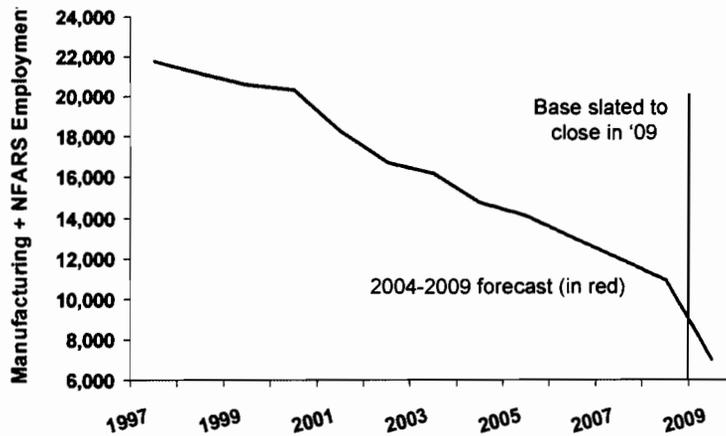
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Source: Niagara County Center for Economic Development



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NFARS closure would dramatically accelerate community's decline



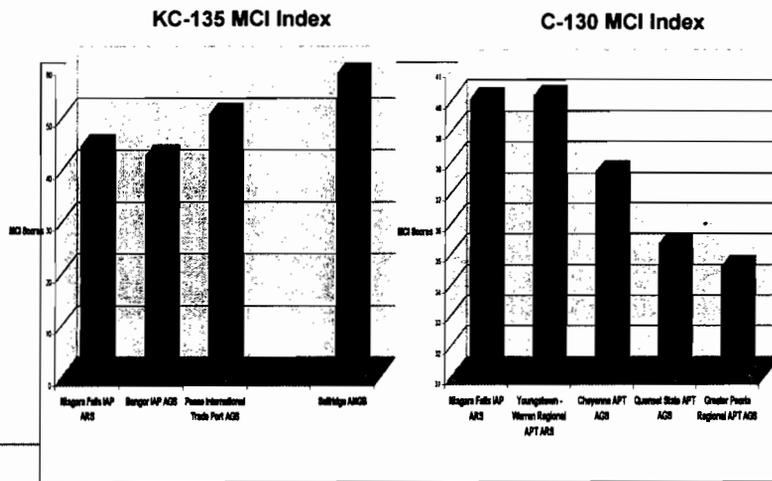
Source: Bureau of Labor Statistics



Manufacturing employment forecast represents simple extrapolation of 1997-2004 data.

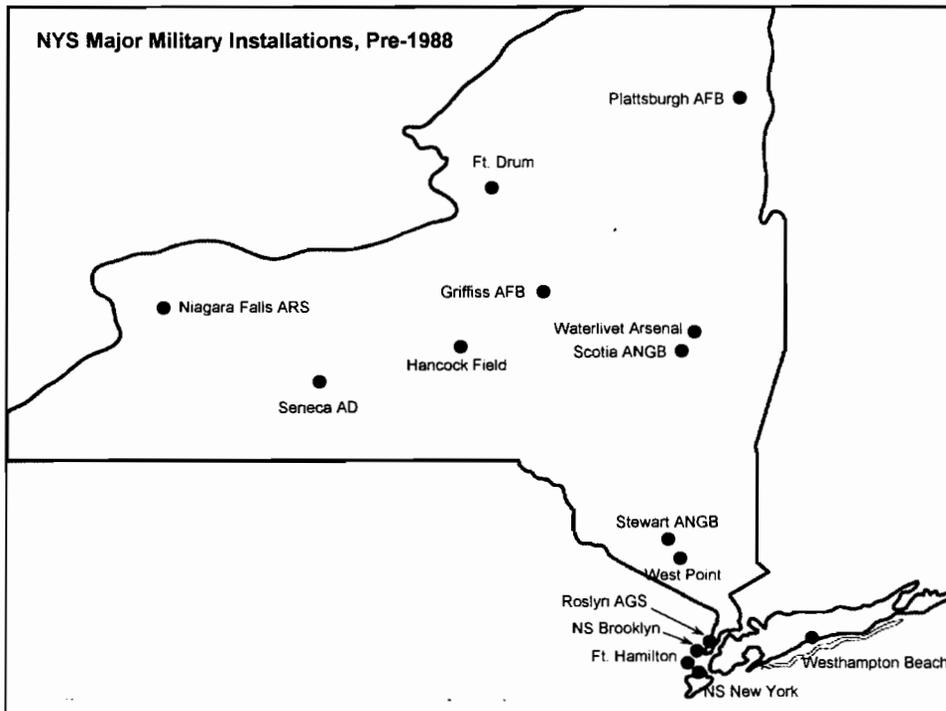
87

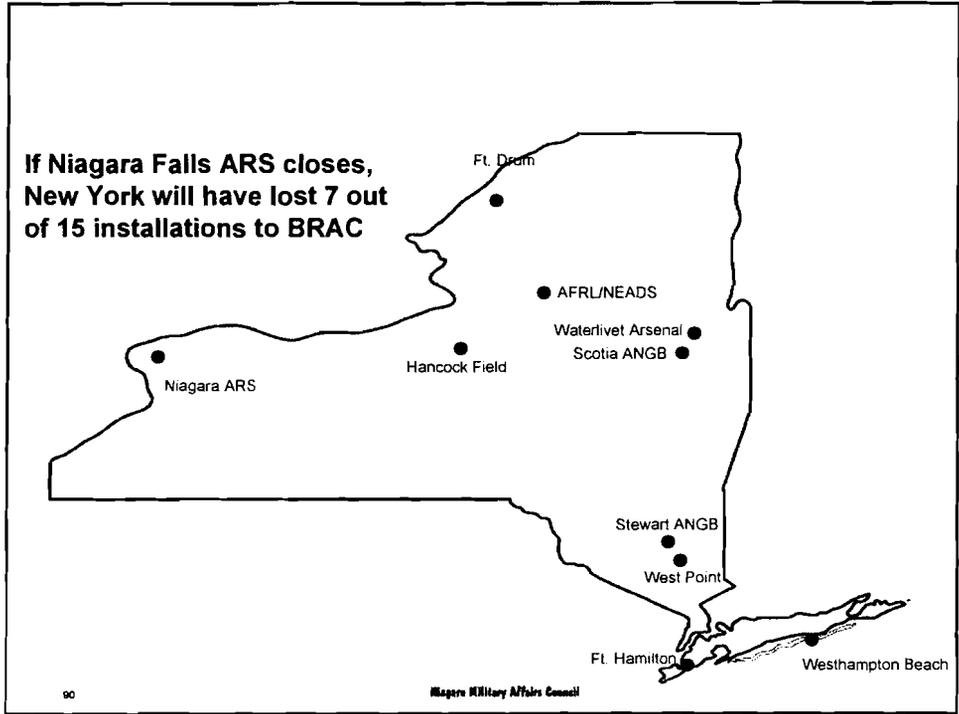
Mission Capability Index (KC-135 Mission Compatibility Index Scores)



Niagara Military Affairs Council

NYS Major Military Installations, Pre-1988





Recommendations

- The Commission should consider adding for study:
 - **Youngstown Air Reserve Base (ARB)** which was studied for closure, has the equivalent C-130 MCI score as NFARS and whose NPV is higher than NFARS.
 - **Dobbins ARB** whose training mission is redundant to Little Rock's.
 - **Quonset ANG Base (RI)** which would be the sole Northeast C-130 Base if NFARS closed. Quonset gained C-130's, but had a lower MCI than NFARS.
 - **Sloux City ANG Base** which is located in the center of the country away from the primary refueling tracks and is redundant to a number of other major refueling bases in the region. Saves "E" to "R" conversion costs.
 - **Bangor ANG Base** which USAF studied for closure and whose MCI rank was lower than NFARS.
 - **Pease ANG Base and Pittsburgh ANG Base** to provide a comparative analysis of the military value and operational benefits or constraints of each of the Northeast Tanker Task Force bases to support both the Air Bridge and Homeland Defense Combat Air Patrol requirements.



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Recommendation: Close Youngstown

	NIAGARA, NY	Youngstown, OH
COBRA –NPV	Less than \$15M NPV	
COBRA Pay-back	More than 25 years	
MCI (C-130)	40.09	40.51
16 PAA Capacity	Yes, no Milcon	Yes, no Milcon
Joint Facility	Yes ANG, AFRC, USA MEPS	NO
OEF & OIF Deployments	Yes 3 rd OIF in 05 / 1 OEF	
Homeland Security Border Proximity	10 Miles	
Encroachment	No	No
Weather Pattern	Midwest	Midwest
On-Base Training Capabilities	DZ/LZ, Low Level Routes, Aerial Port	



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**Recommendation:
Close Quonset**

	NIAGARA, NY	Quonset, RI
COBRA --NPV	Less than \$15M NPV	?
COBRA Pay-back	More than 25 years	
MCI (C-130)	40.09	35.29
16 PAA Capacity	Yes, no Milcon	Yes, with Milcon
Joint Facility	Yes ANG, AFRC, USA MEPS	No
Homeland Security Border Proximity	10 Miles	
OEF & OIF Deployments	Yes 3 rd OIF in 05 / 1 OEF	
Encroachment	No	Yes
Weather Pattern	Midwest	Northeast
On-Base Training Capabilities	DZ/LZ, Low Level Routes, Aerial Port	



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**Recommendation:
Close Peoria**

	NIAGARA, NY	Peoria, IL
COBRA --NPV	Less than \$15M NPV	?
COBRA Pay-back	More than 25 years	
MCI (C-130)	40.09	34.56
16 PAA Capacity	Yes, no Milcon	No
Joint Facility	Yes ANG, AFRC, USA MEPS	No
Homeland Security Border Proximity	10 Miles	
OEF & OIF Deployments	Yes 3 rd OIF in 05 / 1 OEF	
Encroachment	No	
Weather Pattern	Midwest	Midwest
On-Base Training Capabilities	DZ/LZ, Low Level Routes, Aerial Port	



95

**Recommendation:
Close Sioux City**

	NIAGARA, NY	Sioux City, IA
COBRA – NPV COBRA Pay-back	Less than \$15M NPV More than 25 years	?
MCI	44.63	50.62
Homeland Security Border Proximity	5 Miles	223 Miles
NE Air Bridge	Yes	No
CAP East & Midwest	Yes	No Midwest Only
Reserve / Guard Sqdns	2	1
Operational Restrictions (ATC or Noise)	No	Yes ANG Official Business Only
Weather Pattern	Midwest	Northern Plains



96

**Recommendation:
Close Bangor**

	NIAGARA, NY	Bangor, ME
COBRA –NPV COBRA Pay-back	Less than \$15M NPV More than 25 years	? 8 years
MCI	44.63	42.68
Homeland Security Border Proximity	5 Miles	100 Miles
NE Air Bridge	Yes	Yes
CAP East & Midwest	Yes	No East only
Reserve/Guard Sqdns	2	1
Operational Restrictions (ATC or Noise)	No	No
Weather Pattern	Midwest	Northeast



97

**Recommendation:
Close Pease**

	NIAGARA, NY	PEASE, NH
COBRA --NPV COBRA Pay-back	Less than \$15M NPV More than 25 years	?
MCI	44.63	50.62
Homeland Security Border Proximity	5 Miles	191 Miles
NE Air Bridge	Yes	Yes
CAP East & Midwest	Yes	No East only
Reserve/Guard Sqdns	2	1
Operational Restrictions (ATC or Noise)	No	Yes -- Limited night operations for training
Weather Pattern	Midwest	Northeast



98

**Recommendation:
Close Pittsburgh**

	NIAGARA, NY	Pittsburgh, PA
COBRA --NPV COBRA Pay-back	Less than \$15M NPV More than 25 years	?
MCI	44.63	54.44
Homeland Security Border Proximity	5 miles	223 Miles
NE Air Bridge	Yes	Yes
CAP East & Midwest	Yes	Yes
Reserve/Guard Sqdns	2	1
Weather Pattern	Midwest	Midwest
Operational Restrictions (ATC, Noise or Encroachment)	No	Yes ATC restraints due to high commercial traffic



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Acronyms

Acronyms / Abbreviations

AB	Air Base
AD	Active Duty
AD	Airdrop
AD / RC	Active Duty / Reserve Component
AFB	Air Force Base
AFRC	Air Force Reserve Component
AFRL	Air Force Research Lab
AL	Airland
ANG	Air National Guard
ARB	Air Reserve Base
ARS	Air Reserve Station
ARW	Air Refueling Wing
AT / FP	Anti-Terrorism / Force Protection
AW	Air Wing



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Acronyms

BOS	Base Operations Support
BRAC	Base Realignment and Closure
COBRA	Cost of Base Realignment Analysis
DOD	Department of Defense
FBI	Federal Bureau of Investigation
GWOT	Global War on Terror
HQ	Headquarters
IL	Illinois
MCI	Mission Compatibility Index
ME	Maine
MEPS	Military Entrance Processing Site
MG	Major General
MSA	Metropolitan Statistical Area
NFARS	Niagara Falls
NH	New Hampshire
NIMAC	Niagara Military Affairs Council



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Acronyms

NOAA	National Oceanic Atmospheric Agency
NPV	Net Present Value
NVG	Night Vision Goggle
NY	New York
NYC	New York City
OH	Ohio
OIF	Operation Iraqi Freedom
PAA	Primary Aircraft Assigned
RC	Reserve Component
RI	Rhode Island
SOF	Special Operations Forces
TDA	Total Distance Available
UCAV	Unmanned Combat Aerial Vehicle
USAF	United States Air Force
WY	Wyoming





Niagara Frontier Transportation Authority
Serving the Niagara Region

181 Ellicott Street
Buffalo, New York 14203
www.nfta.com

Lawrence M. Meckler
Executive Director
716-855-7369
Fax: 716-855-8866

June 16, 2005

Colonel Patrick D. Ginavan
Commander, 107th Air Refueling Wing
9910 Blewett Avenue
Niagara Falls ARS, NY 14304-6001

Dear Colonel Ginavan:

As you know the current Airport Joint Use Agreement expires on June 30, 2007 and has a minimal dollar payment of \$1.00 for the last year of the agreement. For future Airport Joint Use Agreements the annual fee to the Air Force will remain at the rate of \$1.00. If you have any questions please feel free to call me at 716-855-7369.

Sincerely,

LAWRENCE M. MECKLER
Executive Director

LMM:amh



Niagara Military Affairs Council Niagara Falls Air Reserve Station

Testimony
June 27, 2005



Chairman Principi, members of the BRAC Commission and Commission staff, I too want to welcome you to the Niagara Frontier...it is an honor for me to represent the people, the passion and command recognized performance of Niagara Falls Air Reserve Station.

My name is Richard DeWitt. I am a member of the Niagara Military Affairs Council and I had the privilege of serving alongside the men and women at the Niagara Falls Air Reserve Station for 20 years.

On 13 May, every member of the 914th Airlift Wing and the 107th Air Refueling Wing, the Niagara Military Affairs Council, and the residents of the entire Western New York region, were shocked that the Department of Defense had recommended the closing of the Niagara Falls Air Reserve Station and the transfer or disbandment of its component units.



Briefing Outline



- Introduction
- Military Value of NFARS
- MCI / COBRA Models Not Applied Properly
- USAF Deviations / Data Inconsistencies
- Analysis of Economic Impact
- Recommendations / Conclusions

1



Not only have the Niagara Falls Air Reserve Base Units compiled exemplary combat records and distinguished themselves as outstanding citizens of our communities ... the base itself is a modern, efficient operation that should serve as a national model for reserve component facilities.

We will demonstrate the military value of the Niagara Falls facility, discuss the ways in which the MCI/COBRA models have not been properly applied and detail USAF deviations and data inconsistencies that have been applied – or misapplied – in the process to date. You also will receive information regarding the true economic impact this region would suffer if this base is closed.



Introduction

2





Why was Niagara Air Reserve Station Selected for Closure?



- **Air Force Mission Capability Index (MCI) results were often superseded by military judgment.**
 - *NFARS ranked higher than several bases that are being retained or growing.*
- Proposed Net Present Value (NPV) savings could only have been realized with severe end strength losses to the Reserve Component that contravene General Accountability Office (GAO) standards for COBRA analysis.

3



Why was Niagara Falls chosen for closure?

The Air Force developed a matrix to compare bases. But it ignored the MCI tool in favor of “military judgment”. Although Niagara Falls did not outrank every base, it clearly outranked five that were retained.

In addition, the Air Force created a false Net Present Value savings in its COBRA analysis by claiming the elimination of full- and part- time positions. Air Force Chief of Staff General John Jumper and Acting Secretary Michael Dominguez (Domin-gez) told Congress that Air Force end strength will not be reduced.

General Accountability Office guidelines clearly indicate that COBRA positional savings cannot be counted unless end strength is reduced by a comparable level.

NFARS is a joint facility, a qualification of critical importance to the DOD and the BRAC process. In addition, its closure will have severe implications for the Reserve presence by removing the pre-eminent showcase for military recruitment and retention in Western New York.



Military Value Significantly Compromised if NFARS Closes



- NFARS is **more** operationally capable, cost-effective and combat proven than many other C-130 and KC-135 bases retained.
- The base is **Joint** – combining Air Reserve with Air Guard with facilities used by two Army Reserve units – a quartermaster company and a combat support hospital. It is scheduled to gain a US Army Military Entrance Processing Site (MEPS) in Fiscal Year 2006 (currently under construction).
- NFARS provides broad coverage for Tactical Airlift and Air Refueling capability for Homeland Defense and the Global War on Terror.
- NFARS:
 - Constitutes 33% of the Air Force Reserve Component presence in NY (2 of 6 Wings) with the **highest** retention rate of all AFRC units for FY 2004 and 2005
 - Is the primary recruitment capability for Western New York.
 - 95% of the NFARS military personnel will not be transferred, resulting in their separation from military service. Closure **eliminates** 1185 man years of operational flying experience, of which 316 are Night Vision specific.
- Repeated deployments for military operations - which underscore its high military value - were instead cited by MG Heckman as a reason for closing AFRC bases.

4



A unit's military value is validated by how often it is called upon to serve its country and how well it executes the mission. The co-chairman of the Air Force process cites Niagara's repeated calls to Iraq and Afghanistan as reasons to justify its closure. According to published reports, Maj. Gen. Gary Heckman said repeated call-ups show that the Air Force has too many reservists and National Guard members flying C-130 cargo planes, and not enough active duty forces performing that task.

"We're working these guys (reservists) awfully hard. You have to ask if we're asking too much of our citizen airmen," General Heckman told the Buffalo News.

Frankly, every "citizen airman, soldier and their families" found that comment demeaning. If too much were being asked of them, they would be heading for the door at re-enlistment time. As you will see by their retention and re-enlistment numbers, even in wartime, they are staying the course and serving with pride.

BRAC was authorized to eliminate excess. The 914th Air Wing, which is scheduled this summer for its third deployment for Operation Iraqi Freedom, and the 107th ARW, which has completed five major deployments overseas since Sept. 11, 2001, are the very antithesis of excess ... they are essential!



5 Significant Reasons to Overturn the NFARS Closure



1. USAF COBRA is flawed because it eliminated vs. realigned time positions that will not be removed in DOD end strength.
 - **Corrected COBRA provided to the BRAC Commission shows costs exceeding savings.**
2. NFARS and its units have a demonstrated track record proving their cost-efficient capabilities for meeting Total Force, current and future mission requirements, to include multiple deployments to Operation Iraqi Freedom and Operation Enduring Freedom.
3. NFARS is critical in Reserve Component recruitment and retention as evidenced by their exceptional manning rates. Reserve Component manning is essential to DOD's daily operations and surge capacity.
4. NFARS received a higher MCI score than a number of comparable bases which remained open and/or received additional aircraft.
5. The removal of NFARS aircraft and personnel will cause irreparable damage to the State's and Federal Government's ability to execute homeland defense and DOD mission responsibilities in the Northeast.

5



Mr. Chairman, here are five significant reasons to overturn the closure of the NFARS. This installation and its units have clearly demonstrated their ability to meet Total Force, current and future military mission requirements throughout Operation Iraqi Freedom and Operation Enduring Freedom.

Air Force COBRA data erroneously show a two-year payback and a \$199 million Net Present Value savings. Corrected COBRA data show the costs for closing this installation exceed the savings that would be realized.

When you combine the corrected COBRA numbers with the loss of combat capability the Air Force would incur, you see a dramatically different picture than the one presented in May.



Military Value

6





NFARS Military Value - Overview



- **Joint Use Military Installation**

- Air Force Reserve 914th Airlift Wing (AW).
- Air National Guard 107th Air Refueling Wing (ARW).
- US Army Military Entrance Processing Site.

- **Individual Unit Capabilities**

- 914th & 107th are **combat proven** and maintain 100% (or greater) manning levels. 914th was the **first** tactical C-130 unit to be based in Iraq (Tallil Air Base) and served as the **lead** unit for the combined Guard & Reserve Expeditionary Airlift Squadron.
- 107th is the **only** ANG Tanker Wing that supports both the Air Bridge and Combat Air Patrol refueling requirements for the Northeast **and** Midwest due to NFARS strategic location.

7



The 914th AW is the **premier** Night Vision Goggle (NVG) qualified unit in the Air Force Reserve. It was the **first** C-130 Airlift unit in AFRC to be 100 percent NVG airdrop and airland qualified.

That's why the 914th was designated as the NVG unit for the combined Guard & Reserve Expeditionary Airlift Squadron during initial combat in Operation Iraqi Freedom. That designation positioned the 914th to support operations involved with the extraction of POW Jessica Lynch 1 April 2003.



NFARS Military Value of Units



914th Airlift Wing (AW)

- Aircraft and Infrastructure
 - 8 C-130 H3 tactical airlift planes.
- Highly Trained with Unique Capabilities
 - Assisted Active Duty H3 unit at Little Rock in establishing NVG airland qualification program prior to OIF. NFARS loaned instructor expertise to get their cadre started.
 - 914th AW is the **premiere** Night Vision Goggle (NVG) qualified unit in the Air Force Reserve and was the **first** C-130 airlift unit in AFRC to be 100% NVG airdrop and airland (AD & AL) qualified.

107th Air Refueling Wing (ARW)

- Aircraft and Infrastructure
 - 9 KC-135R tankers whose operations tempo is among the top 33% of the Air National Guard (FY02 – 05 as calculated using HQ, ANG figures)
- Combat Deployment
 - Unit consistently deploys longer than Air Expeditionary Forces deployment standards and has never required augmentation from other units for its deployments.

8



The 914th AW was the only AFRC C-130 unit activated and deployed for the invasion of Iraq ... the only C-130 unit to set 2 bare bases ... the command lead unit for 3 deployed squadrons in Operation Iraqi Freedom ... and the first tactical C-130 unit to set up and command a combined Guard and Reserve Expeditionary Airlift Squadron based in Iraq.

The intrinsic value of the Niagara Falls Air Reserve Station isn't limited to the experience and capabilities of its personnel. Mr. Chairman and Members of the Commission, the base itself is a model of efficiency. Nearly 60 percent of this installation is joint use. More than a third of its facilities have been modernized since 1995.



NFARS Military Value of Installation



Joint Use Facility

- 57% of facilities' "footprint", apron, and ramps is **shared-use**, creating unique cost efficiencies not available at other installations.
- 37% of facilities have been modernized in last 10 years. The base has sufficient buildable acreage for expansion while maintaining buffer requirements.

Expandability / Surge

- **Airfield and Aviation Facilities**
 - 8 **additional** C-130's can be based at NFARS on a permanent basis with **no** additional Milcon or 20 **additional** aircraft of similar size (Tanker or Airlift) for surge requirements.
 - Two runways (9,829 ft total distance available for takeoff main runway and 6,000 cross-wind runway) can handle **all** aircraft in USAF.
 - **Four (4)** drop zones on base, **15,000 sq mile Low-Altitude Training Navigation area**, a myriad of terrain & weather conditions, within 150 nm.
- **Billeting and Messing Facilities**
 - Billeting and mess capacity exists to support surge requirements or mobilizing 254 transients on base for a period of 12 months.
- **Absence of Encroachment**
 - The absence of Air Traffic Control constraints and weather constraints were **key factors** in NFARS augmentation of Tanker Task Force bases at Bangor (ME) and Pease (NH).

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And, it's expandable. Not only does it have plenty of buildable acreage ... The Niagara Air Station can double its permanent complement of C-130s right now with no additional capital expenditures. And, it possesses substantial aviation, mess and billeting capabilities for surge.

Unlike the Quonset Air National Guard base, a Northeast installation slated to remain open, Niagara possesses two runways and sufficient ramp space to meet Air Force criteria for Maximum Aircraft on the Ground.



Contribution to Current & Future Mission Requirements



- **Highly Deployable Military Assets**
 - 107th is the **only** Air Refueling Wing which stood up operations at a “bare base” for Operation Iraqi Freedom.
 - 914th played both Combat & SOF support roles in Operation Iraqi Freedom and Operation Enduring Freedom.
 - 75% of the missions conducted by the 914th and 107th in the last two years have been with Active Duty and/or other military services.
- **Global War on Terror**
 - Preparing for **third** deployment to OIF in summer 2005.
 - 914th was the **first** wing operating inside Iraq 24/7 during combat operations because of their unique night vision operations capability.
 - **First** C-130 tactical airlift unit based in Iraq during combat operations.
- **Homeland Defense**
 - **First** Refueling Wing with on-station assets for Combat Air Patrols (9/11/01)
 - Non-DOD homeland Defense tenant joint activities / capabilities with NFARS.
- **Future Mission Requirements**
 - 107th supporting AFRL development of **UCAV** refueling capabilities.
 - **Joint** training with 10th Mountain Division 2-3 mission/month. Translated into actual combat and operational mission effectiveness for GWOT.
 - Demonstrated ability to grow and bed-down additional airframes.

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Mr. Chairman, this installation has always prepared for the future. In addition to its combat experience its units conduct regular joint training with the Army's busiest division, the 10th Light Mountain. The 107th supports Air Force development of unmanned combat vehicle refueling capabilities.

Even the Army recognizes the Niagara Air Reserve Station as a key to its future ... a \$6.2 million MEPS station is scheduled to open here in 2006.



Community Support of Facilities Modernization Since 1995



- The community created NIMAC as a support organization to work with Air Reserve Command and Congress to address infrastructure issues and improve NFARS Military Value.
 - Obtained funding to **demolish** 123,000 sq.ft. of older facilities (17% of space) and **renovate** 31% of remaining facilities. 32 year average building age is 10 years less than AF average age of bases.
 - Secured 33% **reduction** in power rates and \$149,999 reduction in lease payment to optimize BOS costs.
 - \$45M in military construction funded for projects which were operational enhancements to the base:
 - Hardened and extended runway for Tanker Task Force
 - Joint Training Facility
 - Modern composite maintenance hangar
 - Modern billeting facility for surge requirements and MEPS for recruitment/retention
 - Crash, Fire & Rescue Station for enhanced safety / ability to support large aircraft

11



Demolition and renovation projects undertaken during that time frame have substantially lowered the average building age. Forty-five million dollars in operational enhancements have been funded.

Power rates have been reduced by 45 percent. Leased airfield use payments have been negotiated downward from \$150,000 to just one dollar per year. (LET ME REPEAT, \$1)

These are not short term savings. In the back-up books we provided you, you will find a letter from Lawrence Meckler, Executive Director of the Niagara Frontier Transportation Authority, certifying their extension of the current joint use agreement for the same \$1 per year when the current pact expires in 2007.



MCI / COBRA

12



NIMAC has worked unceasingly to help the base in its efforts to conform to the guidelines set forth by the Air Force and BRAC for mission compatibility and cost effectiveness.



USAF BRAC Guidelines Were Applied Inconsistently



“The Air Force Strategy for BRAC was to ...consolidate its declining fleet into few, larger units ... at installations of high military value.” (Department of Air Force Analysis & Recommendations) Vol V, Part 1 of 2, Page i)

- **NFARS scored higher than bases retained or gaining.**
 - NFARS C-130 Military Capability Index (MCI) score was higher than Quonset (RI), Cheyenne (WY) and Peoria (IL) - bases which stand to gain aircraft.
 - NFARS C-130 MCI was equivalent to Youngstown (OH) which remains open.
 - NFARS KC-135 MCI outranked Bangor (ME) which was proposed for closure in early 2005, but will now gain 8 replacement tankers from NFARS and 4 from another source.

13



We were surprised and frankly disappointed to discover the BRAC guidelines we worked so diligently to address were inconsistently applied or ignored.

One glaring example: NFARS, which, as previously stated, could add eight additional C-130's to its roster of primary assigned aircraft with no additional military construction costs has a higher Military Capability Index than Bangor, Maine. Niagara also had a higher KC-135 Military Capability Index than Bangor. Yet, Bangor – which six months ago was studied for closure -- is now slated to gain eight replacement tankers from Niagara Falls and four from another source.

There are other examples: The Air Force retained Youngstown Air Reserve Base as a single flying wing base, even though we had comparable MCI scores. Our base supports two wings with the capacity for 16 C-130s and 16 KC-135s.



USAF BRAC Guidelines Were Applied Inconsistently



"Optimal size of C-130 Tactical unit is 16 Primary Aircraft Assigned (PAA) with 12 PAA as acceptable." "Optimal size of KC-135 Tactical unit is 16 Primary Aircraft Assigned (PAA) with 12 PAA as acceptable." USAF White Paper on Organizational Principles" - July 20, 2004

- The 914th AW has 8 C-130H Hercules PAA with the capability to permanently house **a total of 16 PAA with no military construction required for bed-down.**
 - Minneapolis St. Paul (MN) (8 PAA ANG / 8 PAA AFRC)
- Four (4) KC-135 bases with less capacity than required to accommodate the 12 KC-135 PAA "acceptable" level in their end-state did not close or negatively realign:
 - Phoenix (AZ) (10 PAA)
 - Salt Lake City (UT) (8 PAA)
 - Lincoln (NE) (8 PAA)
 - Sioux City (IA) (8 PAA)
- The retention of these non-conforming PAA sized facilities combined with the proposed closure of NFARS versus the proposed retention of the above listed bases, clearly demonstrates inconsistent application of the USAF criteria.

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The Air Force says the optimal size of both C-130 and KC-135 tactical units is 16 Primary Aircraft Assigned (PAA).

The 914th has that capacity as we speak today. And with the addition of just one hangar, the 107th is prepared to offer that capability as well ... further enhancing Niagara's value as a joint use asset.



NFARS Closure Reduces, Not Increases Military Value



- **Facilities / Cost**
- NFARS has more shared use facilities between the two wings than any other Reserve Component base and the modern condition of NFARS modern facilities (37% sq. ft. renovated or new construction since 1995) reduces out-year costs to maintain the facility.
- **Personnel / Mission Effectiveness**
- USAF BRAC strategy is focused on resetting the force by moving missions from the Reserve Component into the Active Duty. This approach places surge capability in jeopardy for which the Reserve Component is critical.
- Retention translates into mission effectiveness and reduced training/re-training costs. Aircraft Maintenance personnel
- The 914th's and 107th's combined annual retention rate of 90+% far exceeds the Active Duty's retention rate of ~65%. Significant portion of those leaving Active Duty end up in the Reserves.
- **Consolidation of 115 C-130's at Little Rock AFB creates no Military Value**
 - Creates no operational or cost benefits (On-site / Deployed)
 - High density of aircraft - with only one runway - will increase airspace encroachment and be a challenge to de-conflict operations and training. More difficult than Chicago O'Hare.
 - Nearest runway for "touch and goes" is Adams Field, a commercial airport supporting the City of Little Rock which has congestion and minimal capability due to commercial traffic. Not directly on base.

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Now let's talk about military value. The 914th and 107th consistently achieve retention rates that are 25 percent higher than those of the Active Duty Air Force.

The 914th's retention and re-enlistment rates have remained rock solid at 96 to 99 percent during the current hostilities. Since 2003, the 107th's re-enlistment rate actually increased to 97.2 percent, while its retention rate increased to 93.6 percent in 2005.

Experience has demonstrated that retaining well-trained, experienced and highly motivated personnel enhances mission capability and sharply reduces costs.

Mr. Chairman, try as we might, we cannot comprehend the military value of dissolving the 914th, a fully mission capable, cost efficient, combat tested unit with a 90-plus percent retention rate in order to consolidate 115 C-130s at Little Rock AFB.



Deviations & Data Inconsistencies

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We're also hard-pressed to understand why the Air Force has seen fit to deviate from the BRAC criteria.



USAF's Deviations from BRAC Criteria



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

NFARS is the **only** staging area in western NY for Homeland Defense and disaster response.

Criterion #4: The cost and manpower implications.

COBRA eliminated rather than realigned 56 full time positions and 1,189 drilling Reservists / Guard personnel whose spaces will not be removed in DOD end strength. Correcting this deficiency reduces the Net Present Value to a cost of \$8.5 million dollars in the year 2025.

The USAF COBRA also fails to capture costs associated with enclaving or relocating DOD tenants as required by BRAC law and DOD Policy.

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Criterion No. 2 emphasizes the availability of staging areas for the use of the Armed Forces in homeland defense missions. Homeland Defense IS our Business at the 914th & 107th. The Niagara Frontier has four major international vehicular bridges and two international rail bridges. The Niagara Air Reserve Station is a stone's throw away from the Niagara Power Project, the largest producer of electricity in New York state; and Niagara Falls itself, a world-renowned tourist destination that attracts more than 12 million visitors each year.

NFARS is Western New York's **only** staging site for Homeland Defense and disaster response.

Criterion No. 4 emphasizes cost and manpower implications. COBRA eliminated 354 full-time and 1,500 drilling reserve personnel at Niagara, falsely projecting savings that will not be realized.

Those slots will not be eliminated from DOD end strength ... rather ... they will be reassigned to other units.

Therefore, the recurring savings predicted by the elimination of spaces must be disregarded, consistent with the GAO's findings in previous BRAC rounds. Properly re-calculated as the realignment of positions rather than elimination, the \$199M in Net Present Value cost becomes less than \$8.5 million.



USAF's Deviations from BRAC Criteria



Criterion #5: The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.

USAF COBRA analysis used Fiscal Year 2003 data that fails to capture significant BOS cost reductions including **Joint Use agreement, reduced utilities, etc.** When combined with enclaving tenants and the adjusted personnel savings, it results in the **costs exceeding the savings.**

Criterion #6: The economic impact on existing communities in the vicinity of military installations.

Including the Buffalo MSA in its economic impact model to significantly diminished the economic impact on Niagara County.

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Criterion No. 5 takes into account the big picture ... compares short-term costs to long-term savings, and analyzes the associated time lines for those dynamics.

The big picture presented to you by the Air Force is off-point and out of date.

It does not factor in the significant cost reductions realized through the renegotiated joint use agreement or Patriot Power benefits effective Fiscal Year 2005 that reduce electrical power costs to the base by \$450,000 per year. It ignores out year costs that will have to be absorbed in connection with the Military Entrance Processing Station scheduled to come online in 2006.

Criterion No. 6 attempts to quantify the costs of closure to the surrounding community. In this case, the Air Force has substantially diluted the ripple effect of that impact by allowing it to be swallowed up by the Buffalo MSA rather than appropriately allocating it to Niagara County ... a point we will drive home in just a few minutes.



Data Inconsistencies: Runway & Ramp



RUNWAY

- Pavement Condition Number (PCN)
 - USAF used “strongest” rather than “weakest” PCN measurement runway scoring.
 - Implies capability not existing at other facilities due to use of “strongest” PCN on a segment of runway when other segments are weaker.

RAMP

- 388,503 sq feet of Federally owned ramp space available for use by NFARS could not be counted in the MCI analysis according to USAF rules.
- Airport Joint Use Agreement legally enables NFARS primary access to 2.4 million sq feet of airport owned ramp space which would enable NFARS to park six (6) C-17's on the south side of the main runway **and** thirty seven (37) aircraft on the NFARS ramps on the north side (17 PAA currently at NFARS plus 20 comparably sized aircraft for surge). Additionally, the US Army Reserve owned ramp space available.

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We also found runway and ramp inconsistencies. Niagara's hardened and extended runway can accommodate any fully loaded aircraft in the inventory, including the C-5, yet we received no more MCI infrastructure points than any other base because of the way Pavement Condition was scored.

Although Air Force rules precluded the inclusion of nearly 400,000 square feet of ramp space in the MCI analysis, our joint use agreement grants primary access to 2.4 million square feet of ramp space – enough additional space to park six C-17s on the south side of the main runway and 37 aircraft on our ramps on the north side. (comparison to the other kept bases?)



Data Inconsistencies: Fuel



- There has been discussion indicating that Bangor has superior POL Storage capability as the former Dow Air Force Base.
 - Reports indicated that Bangor had 3 million gallons of POL Storage.
- Serviceable POL Storage (gallons) at Tanker Task Force Bases:

– NFARS	865K
– Bangor	840K
– Pittsburgh	420K
- NFARS and Bangor have roughly the same amount of POL storage. Pittsburgh's POL storage is less.

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In the Buffalo News story I referred to earlier, Gen. Heckman said he believed Niagara's fuel-pumping capability didn't match the capabilities of Bangor. In fact, as this chart shows, Niagara's fuel-pumping capability exceeds that of Bangor, which stands to inherit our tankers, and is more than double that of Pittsburgh, which is slated to retain all 16 of its KC-135s.

We all use the same hydrant and restocking capabilities ... and Niagara stores more fuel on site than the entire Tanker Task Force off-loaded in one month during the run up to Operation Iraqi Freedom.

We were added to the Tanker Task Force because we can support the Air Bridge as well as both Northeast and Midwest combat air patrol missions, thus removing the costly requirement for crews to go to Bangor on a TDY basis.



Data Inconsistencies: Base Operations Support (BOS)



- **Joint Use Agreement**
 - Use of the Fiscal Year 2003 BOS data fails to consider the \$149,999 reduction in the Airport Joint Use Agreement (AJUA) effective Fiscal Year 2006.
 - (~\$3 million reduction in USAF Net Present Value Savings calculations)
- **Utilities**
 - Use of the Fiscal Year 2005 BOS data fails to incorporate the Patriot Power benefits to NFARS which reduced electrical utility costs to the base by \$450,000 per annum, effective Fiscal Year 2005.
 - (~\$9 million reduction in USAF Net Present Value Savings calculations)

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As previously mentioned, Base Operations Support data used by the Air Force was outdated and, therefore, inaccurate, causing an estimated \$12 million overstatement of projected present value savings. The long-term reduction of lease payments in our joint use agreement from \$150,000 to \$1 per year accounts for 25 percent of that overstatement. The balance comes from Patriot Power benefits effective this year that reduce electrical power costs to the base by \$450,000 per year.

These adjustments are in addition to the personnel savings and Net Present Value adjustments required under the GAO's force structure reduction rules.



Economic Impact

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Likewise, placing the economic impact of the proposed closure in its proper context gives a more accurate picture of the devastation it would cause.



Niagara is Different



Indicator	Buffalo MSA	Niagara County
Unemployment rate March 2005	5.5%	Higher
Median age	39.2	Older
Share of households earning less than \$50k annually	58.5%	Greater
Share of households earning more than \$150k annually	3.2%	Fewer
Median household income	\$41,619	Lower
Share of population aged 25+ with a Bachelor's degree	13.7%	Considerably Lower
Share of population aged 25+ with a Graduate degree	9.5%	Considerably Lower

Sources: Bureau of Labor Statistics, ACCRA; U.S. Census Bureau



The Niagara Falls Air Reserve Station plays a key role in stabilizing the community's economy by providing much-needed employment and training opportunities.

Its closure would destroy nearly 4 percent of the county's job base and hasten the community's decline, perhaps beyond the point of no return.



Economic Impact Estimates are Misleading



- Niagara County is proper geography for analysis, not the broader Buffalo area
 - Niagara County's economy is fundamentally different from the Buffalo MSA (next slide);
 - Niagara County citizens enjoy smaller incomes, suffer higher unemployment and fewer job opportunities;
 - The loss of NFARS (2,752 jobs; Pentagon estimate) will destroy 3.9% of Niagara County's job base, and will potentially increase the area's unemployment rate from 6.1% to over 8%.

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The military has artificially diluted the economic damage the community would suffer should the Niagara Falls Air Reserve Station close. This was accomplished by calculating the economic loss as a fraction of overall Buffalo MSA activity.

The proper unit of economic impact analysis is Niagara County – where the station ranks as the second largest employer. Niagara County is distinguished by higher unemployment, lower incomes, less spending power and an older population. Home prices in Niagara County are 22 percent lower than those in Erie County, the hub of the Buffalo MSA.

Bottom line: The base is in Niagara County, and the economic impact of its closure will be felt there.



NFARS Closure Would Create an Irrecoverable Economic Impact



- Conditions necessary for successful redevelopment of NFARS do not exist
 - Niagara County is shrinking: 1990 population, 220,755; 2000, 219,846; 2009 projection, 215,302;
 - Businesses are leaving: number of Niagara County establishments lower in 2004 compared to 2003, contrary to Erie County, statewide and national trends;
 - High-wage industries in decline: since 2001, manufacturing employment down 19.4%; information down 27.6%; finance down 5.6% and trade, transportation and utilities down 3.9%.

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The presence of lower incomes is attributable to the absence of job opportunities. More than one in five jobs still falls into the manufacturing classification despite a 33 percent drop in Niagara County manufacturing jobs dating back to 1997. Despite that sharp decline, roughly one-third of the county's jobs continue to be directly or indirectly related to the area's manufacturing base.

The Niagara Falls Air Reserve Station plays a key role in stabilizing the community's economy by providing much needed employment and training opportunities. Its closure would directly destroy 3.5 percent of the county's job base, 2 percent of its gross county product and 8.5 percent of its payroll. Incredibly, these figures do not include secondary or multiplier effects.



NFARS Closure Would Create an Irrecoverable Economic Impact



• <u>914 Airlift Wing</u>	
• Total Permanent Civil Service & ART Employees :	394
• AGR	8
• NAF, contractor, credit union, etc.	150
• Mil Reserve	1,203
• IMA	3
• AFRC Recruiters	4
	1763
• <u>107 Air Refueling Wing</u>	
• State Employees	12
• Title 5 Federal Civilians	2
• Air National Guard Technicians	190
• ANG/Reserve (AGR)	76
• Traditional Mil Res/ANG	710
	990

Manning Positions Total 2,752

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We believe it would hasten the community's decline, perhaps beyond the point of no return.

This community has been and continues to be in economic decline due to the relentless transformation of the global economy. The ongoing exodus of people and businesses, including high-wage industries, significantly handicaps prospects for the successful redevelopment of the Niagara Air Reserve facility.

But more important than the projected direct loss of more than 2,700 jobs ... as devastating as that would be to Niagara County's fragile economy ... is the adverse impact the closing would have on our nation's defense and its homeland security efforts.



Recommendations & Conclusions

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Therefore, we recommend the commission reject the proposed closure. Niagara Falls Air Reserve Station should be robbing, not retracting.



5 Additional Reasons Why NFARS Should Remain Open



1. NFARS is joint-use and possesses a quantifiable ability to conduct surge to meeting Total Force, current and future mission training and operational requirements.
2. In one action by the Commission, the retention of NFARS would sustain two combat proven Wings whose specialized expertise and military value have been validated by their recurring mobilization.
3. The removal of NFARS aircraft and personnel will cause irreparable damage to the State's and Federal Government's ability to execute homeland defense and DOD mission responsibilities in the Northeast.
4. BRAC was authorized by Congress to identify excess infrastructure capacity, not to re-set the Air Force's aircraft inventory.
5. DoD's continued withdrawal of military presence from NY and the North East is not in the national interest and would create irreparable damage, if approved.

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In addition to the COBRA analysis not supporting the Air Force's recommendation, we offer five additional reasons to keep Niagara open.

The closure of this efficient, combat proven, joint use facility in order to consolidate aircraft at active duty bases with far less impressive manning and retention rates is clearly not in the nation's best interests.

Removing aircraft and experienced personnel will cause irreparable damage to the government's ability to execute Department of Defense and Homeland Security mission responsibilities in the Northeastern United States and cripple recruiting efforts across Western and Central New York.



Rationale to Overturn USAF's Proposed Closure of NFARS



- The USAF deviated from criteria 2, 3, 4, 5 & 6 in their recommendation to close Niagara Falls.
- COBRA analysis exaggerates savings by using outdated information.
 - Fails to capture achieved additional BOS efficiencies in FY04/05 and beyond from negotiated lease reductions in the out-years.
 - Will not generate the NPV savings projected without eliminating the personnel associated with the Wings' operations.
 - Fails to capture costs associated with enclaving, or relocating DOD tenants as required by BRAC law and DOD policy.
- NFARS provides critical operational assets on a cost-efficient basis and better mission performance due to their high retention rates.
- NFARS low cost of operations, modern facilities and surge capacity justify its retention.

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As we have demonstrated, the justification given for closing Niagara deviates from the BRAC criteria. The COBRA analysis claims savings when it will cost to close the base. In addition, the COBRA dramatically understates the local economic impact.



Recommendations



- In our back-up materials, we have provided the Commission with alternative scenarios for consideration if alternatives are required by the Commission to remove Niagara Falls from the closure list.
- We urge the Commission reject recommendations which reduce either in the number of C-130's or KC-135's, or related Reserve Component Wings in the Northeast.
- If the Commission must add bases for study in order to keep Niagara open we recommend:
 - Bases comparable in size and mission to Niagara for comparative analysis on the operational and cost effectiveness.
 - Installations not on the Pentagon's list we identified which are either redundant.
 - Facilities which have significant encroachment, or are located in an area where there is more than sufficient tanker or airlift capacity.

We urge the commission to revisit this decision in light of the updated and accurate information regarding Niagara that we have presented.

We respectfully request you focus on bases comparable to Niagara for analysis of operational and cost effectiveness. We have provided a list of such bases for your consideration. Additionally, we hope you will examine installations not on the Pentagon's list that are either redundant, have significant encroachment issues, or are located in areas where excess tanker or airlift capacity exists.



Conclusions



- The Commission should overturn the USAF recommendation to close NFARS.
 - The loss of NFARS' combat proven units, its strategic location for homeland defense, and its demonstrated criticality to recruitment & retention vastly outweigh the benefits of any decision that would move the wings or the assets currently located at the base.
- Both the C-130 mission of the 914th AW and the KC-135 mission of the 107th ARW should remain at Niagara Falls.

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The performance and experience of Niagara's combat proven units, the facility's strategic location for homeland defense, and its demonstrated criticality to recruitment ... combined with corrected COBRA calculations showing a net loss – not a net savings – make a compelling case to keep this station open.

In fact, we believe its surge capability and its ability to accommodate up to eight additional primary assigned aircraft on both the National Guard and Air Force Reserve side with minimal capital investment make Niagara a prime candidate for expansion.

Mr. Chairman, members of the BRAC Commission, you have an enormous assignment that will have a profound impact on national defense and homeland security for which we offer our greatest respect. In the midst of your assessment, we are proud to express the heart and passion of Niagara's personnel to serve and succeed. Our airspace is open, our accomplishments soar, and our surge capability speaks for itself.

Thank you for hearing us – again, welcome to Niagara.

We wish you blessings and safe travel as you pursue this important work.

We are happy to answer your questions at this time.



Back-up Slides

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Index



-
- BOS Cost Deviations
 - BRAC criteria vs. NFARS
 - COBRA comparisons (USAF / NIMAC)
 - Economic Impact
 - MCI Indexes
 - NY BRAC impact
 - Recruitment & retention
 - Refueling POL Storage
 - Surge
-
- Scenarios for Study
 - Acronyms
-



BRAC Criteria / NFARS Capabilities



Criterion #1:

Current and future mission requirements /impact on operational readiness of the DoD's total force.

75% of the missions conducted by the 914th and 107th in the last two years have been with Active Duty and/or other military services to meet contingency, combat, homeland defense or peacetime requirements.

NFARS is a Joint-use facility. It possesses the capability to support twenty-four (24) Primary Aircraft Assigned (PAA) with no additional construction or thirty two (32) with minor construction.

Criterion #2:

The availability and condition of land, facilities, and associated airspace. A diversity of climate and terrain and staging areas for homeland defense missions.

37% of facilities have been modernized in last 10 years. The base has sufficient buildable acreage for expansion while maintaining buffer requirements.

The absence of Air Traffic Control constraints and weather constraints were **key factors** in NFARS augmentation to Tanker Task Force bases at Bangor (ME) and Pease (NH).



BRAC Criteria /NFARS Capabilities



Criterion #3:

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

Niagara Falls possesses sufficient ramp, maintenance hangar and apron space for an additional twenty (20) aircraft on a surge basis as well as billeting and messing facilities, that can accommodate 254 mobilized transients on base for a period of 12 months.

Criterion #4:

The cost and manpower implications.

95% of the NFARS military personnel will not be transferred, resulting in their separation from military service. **Eliminates:**

1185 man years of operational flying experience, of which 316 are specific to Night Vision operations



BRAC Criteria /NFARS Capabilities



Criterion #5:

The extent and timing of potential costs and savings.

COBRA personnel savings are suspect because they are contingent upon elimination of positions, which is contrary to an AD/RC agreement to maintain current End Strength after BRAC 2005. COBRA also failed in capturing significant BOS cost reductions in Fiscal Years 2004-05.

Criterion #6:

The economic impact on existing communities in the vicinity of military installations.

As the second largest employer in Niagara County, the closure of NFARS and loss of 2,602 jobs (Certified data provided the Commission) will create an "economic tipping point" which will create irreversible economic damage as noted in testimony from Dr. Anirban Basu, (Ph.D, Economics) provided to the Commission.



BRAC Criteria /NFARS Capabilities



Criterion #7:

The ability of receiving communities' infrastructure to support forces, mission, and personnel.

Little Rock has a **higher** crime rate and insufficient child care support to accommodate additional personnel at the base.

Little Rock and Bangor have **significant** weather considerations which will affect operations at each facility – NOAA designates Little Rock area in the "highest risk" category for F4 and F5 tornadoes. (March 1-5, 1997- tornadoes struck the state...sweeping onward through Little Rock, and ending its 200 mile path just east of Jonesboro, it left 26 Arkansans dead and millions of dollars in damages)

Criterion #8:

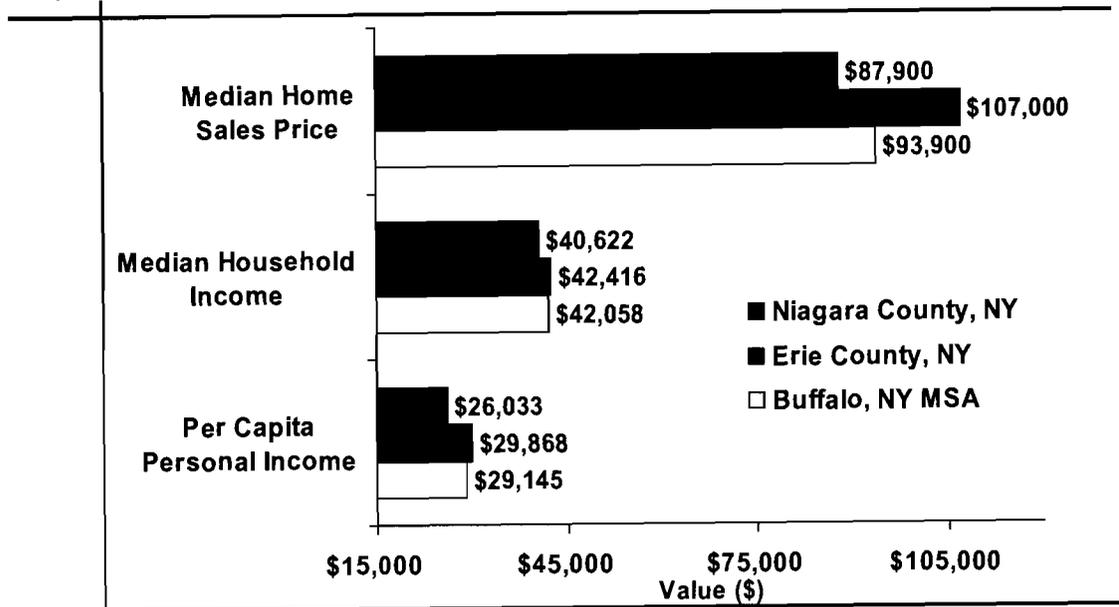
Environmental impact.

NFARS has **no** environmental issues which would preclude continuation of operations at their current level or with the permanent assignment and operation of 16 PAA C-130's or additional KC-135 aircraft.





Niagara County: Lower incomes, less buying power

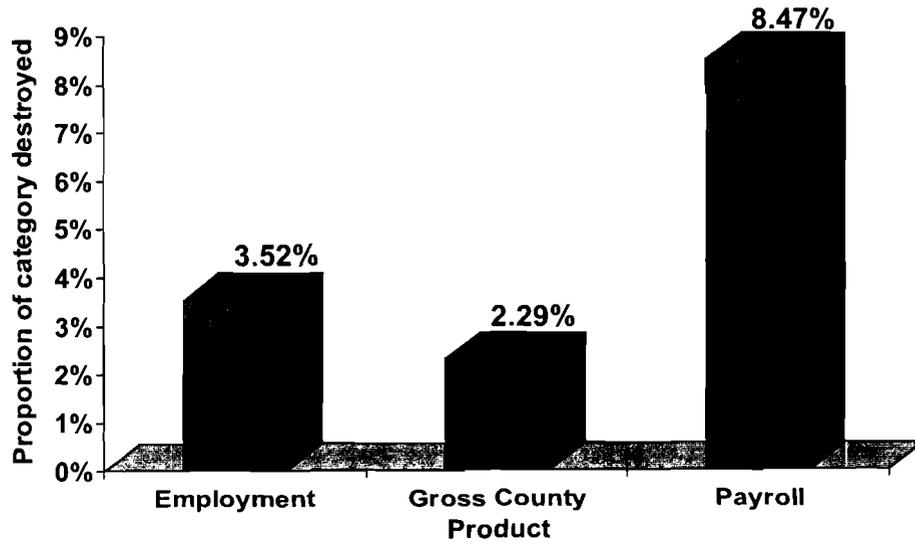


Note: The Buffalo MSA is comprised of Erie and Niagara counties





Proportion of Economy Destroyed by Base Closure

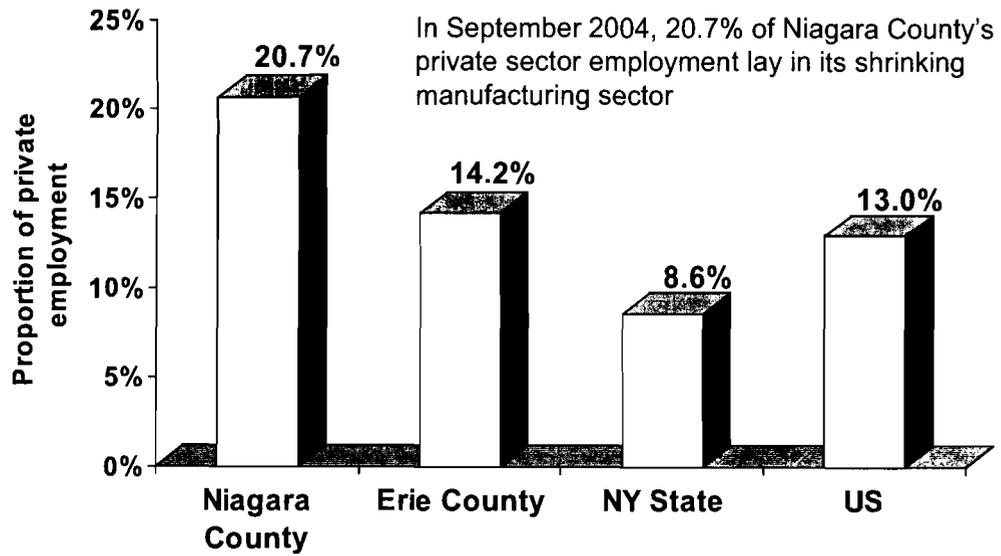


Source: Bureau of Labor Statistics;
New York Power Authority





Niagara County vulnerable to mass manufacturing layoffs



Source: Bureau of Labor Statistics





Major Niagara County Employers Shrinking or Pay Less than \$10/hour



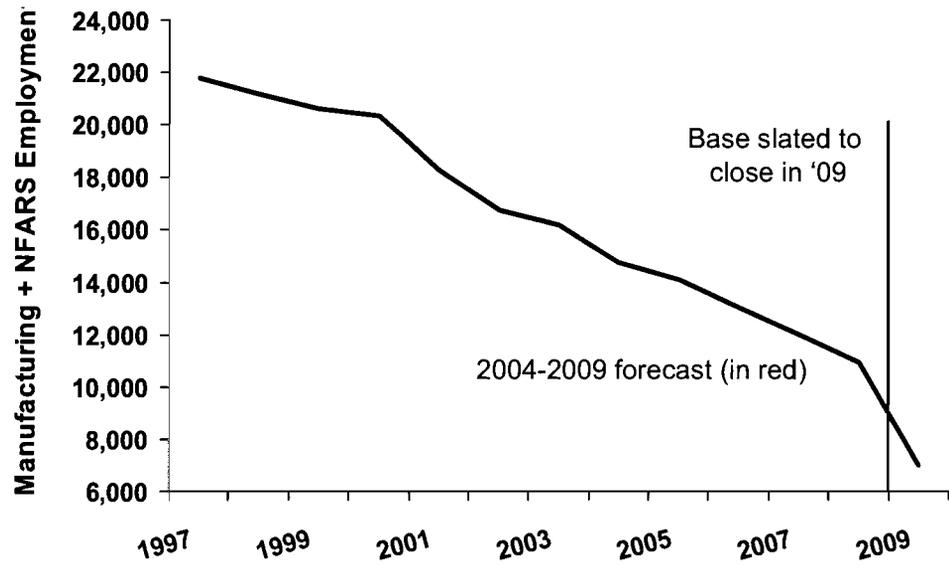
Employer	Industry	Niagara County Employment	Status
Delphi Harrison Thermal Systems	Automotive	4,000	Shrinking/possible closure
Niagara Falls Air Reserve Station	Military	2,602	Slated for closure
Seneca Niagara Casino	Gambling	2,374	Low-wage
Prime Outlets of Niagara Falls	Retail	1,000	Low-wage
Teletch	Call Center	800	Low-wage

Source: Niagara County Center for Economic Development





NFARS closure would dramatically accelerate community's decline



Source: Bureau of Labor Statistics



Manufacturing employment forecast represents simple extrapolation of 1997-2004 data.

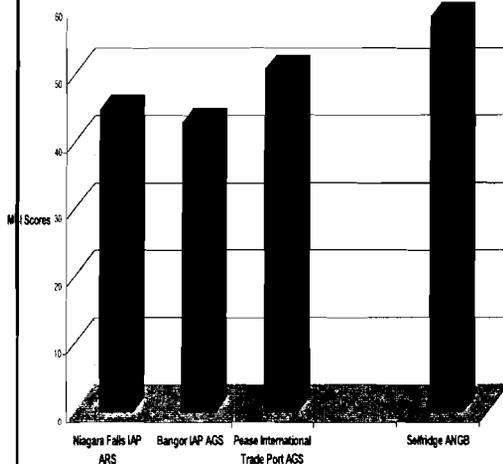


Mission Capability Index

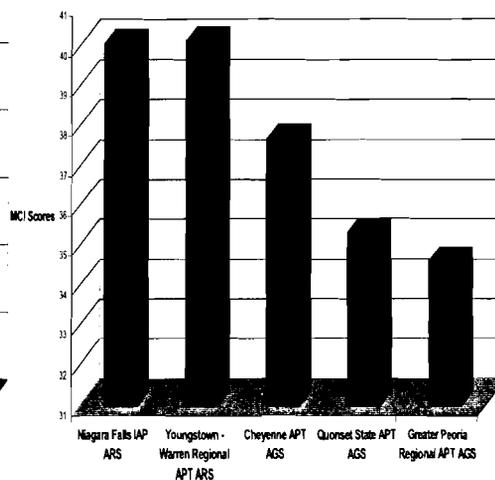
(KC-135 Mission Compatibility Index Scores)

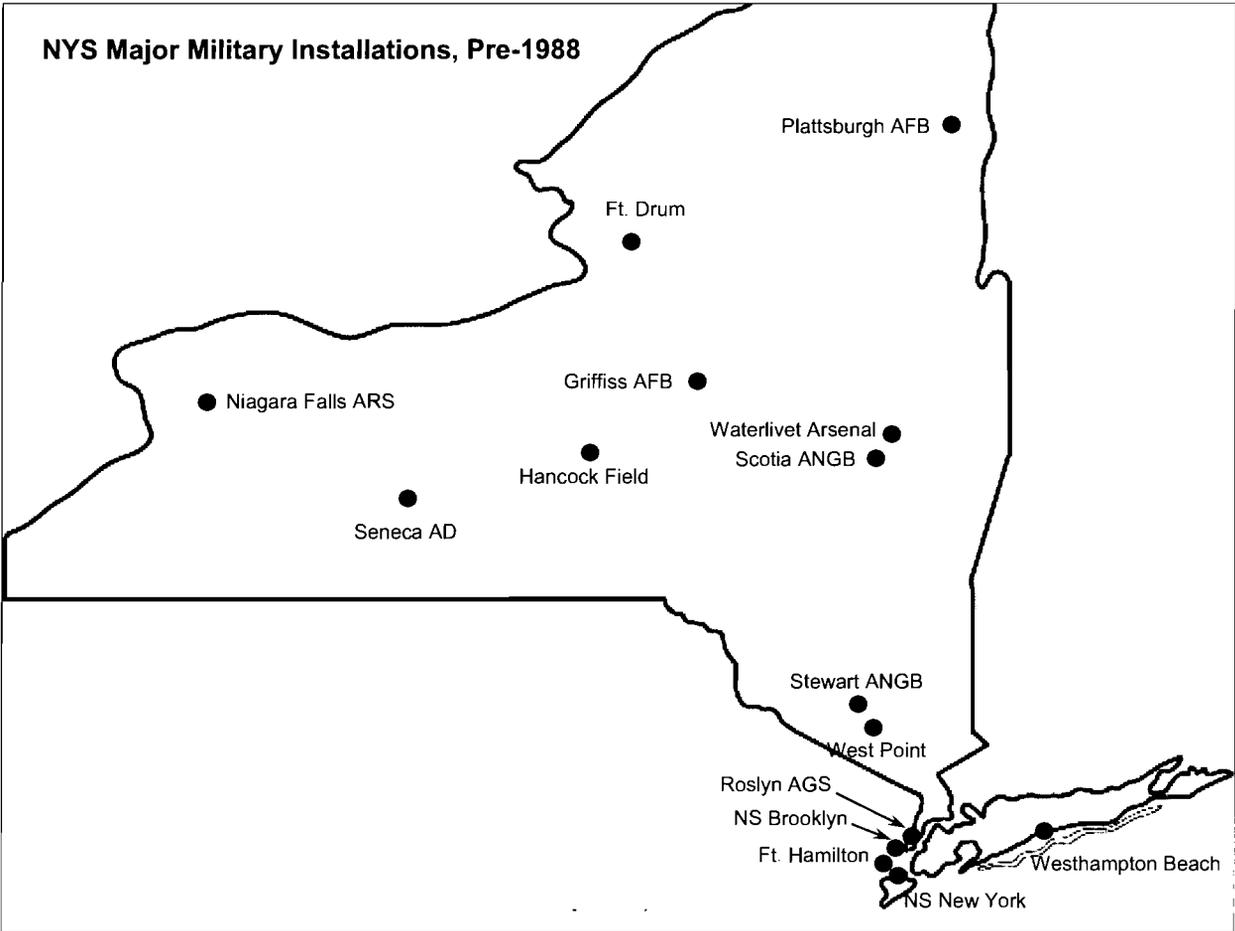


KC-135 MCI Index



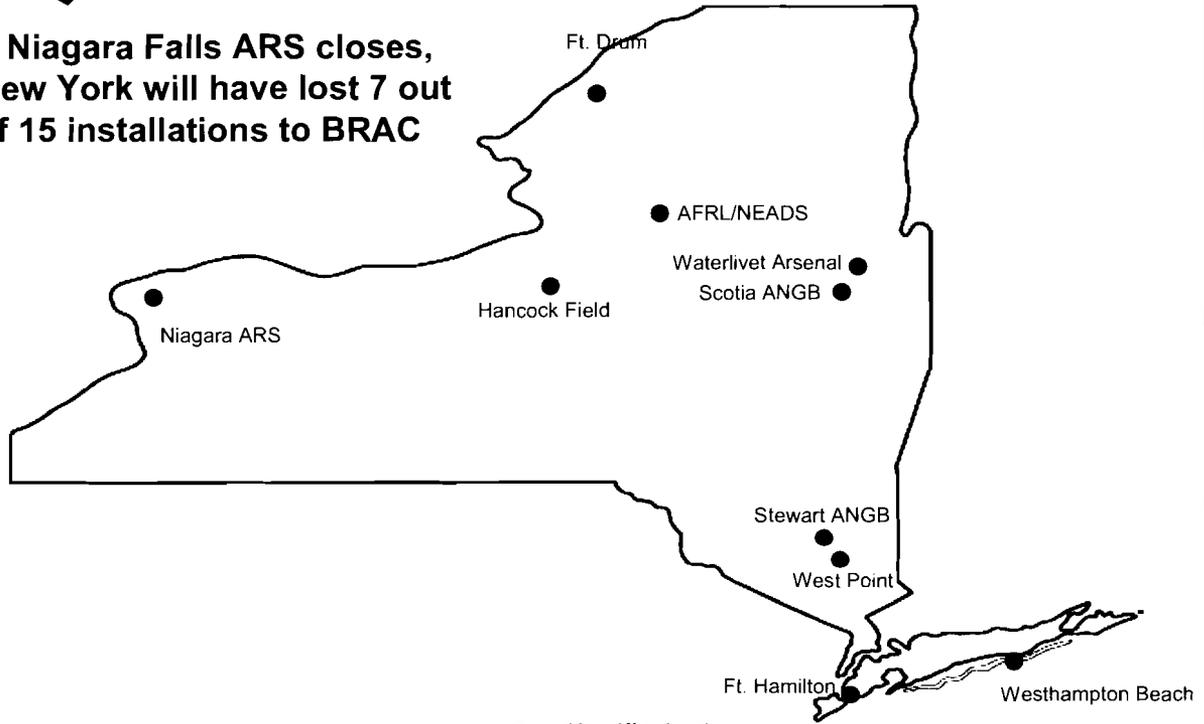
C-130 MCI Index







**If Niagara Falls ARS closes,
New York will have lost 7 out
of 15 installations to BRAC**



Niagara Military Affairs Council

**Niagara Falls
Air Reserve Station**



**Niagara Falls
International
Airport
Niagara Falls,
New York**

April 2003



Recommendations



- The Commission should consider adding for study:
 - **Youngstown Air Reserve Base (ARB)** which was studied for closure, has the equivalent C-130 MCI score as NFARS and whose NPV is higher than NFARS.
 - **Dobbins ARB** whose training mission is redundant to Little Rock's.
 - **Quonset ANG Base (RI)** which would be the sole Northeast C-130 Base if NFARS closed. Quonset gained C-130's, but had a lower MCI than NFARS.
 - **Sioux City ANG Base** which is located in the center of the country away from the primary refueling tracks and is redundant to a number of other major refueling bases in the region. Saves "E" to "R" conversion costs.
 - **Bangor ANG Base** which USAF studied for closure and whose MCI rank was lower than NFARS.
 - **Pease ANG Base and Pittsburgh ANG Base** to provide a comparative analysis of the military value and operational benefits or constraints of each of the Northeast Tanker Task Force bases to support both the Air Bridge and Homeland Defense Combat Air Patrol requirements.

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Neither we, the Governor, nor the units at Niagara Falls Air Reserve Station believe that the Commissions should support a reduction in the number of C-130's or KC-135's or related Reserve Component Wings in the Northeast.

If however, the Commission must reduce airframes or units in the region, we respectfully submit that the Commission should study:

- Quonset which faces encroachment and other issues, yet would be the sole remaining C-130 base in the Northeast.

- As the lone member of the Northeast Tanker Task Force recommended for closure, we recommend that the Commission study the other Task Force Wings -- Bangor, Pease and Pittsburgh for comparative analysis on the operational and cost effectiveness.

Study of Youngstown Air Reserve Base is justified in that both Niagara and Youngstown had the same MCI scores, same C-130 capacity (although Niagara also can support a KC-135 wing) and it was also studied for closure by the Air Force, yet was dropped at a time when Niagara was added for closure.

Both Dobbins and Little Rock have school house missions and both face capacity issues which merit their study.

Therefore, we respectfully request the commission revisit this decision with an eye toward further study of these seven bases in light of the updated and accurate cost and mission capability information regarding Niagara that we have presented.



Recommendation: Close Youngstown



	NIAGARA, NY	Youngstown, OH
COBRA --NPV COBRA Pay-back	Less than \$15M NPV More than 25 years	
MCI (C-130)	40.09	40.51
16 PAA Capacity	Yes, no Milcon	Yes, no Milcon
Joint Facility	Yes ANG, AFRC, USA MEPS	NO
OEF & OIF Deployments	Yes 3 rd OIF in 05 / 1 OEF	
Homeland Security Border Proximity	10 Miles	
Encroachment	No	No
Weather Pattern	Midwest	Midwest
On-Base Training Capabilities	DZ/LZ, Low Level Routes, Aerial Port	

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Recommendation: Close Quonset



	NIAGARA, NY	Quonset, RI
COBRA --NPV COBRA Pay-back	Less than \$15M NPV More than 25 years	?
MCI (C-130)	40.09	35.29
16 PAA Capacity	Yes, no Milcon	Yes, with Milcon
Joint Facility	Yes ANG, AFRC, USA MEPS	No
Homeland Security Border Proximity	10 Miles	
OEF & OIF Deployments	Yes 3 rd OIF in 05 / 1 OEF	
Encroachment	No	Yes
Weather Pattern	Midwest	Northeast
On-Base Training Capabilities	DZ/LZ, Low Level Routes, Aerial Port	





Recommendation: Close Peoria



	NIAGARA, NY	Peoria, IL
COBRA –NPV COBRA Pay-back	Less than \$15M NPV More than 25 years	?
MCI (C-130)	40.09	34.56
16 PAA Capacity	Yes, no Milcon	No
Joint Facility	Yes ANG, AFRC, USA MEPS	No
Homeland Security Border Proximity	10 Miles	
OEF & OIF Deployments	Yes 3 rd OIF in 05 / 1 OEF	
Encroachment	No	
Weather Pattern	Midwest	Midwest
On-Base Training Capabilities	DZ/LZ, Low Level Routes, Aerial Port	





Recommendation: Close Sioux City



	NIAGARA, NY	Sioux City, IA
COBRA – NPV	Less than \$15M NPV	?
COBRA Pay-back	More than 25 years	
MCI	44.63	50.62
Homeland Security Border Proximity	5 Miles	223 Miles
NE Air Bridge	Yes	No
CAP East & Midwest	Yes	No Midwest Only
Reserve / Guard Sqdns	2	1
Operational Restrictions (ATC or Noise)	No	Yes ANG Official Business Only
Weather Pattern	Midwest	Northern Plains





Recommendation: Close Bangor



	NIAGARA, NY	Bangor, ME
COBRA –NPV	Less than \$15M NPV	?
COBRA Pay-back	More than 25 years	8 years
MCI	44.63	42.68
Homeland Security Border Proximity	5 Miles	100 Miles
NE Air Bridge	Yes	Yes
CAP East & Midwest	Yes	No East only
Reserve/Guard Sqdns	2	1
Operational Restrictions (ATC or Noise)	No	No
Weather Pattern	Midwest	Northeast

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Recommendation: Close Pease



	NIAGARA, NY	PEASE, NH
COBRA --NPV COBRA Pay-back	Less than \$15M NPV More than 25 years	?
MCI	44.63	50.62
Homeland Security Border Proximity	5 Miles	191 Miles
NE Air Bridge	Yes	Yes
CAP East & Midwest	Yes	No East only
Reserve/Guard Sqdns	2	1
Operational Restrictions (ATC or Noise)	No	Yes – Limited night operations for training
Weather Pattern	Midwest	Northeast





Recommendation: Close Pittsburgh



	NIAGARA, NY	Pittsburgh, PA
COBRA --NPV COBRA Pay-back	Less than \$15M NPV More than 25 years	?
MCI	44.63	54.44
Homeland Security Border Proximity	5 miles	223 Miles
NE Air Bridge	Yes	Yes
CAP East & Midwest	Yes	Yes
Reserve/Guard Sqdns	2	1
Weather Pattern	Midwest	Midwest
Operational Restrictions (ATC, Noise or Encroachment)	No	Yes ATC restraints due to high commercial traffic





Acronyms



Acronyms / Abbreviations

AB	Air Base
AD	Active Duty
AD	Airdrop
AD / RC	Active Duty / Reserve Component
AFB	Air Force Base
AFRC	Air Force Reserve Component
AFRL	Air Force Research Lab
AL	Airland
ANG	Air National Guard
ARB	Air Reserve Base
ARS	Air Reserve Station
ARW	Air Refueling Wing
AT / FP	Anti-Terrorism / Force Protection
AW	Air Wing





Acronyms



BOS	Base Operations Support
BRAC	Base Realignment and Closure
COBRA	Cost of Base Realignment Analysis
DOD	Department of Defense
FBI	Federal Bureau of Investigation
GWOT	Global War on Terror
HQ	Headquarters
IL	Illinois
MCI	Mission Compatibility Index
ME	Maine
MEPS	Military Entrance Processing Site
MG	Major General
MSA	Metropolitan Statistical Area
NFARS	Niagara Falls
NH	New Hampshire
NIMAC	Niagara Military Affairs Council





Acronyms



NOAA	National Oceanic Atmospheric Agency
NPV	Net Present Value
NVG	Night Vision Goggle
NY	New York
NYC	New York City
OH	Ohio
OIF	Operation Iraqi Freedom
PAA	Primary Aircraft Assigned
RC	Reserve Component
RI	Rhode Island
SOF	Special Operations Forces
TDA	Total Distance Available
UCAV	Unmanned Combat Aerial Vehicle
USAF	United States Air Force
WY	Wyoming

