



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 23, 2005**

*Captain Lafe A. Dozier  
Commanding Officer  
Naval Support Activity New Orleans  
2300 General Meyer Avenue  
New Orleans, LA 70142-5007*

*Dear Captain Dozier,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Support Activity (NSA) New Orleans. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of NSA New Orleans.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning NSA New Orleans. This visit allowed Commissioner Turner along with members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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Telephone: 703-699-2950

**June 24, 2005**

*Colonel Michael Cervone, USA  
Commander  
Red River Army Depot  
100 Main Drive  
Texarkana, TX 75507*

*Dear Colonel Cervone,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Red River Army Depot. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Red River Army Depot.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Red River Army Depot. This visit allowed Commissioners Hill and Turner along with members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

A handwritten signature in black ink that reads "Anthony J. Principi". The signature is written in a cursive, flowing style.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

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**June 24, 2005**

*Colonel Bryon Greenwald, USA  
Garrison Commander  
1 Pershing Road  
Fort Bliss, TX 79916*

*Dear Colonel Greenwald,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Fort Bliss. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Fort Bliss.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Fort Bliss. This visit allowed the BRAC Commission's Army Team analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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2521 South Clark Street, Suite 600  
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*June 24, 2005*

*Colonel Merle D. Hart  
Commander, 440<sup>th</sup> Airlift Wing  
General Mitchell IAP ARS  
300 East College Avenue  
Milwaukee, WI 53207*

*Dear Colonel Hart,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to General Mitchell IAP ARS. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 440<sup>th</sup> Airlift Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning General Mitchell IAP ARS. This visit allowed Commissioner Skinner along with Tanya Cruz and other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

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## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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*June 23, 2005*

*Colonel Gary T. Magonigle  
Commander, 14F<sup>th</sup> Air Refueling Wing  
1403 W. Wainwright Blvd.  
Fairchild AFB, WA 99011-9409*

*Dear Colonel Magonigle,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Fairchild Air Force Base (AFB). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 14F<sup>th</sup> Air Refueling Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Fairchild AFB. This visit allowed Brad McRee along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

A handwritten signature in black ink, reading "Anthony J. Principi". The signature is fluid and cursive, written in a professional style.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

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**June 23, 2005**

*Ms. Shirley McConnell  
Director  
DFAS Pensacola  
130 West Avenue  
Suite A  
Pensacola, FL 32508*

*Dear Director McConnell,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to DFAS Pensacola. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of DFAS Pensacola.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning DFAS Pensacola. This visit allowed Commissioner Gehman along with members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

A handwritten signature in black ink, reading "Anthony J. Principi". The signature is written in a cursive style with a large initial "A".

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

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## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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**June 23, 2005**

**Colonel Richard Lohnes**  
**Commander, 178<sup>th</sup> Fighter Wing**  
**706 Regula Avenue**  
**Springfield, IL 45502**

*Dear Colonel Lohnes,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Springfield-Beckley Air Guard Station (AGS). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 178<sup>th</sup> Fighter Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Springfield-Beckley AGS. This visit allowed Brad McRee and Dave Van Saun along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
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Telephone: 703-699-2950

*June 27, 2005*

*Colonel Alexander B. Raulerson, USA  
Commander  
Anniston Army Depot  
7 Frankford Avenue  
Anniston, AL 36201-4199*

*Dear Colonel Raulerson,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Anniston Army Depot. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Anniston Army Depot.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Anniston Army Depot. This visit allowed Elizabeth Bieri and George Delgado along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

A handwritten signature in black ink, reading "Anthony J. Principi". The signature is fluid and cursive, written in a professional style.

*Anthony J. Principi  
Chairman*

Chairman: Anthony J. Principi

Commissioners: The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

Executive Director: Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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*June 24, 2005*

*Colonel Tod D. Wolters  
Commander, 47<sup>th</sup> Flying Training Wing  
Laughlin Air Force Base  
477 4<sup>th</sup> Street, Suite 1  
Del Rio, TX 78843*

*Dear Colonel Wolters,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Laughlin Air Force Base (AFB). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 47<sup>th</sup> Flying Training Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Laughlin AFB. This visit allowed Tanya Cruz along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

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*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600  
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***June 22, 2005***

***Mr. Thomas Aton  
Business Operations Director  
Naval Air Station Jacksonville  
Commanding Officer  
Attn: Mr. Thomas Aton JAX 6.1  
Naval Air Depot  
NAS Jacksonville, FL 32212-0016***

***Dear Mr. Aton,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Air Station Jacksonville. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Air Depot Jacksonville.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Air Station Jacksonville. This visit allowed Hal Tickle along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr.,  
USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The  
Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

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**June 22, 2005**

*Mr. Thomas Aton  
Business Operations Director  
Naval Air Station Jacksonville  
Commanding Officer  
Attn: Mr. Thomas Aton JAX 6.1  
Naval Air Depot  
NAS Jacksonville, FL 32212-0016*

*Dear Mr. Aton,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Air Station Jacksonville. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Air Depot Jacksonville.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Air Station Jacksonville. This visit allowed Hal Tickle along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

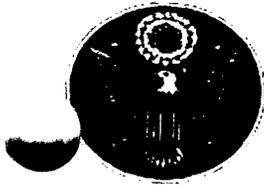
*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 16, 2005**

*Colonel Bradley J. Applegate  
Commander  
142<sup>nd</sup> Fighter Wing  
6801 North East Cornfoot Road  
Portland International Airport, Oregon 97218-2797*

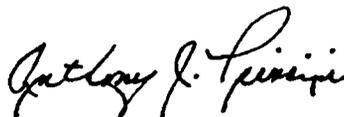
*Dear Colonel Applegate,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Portland International Airport Air Guard Station, Oregon. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 142<sup>nd</sup> Fighter Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Portland International Airport. This visit allowed Commissioner Coyle to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*



*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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**July 6, 2005**

*Major General C. Mark Brown  
Adjutant General for Alabama  
Alabama National Guard  
PO Box 3711  
Montgomery, AL 36109*

*Dear Major General Brown,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to the Alabama National Guard (NG). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the Alabama NG.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning the Alabama NG. This visit allowed Tim Abrell along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

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**June 22, 2005**

**CDR Robert Benjamin, Jr.**  
**Commanding Officer**  
**Naval Station Pascagoula**  
**Pascagoula, MS 39595-0001**

*Dear CDR Benjamin,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Station Pascagoula. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Station Pascagoula.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Station Pascagoula. This visit allowed Hal Tickle along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

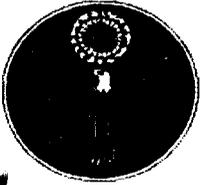
Handwritten signature of Anthony J. Principi in black ink.

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

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*June 22, 2005*

*CDR Robert Benjamin, Jr.  
Commanding Officer  
Naval Station Pascagoula  
Pascagoula, MS 39595-0001*

*Dear CDR Benjamin,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Station Pascagoula. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Station Pascagoula.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Station Pascagoula. This visit allowed Hal Tickle along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

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*Sincerely,*

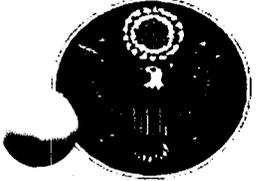
A handwritten signature in black ink, reading "Anthony J. Principi".

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

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2521 South Clark Street, Suite 600  
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Telephone: 703-699-2950

**June 16, 2005**

**Captain Brad Bennett, USN**  
**Commander**  
**Naval School of Health Sciences**  
**1001 Holcomb Road**  
**Portsmouth, Virginia 23708**

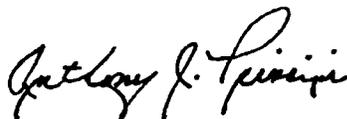
**Dear Captain Bennett,**

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval School of Health Sciences, Portsmouth, Virginia. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the basic enlisted and Medical training providing by your school.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning the Naval School of Health Sciences. This visit allowed me to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***



**Anthony J. Principi**  
**Chairman**

**Chairman: Anthony J. Principi**

**Commissioners: The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)**

**Executive Director: Charles Battaglia**



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2521 South Clark Street, Suite 600

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Telephone: 703-699-2950

*July 14, 2005*

*Mr. Gary Baker  
Deputy Commander Maintenance Center  
Marine Corps Logistics Base  
Box 110100  
Barstow, CA 92311-5050*

*Dear Mr. Baker,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Marine Corps Logistics Base Barstow. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Marine Corps Logistics Base Barstow.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Marine Corps Logistics Base Barstow. This visit allowed Commissioner Bilbray along with Valerie Mills and other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

A handwritten signature in black ink, reading "Anthony J. Principi". The signature is fluid and cursive, written in a professional style.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**July 14, 2005**

*Colonel Steve Brown, USMC  
Commanding Officer  
Marine Corps Mobilization Command  
15303 Andrews Road  
Kansas City, MO 64147-1207*

*Dear Colonel Brown,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Marine Corps Mobilization Command Kansas City. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Marine Corps Mobilization Command Kansas City.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Marine Corps Mobilization Command Kansas City. This visit allowed Joe Barrett along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

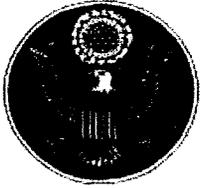
*Sincerely,*

**Anthony J. Principi  
Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**July 14, 2005**

*Captain Tim Coolidge, USN  
Commanding Officer  
Naval Air Station Corpus Christi  
11001 D Suite 143  
Corpus Christi, TX 78419-5021*

*Dear Captain Coolidge,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Air Station (NAS) Corpus Christi. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of NAS Corpus Christi.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning NAS Corpus Christi. This visit allowed Commissioner Hill along with Bill Fetzer and other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*July 6, 2005*

*Major General Michael A. Collings  
Commander  
Warner Robins Air Logistics Center  
215 Page Road, Suite 269  
Robins Air Force Base, GA 31098-1662*

*Dear Major General Collings,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Robins Air Force Base (AFB). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Robins AFB.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Robins AFB. This visit allowed Mike Flinn along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*July 6, 2005*

*Mr. Lawrence W. Conrad  
Director  
DFAS Limestone  
27 Arkansas Road  
Limestone, ME 04751-1500*

*Dear Director Conrad,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to DFAS Limestone. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of DFAS Limestone.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning DFAS Limestone. This visit allowed Commissioner Newton and me along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

A handwritten signature in cursive script that reads "Anthony J. Principi".

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 24, 2005***

***Colonel Michael Cervone, USA  
Commander  
Red River Army Depot  
100 Main Drive  
Texarkana, TX 75507***

***Dear Colonel Cervone,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Red River Army Depot. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Red River Army Depot.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Red River Army Depot. This visit allowed Commissioners Hill and Turner along with members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

Handwritten signature of Anthony J. Principi in black ink.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 16, 2005**

***Captain Joseph F. Campbell, USN  
Shipyards Commander  
Norfolk Naval Shipyards  
Portsmouth, VA 23709***

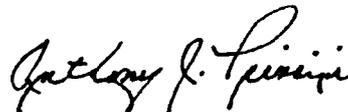
***Dear Captain Campbell,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Norfolk Naval Shipyards. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Norfolk Naval Shipyards.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Norfolk Naval Shipyards. This visit allowed Commissioner Newton and me to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

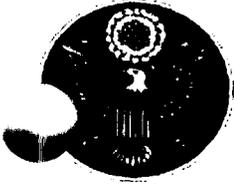


***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 16, 2005**

**Lt. Gen. James R. Clapper, USAF (Ret)**  
**Director**  
**National Geospatial-Intelligence Agency**  
**4600 Sangamore Road**  
**Bethesda, MD 20816 - 5003**

**Dear Lt. Gen. Clapper,**

***I would like to thank you and your staff for your hospitality during the recent Commission visit to National Geospatial-Intelligence Agency (NGA). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the NGA.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning the NGA. This visit allowed me to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

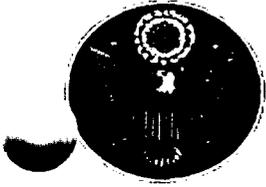
***Sincerely,***

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

***June 16, 2005***

***Colonel Debra Cook, USA  
Commander  
U.S. Army Human Resources Command-St. Louis  
1 Reserve Way  
St. Louis, Missouri 63132-5200***

***Dear Colonel Cook,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to United States Army Human Resources Command HRC in St. Louis. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the HRC's St. Louis facilities.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning U.S. Army Human Resources Command. This visit allowed Commissioner Turner to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

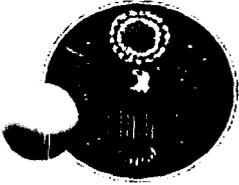
A handwritten signature in cursive script that reads "Anthony J. Principi".

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 16, 2005**

**Colonel Eric W. Crabtree, USAF**  
**Commander**  
**446<sup>th</sup> Airlift Wing**  
**McChord Air Force Base, Washington 98438**

*Dear Colonel Crabtree,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to McChord Air Force Base (AFB), Washington. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Fort Lewis and McChord AFB.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning McChord AFB. This visit allowed Commissioner Coyle and Commissioner Bilbray along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 23, 2005**

*Captain Lafe A. Dozier  
Commanding Officer  
Naval Support Activity New Orleans  
2300 General Meyer Avenue  
New Orleans, LA 70142-5007*

*Dear Captain Dozier,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Support Activity (NSA) New Orleans. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of NSA New Orleans.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning NSA New Orleans. This visit allowed Commissioner Turner along with members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 22, 2005*

*Captain Chip Dobson  
Commanding Officer  
Naval Air Station Jacksonville  
Box 2  
NAS Jacksonville, FL 32212-5000*

*Dear Captain Dobson,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Air Station Jacksonville. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Air Station Jacksonville.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Air Station Jacksonville. This visit allowed Hal Tickle along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

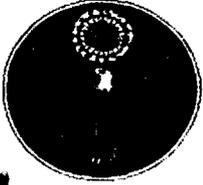
Handwritten signature of Anthony J. Principi in black ink.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

*Captain Chip Dobson  
Commanding Officer  
Naval Air Station Jacksonville  
Box 2  
NAS Jacksonville, FL 32212-5000*

*Dear Captain Dobson,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Air Station Jacksonville. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Air Station Jacksonville.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Air Station Jacksonville. This visit allowed Hal Tickle along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

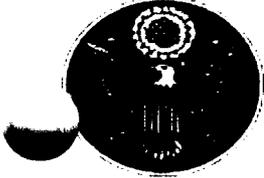
Handwritten signature of Anthony J. Principi in black ink.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 16, 2005**

*Colonel William Flanigan  
Commander  
939<sup>th</sup> Air Refueling Wing  
6801 Northeast Cornfoot Road  
Portland International Airport, Oregon 97218-2797*

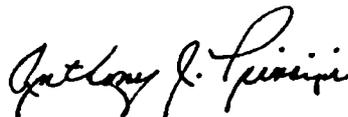
*Dear Colonel Flanigan,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Portland International Airport Air Guard Station. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of 939<sup>th</sup> Air Refueling Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Portland International Airport. This visit allowed Commissioner Coyle to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*



**Anthony J. Principi**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
 2521 South Clark Street, Suite 600  
 Arlington, VA 22202  
 Telephone: 703-699-2950

**June 16, 2005**

***Captain Richard J. Fletcher, Jr. USN  
 Commanding Officer  
 Naval Hospital Cherry Point  
 PSC Box, NC 28533***

***Dear Captain Fletcher,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Marine Corps Air Station Cherry Point, North Carolina. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Marine Corps Air Station cherry Point.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Marine Corps Air Station Cherry Point. This visit allowed Tom Pantelides and Ms. Colleen Turner along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

A handwritten signature in black ink that reads "Anthony J. Principi". The signature is fluid and cursive, written in a professional style.

***Anthony J. Principi***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 24, 2005**

**Colonel Bryon Greenwald, USA**  
**Garrison Commander**  
**1 Pershing Road**  
**Fort Bliss, TX 79916**

*Dear Colonel Greenwald,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Fort Bliss. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Fort Bliss.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Fort Bliss. This visit allowed the BRAC Commission's Army Team analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

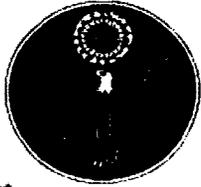
Handwritten signature of Anthony J. Principi in cursive script.

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

**Mr. David M. Gates, Jr.**  
**Site Director**  
**Defense Finance & Accounting Service Charleston**  
**P.O. Box 118055**  
**Charleston, SC 29423-8055**

**Dear Mr. Gates,**

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Defense Finance & Accounting Service Charleston. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Defense Finance & Accounting Service Charleston.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Defense Finance & Accounting Service Charleston. This visit allowed Commissioner Hill along with CW Furlow and other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

**Sincerely,**

Handwritten signature of Anthony J. Principi in black ink.

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 22, 2005*

*Mr. David M. Gates, Jr.  
Site Director  
Defense Finance & Accounting Service Charleston  
P.O. Box 118055  
Charleston, SC 29423-8055*

*Dear Mr. Gates,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Defense Finance & Accounting Service Charleston. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Defense Finance & Accounting Service Charleston.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Defense Finance & Accounting Service Charleston. This visit allowed Commissioner Hill along with CW Furlow and other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

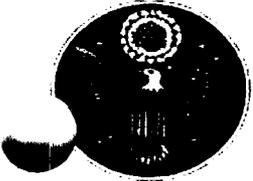
*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia


**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 16, 2005**

***Captain Jeff Germand, USN  
Commander  
Patrick Air Force Base  
Naval Ordnance Test Unit  
P.O. Box 1623  
Cape Canaveral, Florida 32920-1623***

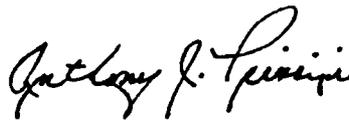
***Dear Captain Germand,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Patrick Air Force Base. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the Naval Ordnance Test Unit.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Patrick Air Force Base. This visit allowed Commissioner Bilbray to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

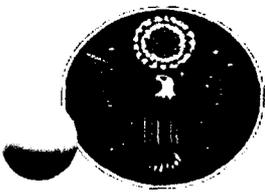


***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 16, 2005**

**Colonel William A. Guinn, USA**  
**ATTN: AMSAM-LE-CO**  
**1 Overcash Ave**  
**Chambersburg, PA 17201-4150**

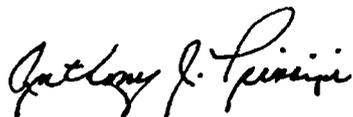
*Dear Colonel Guinn,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Letterkenny Army Depot. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Letterkenny Army Depot.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Letterkenny Army Depot. This visit allowed Elizabeth Bieri and George Delgado along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

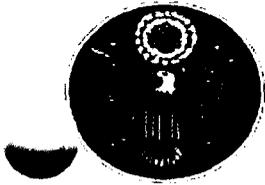


**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

*June 16, 2005*

*Colonel John D. Gumbel, USMC  
Commanding Officer  
Naval Air Depot Cherry Point  
PSC Box 8021 Bldg 137 "A" Street  
Cherry Point, NC 28533-0021*

*Dear Colonel Gumbel,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Marine Corps Air Station Cherry Point, North Carolina. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Marine Corps Air Station Cherry Point.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning marine Corps Air Station Cherry Point. This visit allowed Mr. Tom Pantelides and Colleen Turner along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**July 6, 2005**

*Mr. Roy Higgins  
Director  
DFAS Rome  
325 Brooks Road  
Rome, NY 134441-4527*

*Dear Director Higgins,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to DFAS Rome. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of DFAS Rome.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning DFAS Rome. This visit allowed Commissioner Newton and me along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

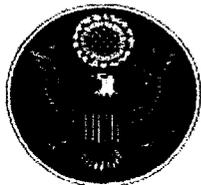
*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**July 6, 2005**

*Colonel Lisa Hines  
National Guard Texas  
PO Box 5218  
Austin, TX 78763*

*Dear Colonel Hines,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to the Texas National Guard (NG). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the Texas NG.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning the Texas NG. This visit allowed Tim Abrell and Wes Hood along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

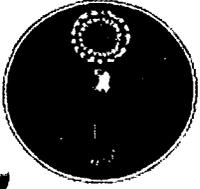
A handwritten signature in cursive script, reading "Anthony J. Principi".

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 22, 2005***

***Captain Richard Heimerle  
Commanding Officer, Patrol Squadron THIRTY  
Box 24  
NAS Jacksonville, FL 32212-0024***

***Dear Captain Heimerle,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Air Station Jacksonville. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Patrol Squadron THIRTY.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Air Station Jacksonville. This visit allowed Hal Tickle along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

Handwritten signature of Anthony J. Principi in black ink.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

*June 22, 2005*

*Captain Richard Heimerle  
Commanding Officer, Patrol Squadron THIRTY  
Box 24  
NAS Jacksonville, FL 32212-0024*

*Dear Captain Heimerle,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Air Station Jacksonville. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Patrol Squadron THIRTY.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Air Station Jacksonville. This visit allowed Hal Tickle along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 24, 2005*

*Colonel Merle D. Hart  
Commander, 440<sup>th</sup> Airlift Wing  
General Mitchell IAP ARS  
300 East College Avenue  
Milwaukee, WI 53207*

*Dear Colonel Hart,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to General Mitchell IAP ARS. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 440<sup>th</sup> Airlift Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning General Mitchell IAP ARS. This visit allowed Commissioner Skinner along with Tanya Cruz and other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 16, 2005**

**Colonel Merle D. Hart, USAF  
Commander, 440<sup>th</sup> Airlift Wing  
General Mitchell IAP ARS  
Milwaukee, WI 53207**

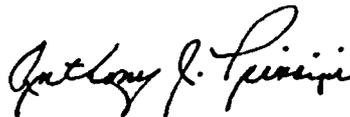
**Dear Colonel Hart,**

***I would like to thank you and your staff for your hospitality during the recent Commission visit to General Mitchell Air Reserve Station. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of General Mitchell Air Reserve Station.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning General Mitchell Air Reserve Station. This visit allowed Tanya Cruz along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

**Sincerely,**

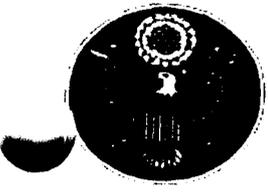


**Anthony J. Principi  
Chairman**

**Chairman: Anthony J. Principi**

**Commissioners: The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)**

**Executive Director: Charles Battaglia**



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

***June 16, 2005***

***Commodore Michael W. Hewitt, USN  
Commander, Patrol & Reconnaissance Wing FIVE  
Naval Air Station Brunswick  
Brunswick, ME 04011***

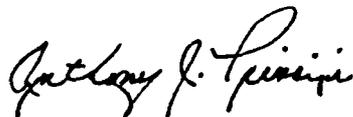
***Dear Commodore Hewitt,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to naval Air Station Brunswick. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Air Station Brunswick.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Air Station Brunswick. This visit allowed me to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

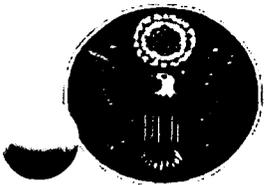


***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 16, 2005***

***LTC David "Doc" Holliday  
Commander  
Umatilla Chemical Depot  
Building 1, Umatilla Chemical Depot  
Hermiston, Oregon 97838-9544***

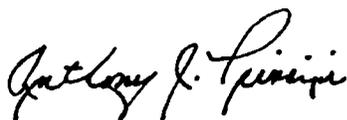
***Dear LTC Holliday,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Umatilla Chemical Depot (UMCD). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of UMCD.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Umatilla Chemical Depot. This visit allowed Commissioner Coyle along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

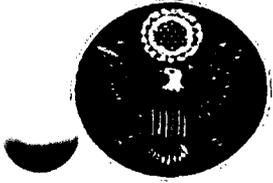


***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

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Telephone: 703-699-2950

**June 16, 2005**

***Rear Admiral Mark W. Kenny, USN  
Commander, Navy Region Northeast  
Commander, Submarine Group Two  
Commander, Submarine Group Ten  
New London Naval Submarine Base  
Groton, CT 06349***

***Dear Rear Admiral Kenny,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to New London Naval Submarine Base. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of New London Naval Submarine Base.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning New London Submarine Base. This visit allowed Commissioner Coyle and me to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

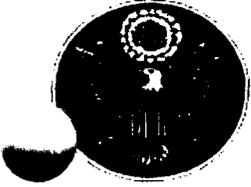
***Sincerely,***

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 16, 2005**

**LTC Scott D. Kimmell, USN**  
**Commander**  
**Newport Chemical Depot**  
**P.O. Box 160**  
**Newport, Indiana 47966-0160**

**Dear Colonel Kimmell,**

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Newport Chemical Depot. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Newport Chemical Depot.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning the Newport Chemical Depot. This visit allowed Commissioner Skinner along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

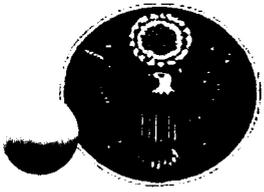
A handwritten signature in black ink, reading "Anthony J. Principi".

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 16, 2005**

***Captain Sean King, USN  
Commanding Officer  
Naval Air Station Atlanta  
Marietta, GA 30060-5099***

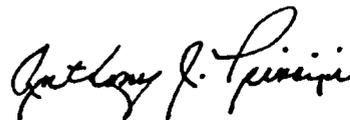
***Dear Captain King,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Air Station Atlanta. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Air Station Atlanta.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Air Station Atlanta. This visit allowed Commissioner Gehman to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***



***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

*June 23, 2005*

*Colonel Richard Lohnes  
Commander, 178<sup>th</sup> Fighter Wing  
706 Regula Avenue  
Springfield, IL 45502*

*Dear Colonel Lohnes,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Springfield-Beckley Air Guard Station (AGS). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 178<sup>th</sup> Fighter Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Springfield-Beckley AGS. This visit allowed Brad McRee and Dave Van Saun along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 21, 2005**

**Major General Lawrence Lafrenz**  
**Commanding General, Idaho National Guard**  
**4040 W. Guard Street**  
**Boise, ID 83705**

*Dear Major General Lafrenz,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Gowen Field. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 124<sup>th</sup> Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning the 124<sup>th</sup> Wing. This visit allowed Brad McRee along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

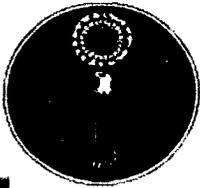
*Sincerely,*

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 21, 2005***

***Major General Lawrence Lafrenz  
Commanding General, Idaho National Guard  
4040 W. Guard Street  
Boise, ID 83705***

***Dear Major General Lafrenz,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Gowen Field. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 124<sup>th</sup> Wing.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning the 124<sup>th</sup> Wing. This visit allowed Brad McRae along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

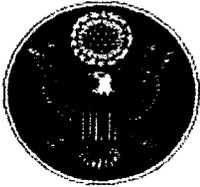
A handwritten signature in cursive script that reads "Anthony J. Principi".

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 20, 2005*

*Brigadier General William T. Lord  
81 TRW/CC  
720 Chappie James Avenue, Room 402  
Keesler Air Force Base, Mississippi 39534*

*Dear Brigadier General Lord,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Keesler Air Force Base (AFB). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Keesler AFB.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Keesler AFB. This visit allowed Commissioner Gehman along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

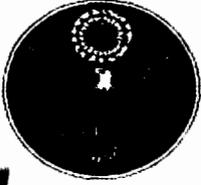
*Sincerely,*

*Anthony J. Principi  
Chairman*

Chairman: Anthony J. Principi

Commissioners: The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

Executive Director: Charles Battaglia

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 20, 2005***

***Brigadier General William T. Lord  
81 TRW/CC  
720 Chappie James Avenue, Room 402  
Keesler Air Force Base, Mississippi 39534***

***Dear Brigadier General Lord,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Keesler Air Force Base (AFB). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Keesler AFB.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Keesler AFB. This visit allowed Commissioner Gehman along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

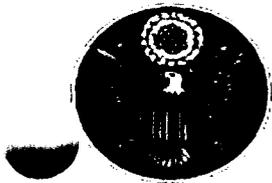
Handwritten signature of Anthony J. Principi in black ink.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 16, 2005**

*Captain Arnold O. Lotring, USN  
Commanding Officer, Submarine Learning Center  
Naval Submarine Base New London*

*Dear Captain Lotring,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Submarine Base New London. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Submarine Base New London.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Submarine Base New London. This visit allowed Commissioner Coyle and me to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

A handwritten signature in black ink, reading "Anthony J. Principi".

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 23, 2005***

***Colonel Gary T. Magonigle  
Commander, 14<sup>F</sup> Air Refueling Wing  
1403 W. Wainwright Blvd.  
Fairchild AFB, WA 99011-9409***

***Dear Colonel Magonigle,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Fairchild Air Force Base (AFB). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 14<sup>F</sup> Air Refueling Wing.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Fairchild AFB. This visit allowed Brad McRee along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

A handwritten signature in black ink, reading "Anthony J. Principi". The signature is written in a cursive style.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 23, 2005*

*Ms. Shirley McConnell  
Director  
DFAS Pensacola  
130 West Avenue  
Suite A  
Pensacola, FL 32508*

*Dear Director McConnell,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to DFAS Pensacola. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of DFAS Pensacola.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning DFAS Pensacola. This visit allowed Commissioner Gehman along with members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

A handwritten signature in black ink that reads "Anthony J. Principi". The signature is written in a cursive style.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 22, 2005*

*Captain Mike McKinnon  
Commanding Officer  
Naval Submarine Base Kings Bay  
1063 USS Tennessee Avenue  
Kings Bay, GA 31547-2606*

*Dear Captain McKinnon,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Submarine Base Kings Bay. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Submarine Base Kings Bay.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Submarine Base Kings Bay. This visit allowed Hal Tickle along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

***June 22, 2005***

***Captain Mike McKinnon  
Commanding Officer  
Naval Submarine Base Kings Bay  
1063 USS Tennessee Avenue  
Kings Bay, GA 31547-2606***

***Dear Captain McKinnon,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Submarine Base Kings Bay. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Submarine Base Kings Bay.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Submarine Base Kings Bay. This visit allowed Hal Tickle along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

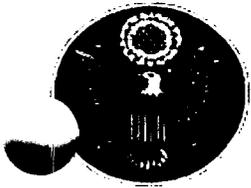
A handwritten signature in black ink, reading "Anthony J. Principi".

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
 2521 South Clark Street, Suite 600  
 Arlington, VA 22202  
 Telephone: 703-699-2950

**June 16, 2005**

**Colonel Thomas G. McCauley, USAF**  
**Commander**  
**62<sup>nd</sup> Medical Group**  
**McChord Air Force Base, Washington 98438**

*Dear Colonel McCauley,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to McChord Air Force Base (AFB), Washington. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Fort Lewis and McChord AFB.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning McChord AFB. This visit allowed Commissioner Coyle and Commissioner Bilbray, along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

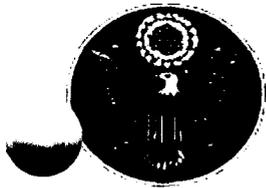
*Sincerely,*

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 16, 2005**

**Captain Joseph L. McGettigan, USN**  
**Commanding Officer**  
**Naval Surface Warfare Center**  
**Dahlgren, VA 22448**

**Dear Captain McGettigan,**

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Dahlgren Naval Surface Warfare Center. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Dahlgren Naval Surface Warfare Center.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Dahlgren Naval Surface Warfare Center. This visit allowed me to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

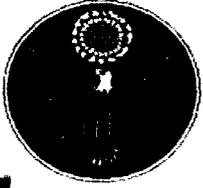
***Sincerely,***

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 21, 2005**

*Colonel Daniel L. Peabody  
Commander, 103<sup>rd</sup> Fighter Wing  
100 Nicholson Road  
East Granbray, CT 06026*

*Dear Colonel Peabody,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Bradley Air National Guard Base (ANGB). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 103<sup>rd</sup> Fighter Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Bradley Field. This visit allowed Brad McRee along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
**2521 SOUTH CLARK STREET, SUITE 600**  
**ARLINGTON, VA 22202**  
**TELEPHONE: 703-699-2950**  
**FAX: 703-699-2735**

*June 13, 2005*

**Chairman:**

**The Honorable Anthony J. Principi**

**Commissioners:**

**The Honorable James H. Eilbrey**

**The Honorable Philip E. Coyle, III**

**Admiral Harold W. Gehman, Jr., USN (Ret.)**

**The Honorable James V. Hansen**

**General James T. Hill, USA (Ret.)**

**General Lloyd W. Newton, USAF (Ret.)**

**The Honorable Samuel K. Skinner**

**Brigadier General Sue Ellen Turner, USAF (Ret.)**

**Executive Director:**

**Charles Battaglia**

**Colonel Daniel L. Peabody**  
**Commander, 103<sup>rd</sup> Fighter Wing**  
**100 Nicholson Road**  
**East Granby, CT 06026**

**Dear Col Peabody:**

*I would like to thank you and your staff for their professionalism and hospitality during our recent BRAC Commission visit to Bradley ANGB, CT. The information presented will assist the Commission during deliberation of the official recommendation concerning the realignment of the 103<sup>rd</sup> Fighter Wing.*

*As you know, our visit was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions involving Bradley Field. The visit allowed me to associate the volumes of DoD data with the installation they represent. It also provided a better understanding of the issues involved from a military value perspective.*

*Our tours of military installations are an integral part of a dynamic, open process which will enhance our ability to assess the current infrastructure prior to making our official report to the President. We appreciate you being part of that process.*

**Very respectfully,**

**Brad McRee**  
**Senior Analyst**



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

*June 21, 2005*

*Colonel Daniel L. Peabody  
Commander, 103<sup>rd</sup> Fighter Wing  
100 Nicholson Road  
East Granbray, CT 06026*

*Dear Colonel Peabody,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Bradley Air National Guard Base (ANGB). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 103<sup>rd</sup> Fighter Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Bradley Field. This visit allowed Brad McRee along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*July 6, 2005*

*Colonel Douglas Reeves  
Adjutant General for Alabama  
Alabama National Guard  
PO Box 3711  
Montgomery, AL 36109*

*Dear Colonel Reeves,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to the Alabama National Guard (NG). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the Alabama NG.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning the Alabama NG. This visit allowed Tim Abrell along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

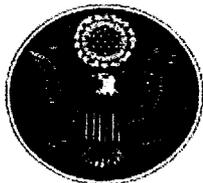
*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**July 6, 2005**

**Major General Charles G. Rodriguez**  
**Adjutant General for Texas**  
**National Guard Texas**  
**PO Box 5218**  
**Austin, TX 78763**

*Dear Major General Rodriguez,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to the Texas National Guard (NG). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the Texas NG.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning the Texas NG. This visit allowed Tim Abrell and Wes Hood along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 27, 2005***

***Colonel Alexander B. Raulerson, USA***  
***Commander***  
***Anniston Army Depot***  
***7 Frankford Avenue***  
***Anniston, AL 36201-4199***

***Dear Colonel Raulerson,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Anniston Army Depot. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Anniston Army Depot.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Anniston Army Depot. This visit allowed Elizabeth Bieri and George Delgado along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

A handwritten signature in black ink that reads "Anthony J. Principi".

***Anthony J. Principi***  
***Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

**Captain Robert B. Raines**  
**Commanding Officer**  
**Naval Facilities & Engineering Command Southern Division**  
**2155 Eagle Drive**  
**North Charleston, SC 29419**

*Dear Captain Raines,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to the Naval Facilities & Engineering Command South Division. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the Naval Facilities & Engineering Command Southern Division.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Facilities & Engineering Command Southern Division. This visit allowed Commissioner Hill along with CW Furlow and other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

A handwritten signature in cursive script that reads "Anthony J. Principi".

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 22, 2005**

**Captain Robert B. Raines**  
**Commanding Officer**  
**Naval Facilities & Engineering Command Southern Division**  
**2155 Eagle Drive**  
**North Charleston, SC 29419**

*Dear Captain Raines,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to the Naval Facilities & Engineering Command South Division. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the Naval Facilities & Engineering Command Southern Division.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Facilities & Engineering Command Southern Division. This visit allowed Commissioner Hill along with CW Furlow and other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

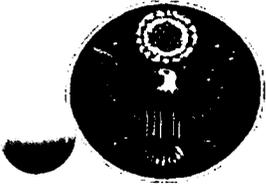
*Sincerely,*

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
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Telephone: 703-699-2950

**June 16, 2005**

***Captain James P. Ransom, III USN  
Commanding Officer, Regional Support Group  
Naval Submarine Base New London  
Groton, CT 06349***

***Dear Captain Ransom,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Submarine Base New London. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Submarine Base New London.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Submarine Base New London. This visit allowed Commissioner Coyle and me to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

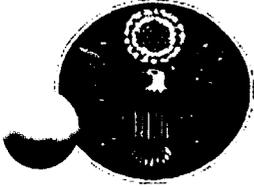
A handwritten signature in cursive script that reads "Anthony J. Principi".

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
2521 South Clark Street, Suite 600  
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Telephone: 703-699-2950

**June 16, 2005**

**Lt. Gen. John F. Regni, USAF**  
**Commander**  
**Air University**  
**55 LeMay Plaza, South**  
**Maxwell Air Force Base, AL 36112**

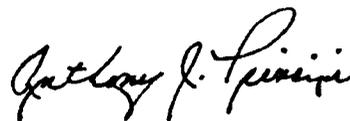
**Dear Lt. Gen. Regni,**

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Maxwell Air Force Base Alabama. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the Air and Space Information Systems Research and Development and Acquisition Functions.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Maxwell Air Force Base. This visit allowed Commissioner Gehman along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

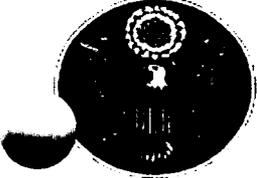


**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 16, 2005**

**Mr. Milt Ryan, USN**  
**Director**  
**Puget Sound Naval Shipyard and**  
**Intermediate Maintenance Facility Detachment Boston**  
**495 Summer Street**  
**Boston, MA 02210-2144**

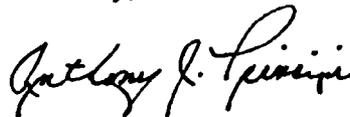
**Dear Mr. Ryan,**

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Puget Sound Naval Shipyard and Intermediate Maintenance Facility Detachment Boston. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Puget Sound Naval Shipyard and Intermediate Maintenance Facility Detachment Boston.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Puget Sound naval shipyard and Intermediate Maintenance Facility Detachment Boston. This visit allowed C. W. Furlow along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

**Sincerely,**



**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

*July 6, 2005*

*Mr. Kenneth R. Sweitzer  
Acting Director  
DFAS Cleveland  
1240 East 9<sup>th</sup> Street  
Cleveland, OH 44149-2055*

*Dear Director Sweitzer,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to DFAS Cleveland. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of DFAS Cleveland.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning DFAS Cleveland. This visit allowed Commissioner Newton and me along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*July 18, 2005*

*Lieutenant Colonel Johnny M. Summers, U.S. Army  
Commander  
Hawthorne Army Depot  
1 South Maine Avenue  
Hawthorne, Nevada 8941-9404*

*Dear Lt. Col. Summers,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Hawthorne Army Depot. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Hawthorne Army Depot.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Hawthorne Army Depot. This visit allowed Commissioner Coyle along with George Delgado, Dean Rhody, and other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

A handwritten signature in black ink that reads "Anthony J. Principi". The signature is fluid and cursive.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

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**July 18, 2005**

*Lieutenant Colonel Johnny M. Summers, U.S. Army  
Commander  
Hawthorne Army Depot  
1 South Maine Avenue  
Hawthorne, Nevada 8941-9404*

*Dear Lt. Col. Summers,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Hawthorne Army Depot. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Hawthorne Army Depot.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Hawthorne Army Depot. This visit allowed Commissioner Coyle along with George Delgado, Dean Rhody, and other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*July 13, 2005*

*Colonel Jeffrey Smith  
Commander, 28<sup>th</sup> Bomb Wing  
Ellsworth Air Force Base  
1000 Ellsworth St., Ste. 1500  
Rapid City, SD 57706-4808*

*Dear Colonel Smith,*

*I would like to thank you and your staff for your hospitality during the Commission visit to Ellsworth Air Force Base. The information presented will be vital to the Commission's deliberation of the DOD recommendations concerning the closure of Ellsworth Air Force Base.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Ellsworth Air Force Base. This visit allowed Commissioners Skinner, Coyle, and Bilbray; and staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehrman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*July 14, 2005*

*Colonel Arthur Sass, USMC  
Commander Maintenance Center  
Marine Corps Logistics Base  
Box 110100  
Barstow, CA 92311-5050*

*Dear Colonel Sass,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Marine Corps Logistics Base Barstow. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Marine Corps Logistics Base Barstow.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Marine Corps Logistics Base Barstow. This visit allowed Commissioner Bilbray along with Valerie Mills and other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

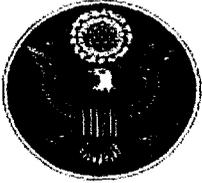
*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

*July 13, 2005*

*Major General Kevin Sullivan  
Commander, Ogden Air Logistics Center  
7981 Georgia Street  
Hill Air Force Base, UT 84056-5824*

*Dear Major General Sullivan,*

*I would like to thank you and your staff for your hospitality during the Commission visit to Hill Air Force Base. The information presented will be vital to the Commission's deliberation of the DOD recommendations concerning Hill Air Force Base.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Ellsworth Air Force Base. This visit allowed Commissioners Coyle, Hansen, and Newton; and staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

A handwritten signature in black ink that reads "Anthony J. Principi". The signature is fluid and cursive.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 22, 2005***

***Commodore Dennis Sinnett  
Commander, Patrol Reconnaissance Wing ELEVEN  
Box 34  
NAS Jacksonville, FL 32212-0034***

***Dear Commodore Sinnett,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Air Station Jacksonville. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Patrol Reconnaissance Wing ELEVEN.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Air Station Jacksonville. This visit allowed Hal Tickle along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

Handwritten signature of Anthony J. Principi in cursive script.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 22, 2005**

*Commodore Dennis Sinnett  
Commander, Patrol Reconnaissance Wing ELEVEN  
Box 34  
NAS Jacksonville, FL 32212-0034*

*Dear Commodore Sinnett,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Air Station Jacksonville. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Patrol Reconnaissance Wing ELEVEN.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Air Station Jacksonville. This visit allowed Hal Tickle along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

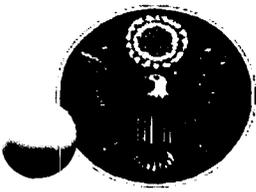
*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 16, 2005**

**Colonel Rowayne A. Schatz, USAF**  
**Commander**  
**McChord Air Force Base, Washington 98438**

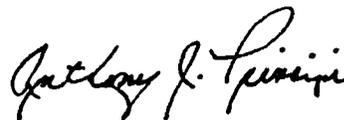
*Dear Colonel Schatz,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to McChord Air Force Base (AFB). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Fort Lewis and McChord AFB.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning McChord AFB. This visit allowed Commissioner Coyle and Commissioner Bilbray along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

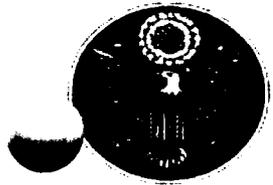


**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
 2521 South Clark Street, Suite 600  
 Arlington, VA 22202  
 Telephone: 703-699-2950

***June 16, 2005***

***Captain Brain Sheppard, USN  
 Commanding Officer  
 Navy Supply Corps School  
 Athens, GA 30606***

***Dear Captain Sheppard,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Navy Supply Corps School. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Navy Supply Corps School.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning navy Supply Corps School. This visit allowed Commissioner Gehman to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

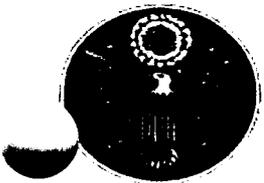
A handwritten signature in cursive script that reads "Anthony J. Principi".

***Anthony J. Principi  
 Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 16, 2005***

***Mr. Frederick L. Smith  
Deputy Director-Ground Systems Industrial Enterprise  
U.S. Army Tank-Automotive and Armaments Command  
1 Rock Island Arsenal  
Rock Island, Illinois 61299-5000***

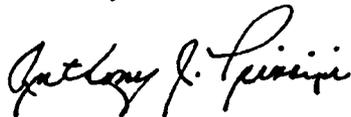
***Dear Mr. Smith,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to United States Army Tank-Automotive and Armaments Command (TACOM) Rock Island Arsenal. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of TACOM's Rock Island facilities.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning TACOM. This visit allowed Commissioner Skinner along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

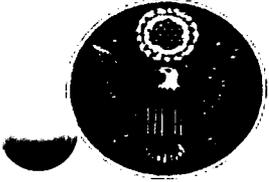


***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 16, 2005**

***Captain Sean P. Sullivan, USN  
Commanding Officer, Naval Submarine Base New London  
Naval Submarine Base New London  
Groton, CT 06349***

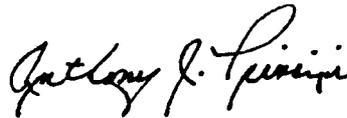
***Dear Captain Sullivan,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Submarine Base New London. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Submarine Base New London.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Submarine Base New London. This visit allowed Commissioner Coyle and me to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***



***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**July 14, 2005**

**Colonel Steven J. Thompson, USMC**  
**Commanding Officer (B100)**  
**Marine Corps Logistics Base**  
**Box 110100**  
**Barstow, CA 92311-5050**

**Dear Colonel Thompson,**

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Marine Corps Logistics Base Barstow. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Marine Corps Logistics Base Barstow.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Marine Corps Logistics Base Barstow. This visit allowed Commissioner Bilbray along with Valerie Mills and other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

**June 22, 2005**

**Major General Bruce F. Tuxill**  
**Adjutant General**  
**Maryland National Guard**  
**5<sup>th</sup> Regiment Armory**  
**29<sup>th</sup> Division Street**  
**Baltimore, MD 21201**

*Dear Major General Tuxill,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Martin State Air Guard Station. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Martin State Air Guard Station.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Martin State Air Guard Station. This visit allowed Jim Hanna along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

**Major General Bruce F. Tuxill**  
**Adjutant General**  
**Maryland National Guard**  
**5<sup>th</sup> Regiment Armory**  
**29<sup>th</sup> Division Street**  
**Baltimore, MD 21201**

**Dear Major General Tuxill,**

**I would like to thank you and your staff for your hospitality during the recent Commission visit to Martin State Air Guard Station. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Martin State Air Guard Station.**

**This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Martin State Air Guard Station. This visit allowed Jim Hanna along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.**

**Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.**

**Sincerely,**

A handwritten signature in black ink that reads "Anthony J. Principi".

**Anthony J. Principi**  
**Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION  
2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

***June 16, 2005***

***RADM Stephen Turcotte, USN  
Commander Navy Region, Mid-Atlantic  
Norfolk Naval Shipyard  
Portsmouth, VA 23709***

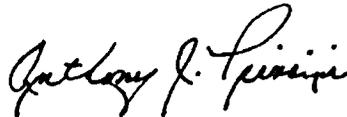
***Dear RADM Turcotte,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Norfolk Naval Shipyard. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Norfolk Naval Shipyard.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Norfolk Naval Shipyard. This visit allowed Commissioner Newton and me to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***



***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*July 6, 2005*

*Colonel Carl E. Vogt  
Commander  
911<sup>th</sup> Airlift Wing  
2475 Defense Avenue  
Coraopolis, PA 15108-4403*

*Dear Colonel Vogt,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to the Pittsburgh International Airport Air Reserve Station. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 911<sup>th</sup> Airlift Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning the 911<sup>th</sup> Airlift Wing. This visit allowed Mike Flinn along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

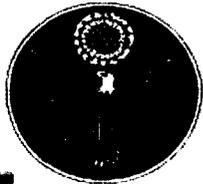
*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

**Major General Frank D. Vavala**  
**Adjutant General**  
**Delaware National Guard**  
**First Regiment Road**  
**Wilmington, DE 19808-2191**

**Dear Major General Vavala,**

**I would like to thank you and your staff for your hospitality during the recent Commission visit to New Castle County Air Guard Station. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of New Castle County Air Guard Station.**

**This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning New Castle County Air Guard Station. This visit allowed Jim Hanna along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.**

**Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.**

**Sincerely,**

**Anthony J. Principi**  
**Chairman**

**Chairman: Anthony J. Principi**

**Commissioners: The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)**

**Executive Director: Charles Battaglia**



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

***June 22, 2005***

***Major General Frank D. Vavala  
Adjutant General  
Delaware National Guard  
First Regiment Road  
Wilmington, DE 19808-2191***

***Dear Major General Vavala,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to New Castle County Air Guard Station. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of New Castle County Air Guard Station.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning New Castle County Air Guard Station. This visit allowed Jim Hanna along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

A handwritten signature in black ink that reads "Anthony J. Principi".

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi  
**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)  
**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*July 14, 2005*

*Captain Tim Watkins, USN  
Commanding Officer  
Naval Station Ingleside  
1455 Ticonderoga Road, Suite W210  
Ingleside, TX 78362-5001*

*Dear Captain Watkins,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Station Ingleside. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Station Ingleside.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Station Ingleside. This visit allowed Commissioner Hill and me along with Bill Fetzer and other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

A handwritten signature in black ink that reads "Anthony J. Principi". The signature is written in a cursive style.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 24, 2005**

*Colonel Tod D. Wolters  
Commander, 47<sup>th</sup> Flying Training Wing  
Laughlin Air Force Base  
477 4<sup>th</sup> Street, Suite 1  
Del Rio, TX 78843*

*Dear Colonel Wolters,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Laughlin Air Force Base (AFB). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 47<sup>th</sup> Flying Training Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Laughlin AFB. This visit allowed Tanya Cruz along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

A handwritten signature in black ink that reads 'Anthony J. Principi'.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 21, 2005**

*Colonel Paul Worcester  
Commander, 102<sup>nd</sup> Fighter Wing  
158 Reilly Street, Box 03  
Otis ANGB, MA 02542*

*Dear Colonel Worcester,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Otis Air National Guard Base (ANGB). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of the 102<sup>nd</sup> Fighter Wing.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Otis ANGB. This visit allowed Commissioners Bilbray, Newton, Coyle and me along with other members of the analytic staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

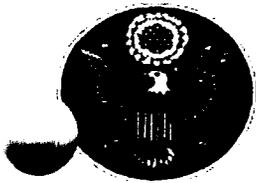
*Sincerely,*

**Anthony J. Principi  
Chairman**

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 16, 2005**

***Captain Robert S. Winneg, USN  
Commanding Officer  
Naval Air Station Brunswick  
Brunswick, ME 04011***

***Dear Captain Winneg,***

***I would like to thank you and your staff for your hospitality during the recent Commission visit to Naval Air Station Brunswick. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Naval Air Station Brunswick.***

***This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Naval Air Station Brunswick. This visit allowed me to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.***

***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.***

***Sincerely,***

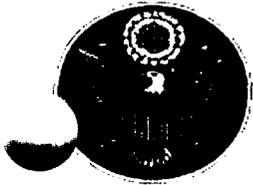
A handwritten signature in cursive script, reading "Anthony J. Principi".

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

*June 16, 2005*

*Mr. Alan G. Wilson  
Manager  
U.S. Army Garrison-Rock Island Arsenal  
1 Rock Island Arsenal  
Rock Island, Illinois 61299-5000*

*Dear Mr. Wilson,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to United States Army Garrison-Rock Island Arsenal (USAG-RIA). The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of USAG-RIA.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning USAG-RIA. This visit allowed Commissioner Skinner to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia

## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

*June 16, 2005*

*Captain Mark S. Welsh, USN  
Commanding Officer  
Naval Surface Warfare Center*

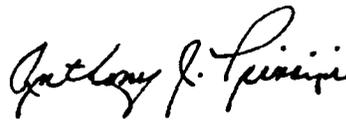
*Dear Captain Welsh,*

*I would like to thank you and your staff for your hospitality during the recent Commission visit to Crane Naval Surface Warfare Center. The information presented will be vital to the Commission's deliberation of the DOD recommendation concerning the realignment of Crane Naval Surface Warfare Center.*

*This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Crane naval Surface Warfare Center. This visit allowed Commissioner Skinner and me to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.*

*Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.*

*Sincerely,*



*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

**Commissioners:** The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
**2521 SOUTH CLARK STREET, SUITE 600**  
**ARLINGTON, VA 22202**  
**TELEPHONE: 703-699-2950**  
**FAX: 703-699-2735**

*June 12, 2005*

**Chairman:**  
**The Honorable Anthony J. Principi**

**Commissioners:**  
**The Honorable James H. Blibray**  
**The Honorable Philip E. Coyle, III**  
**Admiral Harold W. Gehman, Jr., USN (Ret.)**  
**The Honorable James V. Kasseas**  
**General James T. Hill, USA (Ret.)**  
**General Lloyd W. Newton, USAF (Ret.)**  
**The Honorable Samuel K. Skinner**  
**Brigadier General Sue Ellen Turner, USAF (Ret.)**

**Executive Director:**  
**Charles Battaglia**

**Colonel Paul Worcester**  
**Commander, 102<sup>nd</sup> Fighter Wing**  
**158 Reilly Street, Box 03**  
**Otis ANGB, MA 02542**

*Dear Col Worcester:*

*I would like to thank you and your staff for their professionalism and hospitality during our recent BRAC Commission visit to Otis ANGB, MA. The information presented will assist the Commission during deliberation of the official recommendation concerning the realignment of the 102<sup>nd</sup> Fighter Wing.*

*As you know, our visit was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions involving Otis ANGB. The visit allowed me, the other commissioners in attendance, and members of our staff to associate the volumes of DoD data with the installation they represent. It also provided a better understanding of the issues involved from a military value perspective.*

*Our tours of military installations are an integral part of a dynamic, open process which will enhance our ability to assess the current infrastructure prior to making our official report to the President. We appreciate you being part of that process.*

*Very respectfully,*

**The Honorable Anthony Principi**  
**Commissioner**