



Military and Veterans Affairs Transition Policy Group

PREPARED FOR GOVERNOR-ELECT JON S. CORZINE

Final Report

January 10, 2006

**REPORT OF THE MILITARY AND VETERANS AFFAIRS TRANSITION
POLICY GROUP
submitted January 10, 2006**

EXECUTIVE SUMMARY

The Military and Veterans Affairs Transition Policy Group recommends that the Governor-Elect consider the following recommendations:

Establish an Office of Military Affairs within the Department of Military and Veterans Affairs. The Office of Military Affairs would initiate a pro-active statewide strategy to enhance, expand, add or otherwise improve missions, programs, facilities, operations and economic development affecting the state's military installations, track lingering BRAC 2005 issues and staff the Armed Forces Council.

Create, pass and sign into law enabling legislation to establish Local Redevelopment Authority for Fort Monmouth in January 2006. The legislation will provide the legal basis for the formation of the Local Redevelopment Authority and facilitate the beginning of the planning process for redevelopment of the installation.

Formally establish the "Helmets to Hardhats" program with the New Jersey Building Trades to assist returning armed forces members with employment. The program should be formally recognized through Executive Order. The implementation of this program will enable the Department of Military and Veterans Affairs, the NJ Building Trades and the Family Support Council to assist returning armed forces members with training and job placement.

Create a Corporate Commission to raise funds necessary for the building of a World War II Memorial. The State of NJ has designated \$ 2 million for construction of a WWII monument. The WWII Commission needs to raise an additional \$ 4 million from other sources to bring the project to fruition. Time is of the essence due to the high mortality rate among WWII veterans.

Establish lobbying efforts to build coalitions to address national military issues with the National Governor's Association and the New Jersey Congressional Delegation. The national military issues include equipment fill, post traumatic stress disorder, the Bush Administration's anticipated budget submission for the Veterans Administration, National Guard retention, BRAC monitoring and no cost land conveyance of installations slated for closure.

Support the "Vet is a Vet" bill, scheduled to be introduced in the new legislative session by Assemblyman Jack Connors. The bill recognizes veterans under the same guidelines as the Federal Government with respect to civil service jobs and updates the criteria for New Jersey's Veterans' status to include the "War on Terrorism."

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Support the legislation to re-establish the Commission on Women Veterans scheduled to be introduced in the January 10, 2006 legislative session. As the number of women veterans' increases, it becomes more important to ensure that New Jersey's Office of Veterans' Affairs addresses the needs of these women.

Explore ways to address encroachment issues at the New Jersey Military Installations. Property located adjacent to the runways at Navy Lakehurst and the 177th Fighter Wing at the Atlantic City Airport is slated for residential development. The use of these lands for residential development will cause encroachment issues for the bases and numerous noise complaints from potential residents.

Conduct a comprehensive inventory of all Homeland Security assets. In conjunction with the Director of Homeland Security and Emergency Response (lead), the Adjutant General and the Superintendent of State Police conduct a joint survey of capabilities, and authorities over those capabilities, paying special attention to quantification of gaps and identification of confusing or costly duplication.

Establish coordinated New Jersey Homeland Security Training capabilities. In conjunction with the Department of Military and Veterans Affairs, the State Police and the new Director of Homeland Security and Emergency Response develop a coordinated plan and budget for live training and crisis scenario simulations involving, jointly, members of the New Jersey Guard, State Police, Port Authority, local first responders and members from the Office of the Director of Homeland Security and Emergency Response. Priority use of existing capabilities at Fort Dix and Picatinny Arsenal should be considered.

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MILITARY AFFAIRS AND HOMELAND SECURITY

MILITARY AFFAIRS

First 100 Days

• **Establish a New Jersey Office of Military Affairs**

The New Jersey Department of Military and Veterans' Affairs (DMAVA) attends, nearly exclusively, to National Guard and Veterans' matters. During the 2005 BRAC process it became apparent that there is no organizational entity within DMAVA, or elsewhere in State Government, that concerns itself with military installations, active duty missions, active duty personnel or their dependents, DOD civilian employee matters or Defense contractor issues. Further no organizational entity is equipped to monitor post-BRAC 2005 matters or participate in the military aspects of the closure of Fort Monmouth.

A newly established Office of Military Affairs would initiate a pro-active statewide strategy to enhance, expand, add or otherwise improve missions, programs, facilities, operations and economic development affecting the state's military installations. The strategy would be presented in the annual report issued by the New Jersey Armed Forces and Veterans' Affairs Council and be approved by the Governor.

The Office would also address active duty forces issues, issues affecting active duty dependents, issues affecting the DOD civilian employee workforce and issues affecting defense contractors supporting NJ military installations. The Office would retain custody of the New Jersey BRAC 2005 "Community" files, track the execution of BRAC 2005 and assist as necessary with matters pertaining to the closure of Fort Monmouth.

The director of the Office of the Military Affairs would serve as staff to the New Jersey Armed Forces and Veterans' Affairs Council with direct responsibility for developing, updating and implementing the Council's annual report for the Governor.

Steps for Achievement

- *Establish an Office of Military Affairs, in DMAVA, with a suitably senior director, one staff assistant and a discrete budget.*
- *Create, pass and sign into law legislation authorizing the Office of Military Affairs.*

• **Fort Monmouth**

As a result of the 2005 Base Realignment and Closure (BRAC) process it was decided and approved by the President and Congress that Fort Monmouth be

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closed by the end of 2011, and that its C4ISR mission largely be relocated to the Aberdeen Proving Grounds in Maryland. This closure will result in a ~\$3 billion annual loss to New Jersey's gross domestic product. Approximately 5000 civilian employees of the Fort are affected as are as many private defense and support contractors outside the gate of the Fort. Economic and employment impacts will be felt in several NJ Counties, Legislative Districts and Congressional Districts Initial steps to pave the way for redevelopment and retention of human capital through job creation in NJ should be the immediate focus.

Steps for Achievement

- *Create, pass and sign into law enabling legislation to establish Local Redevelopment Authority for Fort Monmouth in January 2006.*
- *Make Governor's appointments to the Local Redevelopment Authority, designate its Chairman.*
- *Engage the Governor's Office in identifying potential commercial tenants for the Fort Monmouth land and /or commercial enterprises that can capture the extant Fort Monmouth workforce talent and create new business for New Jersey.*
- *Established within the Department of Labor a special office to find opportunities to keep the majority of the Fort Monmouth workforce in New Jersey.*
- *Engage in the "federal screening process" with the Congressional Delegation to attract federal agencies to Fort Monmouth.*
- *Should an existing non-DOD federal tenant at Fort Monmouth choose to leave the Fort before, or upon, its closure, make the case, with the aid of the New Jersey Congressional Delegation, to relocate those agencies within New Jersey.*
- *Develop a legislative strategy with the New Jersey Congressional Delegation, the Rhoads Group and other Governors to override existing -- but new to BRAC 2005 -- rules that preclude the DOD from giving DOD property to state as a result of BRAC 2005 decisions. Review legislation created by Senator Kay Bailey Hutchinson (an amendment to the Defense Appropriations Bill for Naval Station Ingelside) as a model to authorize zero economic conveyance to the State of New Jersey for the Fort Monmouth property.*

• **Encroachment Issue at Military Installations**

Currently there are two major encroachment issues affecting the future of New Jersey's military installations. At the New Jersey Joint Base (adjacent to the Naval Air Engineering Station end of the Joint Base) property, known as "the Golden Triangle," is about to be developed for residential use. The property lies in the flight path for Lakehurst's runway. Similarly, adjacent to the Atlantic City International Airport, home for the 177th Fighter Wing, proposals have been made to develop a piece of property, known as the Pulte Property, for residential development at the end of runway. Development at either location will result in

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continual noise complaints and encroachment issues. The encroachment potential will jeopardize mission enhancement and be a significant risk in future BRAC deliberations.

Steps for Achievement

- *Explore the purchase of these properties for non-residential use by the State or pay to restrict residential uses of these properties from the developers.*
- *Reprioritization within budgeted State land purchase plans and cost sharing with the appropriate counties and municipalities should be considered*

Long Term Issues

• **Mission Retention, Expansion and Development at NJ Installations.**

Working with the Office of Military Affairs and the New Jersey Congressional Delegation:

Steps for Achievement

- *Monitor BRAC 2005 decisions and alert DOD and Congress when missions to be retained in New Jersey or scheduled to be moved to New Jersey are being subverted by DOD, its Military Departments or other states.*
- *Resist movement of or reduced support to Army C4ISR air missions located at the Joint Base (Lakehurst) or Army C4ISR instrumented ranges or Army's Northeast Regional Response Center both located at the Joint Base (Dix); actions not provided for in BRAC decisions. Seek legal advice in these matters in 2006.*
- *The New Jersey Joint Base is the nation's only installation that combines the bases of three Military Departments and will support each of the uniformed Services (Army, Navy, Marine Corps and USAF). Joint installation management is envisioned, but the Joint Base is ripe for developing Joint and national C4ISR experimentation, demonstration and inter-operability missions within DOD (Joint), among homeland security organizations including the National Guard and between the DOD and homeland security organizations (national). Mount a campaign, with the New Jersey Congressional Delegation and New Jersey Adjutant General, to gain for the Joint Base this, currently non-existent, Joint and national C4ISR mission. In attracting this mission homeland security possibilities should also be considered.*
- *Picatinny Arsenal, as a result of BRAC 2005, took on a Joint armament research, development, test, acquisition and field support mission. Continue to enhance that mission and protect against Military Department actions to undo Jointness or create new Joint armament capabilities elsewhere.*

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- **Revise and update the New Jersey Military Installations Economic Impact Assessment – completed initially by Rutgers in May 2004 -- for each of the military bases.**

Steps for Achievement

- *Rutgers University should revise and update its existing impact study to include the economic impact of civil servants working on the military installations and defense and support contractors associated with the military installations; show impact by county.*

HOMELAND SECURITY / HOMELAND DEFENSE

- **Improve communications and linkages between the National Guard and OEM**

To be coordinated with Homeland Security Transition Policy Group ... this is their main task

Steps for Achievement

- *See Homeland Security Report*

- **New Jersey Homeland Security Training Coordination and Capabilities**

It is clear, regardless of any organizational construct created by the Governor, that cross-organizational coordination and trust-building will continue to be an issue. It is an issue among wholly-owned State HLS organizations, but it is an equally important challenge to overcome between State entities and those Federal entities upon which New Jersey will depend in crisis.

Steps for Achievement

- *DMAVA, the State Police and the new Director of Homeland Security and Emergency Response should put together a coordinated plan and budget for live training and crisis scenarios simulations involving, jointly, members of the New Jersey Guard, State Police, PANYNJ, local first responders and members from the Office of the Director of Homeland Security and Emergency Response.*
- *DMAVA should arrange to take as many of these coordinated training and simulation events to the New Jersey Joint Base and/or Picatinny Arsenal where training and simulation facilities already exist.*

- **Develop improved interoperability among State HLS organizations, the New Jersey National Guard and the U.S. Northern Command for response communications, command and control in crisis.**

The National Guard and civil federal, state and local agencies employ different development, acquisition and support strategies in fielding communications,

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information display, and command and control technology. With the Army National Guard's Joint Training and Technology Development, with Fort Monmouth's [Katrina-tested] Northeast Region Response Center and with established instrumented C4ISR ranges all at the Joint Base (Dix) and with other State HLS capabilities at Lakehurst, New Jersey has the capability and opportunity to lead the nation and help itself in dealing with interoperability engineering and acquisition issues. In the short term, existing talent at Fort Monmouth could be contracted to add expertise. In the longer term, a national center at the Joint Base could serve as an employment opportunity for displaced Fort Monmouth engineers.

Steps for Achievement

- *The Adjutant General needs to prepare a proposal to The National Guard Bureau and the Commander, U.S. Northern Command to lead a effort to address interoperability engineering and acquisition issues affecting homeland security(Federal, State and local) and homeland defense missions, utilizing the extant capabilities of the Joint Base(Dix) and talent of Fort Monmouth.*
- *When approved, enable New Jersey HLS organizations (State, bilateral, and local) to work under the Adjutant General's direction in addressing HLS communications, command and control engineering and acquisition issues.*

• **Survey New Jersey HLS capabilities**

Within New Jersey there are many HLS capabilities: Federal [e.g., USCG], quasi-Federal [the NJ Guard can be under State control or it can be deployed and/or federalized], Bilateral [e.g., PANYNJ, Waterfront Commission, Delaware River Port Authority] or State [e.g. State Police, Naval Militia, Office of the Director Homeland Security and Emergency Response]. The Governor needs to understand what capabilities exist in the State, and which of those he controls and when. It is likely that there will gaps in capability especially during Guard mobilization. There is likely to be duplication as well.

Steps for Achievement

- *Direct the Director of Homeland Security and Emergency Response (lead), the Adjutant General and the Superintendent of State Police to jointly conduct a survey of capabilities, and authorities over those capabilities, paying special attention to quantification of gaps and identification of confusing or costly duplication. The Study should be complete by the end of May 2006.*
 - *Within the Study the new WMD-capable National Guard Civil Support Team should be analyzed to determine its State, regional and mobilization/deployment potential.*

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- *Within the Study the New Jersey Naval Militia should be analyzed for mission compatibility or duplication, and the cost to the State Police, DMAVA and other agencies to enable useful compatibility.*

- **Mobility in the Event of a State Emergency or Disaster**

The NJ National Guard is now woefully short of vehicles and other essential equipment due to the recent deployment of its units to Iraq. The most crucial shortage right now is vehicles. Guard units now have only 30% of their allotted vehicles and those are in poor to fair condition due to wear and age. In the event of a state of emergency that requires call-up of NJ National Guard troops, the ability to augment civil agencies would be severely limited due to lack of mobility. Troops would be stranded at armories or other mobilization sites with no way to get where they are needed.

Steps for Achievement

 - *Governor complete an agreement with Department of Defense that gives the state access to government vehicles (and possibly other emergency equipment and supplies), which is located at Federal installations throughout the state for 30 days. (Additional details can be found in Appendix C)*

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NEW JERSEY NATIONAL GUARD

First 200 Days

• **Equipment Fill**

National Guard troops are deploying to the Iraqi theater with their equipment. They are being required to leave their equipment in theater for incoming and replacing units. Returning units are left with little to no equipment in their home stations. Equipment fills for these returning units are slow to non-existent. This has an adverse effect on a number of key issues such as (1) training, (2) mission readiness, (3) soldier retention, and (4) reaction to state and national emergency/security situations.

Steps for Achievement

- *The National Guard needs an accurate inventory of equipment, assessing the present and future needs*
- *Lobby the Congressional Delegation and National Governor's Conference to focus on national equipment fill problems.*
- *Interim solutions include NG training with USAR and Active Duty equipment or that from neighboring state NG units*

• **Retention/Recruitment**

Retention of NG soldiers is projected to be a present issue for soldiers who have been deployed or mobilized. Some projections estimate that there will be up to 25% loss of demobilizing soldiers. Recruitment is likewise a constant issue for the National Guard, especially during a time of war.

Steps for Achievement

- *Examine and assess current retention and recruitment efforts in the New Jersey National Guard.*
- *Enact legislation or issue an Executive Order declaring all state / public institutions and schools open for NG recruiters.*
- *Lobby the Congressional Delegation and National Governor's Conference to focus on national retention problems.*
- *Continue educational benefits for NJ National Guard members.*
- *Initiate Simultaneous Membership Program (SMP) with the Guard for all ROTC participants in NJ schools.*
- *On going counseling programming for returning soldiers.*
- *Consider incentives to re-up such as a one time tax break for mobilized soldiers*

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- **Counseling**

Returning soldiers may find themselves ill prepared to transition back to civilian life and life with their families. Mental health and transitional issues may be realized months after the soldiers have demobilized or left the military. Continuing outreach of counseling options is critical to address the soldiers' concerns. The soldiers' total needs must be addressed, including (1) employment, (2) PTSD, and (3) family/marriage counseling

Steps for Achievement

- *Examine and assess the current counseling needs with special attention to demobilizing troops.*
- *Wherever and whenever possible coordinate with existing Federal and State resources for counseling, such as the VA, State Health Care organizations, veterans organizations, Chaplain Corp., public health institutions, and private sector voluntary counseling programs.*
- *Lobby the Congressional Delegation and National Governor's Conference to focus on the growing PTSD problem.*
- *Enact pro bono legal programs to assist veterans with legal issues.*
- *Recognize and reward outstanding employers for National Guard and troop support.*
- *Contract with existing job placement firms for referring returning soldiers (see Helmets to Hard Hats in the Veterans Affairs Section)*

- **Helicopter Relocation**

There is a plan to transfer the NJ National Guard Helicopter's from Mercer County Airport to Lakehurst NAES. The State is providing \$150,000 for asbestos removal in the hangers. The National Guard Bureau is providing over \$1 million to renovate the facility. Architectural plans have been completed and the project is currently slated for the FY07 MilCon Budget.

Steps for Achievement

- *Lobby the Congressional Delegation to include the hanger rehabilitation project in the FY07 Military Budget Submission.*

Long Term/Additional Monitoring Issues

- **KC-135 Tankers at the 108th Refueling Wing**

The BRAC commission recommended a decrease of KC-135 Tankers from the current number of 16 to 8. The Air Force/Air Guard is currently in the process of implementing these recommendations. In addition, the 108th has the opportunity to pursue acquisition of the KC-X mission – the next generation of tankers. (See Appendix A for complete briefing paper)

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Steps for Achievement

- *Monitor the Tanker changes recommended by the BRAC commission and the effects on the 108th Refueling Wing.*
- *Lobby the Congressional Delegation for assistance obtaining the KC-X mission for the 18th Refueling Wing.*
- *Utilize the Rhoads Group to lobby other groups and agencies who are influential in obtaining the KC-X mission.*

• **F-16s at the 177th Fighter Wing**

The BRAC commission originally recommended that the F-16s at the 177th be retired and replaced by 2 wings of F-15s. This recommendation was changed after the National Guard Bureau challenged the commission's recommendations. As a result the 177th maintained their single wing and received supplementary F-16s. The BRAC commission's recommendations should continue to be monitored.

Steps for Achievement

- *Monitor the F-16 changes recommended by the BRAC commission and the effects on the 177th Fighter Wing.*
- *Lobby the Congressional Delegation for assistance obtaining F-15's for the 177th Fighter Wing.*
- *Utilize the Rhoads Group to lobby other groups and agencies who are influential in obtaining F-15's for the 177th Fighter Wing.*

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OFFICE OF VETERANS AFFAIRS

First 100 Days

• **Job Placement**

Formal implementation and support of the ‘Helmets to Hardhats’ program in partnership with the Building and Construction Trade Unions to assist New Jersey residents returning from active duty with job placement.

Steps for Achievement

- *Sign the Executive Order which formally initiates the ‘Helmets to Hardhats’ program.*

• **WWII Memorial**

World War II remains the only major military action that does have a monument in New Jersey. The State of NJ has designated \$ 2 million for construction of a WWII monument. The WWII needs to raise \$ 4 million from other sources to bring the project to fruition. Time is of the essence due to the high mortality rate among WWII veterans.

Steps for Achievement

- *Create a Corporate Board to raise funds for construction of the WWII memorial. Challenge the board to achieve their monetary goals within one year of formation.*

First 200 Days

• **Veterans Legislation**

The purpose of the proposed bill is to recognize veterans under the same guidelines as the Federal Government with respect to civil service jobs. The “Vet is a Vet” should also serve to incorporate all veterans who participated in the “War on Terrorism” as eligible for veterans status. Note: This version of the legislation does not include the property tax rebate which has a serious economic impact on the State.

Steps for Achievement

- *Support the “Vet is a Vet” bill, which is to be introduced again in the new session.*

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- **Veterans Affairs Website**

Explore the development of a webpage dedicated to veterans returning from active deployments in the “War on Terrorism.” The purpose of the site would be to assist these veterans with their specialized needs and those of their families.

Step for achievement

- *Direct DMAVA to establish the website and link it to the overall web site of the Department*

- **Women Support Services**

As the number of women veterans increases with time, it becomes increasingly important to ensure that New Jersey’s Office of Veterans Affairs addresses the needs of women (i) to ensure women veterans have access to VA benefits & services; (ii) to ensure that VA health care and benefits programs are responsive to the gender-specific needs of women veterans and (iii) to perform outreach to improve women veterans awareness of VA services, benefits and eligibility. Note: This initiative has an economic impact of \$5000.

Step for achievement

- *Support the legislative proposal to re-establish the Commission on Women Veterans.*

- **Veterans Administration – Federal Budgetary Funding**

Continue efforts as the champion/advocate for New Jersey veterans whose interests are impacted by federal budgetary decisions.

Step for Achievement

- *Commence development of relationships with other governors around the issues of monitoring the federal government’s veteran’s budgetary decisions.*
- *Lobby the Congressional Delegation and National Governors Association to ensure that this remains a high priority issue.*

- **Veterans Information Outreach - WWII Veterans Claims Awareness**

Many of New Jersey’s WWII and Korean War veterans are not receiving the maximum benefits to which they are entitled as a result of a lack of information and outreach. The positive economic impact of a successful effort in this area could result in millions of additional dollars in VA benefits being paid to New Jersey’s veterans and therefore added to our economy.

Steps for Achievement

- *Conduct a study in the Office of Veterans Affairs to determine ways to expand and enhance outreach and information programs.*

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- **Veterans Information Outreach - State Identification of Veterans Initiative**
There is no comprehensive listing of all veterans in New Jersey. Explore possible methods (i.e., “checkbox” on Department of Motor Vehicles application) to identify veterans on a statewide basis in order to provide programming and services to all eligible veterans.

Steps for Achievement

- *In consultation with the Motor Vehicle Commission determine the feasibility of implementing a checkbox on MVC renewal documents and provide the information gathered to DMAVA for developing a statewide Veterans Database.*

- **Post Traumatic Stress Disorder (PTSD)**

Continue the commitment to providing PTSD programs and services to veterans

Steps for Achievement

- *Examine and assess the current counseling needs with special attention to demobilizing troops.*
- *Continue to provide the additional funding that was allocated in 2005 which implemented the 24/7 Hotline at UMDNJ.*
- *Wherever and whenever possible coordinate with existing Federal and State resources for counseling, such as the VA, State Health Care organizations, veterans organizations, Chaplain Corp., public health institutions, and private sector voluntary counseling programs.*
- *Lobby the Congressional Delegation and National Governor’s Conference to focus on the growing PTSD problem.*

Long Term Issues

- **Veterans Legislation - Monitor Federal Legislation**

As the federal government continues to balance its defense budget and make decisions that may detrimentally affect the states’ veterans funding, close monitoring will be required over the long term. Some specific issues to monitor:

South Jersey Health Care: Monitor legislation concerning proposed development of new veteran’s health facility in southern New Jersey.

Satellite Clinic Services: Monitor need for satellite health clinic services.

Steps for Achievement

- *Ensure continuous close monitoring of these issues in conjunction with the Congressional Delegation.*

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- **Veterans Information Outreach**

In order to enhance the overall outreach of the department, expansion of the existing programs should be studied.

Steps for Achievement

- *Conduct a study concerning the feasibility of:*
 - a. establishing a 24/7 Information Line.*
 - b. maximizing the use of the monthly Veterans Newsletter.*
 - c. developing Veterans Information Centers at existing installations.*

- **Home Health Care**

This issue has been raised by the various Veterans groups.

Steps for Achievement

- *Explore the possibility of providing home health care services and the economic impact of those services.*

- **Veterans Transportation**

The existing program provides funding by County, and there are various systems in place in the various locations. In the last fiscal year, at least two counties sought and obtained special grants from the legislature for additional funding to compensate for the use of their systems by Veterans.

Steps for Achievement

- *Conduct an analysis of the various transportation programs in each county to ensure the most economical and efficient use of resources is being employed.*

Capital Improvements

Long Term Issues

- **BG Doyle Memorial Cemetery**

The State operated Veterans Cemetery is in need of repair work on the roadway paving and drainage.

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Respectfully submitted by:

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Steve Mannion, Attorney, US Coast Guard Reserve
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Bob Giordano, Military Consultant/Private Contractor
Colonel Dean Chang, Reserve Intelligence Officer
Steve Brozak, Gulf War I Veteran
Bill Squires, Security Consultant, USNA Blue & Gold Officer - Retired
Naval Captain Carmine Spinelli
Vito Morgano, former Adjutant General of NJ Juan Laboy 24 years in the military (10
with the Marines and 14 with the Army

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Appendices

- A. KC-X Tanker Initiative
- B. Naval Militia Minority Report
- C. Mobility in the state of an Emergency

Appendix A

LEADING THE FIGHT: Why the KC-X should be based at New Jersey's 108th Air Refueling Wing

Strategic Military Value, Combat Proven Track Record and Excellent Partnership Opportunities

The men and women of the 108th Air Refueling Wing are proud to be a part of the Total Force and are dedicated to supporting Air Mobility Command's air refueling mission. Eagerly anticipating conversion to the KC-135R model in mid-2008, the unit is focused on maintaining its premier Air Refueling Wing status; although airframes may continuously change, the 108th is poised to lead the Global Reach for America by pioneering the next generation of tankers. Honored with a long and distinguished combat record including significant contributions to the Global War on Terror, the 108th is strategically located at McGuire Air Force Base, one of the nation's first mega-bases and host to a plethora of unique joint and associate opportunities. This proposal will outline the multitude of positive factors that make basing the KC-X at New Jersey's 108th Air Refueling in an active associate partnership the obvious choice for increasing Air Mobility Command's Global Mobility and for the defense of the nation.

McGuire AFB, the Original Mega-Base



McGuire Air Force Base is located in Burlington County, New Jersey, nestled within the Philadelphia, Atlantic City, and New York City metropolises. Home to the 21st Expeditionary Mobility Task Force, the 305th Air Mobility Wing, the 514th Air Mobility Wing (AFRC) and the 108th Air Refueling Wing (ANG), the base is named in honor of the late Major Thomas B. McGuire Jr., the second leading air ace in World War II before being killed in action in January 1945. The McGuire AFB complex is the first "mega-base," incorporating the adjacent Fort Dix and Lakehurst Naval Air Engineering Station, and yielding tremendous operational and training opportunities. The surrounding areas are predominantly agricultural, low-density residential and more than 50 percent of Burlington County is in the New Jersey Pinelands National Reserve, a million acres of primarily undeveloped forest; therefore, the site is ideally located for tactical employment training, one of Air Mobility Command's highest priorities.

Executive Summary

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- ✓ The 108th is co-located with the active duty 305th Air Mobility Wing (AMW) and the Air Force Reserve 514th AMW on the McGuire/Fort Dix/Lakehurst mega-base yielding tremendous operational and training synergies.
- ✓ The 108th is uniquely situated for homeland defense within 30 minutes of Boston, New York City, and Washington, D.C., as well as all east coast major population, industrial and political centers, and frequently supports POTUS Combat Air Patrol (CAP) missions.
- ✓ The 108th has had \$70 million in construction to create a premier tanker base with the most advanced infrastructure and fueling system of all tanker units. It is the only ANG unit with bulk fuel deliveries to the fuel farm via secure pipeline.
- ✓ The 108th has an outstanding track record of pioneering aircraft and missions. Consisting of a highly qualified, combat-proven force, the unit is currently manned at 93.5% for 16 PAA.
- ✓ The 108th is aggressively pursuing Total Force integration/partnership opportunities in both the classic and active associate realms and is a clear choice for basing the KC-X in addition to providing vital robust capabilities to one of Air Mobility Command's key power projection bases and the adjacent Air Mobility Warfare Center (AMWC).

Strategic Military Value



The 108th is perfectly sited to support homeland defense, airbridge operations to refuel fighter, cargo and transport missions across the Atlantic to Europe, North Africa, the Middle East and Southwest Asia as well as strategic missions under the revised OPLAN 8044. The 108th is 10% closer to Northeast Tanker Task Force (NETTF) and Operation NOBLE EAGLE (ONE) Combat Air Patrols (CAP) tracks than all other participating units. This proximity resulted in 25% savings from budgeted flight time for the 108th ARW. In the global mobility arena, the mega-base is home to an active AMC wing and is the leading reserve component force projection platform for overseas deployments since 2001. On the home front, the 108th ARW is excellently sited to support aircraft based at locations that concentrate heavily on initial or upgrade training for aviators: the KC-10's and C-17s at McGuire AFB, the C-5s at Westover and Dover, and C-17s from Charleston. Additionally, the Mid-Atlantic location of the 108th ARW relieves it from most of the region's severe winter weather, permitting the NJANG to complete missions when other tankers cannot.

HOMELAND DEFENSE

The 108th ARW is strategically located within 30 minutes flying time to Boston, New York City, and Washington DC and is close to all east coast major population, industrial and political centers. Considering its centralized location, the 108th is heavily tasked for

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Northeast ONE missions along the Atlantic seaboard and is frequently called to support POTUS CAP over the mid-Atlantic region. The 108th has become TACC's "go-to" team to cover short-notice ONE CAP due to their ability to respond quickly when other tanker units cannot. Currently there are 11 KC-135 units operating within one flying hour of McGuire AFB. With the upcoming improved performance capabilities of the KC-135R, the 108th ARW would rank in the top 25 percent for mission efficiencies of all tanker units within this region while being the only KC-135 tanker wing in the northeast US located on a military installation.

With the exception of Andrews-based KC-135s, the 108th ARW is the closest location for supporting Homeland Defense missions for the nation's capitol. Such missions range from operational flying to manning a 24/7 alert force capable of launching within 30 minutes to provide aerial refueling support for combat air patrol (CAP) aircraft. In the 2001-2002 timeframe with one squadron deployed, the 108th aircrews flew over 2,300 hours on 540 sorties offloading over 11 million pounds of fuel to fighter and AWACs aircraft in addition to holding three ALPHA alert lines and flying two Combat refuelings per day. The centralized location of the wing combined with the improved capabilities of the KC-135R will reinforce the 108th as the premier Homeland Defense refueling asset on the East coast.

NORTHEAST TANKER TASK FORCE

In addition to homeland defense, the 108th Air Refueling Wing is the center of gravity of the Northeast Tanker Task Force (NETTF), providing aerial refueling in support of the Global War on Terror. Formed by contributions from five Air National Guard tanker wings and one Air Force Reserve wing, based at McGuire AFB (NJ), Pease ANGB (NH), Bangor International Airport (IAP) (ME), Niagara Falls Air Reserve Stations (NY), and Pittsburgh IAP (PA), the 108th currently provides 15% of all the NETTF fuel offloaded. During its time in the NETTF, the 108th ARW has attained an exceptional mission reliability rate in the past 12 months of 96% in the historically less capable E model of the KC-135. The wing enjoys the best NETTF mission efficiency rate per sortie (3.2 hours / sortie) for KC-135E aircraft, resulting in 25% greater than planned fuel offloads. This record of excellence has resulted in the 108th being tasked 30% more per alert line than the Air Force Reserve KC-10's for NETTF missions.

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WORLD CLASS FACILITIES

The air refueling mission-specific facilities developed for the 108th at McGuire AFB to house an oversized tanker wing were designed to support as many as 20 tanker aircraft with the most modern fueling system of all ANG tanker units. The 108th is the only ANG unit to receive its bulk fuel deliveries to its “fuel farm” via secure underground pipeline. Fuel is delivered to other bases by 5000-gallon tank tractor-trailers that can be significantly impacted by weather, truck availability, and traffic concerns (on civilian highways and onto the airport). Since each NETTF sortie requires approximately four tractor-trailer deliveries, other bases can quickly get overwhelmed during surge operations. Furthermore, each of those tractor-trailer tanks driven over the road represents both an environmental risk as well as an anti-terrorist/force protection risk to every community it passes through enroute to the base fuel farm as well as to the airbase itself. Bulk fuel delivery via secure underground pipeline is the model in efficiency, safety, and security and most easily accommodates surge operations.

Combat Proven Track Record



The 108th Air Refueling Wing is a combat proven force with over 1,900 sorties and 9,800 flying hours supporting Operations NOBLE EAGLE, ENDURING FREEDOM and IRAQI FREEDOM. The unit has mobilized four times in the last five years and was recently the “first ever” ANG tanker unit deployed under an ACC Expeditionary Wing with high success. The work force is highly skilled with 53% of the maintainers being 7-level or higher; 43% of the pilots and 35% of the boom operators being instructors; with the average aircraft commander having over 3,800 flying hours and 28 pilots currently type-rated in the modern Boeing series 767/757 aircraft with an average of 1,600 flying hours. These factors in addition to superior leadership have resulted in the 108th obtaining a ten year mission effectiveness rate of 98.2%.

PROUD HISTORY

The 108th traces its heritage back to 1917 with much of its history focused in the fighter realm. Honored as a World War I Aero Squadron, the 108th Tactical Fighter Wing participated in World War II combat with P-47D *Thunderbolts* flying patrol and reconnaissance missions in the South Pacific. The first post-war New Jersey Air National Guard unit was organized in 1946 and only four years later the 108th Fighter Wing, based at Newark Airport, N.J., received Federal recognition. Historically New Jersey had long been enamored with its fighter units and “Aces” - - 34 of the latter to date - - two of whom subsequently commanded the 108th Fighter Wing. In 1961, the unit was called for the Berlin Crisis and immediately transferred overseas. During this time, the 108th spearheaded Operation STAIR STEP, then the largest trans-Atlantic deployment of jet fighters in history. All units that followed subsequently adopted the technique; however, its proudest Berlin Crisis achievement came shortly after it arrived at Chaumont Air Base, Haute-Marne, France. Of all the Guard and Reserve fighter units activated, the 108th was the first of only two units declared combat-ready upon arrival by U.S. Air Forces-Europe inspectors.

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Within two years of the unit's return to New Jersey, the unit set another precedent. In 1964, the 108th was the first Air Guard unit to fly "twice the speed-of-sound" after it traded its F-84E *Thunderstreak* for the F-105B *Thunderchief*. By the fall of 1985, the unit made another conversion to the F-4E *Phantom II* and was declared the best Air National Guard flying unit by the coveted Spaatz Trophy. As the Cold War came to an end, so did the 108th's history as a fighter wing when it converted from the *Phantom* to the KC-135E *Stratotanker*, and subsequently consolidated with the 170th Air Refueling Group. From two of the best Air National Guard units, the largest ANG "Super Tanker Wing" is ready to accept any mission that it is tasked with.

Whether assigned fighter, airlift, or air refueling missions, the Wing and its subordinate flying units, the 141st and 150th Air Refueling Squadrons, have established rich histories of their own in each endeavor. For example, in 1991 the 170th ARG was the first air-refueling unit in the nation to launch tankers to establish the now-famous U.S.-Saudi Arabia "air-bridge" during Operation DESERT SHIELD/DESERT STORM. The group also provided urgently needed medical support and security police personnel to U.S. air bases to assist active duty personnel there or serve as "fill-in" for those already rushed to the combat theater. Less than a year after the consolidation, the unit participated in Operations PROVIDE HOPE, PROVIDE PROMISE, DENY FLIGHT, NORTHERN WATCH, SOUTHERN WATCH and ALLIED FORCE.

Shortly after the September 11, 2001 terrorist attacks, the unit deployed over 580 personnel to Oman in support of Operation ENDURING FREEDOM in Southwest Asia and over 50 personnel for Operation NOBLE EAGLE within the United States. During this period, the wing flew 20% of all ANG tanker missions and 4% of all ANG flying hours. For its efforts in 2001, the 108 ARW was selected as the best Air National Guard unit within the 21st Air Force for 2001 and was awarded the General Malcolm B. Armstrong Trophy. Most recently, the unit came to aid of several hurricane-ravaged states under Joint Task Force KATRINA delivering over 271,000 gallons of essential water in the first 8 days of operations. The 108th has continued to provide support for the state and nation without hesitation, partial mobilizing in support of Operations ENDURING FREEDOM, IRAQI FREEDOM and the continuing of missions for NOBLE EAGLE.

KEY STRATCOM PARTICIPATION

The 108th ARW has over 20 years of experience providing air refueling support for America's strategic nuclear deterrence under OPLAN 8044. On September 11, 2001 the wing stood up three aircraft supporting the United States Strategic Command (USSTRATCOM) at the direction of the President. The wing passed AMC Inspector General Operational Readiness Inspections in 1996 and 2002 and the wing's aircrews achieved perfect Emergency Action Procedures scores in 1996, 2002, and 2003. During USSTRATCOM Exercise GLOBAL LIGHTNING '05 the 108th attained the highest participation and execution rate of any Air National Guard unit. The wing and its members are acknowledged mentors to all other ANG units in their preparation for inspections, deployments, and exercises.

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OUTSTANDING SAFETY RECORD

The 108th Air Refueling Wing recently distinguished itself by winning the 2004 Major General Pesch Flight Safety Trophy for the top two Air National Guard Units in flying safety. During the award period, the 108th executed 6,625 mishap-free flying hours supporting Operations NOBLE EAGLE, ENDURING FREEDOM, IRAQI FREEDOM and JOINT FORGE in addition to normal mission ready training and exercises. The 150th Air Refueling Squadron recently completed its forty-eighth year of mishap-free flying, and the 141st, an impressive eighteen years without a class A or B accident. A strong safety culture in the wing has allowed the members of the 108th team to accumulate over 221,000 accident-free hours between the assigned flying units.

STRENGTH AND RECRUITING

The 108th is currently manned at approximately 93.7% for a 16 PAA unit structure. The anticipated conversion of the 108th ARW from its existing 16 PAA structure to an 8 or 12 PAA organization structure would result in immediate 100% manning with experienced qualified maintainers and aircrews. With new recruiting tactics and emphasis in place, the 108th will continue to recruit the finest personnel available for any future mission.

BENCHMARK IN TACTICS

The 108th ARW is ideally located for Tactical Employment Training due to its close proximity to the coastline allowing access to Warning Areas 105 and 107 in less than 25 minutes. Entire sorties, including air refueling and tactical employment maneuvers, can be flown under Visual Flight Rules (VFR) with minimal assistance of Air Traffic Control. The 108th Tactical Arrival and Departure letter of agreement with McGuire AFB ATC was the first such document approved by the Air National Guard for KC-135 aircraft; this program was declared an Outstanding Program by AMC's Aircrew Standardization and Evaluation (ASEV) team. Additionally, the adjacency of the 108th ARW with the Air Mobility Warfare Center (AMWC) permits frequent interaction. Although seeking greater involvement with the AMWC, the 108th currently serves as the Air National Guard liaison to the Center for KC-135 and potentially KC-X issues. This relationship permits the 108th to participate in Mobility Air Forces Tactics Review Boards and Tactics Analysis Conferences.

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Multiple Partnership Opportunities



As previously mentioned, basing at McGuire AFB provides endless opportunities for joint training and both active and classical associate mission execution with the active duty 305th Air Mobility Wing, the 621st Contingency Response Wing and the Reserve 514th Air Mobility Wing. The 108th ARW's mid-Atlantic location, in close proximity to superior training airspace and ranges, permits excellent support to concentrations of initial or upgrade aviator training in KC-10, C-17 and C-5 airframes with simultaneous training value to the 108th aircrews; furthermore, the close proximity to the Air Mobility Warfare Center and highly skilled personnel makes the 108th an excellent source for providing a part-time force for flying and personnel requirements.

KC-X ACTIVE ASSOCIATION

By basing the KC-X at the 108th Air Refueling Wing, the required infrastructure and command chain are in place from day one. In partnership with active duty forces, the 108th is proposing an active association with the same anticipated aircraft crew and mission ratios as recently presented by the Air Force. Current published guidance for KC-X lists a 3.0 crew ratio with a 2 / 1 Active Duty to Reserve Component mix which will be prioritized in both mission support and aircraft availability to the active duty component. Utilizing the 108th's experienced aircrew and maintenance force as a complement to active duty forces is an excellent force multiplier while fostering a positive Air National Guard mission easily recruited to.

AIR MOBILITY WARFARE CENTER

Expanding on its already developed Tactics relationship, the New Jersey Air National Guard would be pleased to develop a number of unique partnerships with the Air Mobility Warfare Center. Providing robust capabilities to the Center on an as-needed basis would provide traditional Guardsmen and women outstanding opportunities in expanding their knowledge base and employment choices. More information is desired on this developing mission.

WEAPONS INSTRUCTOR COURSE

As part of the upcoming conversion to KC-135R and future KC-X weapons systems, the 108th is looking to provide aircraft support for the Weapons Instructor Course (WIC) students and faculty at the Air Mobility Warfare Center. Currently, the USAF Mobility Weapons School is headquartered at Fort Dix; however, the flying organizations are situated at Little Rock AFB, Arkansas (C-130), Fairchild AFB, Washington (KC-135) and McGuire AFB, New Jersey (C-17). With the expected conversion of the 108th ARW in mid-2008 with unit equipped KC-135Rs (and possible follow-on KC-X), clear advantages exist in consolidating all AMC weapons systems training at the AMWC. The 108th proposes to support the AMWC WIC with four additional KC-135R's from Air Mobility Command (or source to be determined). Furthermore, the 108th can provide qualified instructors along with the maintainers and its existing infrastructure and operations facilities would create a seamless operation. Additionally, the 108th ARW already has a KC-135R simulator in its future base

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master plan, a key element identified by the Mobility Weapons School as essential in training crews.

DEVELOPING JOINT RELATIONSHIPS

The 108th Air Refueling Wing has already developed positive relationships with the Active Duty components on the base through mutual training requirements in tanker and receiver aerial refueling and the Air Mobility Warfare Center. With the development of the Colonel (Dr) Aldo Baldi Clinic, a strong bond with the Air Force Reserve 514th Air Mobility Wing has been cemented in the building's completion. Other potential avenues for increasing sharing efficiencies and cross flow include the upcoming Northeast Region II FEMA Red Horse Squadron and participation with the developing 621st Contingency Response Wing. In future years, advances within the Mega-base concept will provide additional relationships with the Army, Navy and impending Marine Units from the Willow Grove area and the 108th will continue to provide full support to the Total Force Concept.

Summary



With a strong track record and an ideal location, the 108th Air Refueling Wing is strategically located, combat proven and actively exploring partnership opportunities to provide Global Reach for America through the 21st century.

Taking a clear look at the numerous positive factors detailed here makes basing the KC-X at New Jersey's 108th Air Refueling the obvious choice for increasing Air Mobility Command's Global Mobility and for the defense of the nation.

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Appendix B

To: Committee Chairs Paul Gafney, Ben Choi, and Elisa Westfield
From: Steve Mannion
Re: Minority Report Attachment
Date: 07 January 2006

Kindly accept this memorandum memorializing the minority view regarding the motion that the Military and Veterans Affairs Policy Transition Committee recommend that Governor-Elect Jon Corzine open enrollment to the N.J. Naval Militia (NJNM) component of the State Military to drilling U.S. Navy, Coast Guard, and Marine Corps reservists (collectively "Naval Reservists") within the first 100 days of his administration.

Recruitment and retention of Naval Reservists for the NJNM should not be any less of a homeland security priority than for soldiers of the N.J. Army National Guard (NJARNG). Enrollment of Naval Reservists has not in the past and will not alone require additional appropriations for DMAVA. Accessions were re-opened for a brief period after 9-11 and the component grew to platoon strength before enrollments were suspended in March 2002. More than 50% of the members have since resigned for reasons detailed in the Naval Militia Foundation Report, dated 29 August 2005. While only twenty Naval Reservists remain, interest from other drilling Naval Reservists remains very high.

We have been advised that the NJARNG is far below its authorized strength and that retention losses due to OCONUS deployments may be 25%. We have been further advised that equipment fill issues attributable to overseas commitments will further negatively impact morale, recruitment, retention, and the training of such soldiers.

Manpower losses to the State Military attributable to the NJARNG would certainly be mitigated by the recruitment and retention of Naval Reservists. Like their NJARNG counterparts, Naval Reservists are federally recognized members of the U.S. Armed Forces, but they may only be called upon by the Governor for state service if concurrently enrolled as members of the N.J. Naval Militia.

The 05 April 2005 DMAVA Committee Report recommended supporting this program. Congress has also long encouraged such programs. 140 Cong. Rec. S76-01. Reputable federal studies of State Guards and State Naval Militias have also endorsed these programs. See State Defense Forces and Homeland Security, Parameters (Winter 2003-2004) by LTC Arthur N. Tulak, USA; LCDR Robert W. Kraft, USN; and MAJ Donley Silbaugh, USAF. See also State Defense Forces, an Untapped Homeland Defense Asset, by LTC Brent C. Bankus, PAARNG, assigned as the Senior National Guard Advisor to the Director, Strategic Studies Institute.

Therefore, an additional delay is respectfully unwarranted and will continue to deprive the Governor of this capability until the resource is fully developed. Accordingly the Governor should not hesitate to fill and maintain a roster of eligible sailors and Marines within the forces under his command who are ready, willing, and able to respond to the next man-made or natural disaster impacting the State of New Jersey.

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Appendix C

Mobility Needs In The Event of a State Emergency

Situation: The NJ National Guard is now woefully short of vehicles and other essential equipment due to the recent deployment of its units to Iraq. The most crucial shortage right now is vehicles. Guard units now have only 30% of their allotted vehicles and those are in poor to fair condition due to wear and age.

In the event of a state of emergency that requires call-up of NJ National Guard troops, the ability to augment civil agencies would be severely limited due to lack of mobility. Troops would be stranded at armories or other mobilization sites with no way to get where they are needed.

Need: The governor needs to have temporary access to vehicles and other essential equipment to enable NJ National Guard troops to help prevent and/or alleviate an emergency in the state.

Suggested Solution: The recommendation is that the Governor complete an agreement with Department of Defense that gives the state access to government vehicles (and possibly other emergency equipment and supplies), which is located at Federal installations throughout the state for 30 days.

It is crucial that the Governor has the right to unilaterally exercise this agreement and that local military commanders are compelled to comply with the Governor's request at the moment a state emergency is declared. Otherwise the agreement would not be enforceable.

The military may object to such an agreement, saying they need to retain certain amounts of equipment to accomplish their mission. In that event, the Governor may want to negotiate a percentage of Federal equipment that is available to the state under this agreement.

No Precedent: There may be no precedent for such an agreement. The Governor may want to introduce this concept to other Governors, thereby creating leverage through combined efforts, since it may be a new concept.

Why Now? Last summer's hurricanes in Florida and along the Gulf Coast demonstrated that in a country the size of the U.S. it is virtually impossible for Federal agencies to react instantaneously. State and local governments must be able to react quickly and effectively to meet emergencies within their jurisdictions. Until the NJ National Guard is re-equipped with the vehicles it needs to fulfill its mission, the state of New Jersey is vulnerable and must be able to draw on resources located within its borders until help from Federal agencies can arrive.

An agreement needs to be in place before an emergency, in the event resources are needed. Waiting until an emergency occurs will waste precious time, endanger lives and increase losses when immediate action is needed.

Influenza Pandemic Scenario:

- A pandemic flu is inevitable.
- New Jersey will be struck disproportionately harder than other parts of the U.S.

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If the flu pandemic strikes, New Jersey will be on its own to provide for the people in our state. A nationwide pandemic could be equivalent to a Hurricane Katrina, occurring in all 50 states simultaneously. The federal government will be overwhelmed by its enormity. There also is a chance that a flu pandemic doesn't strike, so it is important not to put too many resources into this eventuality prematurely.

Prospects For A Pandemic

The World Health Organizations states "it is not a matter of if a pandemic flu will strike; it is a matter of when."

Even the most conservative estimates of the impact of a pandemic flu would result in tremendous suffering and significant economic impact throughout the U.S.

The Congressional Budget Office estimates U.S. impact at 1 million dead, 90 million sick and economic impact of \$600 billion. 1 million deaths, is close the number of all the U.S. killed and wounded in the four years of World War II.

A May 2005 issue of the New England Journal of Medicine reported, "there could be 1.7 million deaths in the United States and 180 million to 360 million deaths globally."¹

What Is Pandemic Flu

Flu is a contagious respiratory illness caused by a virus. Every year in the United States an average of 5% to 20% of the population gets ordinary, seasonal flu, more than 200,000 people are hospitalized from flu complications and 36,000 people die.²

Pandemic flu is a strain of flu virus that has mutated so that humans have no resistance against it. Infection rates are quite high, in the 35% range, larger numbers of people get very sick and die.

Statistically, pandemic flu strikes about every thirty years. The Spanish Influenza of 1918 was the largest pandemic of the 20th Century. It is estimated to have killed as many as 100 million people worldwide in less than a year.³

¹ Preparing for the Next Pandemic, New England Journal of Medicine, Volume 352, Number 18, May 5, 2005

² Centers for Disease Control and Prevention -- <http://www.cdc.gov/flu/keyfacts.htm>

³ Preparing for the Next Pandemic, New England Journal of Medicine Volume 352, Number 18, May 5, 2005 – <http://content.nejm.org/cgi/content/full/352/18/1839>

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Pandemic Flu Threat

If an influenza pandemic similar to 1918 were to strike the world today, even taking into account advances in medicine since then, “unparalleled tolls of illness and death would be expected.”⁴ Such an outbreak would overwhelm healthcare systems, cause strain on economies, disrupt social order and hobble business.

Providing essential services, such as police, fire and sanitation, will be a major problem.

Everyday hospital supplies like hypodermic syringes, anti-infective agents, face masks and other disposables will be in short supply. Other critical supplies, such as antibiotics to treat secondary infections, will be unavailable.

The lack of one critical item, mechanical ventilators, could cause thousands of people to suffocate and die. In the U.S., 75,000 to 80,000 ventilators are in use on any given day. During seasonal influenza, more than 100,000 are required.⁵ Hospitals have limited supplies of spare ventilators and the time lag between order and delivery such that the pandemic might be over before the needed equipment could be delivered.

The U.S. Is Vulnerable

Five defenses against flu are available to the medical community:

- **Contain the outbreak** at its source or restrict it to pockets. Given the quick spread of pandemic viruses and the mobility of our populations, this defense is doomed.
- **Vaccine** production capacity is so low today that we will have little protection from the virus spread.
- **Antiviral Drugs** like Tamiflu and Relenza are also unavailable in quantities needed to meet the threat.
- **Antibiotics** can treat secondary bacterial infections. However, in the case of a severe flu pandemic, access to healthcare and drugs may be severely limited.
- **Drugs** that moderate the body’s over-reaction to a virus infection exist in the theoretical stage and need to be explored for development.

Pandemic Flu Threat To New Jersey

New Jersey’s dense population puts us at greater risk than the U.S.

⁴ Ibid

⁵ Preparing for the Next Pandemic, New England Journal of Medicine Volume 352, Number 18, May 5, 2005 – <http://content.nejm.org/cgi/content/full/352/18/1839>

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New Jersey has approximately 8 million residents, or 3% of the U.S. population. New Jersey is 13 times more densely populated than the entire U.S. 10 of New Jersey's 21 counties have population densities greater than 1,000 per square mile.

Age Distribution of New Jersey's population puts us at greater risk

31.2% of New Jersey's population is between the ages of 20 and 34 years of age, the ages that were among the hardest hit by the flu in 918.

