FIGHTER COUNTRY FOUNDATION
LUKE FORWARD –
TO SERVE THOSE WHO SERVE US
Airmen are a stoic bunch, Luke Airmen especially so, as they are the leading edge of 21st-century fighter aviation. They willingly sacrifice what many of us take for granted in support of that mission, and so do their families.

I am proud to be a part of Fighter Country Foundation’s campaign to improve facilities and support programs for the Airmen and all the service branches of the Luke Air Force Base community.

Phil Breedlove
Honorary Chair
Luke Forward Campaign
LUKE AIR FORCE BASE

Luke Air Force Base is the largest fighter wing in the United States Air Force. Since its founding in 1941, Luke has trained more than 61,000 pilots. Today it produces the world’s top fighter pilots. It is home to the 56th Fighter Wing, the largest active duty F-16 training base in the world, and the site of the next generation of fighter jets, the F-35 Lightning II. More than 400 fighter pilots graduate from Luke annually. The 56th also trains more than 550 maintenance technicians each year. In addition, Luke Air Force Base trains fighter pilots from Norway, Italy, Taiwan, Singapore, and Australia. Over the next five years, the number of F-35s at Luke will increase from 61 to 144, with a commensurate increase in pilots, support crew and families.

Luke is home to Army, Navy, Marine and Air National Guard tenant units. The base population is approximately 6,000 military members and growing, plus 15,000 family members. With about 1,200 civilian workers at Luke and 80,000 military retirees in the surrounding communities, the base serves a population of over 100,000. Luke Air Force Base’s annual economic impact in Arizona is $2.4 billion and growing. In addition, Luke personnel volunteer over 100,000 hours in the surrounding communities. Luke is and will continue to be a major economic engine and community asset.
Business and community leaders in Maricopa County founded Fighter Country Partnership (1993) and Fighter Country Foundation (2006) to support the men, women and families of Luke Air Force Base. We believe that quality of life for the Luke community is vital to the success of Luke's ongoing mission. In addition to community advocacy, Fighter Country supports the base community through programs in Health and Human Services, Culture and Tradition, and Mission Sustainability. Fighter Country Partnership played a pivotal role in the effort to retain Luke Air Force Base during difficult economic times. Fighter Country is certainly one of, if not the most successful military base community support organization in the United States.

Our duty is to address quality-of-life issues for servicemen and women committing their lives in defense of our freedom.
THE LUKE FORWARD CAMPAIGN

THE COMMUNITY Responds.

In 2015, with the advice and recommendations of community leaders, the Fighter Country Partnership/Foundation Board of Directors made plans to launch the $5.82* million Luke Forward capital campaign to support the Airmen, their families and all the armed forces who serve at Luke Air Force Base. The projects funded by this campaign will dramatically impact the lives and morale of our servicemen and women, and demonstrate in a concrete way that we value those who are committed to protect us.

*Includes fundraising costs, pledge shrinkage allowance and indirect cost contingencies.

We believe that now is the time to engage the entire philanthropic community in support of our military and their families at Luke.
WHY IS THIS OUR RESPONSIBILITY?

Since 2010, the Department of Defense budget has steadily declined. Sequestration, passed by Congress and effective through 2021, will cut the DOD budget between 8 and 10 percent per year automatically. As a result, any project not deemed “mission critical” will not be funded. For Luke Air Force Base, that means aircraft, fuel, maintenance, training, and direct supplies are funded. Many ancillary programs, services and facilities are not.

When the renovation of the 1970s era Luke Fire House #1 was consistently declined as not being “mission critical,” Fighter Country stepped in, and with community support, raised $380,000 to fund the renovation. It opened in January 2016, and became the first of several base projects to be funded by private philanthropy.

Private support for municipal, government or public projects is not unusual or new. In the 18th century, fire stations, libraries and other government spaces were funded with private dollars. Andrew Carnegie built almost 1,700 public libraries in the US and Puerto Rico between 1889 and 1929. Grand Canyon National Park, although federally staffed and managed, has benefitted from private philanthropy for its operations and facilities going back to 1932. Continuing trail maintenance, wheelchair-accessible trails, renovation of the Kolb studios, and the reintroduction and habitat preservation of California condors were all funded with support from private donors to the Grand Canyon Association.

Today across America, state universities and community colleges, parks, ball fields, museums, state, county and city hospital systems, even the National Centers for Disease Control depend on private philanthropy to make the leap from good to great, or in many cases, to maintain status quo.
HONOR GUARD HEADQUARTERS

The Honor Guard is Luke Air Force Base’s most visible presence in the community. The Guard is comprised of volunteers who, in addition to their regular duties, respond to honor calls from within a 52,000-square-mile area from Page to Yuma, and from Parker to Globe.

On average, the Guard schedules 60 details a month and performs about 690 funerals and 350 color guard ceremonies, retirements, weddings, and more annually.

They are housed in an old dormitory building with two other tenants.

Unlike most Air Force installations, Luke’s Honor Guard does not have its own dedicated space for training or storage. They drill and store equipment outside.

The Luke Forward campaign will fund a new 3,300-square-foot space for training, storage, and administration. It will also include an adjacent covered area for larger detail training and drill.

“We have two flights of 15 persons each. We are adding a third. Over the course of the year, we will have 100 plus volunteers. We cannot fit all members of the flight in one training room. Currently all training is conducted outside, regardless of weather conditions, because the facility’s size and layout does not allow for indoor training.”
AIRMAN LEADERSHIP SCHOOL  $770,000

The final step in becoming a non-commissioned officer, the Airman Leadership School (ALS) makes Airmen into supervisors, teaching courses in Air Force history, tradition, supervisory skills and team building. The Luke Air Force Base ALS is the Air Force’s third-largest, serving Air National Guard and Air Reserve from installations in Arizona, California, Louisiana and Florida. ALS’s current shared facility is not designed for its current use, and needs extensive remodeling to accommodate its current and projected enrollment.

The campaign will fund an additional bathroom, upgraded infrastructure, HVAC, plumbing and electrical, as well as reconfiguration to add capacity and better classroom visibility.

“Luke’s Airman Leadership School trains 350 students per year, 50 per class in seven 6-week classes. As it is an old building, roaches and rodents are a problem. CE (Civil Engineering) is here constantly fixing our toilets, faucets, floors and HVAC. Units are old (1950s) and parts are hard to come by. We plan on our air conditioning going out at least once every summer. We tough it out.”

DEK HOCKEY RINK  $570,000

In 2016, the Arizona Coyotes and the NHL Players Association, in partnership with Fighter Country and Luke Air Force Base, announced plans to build a shaded outdoor DEK hockey rink to enhance morale and squadron team spirit and provide family recreation. (Status: Funding secured and construction completed in April 2017).
CHILD DEVELOPMENT CENTER
$560,000

The CDC serves children from ages six weeks to five years, and is especially critical for families with a member deployed overseas. In addition to basic childcare, the Center serves 900 meals a day. Its kitchen equipment is nearly 40 years old and needs updating. The pantry is too small, especially as the base population grows. In addition, there are deferred maintenance issues that must be addressed.

“Nothing negatively affects a mission more than childcare gone bad.”

CLUB 56 CONFERENCE CENTER
$560,000

Club 56 is an important focal point of Luke AFB, and the home for special events, retirements, daily meals, meetings, conventions, and guests. Luke hosts hundreds of distinguished visitors and senior military leaders annually. The 1970s era facility is in desperate need of new floors and kitchen equipment upgrades.

FIGHTER COUNTRY PROGRAM SUPPORT
$500,000

Fighter Country Partnership provides funding of non-mission critical activities for Airmen and their families including Deployed Family Dinners, Autism Camps, Summer Camp Programs, Wellness Expos, Finance Expos, Air Shows, Air Force Ball, Annual Awards Programs, and a host of other programs, services and events to make their lives better. Significant staff, volunteer time, and resources will be required to successfully complete a major capital effort. To ensure that these programs continue at full strength during that time, the campaign will provide partial annual operating support for two years or until the campaign is complete, whichever comes first.
## SECURITY FORCES FACILITIES

In these times, base security is increasingly important for the 20,000 plus full-time Luke residents. All municipal police stations and military security forces have guard mount rooms, where each incoming shift gets its daily orders and updates from the shift commander before going on duty. These rooms have a meeting area, lockers, restroom facilities and are enclosed. Luke’s Security Forces have only a shade cover without walls.

Modest facilities will include a briefing area, lockers and locker rooms, and bathrooms to accommodate three daily shifts.

“I get used to starting my day hot. I have seen two Airmen fall out from heat during a 30-minute guard mount.”

## FIRE STATION

Luke’s Fire Station is the only Department of Defense fire facility that is a member of an Automatic Aide System; it serves not only the base community, but also a five-mile radius surrounding Luke Air Force Base. In 2014, Luke firefighters answered 332 off-base calls. Luke Fire House #1 has 15 years of accumulated deferred maintenance issues and needs immediate attention. (Status: Funding secured and construction completed in January 2016.)
A SALUTE TO HERITAGE  $360,000

The fighter pilot community will be the first to say that the best training takes place in the Heritage Rooms within the Fighter Squadrons. Luke’s Fighter Squadrons have a history that dates back to World War II. Heritage Rooms are the venue where veteran pilots share stories and techniques with the younger pilots. They are also where the culture of honor and duty are passed to the succeeding generations. Luke’s seven group Heritage Rooms are outdated and need significant renovations and improvements.

FLIGHT LINE KITCHEN  $250,000

The Flight Line Kitchen provides breakfast, lunch and dinner to three shifts of airmen year round. The kitchen serves 100 to 120 at lunch, and 80 to 100 at dinner. This small facility is no more than a hallway with a window. It lacks many kitchen basics. The facility needs an indoor dining area to provide relief during the hot summer months.

The campaign will fund an air-conditioned all-weather enclosure with a bathroom and wash station. (Status: Funding secured and construction to begin in early 2018.)

“On the flight line, we all wear steel-toed boots. It’s hot enough to blister your toes in the summer. That jet exhaust will burn your hair. A place to wash up and eat indoors would really be great!”
# SUMMARY BUDGET

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Construction Costs</td>
<td>$3,343,000</td>
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<tr>
<td>Architect &amp; Engineering</td>
<td>197,000</td>
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<tr>
<td>Fixtures, Furnishings, Equipment</td>
<td>131,000</td>
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<tr>
<td>Allowance for Cost Escalation</td>
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<tr>
<td>Design and Contractor’s Contingency</td>
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<tr>
<td>Capitalized Short-Term Financing Costs</td>
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<tr>
<td>Operating Support</td>
<td>500,000</td>
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<tr>
<td>Fundraising Costs</td>
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<tr>
<td>Indirect Cost Contingency</td>
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<tr>
<td><strong>Total Project Requirements</strong></td>
<td><strong>$5,820,000</strong></td>
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CAMPAIGN CABINET

Campaign General Chair
Don Brandt
Chairman, President & CEO
Pinnacle West Capital

Hon. Barbara Barrett
Chairman
Aerospace

Angela Yin Cesal
Commissioner
Overseas Chinese Affairs Commission
Taiwan, Republic of China

Robert Delgado
President & CEO
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Charley Freericks
Principal
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John Graham
President & CEO
Sunbelt Holdings Inc.

Rick Hearn
Vice President of Leasing
Vestar
Board Chair
Fighter Country

Howard Katz
Partner (Retired)
Goldman Sachs

Dave Kimmerle
CEO
Sanderson Ford

Tom O’Malley
COO
JDM Partners

David Scholl
Principal
Vintage Partners

Jeff Whiteman
President & CEO
Empire Southwest

Candace Wiest
President & CEO
West Valley National Bank
2018 FIGHTER COUNTRY PARTNERSHIP & FIGHTER COUNTRY FOUNDATION
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Bob Bambauer – Vice President, Sunbelt Holdings (Vice Chairman)
Danny Ortega – Vice President, Colliers International (Finance Chairman)
Bruce Larson – Principal Sr. Project Manager, WestLand Resources, Inc. (Golf Classic Chairman)
Jason Klonosky – President, Positive Development (Blue Blazer Chairman)
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Michael Green – Assoc. General Counsel (Nuclear and Environmental) Pinnacle West Capital Corp.
Pat Lowry – Executive Vice President & CEO, Trench Plate Rental Company
Kristie Maggs – Senior Director of Consumer & Digital Marketing, ISM Raceway
John Mazza – Safety Division Director, AZ Corporation Commission
Rusty Mitchell – Director, Luke AFB Community Initiatives Team
Karen Roch – Executive Vice President, Credit Union West
David Scholl – Vintage Partners
Bob Whitehouse – Vice President of Operations, Fiesta Bowl
Shannon Williams – Founder and CEO, Activate Consulting
Darrell Wilson – Managing Principal, HILGARTWILSON, LLC
Nick Wood – Attorney/Partner, Snell & Wilmer
COMMEMORATIVE GIFT OPPORTUNITIES

This campaign will be a permanent legacy for our community. Dedicatory opportunities are available beginning at $50,000.

<table>
<thead>
<tr>
<th>Airman Leadership School</th>
<th>Flight Line Kitchen</th>
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<tbody>
<tr>
<td>AF Heritage Room</td>
<td>Dining Area</td>
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<tr>
<td>Conference Room</td>
<td>Service Area</td>
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<tr>
<td>Auditorium</td>
<td></td>
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<tr>
<td>(Recognizing 4 Branches of Service)</td>
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<tr>
<td>Classrooms (6) (each)</td>
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<tr>
<td>Lobby</td>
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<td></td>
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<tr>
<td>Honor Guard Headquarters</td>
<td>Security Forces Facilities</td>
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<tr>
<td>Training Room</td>
<td>Guard Mount Room</td>
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<tr>
<td>Lobby</td>
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<tr>
<td>Child Development Center</td>
<td>Fire Station</td>
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<tr>
<td>Lobby</td>
<td>Kitchen/Dining – Reserved</td>
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<td></td>
<td>Briefing/Training Room</td>
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<tr>
<td>Club 56 Conference Center</td>
<td>Heritage Rooms (7) (each)</td>
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<tr>
<td>Ballroom</td>
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<tr>
<td>Kitchen</td>
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<td>Officer Lounge</td>
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<tr>
<td>Enlisted Lounge</td>
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<tr>
<td>Executive Conference Room</td>
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Please note that the commemorative gift amounts do not necessarily reflect actual construction costs, but are an indication of the memorial or tribute value. Donors will be offered a selection of commemorative dedicatory opportunities based on the amount and date of their gift commitment.
HONOR ROLL OF DONORS – As of March 8, 2018

To commemorate unselfish generosity and a commitment to strengthening the ability of our servicemen and women to serve our nation, the Luke Forward campaign leaders wish to publicly recognize those who have helped make this a success. The Board of Directors of Fighter Country gratefully acknowledges the following individuals, corporations, foundations, and organizations for their commitment to serve those who unselfishly serve us.

$500,000 and Above
Kemper and Ethel Marley Foundation
National Hockey League Association

$200,000 and Above
APS
The Honorable Barbara & Craig Barrett
Fighter Country Foundation

$50,000 and Above
Fiesta Bowl Charities

$25,000 and Above
Anonymous (1)
Ginger & Don Brandt
Tom O’Malley/JDM Partners
Salt River Pima-Maricopa Indian Community

$10,000 and Above
Anonymous (2)
Veronique Cruikshank
Jacque & Bennett Dorrance
The Freericks Family
Ann & Rick Hearn
Howard Katz
Patrick Lowry
Monica & Ron Sites
Sunbelt Holdings

$5,000 and Above
Michael Watts
Darrell Wilson / HILGARTWILSON, LLC
Keith Withycomb
Nick Wood

$2500 and Above
Jody Alexander
Arthur B. Cameron
Angela Creedon
Michael G. Green
William Johnston
LaneTerralever
Louisa & Bruce Larson
Vicki & CMSgt (ret) John Mazza
Lt. Col. & Mrs. Rusty Mitchell
Michael Nealy
Danny Ortega
Rob Schramm
Dina Steinberg
Shannon Williams

$2,500 and Above
Steve & Ardie Evans
Powers Young & Co