Exhibit C

Department of Military and Veterans Affairs (DMVA)

Fort Indiantown Gap

PA National Guard (PANG) Memorial Program Charter

Objective:

To review Memorial requests for all PA National Guard and DMVA facilities throughout the Commonwealth made by organizations, departments and private citizens. Requests will be reviewed based on the criteria and regulations outlined in the Memorial Program SOP.

Sub-Committee Membership:

- A. Joint Force Headquarters representative
- B. FTIG Training Site representative
- C. 28th ID representative
- D. 213th RSG representative
- E. Air National Guard representative
- E. Construction Facility Management Office representative
- F. Office of Facilities & Engineering representative

Chair:

The Chair of the committee will be the Deputy for Facilities & Engineering

Quorum:

A quorum is four members entitled to vote.

Meetings:

The committee will meet quarterly or as often as the Committee Chair deems necessary to fulfill the roles and objectives set out in this Charter.

Reporting:

Minutes of the committee meetings will be prepared and distributed to voting members for review and approval. The Chair will, as required, provide a brief oral report to TAG as to any material matters arising out of the committee meetings.

The PANG Memorial Program SOP:

- a. The SAB of Pennsylvania is an administrative board within the DMVA with responsibility for the management, care and control of Pennsylvania National Guard facilities throughout the Commonwealth. As used in these guidelines, the term "Armory" or "Readiness Center" means any land, buildings or fixtures used by or under the control of the Pennsylvania military forces. The purpose of these guidelines are to establish policies and procedures for naming buildings and other Pennsylvania National Guard (Army and Air) facilities and for honoring persons by the placement of memorial plaques at Pennsylvania National Guard facilities. All requests to name (memorialize) facilities on Fort Indiantown Gap (FTIG), Air National Guard Bases and throughout the Commonwealth shall be IAW AR 1-33, The Army Memorial Program, as revised by Army Directive 2008-03. And when applicable the Air Force Instruction 36-3108.
- b. These guidelines, policies and procedures also apply to the naming of the facilities, buildings, groups of buildings, rooms, streets, or areas on or part of FTIG property. Requests to name facilities on FTIG shall be submitted to the SAB for review and approval. Signage will be IAW the FTIG Design Guide Standards. To preserve scarce land, and ensure smart development, placement of memorials on FTIG shall be IAW the FTIG master plan.
- c. No Pennsylvania Army National Guard Readiness Center or other facility will be named, nor will any memorial or other plaque be placed in a Pennsylvania Army National Guard Readiness Center or other facility without the prior approval of the SAB.
- d. Considerations for naming of Readiness Centers or other Pennsylvania National Guard Facilities:
 - (1) If the General Assembly has named a Readiness Center or other Pennsylvania National Guard facility in a law or by legislative action, the SAB and the Department will not be required to rename that facility.
 - (2) The naming of a Readiness Center or other Pennsylvania National Guard facility is considered a permanent act effective for as long as the Readiness Center or other facility is in operation. For this reason, it is the policy of the SAB that Readiness Centers or other Pennsylvania National Guard facilities should ordinarily be given Functional names referring to their location and/or the units which they house (e.g. "Harrisburg Military Post").
 - (3) The naming of a Readiness Center or other Pennsylvania National Guard facility, in honor of an individual, is considered an extraordinary step requiring the most careful review and consideration. There are a great many deserving individuals who have made significant contributions to the Pennsylvania Army and Air National Guard, but there are few facilities available for naming. Past generations have accorded the honor of naming a Readiness Center or other Pennsylvania National Guard facility after an individual in extremely rare circumstances, and we must temper our desire to honor many highly worthy individuals with the question of whether future generations will consider the naming to stand the test of time. In attaching a permanent name to a Readiness Center or other Pennsylvania National Guard facility, consideration must be given

to the history of the facility, the unit, and whether the person to be honored is the most deserving of any who have contributed to the unit in the past or may do so in the future.

- (4) A Readiness Center or other Pennsylvania National Guard facility should not be named after any individual until at least 5 years have elapsed after his or her death, retirement from the National Guard, or other appropriate activity that demands this consideration. An individual considered for the naming of a Readiness Center or other Pennsylvania National Guard facility need not have been a member of the Pennsylvania Army or Air National Guard provided the individual made extraordinary contributions to the Pennsylvania National Guard, the Commonwealth of Pennsylvania and/or the Nation.
- (5) All real property naming actions must be coordinated and properly updated in the real property data base of record, currently the PRIDE system. The primary name in the data base shall be IAW the already established naming convention and the memorial name shall be the alias. An example would be: Station Name- Johnstown Walters Avenue Readiness Center, Station Alias Name- Hogg Readiness Center. The proper street address, with zip code, must be provided and entered in the HQIIS/PRIDE systems. The requirement to follow this procedure is critical to ensure all Army data bases reflect the proper name of the facility so that important sustainment funding is received. The following examples provide further guidance.
- e. Considerations for placement of a plaque memorializing an individual in a Readiness Center or other Pennsylvania National Guard facility:
 - (1) The placement of a memorial or honorary plaque in a Readiness Center or other Pennsylvania National Guard facility to honor an individual is considered a high honor. For the purpose of these guidelines, plaques are considered to be permanently affixed to the structure of the facility.
 - (2) When an individual makes exceptional contributions to a unit of the Pennsylvania National Guard and it is desired to provide distinctive honors, the placement of a plaque in a Readiness Center or other Pennsylvania National Guard facility should be considered in preference to naming the armory.
 - (3) Since memorial plaques are considered permanent and there are obvious limitations on the placement of such plaques in public buildings, careful consideration should be given to all requests for placement of plaques.
 - (4) Honorees need not have been members of the Pennsylvania National Guard.
 - (5) Plaques will be placed in public spaces within the facility. Example of public spaces are the Lobbies, Hallways, Assembly Halls and/or other large gathering areas within the facility.

f. Procedures:

- (1) Any interested person or organization may initiate a request to name a Readiness Center or other Pennsylvania National Guard facilities or for placement of permanent plaques therein.
- (2) All requests will be referred to the LAB of the facility in question, which will review them in accordance with these guidelines and forward its recommendation in writing, through the proper military chain of command, to the Secretary, SAB. All recommendations must be fully documented citing actions, activities, etc. and have Command concurrence.

- (3) Upon receiving a request for naming a Readiness Center or other Pennsylvania National Guard facility, or placing a permanent plaque in a facility, the Secretary, SAB will review the request and place it on the agenda of the quarterly meeting of the Memorial Program sub-committee. The sub-committee will review the request in accordance with the criteria and regulation outlined in this SOP. The committee may 1) forward the requests to the SAB, 2) deny the request, 3) request additional information or endorsements, or 4) recommend another action.
- (4) Placement of a plaque in a Readiness Center or other Pennsylvania National Guard facility will be authorized after approval by the SAB at one regularly scheduled public meeting.
- (5) Naming of a Readiness Center or other Pennsylvania National Guard facility in honor of an individual (or a Departmental request for legislation to name a Readiness Center or other Pennsylvania National Guard facility) will be authorized after approval by the SAB at two consecutive scheduled public meetings.
- (6) After approval of the naming of a Readiness Center or other Pennsylvania National Guard facility or the placement of a plaque, the LAB or recommending organization will forward a draft of the plaque inscription to the SAB Secretary for review and approval. Care must be taken to insure that all data is correct and that either the highest federally or state recognized rank or grade of the individual to be honored is placed on the plaque and/or facility. The Secretary, SAB, will then coordinate the scheduling and content of an appropriate ceremony with the DMVA Public Affairs Office and Legislative Liaison Office. Expenses associated with procurement of an appropriate plaque and any other expenses associated with the ceremony must be approved and appropriated through the State Treasury Armory Fund.