PENNSYLVANIA MILITARY COMMUNITY ENHANCEMENT COMMISSION

2020 ANNUAL REPORT
Well, 2020 had to be one for the books! One WEEK after I took the position as Executive Director of the Pennsylvania Military Community Enhancement Commission (PMCEC), the COVID-19 Virus hit forcing lockdowns everywhere including at our Commission and State Offices. Little did we know what changes and challenges would be descending upon us.

Having been a Commissioner since 2013 I, along with my fellow Commissioners, was very familiar with its mission and opportunities. Most of us had been involved with the Commission’s startup as well. Now the first big change for us, and an unprecedented one at that, would be learning how to deal with COVID-19 and doing things quite differently. To carry on the business of the Commission unfortunately required us to do all things virtually. Fortunately, we had great leadership in the form of our Chairman, Senator John Blake; our Senior Military Commissioner Vice Admiral Keith Lippert, and a fantastic Deputy, Peter Witmer. We held numerous ZOOM meetings throughout the year which then morphed into MS TEAMS meetings with a variety of stakeholders. All of this required us to brush up on our “tech” skills! No easy feat for some!!

Several Commissioners also said farewell for various reasons. It was difficult, but understandable, to see them leave. Those departing the Commission were: Representative Harry Readshaw; Ms. Phyllis Campbell, Senior Executive Service (Ret); Captain John Landry, United States Navy (Ret); Mr. Jonathan Bowser; and Dr. Gregory Rose, Lieutenant Colonel, United States Air Force (Ret).

We were thankful to have several new Commissioners appointed by Governor Wolf. They came to us as seasoned professionals with extensive Military and/or Government backgrounds with incredible educational credentials as well as tons of experience. We welcomed aboard the following: Rear Admiral Tom Beeman, United States Navy (Ret); Colonel Joe Cassel, United States Marine Corps (Ret) & Senior Executive Service (Ret); Ms. Sandy Leggieri, Senior Executive Service (Ret); and Commander Mike Madden, United States Navy (Ret) and Senior Executive Service (Ret). Their orientation had a unique twist in that they were delayed for an entire year in even getting to their respective Military installations due to COVID. Orientations were all done virtually. Additionally, the Commission did not meet in person in 2020 due to COVID restrictions. All meetings were done virtually.

Although Pennsylvania has been hit hard through the years via the Pentagon’s Base Realignment and Closure (BRAC) process, it has consistently bounced back. Pennsylvania has a lengthy and storied Military history and has invariably contributed substantially to our Nation’s Defense around the globe. In fact, we have always ranked in the Top Ten in the Country regarding Defense Spending. Our remarkable citizens, incomparable educational institutions, flexible Military installations, fully supportive communities, and shear talent in multiple industries afforded us the ability to stay in that Top Ten in the Country.

However, in 2020 we faced new unknowns which unfolded throughout the year - those being: Local, State and National Elections which would shift power in many ways; a shaky economy; the Corona Virus and all of its unrelenting side effects; a turbulent Shipping & Supply Industry, and an unstable World. Despite it all, Pennsylvania’s numerous contributions to the Defense Industry remained resilient (See pages 8 & 9)!

This report is abbreviated due to the aforementioned challenges mentioned earlier, as we allowed some time for things to “settle” in a very chaotic year. To follow in a few months will be the Commission’s more robust report on the happenings of 2021 detailing our travels and meetings with stakeholders and showing economically our current standing in the Defense Industry. Thank you for all of your support!

Rear Admiral Nancy J. Lescavage, USN (Ret)
Executive Director
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Photo captions from previous page:
(1) Naval Foundry & Propeller Center—Philadelphia Navy Yard Annex
(2) PA Army National Guard – 28 Infantry Battalion, 56th Stryker Brigade
(3) 911th Airlift Wing – C-17s on Tarmac – Pittsburgh
(4) 316th Sustainment Command (Expeditionary) – Heinz Field – Pittsburgh
(6) 911th Airlift Wing – Newly Constructed C-17 Hangar – Pittsburgh
The Commonwealth of Pennsylvania has undergone five Base Realignment and Closure (BRAC) rounds: 1988, 1991, 1993, 1995 and 2005. As a result of those five rounds Pennsylvania has lost a total of 18,913 full-time, family-sustaining, career-focused, and recession-proof direct jobs. During those BRAC rounds Pennsylvania experienced the loss of the Naval Hospital and the Naval Shipyard in Philadelphia, the Naval Air Warfare Center in Warminster, the Naval Air Station Joint Reserve Base Willow Grove, and a major realignment at the Letterkenny Army Depot in Chambersburg.

After the 1995 BRAC round Governor Tom Ridge created the Base Retention and Conversion - Pennsylvania Action Committee (BRAC-PAC) in April 1996.

In June of 2003, Governor Ed Rendell created the Pennsylvania Base Development Committee which stood the test of the 2005 BRAC round. This ad hoc committee reported directly to the Office of the Governor. The Committee staff was eliminated in July 2009 due to budgetary constraints. In July 2010 the volunteer members of the Committee disbanded.

On September 17, 2012 Governor Tom Corbett signed Executive Order 2012-12 creating the Pennsylvania Military Community Protection Commission (PM CPC) to help thwart an effort by the Department of the Air Force to eliminate the 911th United States Air Force Reserve Airlift Wing stationed at the northeast portion of the Pittsburgh International Airport and to help increase the military value of installations and organizations in Pennsylvania. The Air Force had attempted to eliminate the Airlift Wing during the 1995 and 2005 BRAC rounds, as well as, several efforts outside of a BRAC round. The Governor appointed 11 volunteer members to represent each major installation and organization.

On December 22, 2014 Act 161 of 2014 created the Pennsylvania Military Community Enhancement Commission (PMCEC). Governor Tom Corbett on December 30, 2014 appointed/reappointed 11 volunteer members to the Commission. In accordance with Act 161, the four legislative caucus leaders nominated members to serve on the Commission. This effort ensured a bi-cameral as well as a bi-partisan support for the work of the Commission. Additionally, the Lieutenant Governor is a permanent member of the Commission.
The Commission is to assist the Governor in the enhancement of the military value of, and advocacy for all installations, organizations, and defense-related stakeholders in the commonwealth.

Pennsylvania residents serve in all branches and services of the U.S. military. Highlighted counties indicate location of major installations.
PMCEC MEMBERSHIP

2020 EXECUTIVE & LEGISLATIVE COMMISSIONERS

Senator John Blake
Commission Chairman
22nd District
Lackawanna and parts of Luzerne & Monroe Counties
(No Bio link available due to retirement in early 2021)

Representative Zachary Mako
183rd District
Parts of Northampton & Lehigh Counties

Senator Doug Mastriano
33rd District
Adams and parts of Franklin, Cumberland, and York Counties

Lieutenant Governor John Fetterman

2020 EXECUTIVE & LEGISLATIVE COMMISSIONERS

Vice Admiral Keith Lippert, U.S. Navy (Ret)
• Senior Military Commissioner (Appt: 10/2018)
• Served on Active Duty with distinction in the U.S. Navy for 38 years.
• Became Commander, Naval Supply Systems Command and was the 41st Chief of the Navy’s Supply Corps.
• Was the 14th and longest serving Director of the Defense Logistics Agency (DLA) with the responsibility for providing logistics, acquisition, and technical services for the U.S. Military and Federal Government worldwide.
• Post Military consulting work includes business transformations, supply chain, and cost reduction management.

Colonel Joseph Cassel, U.S. Marine Corps (Ret)/GS-15 (Ret)
• Defense Distribution Center Susquehanna (New Cumberland) & Carlisle Barracks / US Army War College (Appt. 8/2020)
• 24 years of Marine Corps Active Duty including Installation Commander and Military and Peace-Keeping Deployments followed by various executive positions in the Defense Industry.
• Former Director of Operations, Defense Logistics Agency (DLA) Distribution, New Cumberland. Graduate of both the Naval War College and the Army War College. Is a Supply Chain consultant.
Dr. John Gray, U.S. Army Army GS-15 (Ret)

- Economic Development Commissioner (Appt. 12/2014)
- 31 years of service to our Nation in positions of increasing responsibility within the Department of Defense culminating as Deputy Commander of Letterkenny Army Depot 1999 – 2010.
- As a result of his business development expertise, he was appointed as the Economic Development Commissioner for PMCEC.

Colonel Chuck Sargent, U.S. Air Force (Ret) (Appt. 1/2020)

- 911th USAF Reserve Airlift Wing / 171st Air Refueling Wing Pittsburgh
- As an Air Force Reservist, held positions at the Squadron Group and Headquarters levels. Service included: Squadron Commander, Assistant Deputy Director on the Joint Staff, and as Aerospace Plans Chief in Joint positions around the globe.
- Captain, United Airlines transport pilot
- Member, Board of Directors, Western PA Military Affairs Council (MAC)

Commander Michael “Mike” T. Madden, U.S. Navy (Ret) / SES (Ret)

- Naval Support Activity-Mechanicsburg (Appt. 6/2020)
- Numerous tours ashore and afloat during a 20-year Active-Duty career in the Navy Supply Corps. In 1999, as a member of the Acquisition Professional Community, began a tenure in the Senior Executive Service.
- As Vice Commander and Senior Civilian of the Naval Supply Systems Command (NAVSUP), the number two official in the NAVSUP Enterprise, he led a workforce of over 22,000 military and civilian personnel in daily operations and strategic planning/business transformation. Previously served as Executive Deputy, Marine Corps Logistics Command as well as Deputy Comptroller/Comptroller NAVSUP.

Rear Admiral Nancy Lescavage, U.S. Navy (Ret)

- Active Duty in USN for 37+ years while holding leadership, business, education, clinical, and legislative roles including four major Command tours, and duty in the Pentagon, US Senate, Navy Bureau of Medicine & Surgery, & the American Embassy (London). Significant involvement in all five BRACs.
- Experienced in policy development, Congressional testimony, the legislative process, budget execution, HR, reinvention & start-ups, construction planning.

Rear Admiral Thomas (Tom) E. Beeman, PhD, U.S. Navy (Ret)

- Philadelphia Navy Yard Annex (Appt. 7/2020)
- Extensive Military Health Care Executive experience in the U.S. Naval Reserve including Deputy Surgeon General for Reserve Affairs. Decades of civilian health care experience in areas of increasing responsibility. Was President & CEO of Saint Thomas Health Services, Nashville, TN;
- President & CEO of Lancaster General Health; and Chief Operating Officer, Regional Operations-Penn Medicine, University of Pennsylvania Health System.
- Executive in Residence, Saint Joseph University (Philadelphia) as an Adjunct Professor.
InstalLATioN & SpecIalty CommisSIOnerS (CONT’D)

Lieutenant Colonel William Pentecost, U.S. Army Reserve (Ret)
• 316th Sustainment Command & 171st Air Refueling Wing (Appt. 12/2014)
• Over 25 years of service in the U.S. Army Reserve.
• Partner with Cipriani & Werner, P.C. in Pittsburgh. Practice focuses on transportation and products liability defense litigation.
• Previous military assignment: Regional Defense Counsel, Tri-State Region, 16th Legal Operations Division (Trial Defense Service), U.S. Army Reserve.

Brigadier General Gregory Perez, Chief of Staff, PA ANG
• Pennsylvania Army & Air National Guard (Appt. 1/2018)
• Primary advisor to the Deputy Adjutant General – Air on all matters pertaining to air operations of the PA Air National Guard.
• Previous Commander of the 171st Air Refueling Wing, PA ANG.
• BGen Perez accumulated more than 4,800 military flight hours and has held ratings to include: Senior Navigator, Instructor Navigator, Aircraft Commander, Instructor Pilot, Evaluator Pilot, and Command Pilot.

Sandra R. Leggieri, Senior Executive Service (Ret)
• Naval Support Activity-Philadelphia (Appt. 5/2020)
• Senior Executive with 30+years as a DoD Civilian with significant expertise in Supply Chain Management, Logistics, Information Technology, Change Management, and Strategy.
• Led a $4B supply chain management operation responsible for fulfilling over 600,000 mission-critical customer orders annually.
• Set strategic direction and ensured execution of product life cycle management, requirements forecasting and planning, information systems development, material support, inventory control and distribution.
• Former Vice Commander, Naval Inventory Control Point, Philadelphia and Mechanicsburg, Pennsylvania.

Mr. L. Michael Ross, President, Franklin County Area Development Corporation
• Letterkenny Army Depot (Appt. 12/2014)
• President of the Franklin County Area Development Corporation (Chambersburg, PA) since its start-up in 1986.
• Founder and president of Team Letterkenny, which supported the installation through the 1995 and 2005 Base Realignment and Closure rounds.

Mr. Kevin Toolan, Chief of Staff, Tobyhanna Army Depot (Ret)
• Tobyhanna Army Depot (Appt. 2/1017)
• Served over 35 years in areas of increasing responsibility at Tobyhanna Army Depot where he gained experience as Public Affairs Officer and eventually was named Chief of Staff. Retired from Tobyhanna 2013.
• Direct experience with the BRAC processes that took place from 1988-2005 as they affected Tobyhanna.
• Serves as the Co-Chairman for the Tobyhanna Army Depot Blue Ribbon Task Force Management Group.
COMMISSION EXECUTIVE STAFF

RADM Nancy Lescavage, USN (Ret)
Executive Director
nalescavag@pa.gov
Commissioner from 2013-2020
Assumed Executive Director position March 2020

Peter Witmer
Deputy Director
pwitmer@pa.gov
(Since March 2014)

Pennsylvania Military Community Enhancement Commission
Commonwealth Keystone Building
400 North Street, 4th Floor | Harrisburg, PA 17120-0225
Phone: 717-720-1323

“STANDARD OPERATING (VIRTUAL MEETING) PROCEDURE” FOR 2020
The United States Military in PA:

- Over 58,000 Active Duty service members, Reservists of all Branches, Army and Air National Guard members, and Department of Defense (DoD) civilian employees work in Pennsylvania. Ninety percent of its full-time DoD workforce is civilian, compared to 38.2% across the United States. Pennsylvania ranks third, behind just Indiana and Maine, for the highest proportion of civilian employees among the full-time DoD workforce.

- Pennsylvania’s 12 major Military installations, and dozens of smaller facilities across the state contributed more than $37 billion to the state’s economy in Federal FY 2019. This work is vital to their communities, the Commonwealth, and the Nation.

Source: Created by University of Pittsburgh Center for Social and Urban Research, 2018.
In the most recent Defense Spending by State Report (below) from DoD’s Office of Local Defense Community Cooperation, Pennsylvania ranks 7th nationally in Defense spending and Defense Contract spending.

NOTE: The Top 3 states (California, Texas, Virginia) for Total Defense Spending and Defense Contract Spending hold SIGNIFICANT leads in the Defense business in the Nation. Although Pennsylvania still ranks in the latter half of the Top 10 in these categories, it is not anywhere near the Top 3 in terms of monetary distribution. Pennsylvania could easily lose its Top 10 ranking as its hold in the rankings is not iron clad–other states are not far behind!

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**Pennsylvania’s National Ranking in DoD Spending**

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<table>
<thead>
<tr>
<th>RANK</th>
<th>STATE</th>
<th>DEFENSE SPENDING (billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>California</td>
<td>$50.2</td>
</tr>
<tr>
<td>2</td>
<td>Texas</td>
<td>$43.4</td>
</tr>
<tr>
<td>3</td>
<td>Virginia</td>
<td>$41.6</td>
</tr>
<tr>
<td>4</td>
<td>Florida</td>
<td>$22.3</td>
</tr>
<tr>
<td>5</td>
<td>Connecticut</td>
<td>$19.0</td>
</tr>
<tr>
<td>6</td>
<td>Maryland</td>
<td>$18.4</td>
</tr>
<tr>
<td>7</td>
<td>Pennsylvania</td>
<td>$15.3</td>
</tr>
<tr>
<td>8</td>
<td>Massachusetts</td>
<td>$14.7</td>
</tr>
<tr>
<td>9</td>
<td>Missouri</td>
<td>$13.4</td>
</tr>
<tr>
<td>10</td>
<td>Arizona</td>
<td>$12.9</td>
</tr>
</tbody>
</table>

**Total for Top Ten States** $251.3

**Total for 50 States and District of Columbia** $403.9

Source: DoD/OLDCC (Former Office of Economic Adjustment)

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<table>
<thead>
<tr>
<th>RANK</th>
<th>STATE</th>
<th>DEFENSE SPENDING (billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>California</td>
<td>$66.2</td>
</tr>
<tr>
<td>2</td>
<td>Virginia</td>
<td>$60.3</td>
</tr>
<tr>
<td>3</td>
<td>Texas</td>
<td>$54.8</td>
</tr>
<tr>
<td>4</td>
<td>Florida</td>
<td>$29.8</td>
</tr>
<tr>
<td>5</td>
<td>Maryland</td>
<td>$26.1</td>
</tr>
<tr>
<td>6</td>
<td>Connecticut</td>
<td>$19.7</td>
</tr>
<tr>
<td>7</td>
<td>Pennsylvania</td>
<td>$18.1</td>
</tr>
<tr>
<td>8</td>
<td>Washington</td>
<td>$17.8</td>
</tr>
<tr>
<td>9</td>
<td>Alabama</td>
<td>$16.0</td>
</tr>
<tr>
<td>10</td>
<td>Massachusetts</td>
<td>$15.8</td>
</tr>
</tbody>
</table>

**Total for Top Ten States** $324.7

**Total for 50 States and District of Columbia** $550.9

Source: DoD/OLDCC (Former Office of Economic Adjustment)
# Employment Value of Military Employment & Spending to the Pennsylvania Economy

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Department of Defense Personnel in Pennsylvania</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reserve</td>
<td>31,856</td>
<td>27,707</td>
<td>31,083</td>
<td>29,659</td>
<td>29,045</td>
</tr>
<tr>
<td>National Guard</td>
<td>23,747</td>
<td>25,552</td>
<td>24,175</td>
<td>25,095</td>
<td>26,729</td>
</tr>
<tr>
<td>Civilian</td>
<td>2,317</td>
<td>3,463</td>
<td>2,302</td>
<td>2,281</td>
<td>2,332</td>
</tr>
<tr>
<td>Active Duty</td>
<td>57,919</td>
<td>57,722</td>
<td>57,560</td>
<td>57,035</td>
<td>58,106</td>
</tr>
<tr>
<td>Sub-Total: DoD Personnel in PA</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Direct&lt;sup&gt;1&lt;/sup&gt; Employment</td>
<td>35,339</td>
<td>38,000</td>
<td>30,411</td>
<td>42,706</td>
<td>53,974</td>
</tr>
<tr>
<td>Indirect&lt;sup&gt;2&lt;/sup&gt; Employment</td>
<td>16,225</td>
<td>17,045</td>
<td>14,041</td>
<td>27,690</td>
<td>27,775</td>
</tr>
<tr>
<td>Induced&lt;sup&gt;3&lt;/sup&gt; Employment</td>
<td>41,789</td>
<td>44,923</td>
<td>38,511</td>
<td>55,123</td>
<td>59,988</td>
</tr>
<tr>
<td>Sub-Total: Non-DOD Employment</td>
<td>93,353</td>
<td>99,968</td>
<td>82,963</td>
<td>125,519</td>
<td>141,737</td>
</tr>
<tr>
<td>Total Military Employment (Jobs)</td>
<td>151,272</td>
<td>157,690</td>
<td>140,522</td>
<td>182,554</td>
<td>199,843</td>
</tr>
</tbody>
</table>

| Department of Defense Spending (Billion $ Value) in Pennsylvania | | | | | |
| Payroll ($ Billion) | $2.50 | $2.20 | $2.60 | $2.70 | $2.80 |
| Contracts with Companies in Pennsylvania | $10.30 | $10.50 | $9.40 | $13.40 | $15.30 |
| Other Direct<sup>1</sup> Value | $2.69 | $3.00 | $2.67 | $4.83 | $4.94 |
| Indirect<sup>2</sup> Value | $2.65 | $2.62 | $2.30 | $5.15 | $5.37 |
| Induced<sup>3</sup> Value | $6.01 | $6.73 | $5.90 | $8.01 | $8.79 |
| Total Military Spending Value in Pennsylvania ($ Billion) | $24.15 | $25.05 | $22.87 | $34.09 | $37.20 |

<sup>1</sup> Direct - Output (sales) impact of the money spent in

<sup>2</sup> Indirect - Output (sales) impact in related industries caused by additional spending in the contractor industry

<sup>3</sup> Induced - Output (sales) impact on other industries (eg., retail, health care, education) due to the extraneous spending increases from the additional jobs and household income in the direct and indirect industries.

Note: All contractor awards were assumed to be spent in Pennsylvania.

Sources: IMPLAN and DOD, Office of Economic Adjustment -- Defense Spending by FFY.

Report produced by the Center for Workforce Development & Analysis, Pennsylvania Department of Labor and Industry January 29, 2021
1. The Local Defense Group (LDG) program was established in August of 2002. Throughout the years, the Local Defense Groups have played a vital role in the efforts of the Commonwealth to enhance the value of Pennsylvania's military installations and their surrounding communities.

2. A Local Defense Group is a grassroots non-profit organization that has a demonstrated interest and investment in the success and enhancement of a military installation / organization in the geographic proximity of the communities from which the local defense group draws its membership.

3. Local Defense Groups are comprised of:
   - Local elected officials
   - County and municipal staff
   - Local businesses and industry
   - Local citizens
   - Military personnel, retirees and veterans
   - Installation/organization staff
   - Members of academia
   - Others as deemed appropriate

4. Each Local Defense Group operates in conjunction with the trust and cooperation of the leadership group at their associated military installation / organization.

Source: Created by University of Pittsburgh Center for Social and Urban Research, 2018.
The Pennsylvania Military Community Enhancement Commission Local Defense Group Grant (PMCEC LDG Grant) program is a Department of Community and Economic Development program designed to provide funds for projects that enhance the military value of military installations / organizations in Pennsylvania.

**Program Performance and Impact**

Federal Defense Funding is generally not available for improvements to the areas where the installation and the local community intersect. And yet, this is the very area which influences the real and perceived value of an installation to the Department of Defense and the community. PMCEC funding is targeted at local defense groups associated with specific installations and their local communities.

PMCEC had $260,000 available for LDG grants in 2020. Allocations are below:

<table>
<thead>
<tr>
<th>Location</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philadelphia Industrial Development Corp. (PHL Navy Yard Annex)</td>
<td>$125,000</td>
</tr>
<tr>
<td>Cumberland York Area (New Cumberland, NSA-Mechanicsburg, Carlisle Barracks)</td>
<td>$ 50,000</td>
</tr>
<tr>
<td>Blue Ribbon Task Force (Tobyhanna Army Depot)</td>
<td>$ 85,000</td>
</tr>
<tr>
<td>Total</td>
<td>$ 260,000</td>
</tr>
</tbody>
</table>

**PMCEC Program at Work**

**PIDC (Philadelphia Industrial Development Corporation):** Regarding the Philadelphia Navy Yard Annex, PIDC and other private entities own most of the land and PIDC controls all common areas within the former Philadelphia Naval Shipyard, which is now a mixed-use campus that has secure Navy sites within the privately-owned real estate. To access Navy property, one must transit public roads and sidewalks (PIDC's property). This funding provides:

1) Five new bus shelters were installed to service the nearly 4,000 Navy employees on-site who can utilize the shuttles to get to and from work and to travel more efficiently between Navy installations at the Navy Yard. The shelters will include LED lighting and Wi-Fi, with capability for screens to view important Navy Yard bulletins as part of the proposed “Smart City” planning effort.

2) Additionally, 10 new security cameras were added to the Navy Yard's network of existing 12 security cameras. These cameras are in and around the Navy Yard in locations adjacent to Navy installations, providing additional surveillance for Navy properties and added safety for employees.

**Cumberland York Area Local Defense Group (CYALDG):** A $90 Million MILCON Project for a new Education Building at the US Army War College is under construction. Post Road is not on the installation property; however, it travels along part of the perimeter of the Carlisle Barracks providing access to one of the major entrances of the Carlisle Barracks / US Army War College used by the many students living offshore. In tandem with the completion of the education building is the goal to have Post Road upgraded to provide safe pedestrian / bicycle access to the installation, currently nonexistent on Post Road.

This funding will aid in the design of improvements to Post Road, including roadway upgrades, a pedestrian sidewalk and bike path benefitting access to/from the War College and Carlisle Barracks.

**Blue Ribbon Task Force (BRTF):** The BRTF is a partnership of business, community, and government leaders whose mission is to provide community-based support for Tobyhanna Army Depot, the largest industrial employer in the region. The funded projects include development of a “Employment Attraction & Talent Pipeline” to include a video series focused on three to five key positions critical to the success of Tobyhanna Army Depot targeting students at local school districts, the career and technology center, and the local intermediate unit. Additionally, the BRTF Marketing Plan will be updated and implemented.

**The evolution of the Grant Program which centers on the Local Defense Groups’ proposals in their quests to generate new Defense business in their areas or to make improvements in and around Military Installations continues. This program continues to draw interest from the five active Local Defense Groups which work closely with the PMCEC.**
BRAC (Base Realignment & Closure) will eventually happen, therefore it is critical to proactively prepare for it now as opposed to being reactive down the road.

With billions of dollars contributed to Pennsylvania’s economy and tens of thousands of high-paying, stable, family supporting jobs, the commonwealth needs to further expand its support of these major military installations in order to protect their future such as:

- Assisting the installation(s)/organization(s) in acquiring new missions;
- Addressing environmental and encroachment concerns;
- Advocating physical development on and around the installation(s)/organization(s) to enhance and expand mission capability and capacity, and
- Coordinating public-private partnerships to increase business savings and efficiency.

Build on areas of strategic competitive advantage in Defense Logistics and the Defense Industrial Base.

It must be noted there is danger lurking in many already-occurring mini-BRACs in the form of personnel reductions and consolidation of missions, to name a few.

Pennsylvania must market itself; elevate its Military profile to federal, state, and local governments, academia, industry, business entities, and non-governmental organizations.

PA must pre-emptively address any issues that might negatively impact the assessment of a PA Military installation's value to Federal Entities (DoD or Congress) and state or local communities.
AT THE END OF THE DAY IT’S ALL ABOUT THE WARFIGHTER