

Library Routing Slip 2005 BRAC Commission Materials
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Niagara: The Bottom Lines

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

Niagara: The Total Package

Bringing it all to the Nation

Air Mobility Command Mission Essential Taskings:

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

Homeland Defense Platform:

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



We bring it all to the nation!

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

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

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

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

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

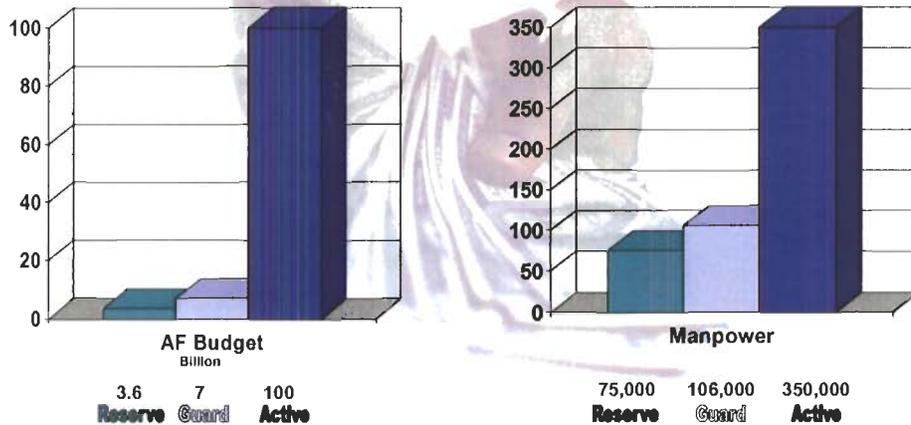
Niagara's Dollar Goes Further

Niagara's Value To American Taxpayers



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

The Inspector General Brief, May - June 2005



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

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

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

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

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

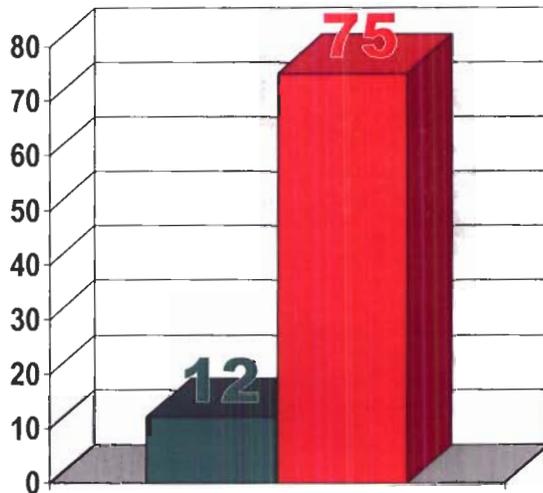
Dark Blue: Active Duty

True Cost Savings

Niagara's Value To American Taxpayers



Base Operating Support VS. Total Payroll Budget



Payroll Travels

	BOS	PAYROLL
Guard (Millions)	3	32
Reserve (Millions)	9	43
	12	75

Based on FY 2005
Projection and post BRAC
net end strength =
pre BRAC end strength

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

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

SECAF BRAC 2005 GOALS



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



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

The BRAC goals are to:

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

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

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

Warfighting Capability

First BRAC Goal



Niagara: A Unique Place to Operate and Train

✦ Runway

✦ Airspace

✦ Weather



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

Specifically Niagara offers:

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

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

Warfighting Capability

First BRAC Goal



Niagara: A Unique Place to Operate and Train

✦ Runway

✦ Airspace

✦ Weather



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

First:

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

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

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

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

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

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

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

Right now we are preparing for a return to theatre.

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

Warfighting Capability

First BRAC Goal



Niagara: A Unique Place to Operate and Train

Runway

Airspace

Weather



*4013
Military
Operations
Area*

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

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

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

Of Northeast tanker units –

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

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

Warfighting Capability

First BRAC Goal

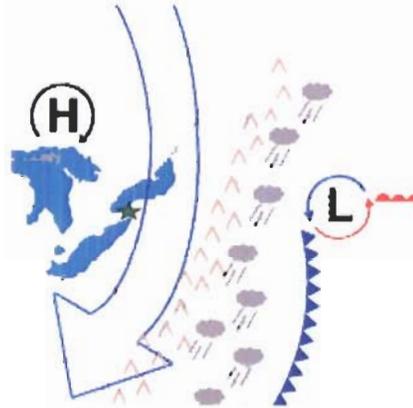


Niagara: A Unique Place to Operate and Train

✦ Runway

✦ Airspace

✦ Weather



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

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

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

To sum it up...

Warfighting Capability

First BRAC Goal



Niagara: A Unique Place to Operate and Train

 Runway

 Airspace

 Weather



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

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

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

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

Warfighting Capability

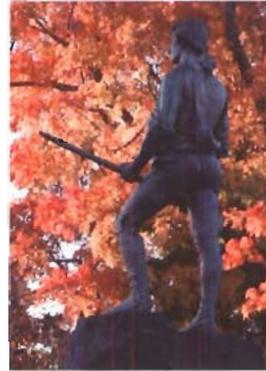
First BRAC Goal



Citizen Soldiers of Niagara

✦ Combat Proven Veterans

✦ Recruiting and Retention



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

Combat Proven Veterans....

Warfighting Capability

First BRAC Goal



Citizen Soldiers of Niagara

✦ **Combat Proven Veterans**

✦ **Recruiting and Retention**



Bottom Line: Our people have earned their operational experience

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

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

Warfighting Capability

First BRAC Goal



Citizen Soldiers of Niagara

✦ Combat Proven Veterans

✦ Recruiting and Retention



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

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

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

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

Warfighting Capability

First BRAC Goal



Citizen Soldiers of Niagara

✧ Battle Proven Veterans

✧ Recruiting and Retention



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

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

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

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

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

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

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

Future Defense Strategy

Second BRAC Goal



Poised for the Future

 Key Location

 Surge Capacity



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Niagara is poised for the future for these two reasons.

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

Future Defense Strategy

Second BRAC Goal



Key Location



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

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

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

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

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

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

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

Future Defense Strategy

Second BRAC Goal



Surge Capacity



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

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

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

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

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

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

Future Defense Strategy

Second BRAC Goal



Poised for the Future

 Key Location

 Surge Capacity



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

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

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

Eliminate Excess Physical Capacity

Thlrd BRAC Goal



Niagara is lean and efficient

Modern Facilities

Improved Efficiencies



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

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

Eliminate Excess Physical Capacity

Third BRAC Goal



Niagara is lean and efficient

Modern Facilities

Improved Efficiencies



Bottom Line: Niagara - a modern facility without additional MILCON

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New construction has modernized the infrastructure of Niagara:

- Consolidated Training Facility
- Composite Maintenance Facility
- Runway extension/overrun
- Fuel Cell Hangar
- Visiting Officers' Quarters
- Billeting (accommodates 254 individuals - **BRAC DATA INCORRECT, they had 161**)
- Messing
- Right Sized 'Fitness Center' representing the Air Force's emphasis on Physical Fitness
- Aircraft Parking Areas
- Base has a large POL storage capacity complete with a modern type 3 underground hydrant fuel delivery system

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

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

Finally efficiencies

Eliminate Excess Physical Capacity

Third BRAC Goal



Niagara is lean and efficient

Modern Facilities

Improved Efficiencies

Annual Joint Use Agreement

KW Hour (45%)

~\$600,000
Annual Savings
NOT CALCULATED BY BRAC

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

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

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

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

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

Eliminate Excess Physical Capacity

Third BRAC Goal



Niagara is lean and efficient

- Modern Facilities
- Improved Efficiencies



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

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

Joint Use Facilities

Fourth BRAC Goal



Niagara - a Joint Use Facility

✓ Platform for Homeland Defense

✓ Contingency Facility

✓ DoD Contractor Synergies



This facility supports Federal, State, and Local organizations

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

Joint Use Facilities

Fourth BRAC Goal



Niagara - a Joint Use Facility

✓ Platform for Homeland Defense

✓ Contingency Facility

✓ DoD Contractor Synergies



Bottom Line: Niagara - proven Homeland Defense staging facility

24

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

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

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

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

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

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

Joint Use Facilities

Fourth BRAC Goal

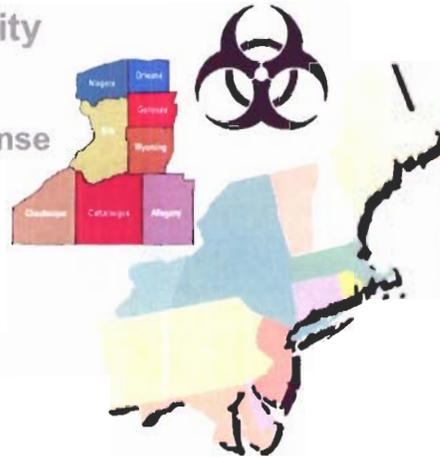


Niagara - a Joint Use Facility

Platform for Homeland Defense

Contingency Facility

DoD Contractor Synergies



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

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Federal Disaster Area Headquarters / Staging Facility

Recent contingencies that required staging from Niagara:

2 Federal Disaster incidences for snow removal

Support to New York City at World Trade Center site

Y2K

Most recently, 28 MAY 05 Rainbow Bridge Hazmat Incident

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

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

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

Joint Use Facilities

Fourth BRAC Goal

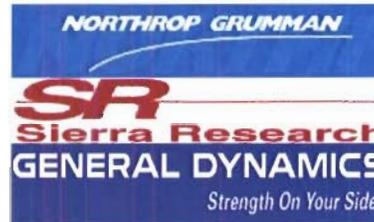


Niagara - a Joint Use Facility

✦ Platform for Homeland Defense

✦ Contingency Facility

✦ DoD Contractor Synergies



Bottom Line: Niagara - test laboratory for new DoD technology

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

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

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

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

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

Joint Use Facilities

Fourth BRAC Goal



Niagara - a Joint Use Facility

Platform for Homeland Defense

Contingency Facility

DoD Contractor Synergies



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

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

Homeland Defense

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

Other entities

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

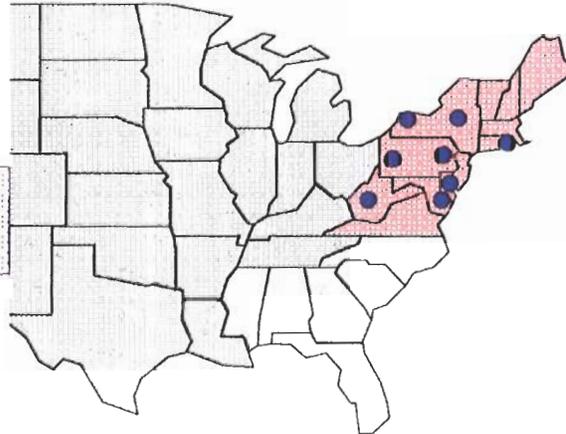
Tactical Lift & Reach



Northeast Lift Decimated

Northeast

Before	After	Change
61	11	(50)



28

Northeast

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

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

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

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

Tactical Lift & Reach



Critical Point of Failure Created

Northeast

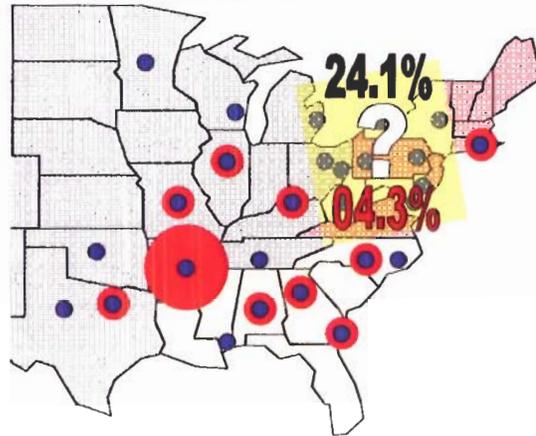
Before	After	Change
61	11	(50)

Southeast

Before	After	Change
69	72	3

Central

Before	After	Change
206	192	(14)



Bottom Line: Combat ready crews will be lost and over 1/3 of C-130 Hercules airlift will be based at an already congested facility

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*Little Rock
AFB, Ar.
= C-130
1 base - off
1 lands*

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

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

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

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

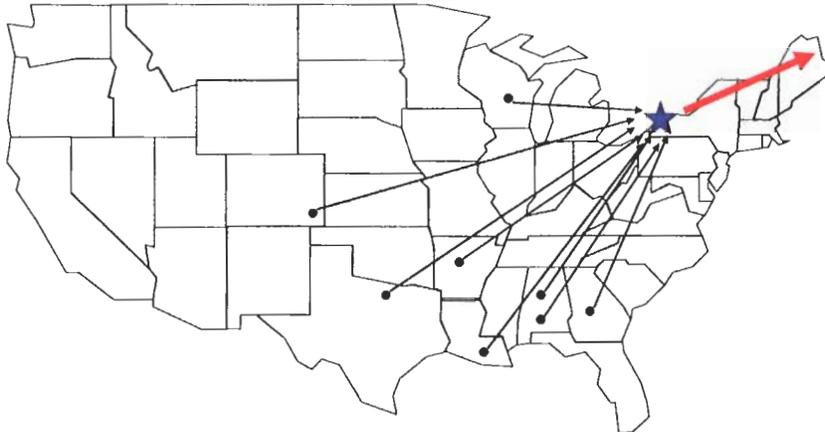
* Why are we closing an AES unit when the direction in the Air Force is a push to build the Aeromedical Evacuation end of the warfighting business and reduce the in-theater medical footprint (since it's too cumbersome to move). AF AE community is looking to standup new AE units as it is.

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

Niagara Lift - European Theater



EUCOM Lift



Bottom Line: Air bases south and west of Niagara Falls must refuel before continuing for Europe, Niagara is a routine fuel stop for aircraft from locations such as Cheyenne, Little Rock and Dobbins

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

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

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

Tanker Viability & Reach at Niagara



North East Tanker Task Force



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

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NETTF

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

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

Since Aug 03 inception IAG offloaded 33 million pounds of gas

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

IAG carries loss of load

We maintain our alert line commitments during deployments

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

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

30% of NETTF loss of support

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

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

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

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

The other units are Bangor, Pease, Maguire and Pittsburg

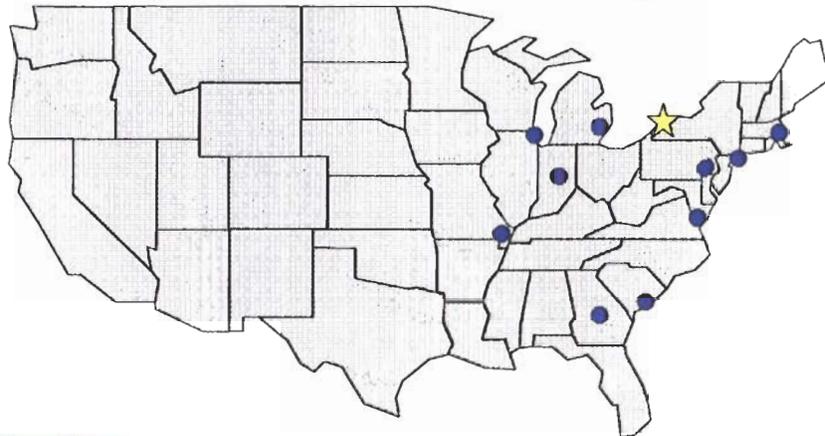
We have offloaded over 33 million pounds or 4.8 million gallons

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

Tanker Viability & Reach at Niagara



Operation Noble Eagle



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

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ONE

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

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

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

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

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

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

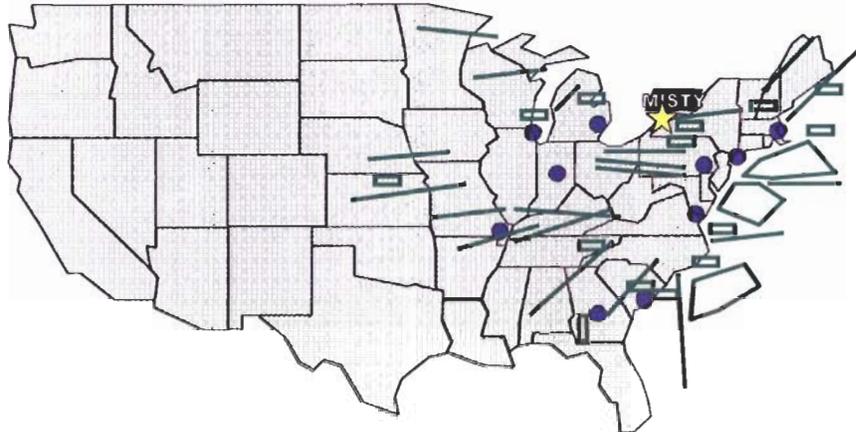
The 107th has flown over 230 sorties in support of Operation Nobel Eagle and offloaded 9 million pounds for fuel

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

Tanker Viability & Reach at Niagara



Key Tanker Base, Essential Tanker Mission



Bottom Line: Niagara's location provides tanker operations, support, and training from home station

33

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

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

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

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

We have NO Air Traffic Control (ATC) restrictions

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

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

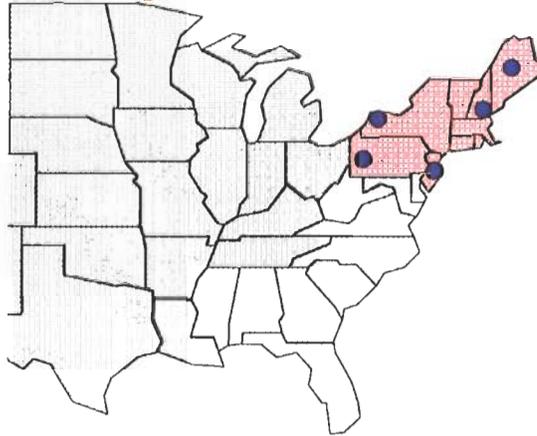
Tanker Viability & Reach at Niagara



Tanker Capacity - Northeast

Northeast

Before	After	Change
57	40	(17)



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TANKER CAPACITY – NORTHEAST

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

After BRAC: 40 tankers 3 Air Wings

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

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

Tanker Viability & Reach at Niagara



Inland Tanker Center of Gravity = Increased Cost

Northeast

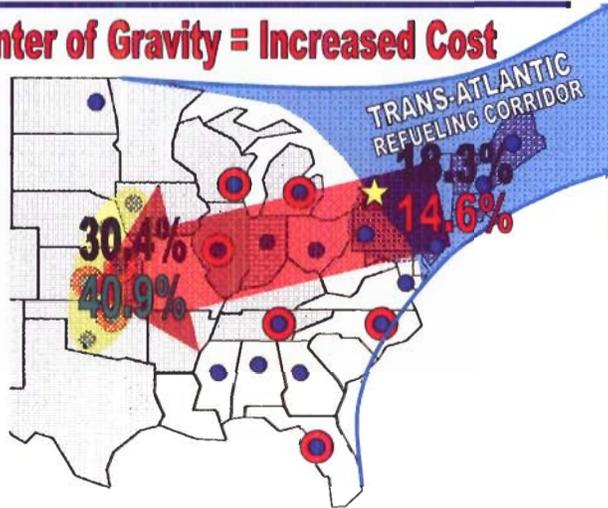
Before	After	Change
57	40	(17)

Southeast

Before	After	Change
57	40	(17)

Central

Before	After	Change
198	194	(4)



Bottom Line: Assets are moving away from the tanker mission

35

Before BRAC 11 Bases, after 10 Bases

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

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

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



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

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

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

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

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

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

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

SECAF BRAC 2005 GOALS



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



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

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

BRAC *Justification?*



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

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

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

Are We Better Off Without Niagara?



LOSE

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

GAIN

- ✓ 12 Million Dollars Annually

COBRA: an issue

CLOSING NIAGARA:

\$199 Million Savings

or \$130 Million Cost:

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

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Close Niagara ≠ BRAC Goals



BRAC Goals

Niagara

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

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

Questions

Niagara Falls

Niagara Falls

914TH AIRLIFT WING

107TH AIR REFUELING WING

Major General Thomas P. Maguire, Jr., the adjutant general of New York, will follow up after questions

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

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

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

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





photo: SrA Lee C. Guagenti, 105h SC5

Niagara Falls Air Reserve Station Manning



914th Airlift Wing

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



107th Air Refueling Wing

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

Total NFARS Personnel: 2,553