

Base Visit Book



McChord Air Force Base Realignment Recommendations

The Honorable Philip Coyle

25 May 2005

MCCHORD AFB, WASHINGTON
May 25, 2005

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ITINERARY – McChord Air Force Base (5/24-5/25/2005)

TIME	EVENT	LOCATION	POC	ACTION
24 May 2007	Commissioners arrive; enroute to Radisson	SEATAC Airport	Carol Schmidt	Meet
25 May 0730	En route	McChord AFB	Carol Schmidt	
0830-1000	Commissioners' Brief	62 nd Airlift Wing		Brief
1000	En route	Medical Facility		
1030-1200	Commissioners' Brief			Site visit
1215-1315	Lunch		Carol Schmidt	
1330	Depart McChord AFB	Enroute SEATAC airport	Carol Schmidt	
1415	Arrive	SEATAC Airport		Check in for 1527 departure to Pasco Airport, Richland, WA

COMMISSIONER COYLE

Travel Itinerary for May 23 through May 26, 2005

May 23:

6:20 PM Flight Departs from Los Angles LAX
8:32 PM Flight Arrives at Portland met by **Brad McRee or David Combs**
Travel to Radisson Portland Airport for night

May 24:

11:00 AM Travel to **Portland IAP AGS** for PM visit
7:20 PM Flight Depart from Portland OR
8:07 PM Flight Arrives at Seattle WA met by **Carol Schmidt**
Travel to Radisson Hotel Seattle

May 25:

7:00 AM Travel to **McChord AFB** for AM visit
3:27 PM Flight Departs from Seattle to Richland, WA
4:40 PM Flight Arrives Richland WA (Pasco Airport) met by Mr. Delgado
Travel to Best Western Kennewick

May 26:

7:00 AM Travel to **Umatilla Chem. Depot.** for AM visit
2:10 PM Flight Depart Richland WA (Pasco Airport)
----- Layover in Seattle-----
7:20 PM Flight Arrive Los Angles

COMMISSIONER BILBRAY

Itinerary for May 23 through May 26, 2005

May 23:

2:45 PM Flight Departs Las Vegas

5:50 PM Flight Arrives at Portland met by **Brad McRee or David Combs**
Travel to Radisson Portland Airport for night

May 24:

11:00 AM Travel with **David Combs** to **Portland IAP AGS** for PM visit

7:20 PM Flight Depart from Portland OR

8:07 PM Flight Arrives at Seattle WA met by **Carol Schmidt**
Travel to Radisson Hotel Seattle

May 25:

7:00 AM Travel with **Carol Schmidt** to **McChord AFB** for AM visit

3:27 PM Flight Departs from Seattle to Richland, WA

4:40 PM Flight Arrives Richland WA (Pasco Airport) met by **George Delgado**
Travel to Best Western Kennewick

May 26:

7:00 AM Travel with **George Delgado** to **Umatilla Chem. Depot.** for AM visit

4:43 PM Flight Depart Richland WA (Pasco Airport)

----- Layover in Salt Lake City-----

9:00 PM Flight Arrive Las Vegas

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

McChord Air Force Base, Washington

INSTALLATION MISSION

With over 6,000 employees, McChord Air Force Base is primarily an airlift base, flying large transport aircraft that are involved in international U.S. military operations and is used by Army and Special Forces units from Fort Lewis, which is adjacent to McChord. Currently, the 4,616 acre base hosts approximately 48 C-17 "Globemaster III," C-141 "Starlifter" aircraft, and 446th Airlift Wing, and is the Western United States Air Defense Sector hub, one of a few regional NORAD points that monitor radar data for possible incoming hostile or smuggling aircraft.

In addition to providing installation support to tenants, the 62nd Airlift Wing supports worldwide combat and humanitarian airlift contingencies and carries out the mid-winter Antarctic airdrop.

DOD RECOMMENDATIONS (see Tab 3 for expanded recommendations/justification)

1. Joint Basing of McChord AFB and Ft Lewis.
2. Realigning McChord medical functions to Ft Lewis.

REPRESENTATION

Governor:	Christine Gregoire (D)
Senators:	Patty Murray (D), 3 rd Term/55%; Appropriations; Budget; Health, Education, Labor & Pensions; Veterans' Affairs Maria Cantwell (D), 1 st Term/49%; Commerce, Science & Transportation; Energy & Natural Resources; Small Business & Entrepreneurship; Indian Affairs
Representative:	Adam Smith (D-9 th District), 5 th Term/63%; Armed Services; International Relations; Judiciary. (McChord AFB and Ft Lewis)

ECONOMIC IMPACT

- | | |
|------------------------------|-------------------------------------|
| ● Potential Employment Loss: | 1,036 (567 direct and 469 indirect) |
| ● MSA Job Base: | 339,431 jobs |
| ● Percentage: | -0.3% |

MILITARY ISSUES

McChord AFB and Ft Lewis representatives are scheduled to meet for the first time Thursday, 26 May, to begin the planning process for transforming to Joint Base Lewis-McChord.

Concerns about which the Commissioners may hear:

- Joint Basing:
Will the Army provide the same level of support to McChord as the Air Force is used to?
- Medical:
From Air Force retirees, will they experience delays in or refusal of health care from an "Army" facility?

Medical Community Infrastructure Assessment indicates civilian inpatient capacity exists in the area to provide services to the eligible population, *but at what increased cost to the DOD Health Care System?*

COMMUNITY CONCERNS/ISSUES

None anticipated; changes resulting from Joint Basing and Medical recommendations should be transparent to the surrounding community.

ITEMS OF SPECIAL EMPHASIS

None

Carol J. Schmidt/Joint Cross-Service Team/21 May 2005

DOD RECOMMENDATIONS AFFECTING MCCHORD AFB

DOD RECOMMENDATION 1

Realign McChord Air Force Base by relocating the installation management functions to Fort Lewis, WA, establishing Joint Base Lewis-McChord (H&SA 41 – Joint Basing).

DOD JUSTIFICATION

Summary: Consolidate business-oriented functions, supply, maintenance, and medical functions will be consolidated to capitalize on proven, state-of-the-art business technologies and practices.

All installations employ military, civilian, and contractor personnel to perform common functions in support of installation facilities and personnel. All installations execute these functions using similar or near similar processes. Because these installations share a common boundary with minimal distance between the major facilities or are in near proximity, there is significant opportunity to reduce duplication of efforts with resulting reduction of overall manpower and facilities requirements capable of generating savings, which will be realized by paring unnecessary management personnel and achieving greater efficiencies through economies of scale. Intangible savings are expected to result from opportunities to consolidate and optimize existing and future service contract requirements. Additional opportunities for savings are also expected to result from establishment of a single space management authority capable of generating greater overall utilization of facilities and infrastructure. Further savings are expected to result from opportunities to reduce and correctly size both owned and contracted commercial fleets of base support vehicles and equipment consistent with the size of the combined facilities and supported populations.

(Specific exceptions not included in the functions to relocate are Health and Military Personnel Services. In general, the Department anticipates transferring responsibility for all other Base Operating Support (BOS) functions and the Operations and Maintenance (O&M) portion of Sustainment, Restoration and Modernization (SRM), to the designated receiving location.)

The quantitative military value score validated by military judgment was the primary basis for determining which installation was designated as the receiving location.

*COST CONSIDERATIONS DEVELOPED BY DOD

- One-Time Costs: Total: \$50.6M
- Net Savings (Cost) during Implementation: All: \$601.3M
- Annual Recurring Savings after Implementation: \$183.8M
- Return on Investment Year: Immediate payback expected upon implementation (year not yet determined)
- Net Present Value over 20 Years: \$2,342.5M

*Includes costs for all Joint Basing recommendations; breakout for McChord and specific cost data not available at time of visit.

ENVIRONMENTAL CONSIDERATIONS

This recommendation has no impact on air quality, cultural, archeological, or tribal resources; dredging; and use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.4M for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

DOD RECOMMENDATION 2

Realign McChord Air Force Base, WA, by relocating all medical functions to Fort Lewis, WA (Med 9).

DOD JUSTIFICATION

The primary rationale for this recommendation is to promote jointness and reduce excess capacity. This recommendation supports strategies of reducing excess capacity and locating military medical personnel in areas with enhanced opportunities for medical practice. McChord AFB's medical facility produced 44,283 Relative Value Units (RVU) in FY02, which is well below the Military Health System average of 166,692 RVUs. Its Healthcare Services Functional Military Value of 51.45 is much lower than that of Ft Lewis (73.30). Military personnel stationed at McChord AFB's Medical Facility can be placed in activities of higher military value with a more diverse workload, providing them with enhanced opportunities to maintain their medical currency and making them better able to support Army medical readiness requirements. Approximately 169 military and civilian authorizations will be realigned to Fort Lewis in order to maintain the current level of effort in providing care to the McChord AFB beneficiary population. The remaining civilian authorizations and contractors at McChord AFB that represent unnecessary overhead will be eliminated. Military personnel that are filling similar "overhead positions" will be redistributed by the Service to replace civilian and contract medical personnel elsewhere in the Military Health System activities of higher military value. The large savings along with the reduction of inefficiencies and workload available supports this action. While the jobs are lost in the military system, the same type of job is available in the community.

The quantitative military value score validated by military judgment was the primary basis for determining which installation was designated as the receiving location.

COST CONSIDERATIONS DEVELOPED BY DOD

- One-Time Costs: \$1.1M
- Net Savings (Cost) during Implementation: \$55.1M
- Annual Recurring Savings after Implementation: \$11.6M
- Return on Investment Year: Immediate payback expected upon implementation (year not yet determined)
- Net Present Value over 20 Years: \$164.4M

NEVER HEARD OF THIS METRIC

ENVIRONMENTAL CONSIDERATIONS

This recommendation has no impact on air quality, cultural, archeological, or tribal resources; dredging; and use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.1M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

MANPOWER IMPLICATIONS OF THESE RECOMMENDATIONS (EXCLUDES CONTRACTORS)

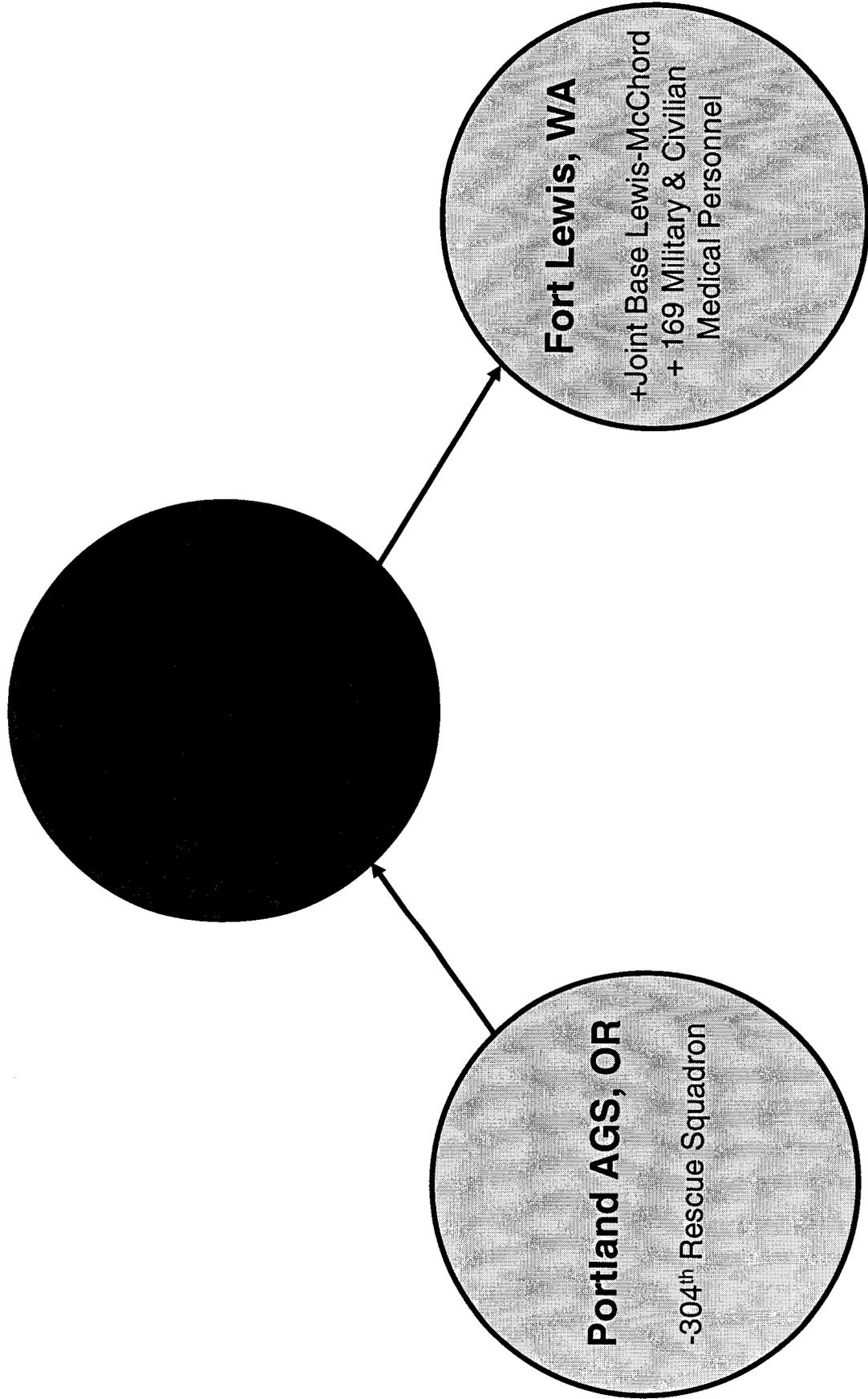
Baseline	<u>Military</u>	<u>Civilian</u>	<u>Students</u>	
Reductions (from McChord)				
Joint Basing	(306)	(116)	N/A	422
Medical Functions	(156)	(29)	N/A	185
				<hr/>
Realignments (from Portland to McChord)	38	9		607
Total	(424)	(136)	N/A	

MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)

	<u>Out</u>		<u>In</u>		<u>Net Gain (Loss)</u>	
	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>	<u>Military</u>	<u>Civilian</u>
These Recommendations	(462)	(145)	38	9	(424)	(136)
Other Recommendation(s)						
Navy Marine Corps						
Reserve Center Tacoma	(20)	0	0	0	(20)	0
Total						

Note: Numbers reflect manpower authorizations, not people, necessarily, or actual filled positions.

REALIGN – McChord Air Force Base



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McChord AFB, WA

Tacoma, WA

Base Operator:

DSN: (253)382-1110
 COML (253) 982-1110

Major Units

62nd Airlift Wing
 446th Airlift Wing (Reserve)

Billeting/Quarters:

(253) 982-3591

First, choose a category:

Installation Data

Second, choose a topic:

Overview

Milita

Wish had uncle for co

★GI B bene LEARN

Marketplace



Combat Flight Simulator 2: Pacific Theater

Take to the hostile skies of World War II with Microsoft's realistic computer game.

Game Center

Welcome to McChord. You couldn't have asked for a better assignment!!

You may have heard the rumor "Washingtonians don't tan, they rust." Don't let that disturb you. You are coming to one of the best bases in the Air Force.

McChord is 7 miles from Tacoma-Pierce County, the second-largest metropolitan area in Washington State. With a population of 674,300 of the state's 5.6 million residents, it is located in western Washington on Commencement Bay, with the Cascade Mountains to the east and the Olympic Mountains to the west.

For 50 years, the 62d Airlift Wing(AW) has set the standard of excellence during war and peace. Its personnel have won military honors in every major military action since World War II, and participated in every major humanitarian airlift mission in the world. It is the premier airlift wing in the Western United States and the Pacific rim, capable of both tactical and strategic operations. The 62d's presence has been felt in every one of our United States, and in practically every country in the world.

The success of the 62d Airlift Wing is a direct reflection of the extraordinary quality of its people. Every officer, enlisted, and

civilian ever assigned to the 62d and McChord Air Force Base over the years, can take credit for having been a vital part of TEAM MCCORD.

The following information includes some basic statistics and history regarding this site.

Location: McChord AFB, Washington

Major Command: AMC

Primary Weapon Systems: C-141 and C-17

Mission:

We provide, safe and effective airlift and airlift support to our worldwide customers; ensure the combat readiness of our people; acquire and maintain equipment necessary for rapid, global force projection and combat support; and provide facilities, support and service to achieve mission excellence and promote a quality way of life.

Population assigned-served: Active Duty Officer: 549 Active Duty Enlisted: 3,075 Family Members: 4,705 Retirees: 12,000 AF (45,000 retirees in area) Civilian Employees: 958 Non-Appropriated Civilian Employees: 319 Reserve Component Members: 2,507

Telephone Access: DSN 984-1910 (Base Operator) COML (253) 984-1910 Information on base: 113

See specific directions on how to get to the installation from the airport, bus/train station, and driving under INSTALLATION, Subject Area, MUST KNOW ITEMS.

HISTORY

The formal dedication for McChord AFB was on 3 July 1940, in memory of Colonel William C. McChord, Chief, Army Air Corps Training and Operations Division who was killed in a plane crash on 18 August 1937.

In 1947, the 62d Troop Carrier Wing was assigned to McChord, marking the beginning of a long time association. McChord became the final continental stop in three "Great Circle" air routes from the United States to Tokyo, via Anchorage and Adak. McChord was thereafter the primary Northwest aerial gateway to Alaska and the Orient. On 1 January 1948, the field was redesignated McChord Air Force Base.

McChord was instrumental in the development of the Alaskan air defense system. Its airlift units provided air transport for personnel and equipment to northern radar sites. Fighter interceptor units from the base provided the necessary air security. In 1950, McChord became part of the Air Defense Command's 25th Air Division, and provided air defense for the Northwestern United States. On 22 March 1950, shortly before the outbreak of war in Korea, additional fighter units were ordered to the Pacific Northwest to guard the air approaches to the Hanford, Washington, atomic works, and other vital defense plants. In Korea, McChord's fighters (F-94s and F-86s) and transport planes (C-54s and C-124s) did their part in the war effort.

During the 1950s, the second major construction period began at McChord. Much of the work was carried out to accommodate new aircraft and associated equipment. New fighter operational facilities and the air defense tracking system facility were constructed. The runway was lengthened to 8,100 feet. Temporary World War II facilities were upgraded or replaced.

In the 1960s, the runway was again lengthened to its current 10,100 feet. Fighter units on base received the then state-of-the-art F-106 Delta Dart, while the airlift units began to fly America's first all-jet transport, the C-141A Starlifter. The nation's involvement in Vietnam mobilized McChord's airlift and defense forces, and the base became a major gateway to Southeast Asia, with thousands of Army troops from adjacent Ft. Lewis deploying to the ever growing conflict.

In 1968, the base was relieved of its assignment to Air Defense Command, when it was turned over to the 62d Military Airlift Wing, and became part of Military Airlift Command's worldwide operation. Many important missions were flown from the base, including the deployment of fighters to Korea during the Pueblo incident, Presidential support flights into China and Russia, the return of United States prisoners of war from North Vietnam, and the positioning of United Nations peacekeeping forces in Egypt.

McChord marked its third major period of construction in the 1970s. Construction included improved navigational equipment, conversion of the central heating plant from coal to natural gas, and numerous facilities, such as a passenger terminal, commissary, base exchange, NCO club, and dormitories. Other building projects included a bowling alley, youth center, reserve operations building, filling station, flight simulator, and gatehouses. The assignment of the 36th Tactical Airlift Squadron in 1975 resulted in the construction of a short field takeoff and landing zone in 1978, parallel to the main runway. This was vital to the training of the 36th's C-130 Hercules crews.

In May of 1980, a base-wide move of dormitory personnel

completed the integration of women into previously all-male dormitories. Meanwhile McChord personnel provided assistance for Cuban refugees at Eglin AFB, Florida. Later that month, Mount St. Helens erupted for the first time in 123 years. Following the eruption, a C-130 crew from the 36 TAS provided communications support during the search for survivors. The 602d Tactical Air Control Wing, a unit at Ft. Lewis supported by McChord, became the only active duty Air Force unit to assist in search and rescue efforts at the emergency command center in the Mount St. Helens area. Great Britain's Prince Philip made an unexpected visit to McChord, when his plane was diverted because of volcanic ash.

One week after St Helen's first eruption, a second one occurred. All of the base's flyable aircraft were evacuated following reports that ash was drifting northwest toward McChord. A total of 26 aircraft were launched in four hours and 18 minutes. But, St Helens wasn't done, and August of the same year, another eruption deposited a noticeable coat of ash on McChord.

On 29 and 30 May 1980, McChord received its first two C-141Bs, stretched versions of the original series. On 22 March 1982, the last C-141A (65-257) departed McChord for stretch modification at Lockheed-Georgia.

In early 1985, as a result of the discovery of pollution in American Lake Gardens, McChord announced the establishment of the Environmental Control Office. At the same time, McChord won the MAC Explosives Safety plaque for 1984, while a C-47 Skytrain arrived inside a C-5 from Tucson, Arizona, destined for the McChord Air Museum. It was dedicated on 29 March, during anniversary ceremonies of the 4th MAS.

The Air Freight Terminal became operational on 29 June 1989. On 1 October of the same year, the 36th Tactical Airlift Squadron was redesignated the 36th Military Airlift Squadron. In December, the base was very much involved in airdrop and airlift operations in Panama, during Operation Just Cause, resulting in the end of the military dictatorship in that country.

On 14 July 1990, McChord Air Force Base's 50th Anniversary Open House and Air Show drew an estimated crowd of 120,000. On 2 August 1990, Iraq invaded Kuwait. Within days McChord units were fully involved in Operation Desert Shield, deployed to several locations across the globe. McChord's involvement continued through Desert Storm, and well into the cease fire campaign.

Mount Pinatubo, in the Philippines, erupted on 9 June 1991. Consideration was given to evacuating Americans from Clark Air Base. Local agencies were notified McChord could be a hub for

Philippine evacuation operations. By 16 June, the evacuation order was issued. The first plane load of evacuees arrived at McChord on the 18th. This repatriation operation was called Fiery Vigil. McChord carried out the operation single handedly until it ended on 3 July.

On 1 June 1992, McChord became an AMC base, as the provisional title Military Airlift Command deactivated, and the name Air Mobility Command took its place. The title change was a small part of the largest restructuring in the Air Force since its creation in 1947. Tragedy struck McChord on 30 November 1992, when two McChord C-141B Starlifters (65-255 and 66-142), participating in an air refueling training mission over north central Montana, collided in mid-air, killing all 13 crewmen.

The designation 36th Airlift Squadron officially moved to Yokota Air Base, Japan, in October, 1993, while the designation 7th Airlift Squadron officially moved to McChord from Travis AFB, California. This move brought the 7th home to its original roots, formed back in the early 1930s, when they belonged to the 62d Transport Carrier Group, now the 62d AW.

In November 1993, Headquarters AMC selected McChord as its winner of the Commander-In-Chief's Installation Excellence Award. McChord represented AMC at Air Force level. The previous month, McChord had won the 1993 AMC Environmental Restoration Award.

On 1 March 1994, for the first time in its history, McChord AFB was named a "Tree City USA" by the National Arbor Day Foundation, in cooperation with the U.S. Department of Agriculture, Forest Service, and the National Association of State Foresters. To become a "Tree City USA", a community must meet four standards: Have a tree board or department, operate a city tree ordinance, a comprehensive community forestry program, and hold an Arbor Day observance.

In another move related to the restructure of a shrinking Air force, McChord's Northwest air Defense Sector (NWADS), was redesignated as the Western Air Defense Sector (WADS), assuming air defense responsibility for the entire western U.S., from Texas, around the California coast, up through Washington, and all the way across North Dakota, doubling its area of responsibility, radar sites, and the aircraft under its control. This redesignation, on 1 January 1995, created the largest sector in the United States.

World events continued to affect McChord through 1995 and 1996, most notably in the form of deployments to Europe in support of Operation Joint Endeavor, the peacekeeping effort in the former Yugoslavia.

Recent history has seen the demise of many Air Force installations worldwide, as part of the effort to reduce defense spending. McChord, however, goes on. Its association with the 62d Airlift Wing, and its proximity to Alaska and the rest of the Pacific theater, make it a vital part of our nation's defense. The 62d's aging fleet of C-141's has begun to make its way to the "bone yard" at Davis-Monthan AFB, Arizona. In 1999 the 62d began conversion to the USAF's newest airlifter, the C-17 Globemaster III. Once again the 4th, 7th, and 8th squadrons will fly a Globemaster. In the meantime, the 62d will continue to set the standard in military airlift and airdrop, as we make ready to usher in a new aircraft, a new era, and a new century.

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State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Virginia	Total	(13,701)	(24,140)	18,802	15,297	5,101	(8,843)	2,168	(1,574)
Washington									
1LT Richard H. Walker U.S. Army Reserve Center	Close	(38)	0	0	0	(38)	0	0	(38)
Army National Guard Reserve Center Everett	Close	(57)	0	0	0	(57)	0	0	(57)
Navy-Marine Corps Reserve Center Tacoma	Close	(20)	0	0	0	(20)	0	0	(20)
U.S. Army Reserve Center Fort Lawton	Close	(53)	(54)	0	0	(53)	(54)	0	(107)
Vancouver Barracks	Close	(29)	(16)	0	0	(29)	(16)	0	(45)
Fort Lewis	Gain	(2)	(1)	187	46	185	45	0	230
Human Resources Support Center Northwest	Gain	0	0	0	23	0	23	0	23
Naval Air Station Whidbey Island	Gain	(34)	0	0	173	(34)	173	0	139
Naval Station Bremerton	Gain	0	0	0	1,401	0	1,401	0	1,401
Fairchild Air Force Base	Realign	(26)	(172)	0	0	(26)	(172)	0	(198)
McCord Air Force Base	Realign	(460)	(143)	36	7	(424)	(136)	(7)	(567)
Submarine Base Bangor	Realign	0	(1)	0	0	0	(1)	0	(1)
Washington	Total	(719)	(387)	223	1,650	(496)	1,263	(7)	760
West Virginia									
Bias U.S. Army Reserve Center, Huntington	Close	(1)	0	0	0	(1)	0	0	(1)
Fairmont U.S. Army Reserve Center	Close	(88)	0	0	0	(88)	0	0	(88)
Navy-Marine Corps Reserve Center Moundsville	Close	(16)	0	0	0	(16)	0	0	(16)
Ewra Sheppard Air Guard Station	Gain	0	0	7	3	7	3	0	10
Yeager Airport Air Guard Station	Realign	(27)	(129)	0	0	(27)	(129)	0	(156)
West Virginia	Total	(132)	(129)	7	3	(125)	(126)	0	(251)

This list does not include locations where there were no changes in military or civilian jobs.
Military figures include student load changes.

Component	Base Name	State	ROI Name	Mil Change	Civ Change	Total Change
Active	WPNSTA YORKTOWN	VA	Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	0	(130)	(130)
Gd/Res	AFRC White River Jct	VT	Lebanon, NH-VT Micropolitan Statistical Area	0	0	0
Gd/Res	Berlin USARC	VT	Barre, VT Micropolitan Statistical Area	0	0	0
Gd/Res	Burlington IAP AGS	VT	Burlington-South Burlington, VT Metropolitan Statistical Area	3	53	56
Gd/Res	Chester USARC	VT	Lebanon, NH-VT Micropolitan Statistical Area	0	0	0
Gd/Res	Courcelle Brothers	VT	Rutland, VT Micropolitan Statistical Area	0	0	0
Gd/Res	Ludlow Armory	VT	Lebanon, NH-VT Micropolitan Statistical Area	0	0	0
Gd/Res	N Springfield Armory	VT	Lebanon, NH-VT Micropolitan Statistical Area	0	0	0
Gd/Res	New Rutland AFRC	VT	Rutland, VT Micropolitan Statistical Area	0	0	0
Gd/Res	USAR AMSA #160	VT	Rutland, VT Micropolitan Statistical Area	0	0	0
Gd/Res	VTARNG Rutland	VT	Rutland, VT Micropolitan Statistical Area	0	0	0
Gd/Res	Windsor Armory	VT	Lebanon, NH-VT Micropolitan Statistical Area	0	0	0
Gd/Res	Ellensburg ARNG CTR	WA	Ellensburg, WA Micropolitan Statistical Area	0	0	0
Gd/Res	Everett Readiness Ct	WA	Seattle-Bellevue-Everett, WA Metropolitan Division	(57)	0	(57)
Active	Fairchild AFB	WA	Spokane, WA Metropolitan Statistical Area	(26)	(172)	(198)
Gd/Res	Fairchild AFRC	WA	Spokane, WA Metropolitan Statistical Area	0	0	0
Gd/Res	FORT LEWIS	WA	Tacoma, WA Metropolitan Division	63	33	96
Gd/Res	FT LAWTON	WA	Seattle-Bellevue-Everett, WA Metropolitan Division	(53)	(54)	(107)
Gd/Res	H. Walker USAR Cente	WA	Spokane, WA Metropolitan Statistical Area	(38)	0	(38)
Active	HRSC NW	WA	Bremerton-Silverdale, WA Metropolitan Statistical Area	0	23	23
Active	LEWIS	WA	Tacoma, WA Metropolitan Division	0	0	0
Active	LEWIS	WA	Tacoma, WA Metropolitan Division	124	13	137
Active	LEWIS	WA	Tacoma, WA Metropolitan Division	(2)	(1)	(3)
Active	LEWIS	WA	Tacoma, WA Metropolitan Division	0	0	0
Gd/Res	Mann USAR Center	WA	Spokane, WA Metropolitan Statistical Area	0	0	0
Active	McChord AFB	WA	Tacoma, WA Metropolitan Division	(156)	(29)	(185)
Active	McChord AFB	WA	Tacoma, WA Metropolitan Division	(306)	(116)	(422)
Gd/Res	McChord AFB	WA	Tacoma, WA Metropolitan Division	38	9	47
Active	NAS WHIDBEY ISL	WA	Oak Harbor, WA Micropolitan Statistical Area	(34)	173	139
Active	NAVSTA BREMERTON	WA	Bremerton-Silverdale, WA Metropolitan Statistical Area	0	103	103
Active	NAVSTA BREMERTON	WA	Bremerton-Silverdale, WA Metropolitan Statistical Area	0	1,358	1,358
Active	NAVSTA BREMERTON	WA	Bremerton-Silverdale, WA Metropolitan Statistical Area	0	(1)	(1)
Active	NAVSTA BREMERTON	WA	Bremerton-Silverdale, WA Metropolitan Statistical Area	0	(59)	(59)
Gd/Res	NEW VANCOUVER	WA	Portland-Vancouver-Beaverton, OR-WA Metropolitan Statistical Area	0	0	0
Gd/Res	NG Geiger Field RC	WA	Spokane, WA Metropolitan Statistical Area	0	0	0
Gd/Res	NMCRRC TACOMA WA	WA	Tacoma, WA Metropolitan Division	(20)	0	(20)
Gd/Res	Oswald USAR Center	WA	Seattle-Bellevue-Everett, WA Metropolitan Division	0	0	0
Gd/Res	Pendleton USAR CTR	WA	Yakima, WA Metropolitan Statistical Area	0	0	0
Gd/Res	Smokey Point AFRC	WA	Seattle-Bellevue-Everett, WA Metropolitan Division	0	0	0
Gd/Res	Snohomish Readiness	WA	Seattle-Bellevue-Everett, WA Metropolitan Division	0	0	0
Active	SUBASE BANGOR	WA	Bremerton-Silverdale, WA Metropolitan Statistical Area	0	0	0
Active	SUBASE BANGOR	WA	Bremerton-Silverdale, WA Metropolitan Statistical Area	0	0	0

Economic Area Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct	Indirect Changes	Total Job Changes	Economic Area Employment	Changes as Percent of Employment
		Mil	Civ	Mil	Civ	Mil	Civ						
Tacoma, WA Metropolitan Division													
Navy-Marine Corps Reserve Center Tacoma	Close	(20)	0	0	0	(20)	0	0	(20)	(15)	(35)	339,431	0.0%
Fort Lewis	Gain	(2)	(1)	187	46	185	45	0	230	187	417	339,431	0.1%
McChord Air Force Base	Realign	(460)	(143)	36	7	(424)	(136)	(7)	(567)	(469)	(1,036)	339,431	-0.3%
Total		(482)	(144)	223	53	(259)	(91)	(7)	(357)	(297)	(654)	339,431	-0.2%
Tampa-St. Petersburg-Clearwater, FL Metropolitan Statistical Area													
Navy Reserve Center ST Petersburg	Close	(12)	0	0	0	(12)	0	0	(12)	(10)	(22)	1,485,074	0.0%
MacDill Air Force Base	Gain	(292)	0	162	231	(130)	231	0	101	152	253	1,485,074	0.0%
Total		(304)	0	162	231	(142)	231	0	89	142	231	1,485,074	0.0%
Terre Haute, IN Metropolitan Statistical Area													
Newport Chemical Depot	Close	(210)	(81)	0	0	(210)	(81)	(280)	(571)	(267)	(838)	89,765	-0.9%
Hulman Regional Airport Air Guard Station	Realign	(12)	(124)	0	0	(12)	(124)	0	(136)	(95)	(231)	89,765	-0.3%
Total		(222)	(205)	0	0	(222)	(205)	(280)	(707)	(362)	(1,069)	89,765	-1.2%
Texarkana, TX-Texarkana, AR Metropolitan Statistical Area													
Lone Star Army Ammunition Plant	Close	(2)	(18)	0	0	(2)	(18)	(129)	(149)	(80)	(229)	67,895	-0.3%
Red River Army Depot	Close	(9)	(2,491)	0	0	(9)	(2,491)	0	(2,500)	(1,676)	(4,176)	67,895	-6.2%
Total		(11)	(2,509)	0	0	(11)	(2,509)	(129)	(2,649)	(1,756)	(4,405)	67,895	-6.5%
Toledo, OH Metropolitan Statistical Area													
Toledo Express Airport Air Guard Station	Gain	0	0	14	112	14	112	0	126	90	216	403,161	0.1%
Total		0	0	14	112	14	112	0	126	90	216	403,161	0.1%
Topeka, KS Metropolitan Statistical Area													
Forbes Field Air Guard Station	Gain	0	0	53	194	53	194	0	247	169	416	144,675	0.3%
Total		0	0	53	194	53	194	0	247	169	416	144,675	0.3%

This list does not include locations where no changes in military or civilian jobs are affected.
Military figures include student load changes.

WASHINGTON

1988	Midway Housing Site	CLOSE
1988	Naval Station Puget Sound (Sand Point)	CLOSE
1988	Youngs Lake Housing Site	CLOSE
1991	Naval Station Puget Sound (Sand Point)	CLOSE
1991	Naval Undersea Warfare Engineering Station Keyport	REALIGN
1993	Data Processing Center Naval Air Station Whidbey Island	CLOSE
1993	Data Processing Center Naval Supply Center Puget Sound	CLOSE
1993	Navy Data Processing Center Trident Refit Facility Bangor	CLOSE
1993	Planning, Estimating, Repair, and Alterations Center (CV), Bremerton	DISESTAB
1995	Naval Undersea Warfare Center Keyport	REALIGN
1995	Camp Bonneville	CLOSE
1995	Naval Sea Systems Command, Arlington	REDIRECT
1995	Office of Naval Research	REDIRECT
1995	Space and Naval Warfare Systems Command, Arlington	REDIRECT

**APPENDIX C
ACRONYMS**

AAP: Army Ammunition Plant

AC: Active Component

ACA: Army Contracting Agency or American Corrections Association

ACF: Area Cost Factor

AD: Active Duty

ADM: Admiral

ADMIN: Administration

AF: Air Force

AFB: Air Force Base

AFIS: American Forces Information Service

AFSC: Air Force Specialty Code

AMC: Army Materiel Command or Air Mobility Command

AMPL: A Mathematical Programming Language

ANG: Air National Guard

APG: Aberdeen Proving Ground

ARNG: Army National Guard

ASW: Antisubmarine Warfare

AT&L: Acquisition, Technology and Logistics

ATEC: Army Test and Evaluation Command

AT/FP: Antiterrorism/Force Protection

BAH: Basic Allowance for Housing

BOS: Base Operations Support

BRAC: Base Realignment and Closure.

C4ISR: Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance

CAD: Capacity Analysis Database

CBC: Construction Battalion Center (Navy)

CECOM: Communications - Electronics Command

CHEM: Chemical

CIFA: Counterintelligence Field Activity

CMC: Commandant of the Marine Corps

CMD: Command

CMDR: Commander

CNR: Center of Naval Research

COBRA: Cost of Base Realignment Actions

COCOM: Combatant Command

COL or Col: Colonel

CONUS: Continental United States

COTS: Commercial-off-the-shelf

CPO: Civilian Personnel Office

CPT or Capt: Captain

CR: Candidate recommendation

CRI: Crime Rate Index

DA: Department of the Army

DARPA: Defense Advanced Research Projects Agency

DAS: Deputy Assistant Secretaries

DC: District of Columbia

DCAA: Defense Contract Audit Agency

DCMA: Defense Contract Management Agency

DeCA or DECA: Defense Commissary Agency

DFAS: Defense Finance and Accounting Service

DHRA: Department of Defense Human Resources Activity

DIA: Defense Intelligence Agency

DIMHRS: Defense Integrated Military Human Resource System

DISA: Defense Information Systems Agency

DJC2: Deployable Joint Command and Control

DLA: Defense Logistics Agency

DLSA: Defense Legal Services Agency

DoD: Department of Defense

DoDEA: Department of Defense Education Activity

DoN: Department of the Navy

DPAS: Defense Property Accountability System

DSCA: Defense Security Cooperation Agency

DSS: Defense Security Service

DTRA: Defense Threat Reduction Agency

DTSA: Defense Technology Security Administration

DUSD: Deputy Under Secretary of Defense

E&T: Education and Training (JCSG)

EPA: Environmental Protection Agency or Environment Policy Act

FAC: Facility or Facility Analysis Category

FCC: Facility Condition Code

FCS: Future Combat Systems

FH: Family Housing

FM: Financial Management Subgroup (of HSA JCSG)

FOB: Federal Office Building

FOIA: Freedom of Information Act

F&IC: Force and Infrastructure Category

4th Estate: Defense Agencies and Field Activities, other than MilDeps within DoD

FPG: Facility Pricing Guide

FSM: Facility Sustainment Model

FSP: Force Structure Plan

FTE: Full Time Equivalent

FY: Fiscal Year

FYDP: Future Years Defense Plan or Future Year Development Program

GAO: Government Accountability Office

GCCS: Global Command and Control System

GC&F: Geographic Clusters and Functional subgroup (of HSA JCSG)

GIG-BE: Global Information Grid-Bandwidth Expansion

GS: Government Service

GSF: Gross Square Feet

HAP: Homeowner Assistance Program

HHG: Household Goods

HQ: Headquarters

HSA JCSG: Headquarters & Support Activity Joint Cross-Service Group

IAW: In Accordance With

ICP: Internal Control Process, or Internal Control Plan

I&E: Installations and Environment

IEC: Infrastructure Executive Council

IG: Inspector General

IM: Information Management, or Installation Management subgroup (of HSA JCSG)

IMA: Individual Mobilization Augmentee

IND: Industrial (JCSG)

INT or INTEL: Intelligence (JCSG)

ISG: Infrastructure Steering Group

IT: Information Technology

ITSB: Integrated Tactical (or Technical) Support Battalions

JCS: Joint Chiefs of Staff

JCSG: Joint Cross-Service Groups

JNMS: Joint Network Management System

JTF-GNO: Joint Task Force-Global Network Operation

JTRS: Joint Tactical Radio System

KSF: Thousands (K) of square feet

K\$ or \$K: Thousands (K) of dollars

MAD: Military Value Analysis Database

MAVT: Multi-Attribute Value Theory

MAH: Major Administration and Headquarters subgroup (of HSA JCSG)

MCAS: Marine Corps Air Station

MCB: Marine Corps Base

MCLB: Marine Corps Logistics Base

MCRD: Marine Corps Recruit Depot

MCSA: Marine Corps Supply Activity

MDA: Missile Defense Agency

MED: Medical (JCSG)

MDW: Military District of Washington

MFR: Memorandum for Record

MG: Major General

MILCON: Military Construction

MILDEP: Military Department

MilVal: Military Value

MOB: Mobilization Subgroup (of HSA JCSG)

MOS: Military Occupational Specialty (Army)

MTF: Medical Treatment Facility

MV: Military Value

MWTC: Mountain Warfare Training Center (USMC)

NAB: Naval Air/Amphibious Base

NAD: Non-Active Duty

NADD: Non-Active Duty Dependent

NAF: Naval Air Facility or Numbered Air Force

NAS: Naval Air Station

NAVSTA: Naval Station

NAVWS: Naval Air Weapons Station

NCES: Network Centric Enterprise Services

NCIS: Naval Criminal Investigative Service

NCR: National Capital Region

NDW: Naval District of Washington

NEPA: National Environmental Policy Act

NETC: Navy Education and Training Center

NETPDTC: Navy Education and Training Professional Development & Technology Center

NGB: National Guard Bureau

NPV: Net Present Value

NRL: Naval Research Laboratory

NSA: Naval Support Activity

NSF: Net Square Feet

NSPS: National Security Personnel System

NTC: Naval Training Center

NUWC: Naval Undersea Warfare Center

NWS: Naval Weapons Station

OCONUS: Outside Continental United States

OEA: Office of Economic Adjustment

OGC: Office of the General Counsel

OIG: Office of the Inspector General

OMB: Office of Management and Budget

OPNAV: Naval Operations

OSD: Office of the Secretary of Defense

OSA (P&R): Office of the Secretary of Defense, Personnel and Readiness

PAC: Pacific

PC or P&C: Personnel and Corrections subgroup (of HSA JCSG)

PCS: Permanent Change of Station

PDTS: Performance Reporting System

PFPA: Pentagon Force Protection Agency

POC: Point of Contact

POM: Program Objective Memorandum

POV: Privately Owned Vehicle

PPP: Priority Placement Program

PRV: Plant Replacement Value

RC: Reserve Component

RDML: Rear Admiral (Lower Half)

RD&A: Research, Development and Acquisition

RFC: Request for Clarification

RIF: Reduction in Force

RITA: Relocation Income Tax Allowance

ROI (COBRA): Return on Investment

ROI (Criterion 6): Region of Influence

RSE: Relocation Services Entitlement

RTD&E: Research, Development, Training and Evaluation

RSE: Relocation Service Entitlement

SAAA: Administrative Assistant to the Secretary of the Army

SECDEF: Secretary of Defense

SF: Square Feet

SIOH: Supervision, Inspection, Overhead Rate

SMDC: Space and Missile Defense Command

SME: Subject Matter Expert

SOP: Standing Operating Procedures

SRM: Sustainment, Restoration and Modernization

S&S: Supply and Storage (JCSG)

SSEI: Scenario Environmental Impacts (SSEI)

SSR: Service Sustainment Rate

TABS: The Army Basing Study

T&E: Test and Evaluation

TDY: Temporary Duty

TECH: Technology (JCSG)

TMA: TRICARE Management Activity

TO: Transformational Options

TOC: Table of Contents

TO&E: Table of Organization and Equipment

TRANSCOM: U.S. Transportation Command

UCA: Unit Cost Adjustment

UCMJ: Uniform Code of Military Justice

UCR: Uniform Crime Report

UIC: Unit Identification Code

UM: Unit of Measure

USAF: United States Air Force

USD: Under Secretary of Defense

USD/AT&L: Under Secretary of Defense/Acquisition Technology & Logistics

USG: United States Government

USF: Usable Square Feet

USMA: United States Military Academy

USN: United States Navy

VA: Veterans Affairs

VADM: Vice Admiral

VOC: Volatile Organic Compound

WHS: Washington Headquarters Services

WRAIR: Walter Reed Army Institute of Research

WRAMC: Walter Reed Army Medical Center

APPENDIX D GLOSSARY

Administrative Space: All space in DoD FAC Code Series 6100 and 6200 (i.e., general office space whether or not personnel occupied)

Annual Recurring Savings: Annual recurring savings includes, but is not limited to, rent savings from terminating a lease even if the lease has expired. The recurring savings after the lease expiration will be determined using the market rate for the rental of the leased facility.

Base Closure Law: The provisions of Title II of the Defense Authorization Amendments and Base Closure and Realignment Act (Pub. L. 100-526, 102 Stat. 2623, 10 U.S.C. S 2687 note), or the Defense Base Closure and Realignment Act of 1990 (Pub. L. 100- 526, Part A of Title XXIX of 104 Stat. 1808, 10 U.S.C. S 2687 note).

BRAC: "BRAC" Base Realignment and Closure. The process DoD has previously used to reorganize its installation infrastructure to more efficiently and effectively support its forces, increase operational readiness and facilitate new ways of doing business. DoD anticipates that BRAC 2005 will build upon processes used in previous BRAC efforts.

Candidate Recommendation: A scenario that a JCSG or Military Department has formally analyzed against all eight selection criteria and recommends to the ISG and IEC for Secretary of Defense approval. A JCSG Candidate Recommendation must be approved by the ISG, IEC, and Secretary of Defense before it becomes a Recommendation. A Military Department Candidate Recommendation must be approved by the IEC and Secretary of Defense before it becomes a Recommendation.

Close: Any action that ceases or relocates all current missions of an installation and eliminates or relocates all current personnel positions (military, civilian and contractor), except for personnel required for caretaking, conducting any ongoing environmental cleanup, or property disposal. Retention of a small enclave, not associated with the main mission of the base, is still a closure.

Closure: All missions of the installation have ceased or have been relocated. All personnel positions (military, civilian and contractor) have either been eliminated or relocated, except for personnel required for caretaking, conducting any ongoing environmental cleanup, and disposal of the base, or personnel remaining in authorized enclaves.

COBRA: Cost of Base Realignment Actions. An analytical tool used to calculate the costs, savings, and return on investment of proposed realignment and closure actions.

Co-locate: An action that implements a closure or realignment action that stations functions and/or activities at the same site where they will share existing assets.

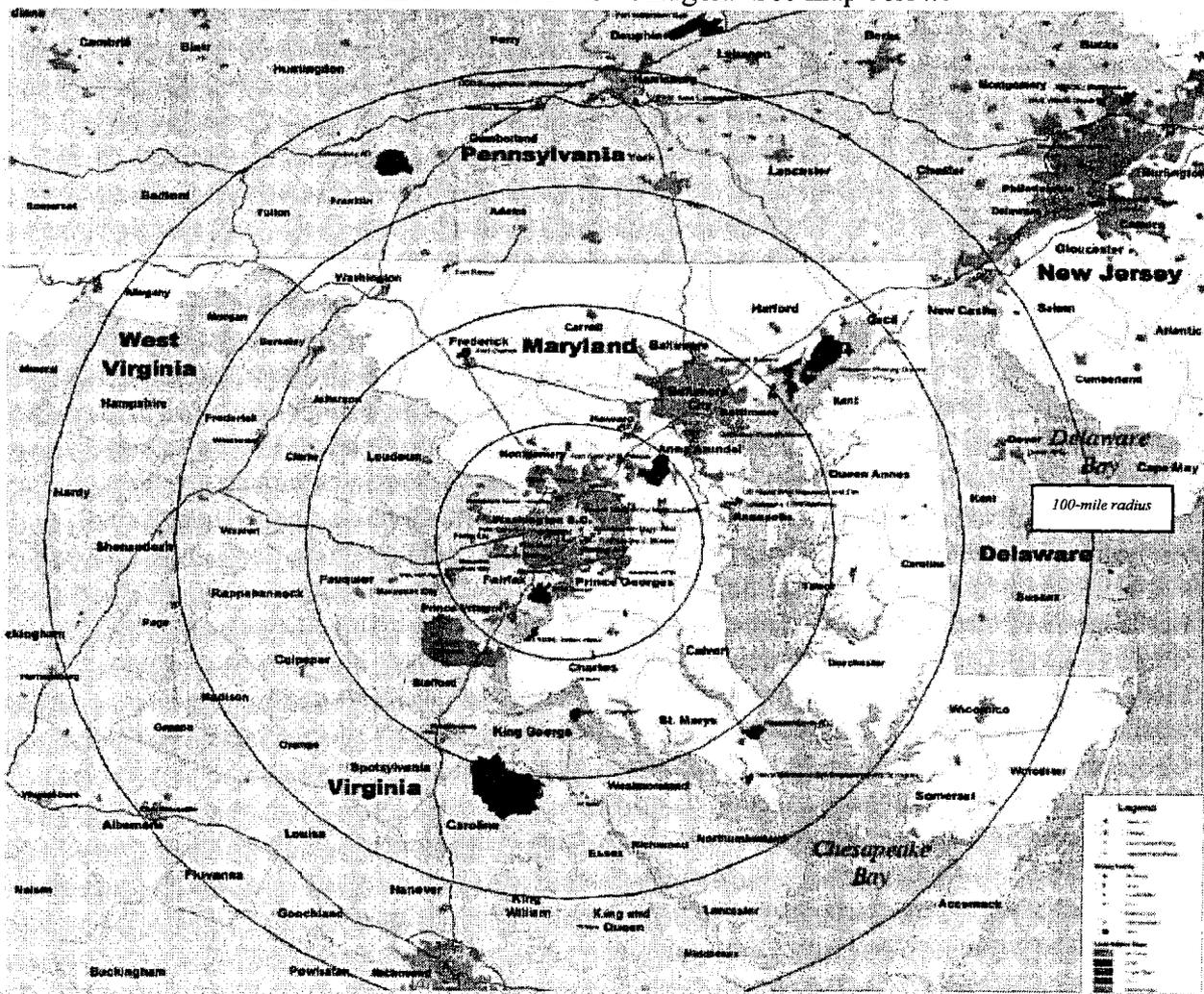
Commission: The commission, established by section 2902 of the Defense Base Closure and Realignment Act of 1990, as amended.

Community Preference: Section 2914(b)(2) of BRAC requires the Secretary of Defense to consider any notice received from a local government in the vicinity of a military installation that the government would approve of the closure or realignment of the installation.

Consolidate: An action that implements a closure or realignment action that combines one or more functions or activities. Normally includes a decrease of civilian or military personnel.

Data Certification: Section 2903(c)(5) of BRAC requires specified DoD personnel to certify to the best of their knowledge and belief that information provided to the Secretary of Defense or the 2005 Commission concerning the realignment or closure of a military installation is accurate and complete.

DC Area: Within a 100 mile radius of the Pentagon. See map below:



Establish: Any action that creates a mission, function, or activity on an installation

Force Structure: Numbers, size and composition of the units that comprise U.S. defense forces; e.g., divisions, ships, air wings, etc.

4th Estate: Defense Agencies and Field Activities, other than a Military Department within DoD. An unofficial term used as shorthand within certain elements of DoD.

Gross Square Feet (GSF): All floor area in a building measured to the outer surfaces of exterior or enclosing walls. This measure should be used when responding to questions about owned space (by the federal government) that is controlled by the DoD (except the Pentagon Reservation). Tenants on military installations should confirm assignments of GSF with their host entity. (See also, Usable Square Feet (USF).)

Idea: A concept for stationing and supporting forces and functions that lacks the specificity of a proposal. A transformational option is an idea.

Infrastructure Executive Council (IEC): One of the two senior groups established by the Secretary of Defense to oversee and operate the BRAC 2005 process. The IEC, chaired by the Deputy Secretary of Defense, and composed of the secretaries of the Military Departments and their chiefs of services, the Chairman of the Joint Chiefs of Staff and the Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)), is the policy making and oversight body for the entire BRAC 2005 process.

Infrastructure Steering Group (ISG): The subordinate of two senior groups established by the Secretary of Defense to oversee and operate the BRAC 2005 process. The ISG, chaired by the Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)), and composed of the Vice Chairman of the Joint Chiefs of Staff, the Military Department assistant secretaries for installations and environment, the service vice chiefs, and the Deputy Under Secretary of Defense (Installations & Environment) (DUSD(I&E)), will oversee joint cross-service analyses and ensure the integration of that process with the Military Department and Defense Agency specific analyses.

Installation: As defined in the Defense Base Closure and Realignment Act of 1990 (Public Law 101-510, as amended through the National Defense Authorization Act of Fiscal Year 2003), the term "military installation" means a base, camp, post, station, yard, center, homeport facility for any ship, or other activity under the jurisdiction of the Department of Defense, including any leased facility. Such term does not include any facility used primarily for civil works, rivers and harbors projects, flood control, or other projects not under the primary jurisdiction or control of the Department of Defense.

Leaseback: A property conveyance authority under which the Department of Defense may transfer non-surplus BRAC property, by deed or through a lease in furtherance of

conveyance, to a local redevelopment authority which then leases the property back to the Federal Department or Agency for its continued use. The property conveyed may be entire parcels and/or individual buildings or structures. The transfer requires that the leaseback must be for no rent to satisfy a Federal need for the property. Leaseback may be used in conjunction with a closure or realignment.

Leased Space: All space secured from the private market or from non-DoD federal government entities.

Losing Installation: An installation from which missions, units or activities have ceased or been relocated pursuant to a closure or realignment recommendation. An installation can be a losing installation for one recommendation and a receiving installation for a different recommendation.

Military Installation: A base, camp, post, station, yard, center, homeport facility for any ship, or other activity under the jurisdiction of the Department of Defense, including any leased facility. Such term does not include any facility used primarily for civil works, rivers and harbors projects, flood control, or other projects not under the primary jurisdiction or control of the Department of Defense.

Mothball (Closure) Cost: The average costs to mothball facilities at a closing base where the facilities will not have a future re-use. (This is a minimum cost to close-up a facility in preparation for disposal/demolition.)

Mothball (Inactivation/Realignment) Cost: The average costs to mothball facilities at a base where the facilities will have a future re-use. (This is a minimum cost to close-up a facility in preparation for future re-use.)

Multi-Attribute Value Theory (MAVT): A Military Value approach to model development. MAVT uses a hierarchical representation of a decision-maker's objectives or criteria, and their supporting attributes and metrics, to assess value of a group of competing alternatives.

NEPA Analysis: National Environmental Policy Act analysis conducted to evaluate an installation's disposal decisions in terms of the environmental impact. The NEPA analysis is useful to the community's planning efforts and the installation's property disposal decisions. It is used to support DoD decisions on transferring property for community reuse.

Net Implementation Cost: The net cost to conduct the closure or realignment of a location.

Net Present Value: The value of an investment calculated by adding the present value of expected future cash flows to the initial cost of the investment; the difference between the cost of an investment and the discounted present value of all future earnings from that investment.

One-Time Costs: One-time costs include the unique costs of moving during each year as well as the unique non-recurring expenditures during each year that cannot be portrayed properly elsewhere. For example, Reserve Component impact costs, land purchase costs, lease termination costs, meeting force protection standards at leased facilities, restoration costs (cost to restore facility to its original condition) when leaving a leased facility, and impacts on non-DoD activities.

Owned Space: Space owned by the federal government and controlled by the DoD.

Payback Period: The length of time needed for the net (costs) cash receipts to cover completely the initial outlay expended in the closure/realignment.

Privatize: A method of closure or realignment that ceases government performance of a mission in favor of reliance on the private sector to perform that mission. When privatizing, the government disposes of associated assets and resources independent of the privatization action. Privatization does not include outsourcing.

Privatize-in-place: A method of closure or realignment that ceases government performance of a mission in favor of reliance on the private sector to perform that mission at the former military installation. When privatizing-in-place, the government disposes of associated assets and resources to the private sector entity that agrees to perform the mission at the privatized location.

Proposal: A description of one or more potential closure or realignment actions that have not been declared as a scenario for formal analysis by either a JCSG or a Military Department. Normally includes detail on the transfer of units, missions or other work activity; facilities or locations that would close or lose such effort; facilities or locations that would gain from the losing locations; tenants or other missions or functions that would be affected by the action. A proposal can come from Ideas or options derived from optimization tools. Proposals must be catalogued at the JCSG or Military Department level for tracking

Realignment: Any action that both reduces and relocates functions and civilian personnel positions, but does not include a reduction in force resulting from workload adjustments, reduced personnel or funding levels, or skill imbalances.

Receiving Installation: An installation to which missions, units or activities have been relocated pursuant to a closure or realignment recommendation. An installation can be a receiving installation for one recommendation and a losing installation for a different recommendation.

Recommendation: A Candidate Recommendation approved by the Secretary of Defense.

Relocate: A description of an action that moves functions, missions, units, activities, or personnel positions from one location to another.

Scenario: A proposal that has been declared for formal analysis by a Military Department or JCSG deliberative body. The content of a scenario is the same as the content of a proposal. The only difference is that it has been declared for analysis by a deliberative body. Once declared, a scenario is registered at the ISG by entering it into the ISG BRAC Scenario Tracking Tool.

Scenario Analysis: The process to formally evaluate a scenario against all eight selection criteria.

Secretary: Secretary of Defense (SecDef).

Selection Criteria:

Criterion 1 (MV): Mission capabilities and impact on operational readiness of DoD

Criterion 2 (MV): Availability of land, facilities and airspace

Criterion 3 (MV): Ability to accommodate contingency, MOB and future total force

Criterion 4 (MV): Cost of operations and manpower implications

Criterion 5 (COBRA): Cost of Base Realignment Actions

Criterion 6: Economic Impact

Criterion 7: Community Infrastructure

Criterion 8: Environmental Impact

Shared Boundary: Installations that reside on land contiguous with another DoD installation have a shared a boundary. Activities that share an off-post/base building are not considered to have a shared boundary.

Surge requirement: Documented (OPLAN, MOU, MOA or other agreement) contingency, mobilization, or other operational requirements beyond normal operating parameters (e.g., for temporary vacancies, emergencies, seasonal or special event staffing).

Transformation: “A process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people and organizations that exploit our nation’s advantages and protect against our asymmetric

vulnerabilities to sustain our strategic position, which helps underpin peace and stability in the world.” (DoD Transformation Planning Guidance document, April 2003.)

Usable Square Feet (USF): Space on a building floor(s) that a tenant can occupy with personnel, furniture and equipment (including an internal circulation factor). This measure should be used when responding to questions about leased space (inclusive of space that is owned by the Federal Government but controlled by a non-DoD entity such as GSA) and when responding to questions about the amount of space used by a specific function within larger amount of assigned space (whether measured in USF or GSF). . (See also, Gross Square Feet (GSF).)

MAH Capacity Analysis

USAF Capacity

Installations

Installation	Current Capacity	Maximum Potential Capacity	Current Usage @200 GSF/Person	Capacity Available to Surge	Capacity Required to Surge	%Excess (Shortfall)	
MacDill AFB	1032655	1043082	301604	741478	0	71%	741478
Malmstrom AFB	259814	254889	143200	111689	0	44%	111689
March ARB	230876	245353	204600	40753	0	17%	40753
Maxwell AFB	1458337	1627284	1001800	625484	0	38%	625484
McChord AFB	415046	435263	176000	259263	0	60%	259263
McConnell AFB	315068	321949	138600	183349	0	57%	183349
McGuire AFB	486530	529410	360000	169410	600	32%	168810
Minot AFB	353199	363507	165600	197907	0	54%	197907
Mountain Home AFB	243097	306776	117600	189176	0	62%	189176
Nellis AFB	481032	488387	271400	216987	0	44%	216987
Offutt AFB	1329773	1224687	1112200	112487	0	9%	112487
Peterson AFB	703305	930734	453200	477534	0	51%	477534
Pope AFB	246577	292518	103800	188718	0	65%	188718
Randolph AFB	1213608	1383333	1082800	300533	2500	22%	298033
Robins AFB	2059452	2085575	1471800	613775	0	29%	613775
Scott AFB	1473727	1583697	1630750	-47053	0	-3%	-47053
Seymour Johnson AFB	331461	296646	200600	96046	0	32%	96046
Shaw AFB	406457	427755	322000	105755	0	25%	105755
Sheppard AFB	388188	414785	341200	73585	10900	15%	62685
Tinker AFB	1240150	1470771	1596000	-125229	440	-9%	-125669
Travis AFB	591421	691825	243200	448625	0	65%	448625
Tyndall AFB	478485	491562	420000	71562	0	15%	71562
Vance AFB	135437	126898	38400	88498	0	70%	88498
Vandenberg AFB	852704	811776	461000	350776	0	43%	350776
Whiteman AFB	357520	354819	262800	92019	0	26%	92019
Wright-Patterson AFB	3324125	2859314	5103200	-2243886	7000	-79%	-2250886

Installation	Current Capacity	Max Capacity (SF)	Current Usage @200 GSF/Person	Capacity Available to Surge	Capacity Required to Surge	%Excess (Shortfall)	
ABERDEEN PROVING GROUND	2269456	2454648	1340400	1114248	2276	45%	1111972
CARLISLE BARRACKS	131768	131768	49200	82568	0	63%	82568
FORT A P HILL	98040	98040	34800	63240	14565	50%	48675
FORT BELVOIR	2076130	2775569	1649400	1126169	34447	39%	1091722
FORT BENNING	1350297	1464866	836200	628666	0	43%	628666
FORT BLISS	911905	1185159	373600	811559	0	68%	811559
FORT BRAGG	1867959	2049355	1273400	775955	0	38%	775955
FORT CAMPBELL	761151	751984	448400	303584	200	40%	303384
FORT CARSON	627728	775459	475600	299859	0	39%	299859
FORT DETRICK	432115	424911	484100	-59189	2750	-15%	-61939
FORT DIX	268075	276412	225100	51312	0	19%	51312
FORT DRUM	419350	433092	258400	174692	2120	40%	172572
FORT EUSTIS	786284	810224	490800	319424	0	39%	319424
FORT GILLEM	409042	422576	173600	248976	0	59%	248976
FORT GORDON	462000	501000	217600	283400	600	56%	282800
FORT HAMILTON	152000	177000	304800	-127800	0	-72%	-127800
FORT HOOD	978346	935623	756800	178823	90324	9%	88499
FORT HUACHUCA	725380	776292	632400	143892	0	19%	143892
FORT JACKSON	344202	354673	294500	60173	2000	16%	58173
FORT KNOX	1229834	1239098	611200	627898	0	51%	627898
FORT LEAVENWORTH	517382	547813	320800	227013	0	41%	227013
FORT LEE	579760	608418	542400	66018	1000	11%	65018
FORT LEONARD WOOD	1109387	927058	780800	146258	0	16%	146258
FORT LEWIS	2533747	2707224	1218000	1489224	0	55%	1489224
FORT MCCOY	318763	355072	187400	167672	0	47%	167672
FORT MCNAIR	143315	218152	159400	58752	0	27%	58752
FORT MCPHERSON	1035209	1064436	993000	71436	0	7%	71436
FORT MEADE	897361	930938	288600	642338	0	69%	642338
FORT MONMOUTH	1328543	1282835	864600	418235	675	33%	417560
FORT MONROE	545226	551609	619400	-67791	0	-12%	-67791
FORT MYER	98006	98006	68600	29406	0	30%	29406
FORT POLK	561000	462000	2200	459800	0	100%	459800
FORT RICHARDSON	279271	351046	146600	204446	1200	58%	203246
FORT RILEY	1387462	1387503	723200	664303	12800	47%	651503
FORT RUCKER	201000	487000	405200	81800	0	17%	81800
FORT SAM HOUSTON	1799267	1789545	834800	954745	9100	53%	945645
FORT SHAFTER	416284	664493	119500	544993	44874	75%	500119
FORT SILL	1108045	1106209	530400	575809	31814	49%	543995
FORT STEWART	519732	520574	399600	120974	5500	22%	115474
FORT WAINWRIGHT	185000	202000	1283600	-1081600	0	-535%	-1081600
REDSTONE ARSENAL	2239496	2366341	1701200	665141	13406	28%	651735
SCHOFIELD BARRACKS	676000	322000	4074200	-3752200	0	-1165%	-3752200

Major Admin & HQs (Inst)

NAME	Network Architecture Backbone	Fiber Network Architecture	Special Communications Capabilities	Continuity of Operations	Owner-Occupied Housing	% of Bachelors Degrees or Higher	Distance to Major Airport	Military Airfield	Installation Facility Condition Code	Contiguous Parcels	DISN Point of Presence	Blocks of Contiguous Admin Space	BAH	Locality Pay
(I)FORT BENNING	0.67544	0.42735	7	3	84000	0.20325	10.80	No	C3	1.2494	Yes	0	1152	0.1090
(I)FORT BLISS	0.99000	1.00000	5	2	69600	0.16608	4.30	Yes	C3	15.5222	Yes	0.5	1031	0.1090
(I)FORT BRAGG	1.00000	0.30109	9	4	88800	0.19109	13.10	Yes	C3	2.9162	Yes	0	887	0.1090
(I)FORT CAMPBELL	1.00000	1.00000	5	6	82100	0.13397	62.30	Yes	C3	28.1345	Yes	0	775	0.1090
(I)FORT CARSON	0.44714	0.46417	5	6	147100	0.31759	10.00	Yes	C3	6.9986	Yes	0	1166	0.1090
(I)FORT DETRICK	1.00000	1.00000	5	8	160200	0.29999	28.00	No	C2	0.4997	Yes	0	1579	0.1463
(I)FORT DIX	1.00000	0.76398	5	2	137400	0.28390	40.50	No	C3	1.2501	No	0	1707	0.1532
(I)FORT DRUM	0.46895	0.48677	7	3	68200	0.16036	20.67	Yes	C3	12.9068	Yes	0	1060	0.1090
(I)FORT EUSTIS	1.00000	0.85149	8	4	96400	0.19885	8.00	Yes	C3	7.3288	Yes	0	1074	0.1090
(I)FORT GILLEM	0.01799	0.03571	8	4	92700	0.16633	8.60	No	C3	0.5820	No	0	1385	0.1261
(I)FORT GORDON	1.00000	0.89236	7	2	76800	0.18687	10.00	No	C3	3.7499	Yes	0	1019	0.1090
(I)FORT HAMILTON	1.00000	0.90476	5	5	1000001	0.49396	17.60	No	C3	0.0000	No	0	2030	0.1929
(I)FORT HOOD	0.46774	0.74074	6	4	78100	0.19798	6.70	Yes	C3	2.7495	Yes	0	901	0.1090
(I)FORT HUACHUCA	1.00000	0.56701	6	5	88200	0.18802	2.00	Yes	C3	0.4167	Yes	0	1064	0.1090
(I)FORT JACKSON	1.00000	0.56000	5	3	98700	0.32487	16.20	No	C3	49.1165	Yes	0	1080	0.1090
(I)FORT KNOX	0.76897	0.74570	6	7	88300	0.15366	30.70	Yes	C3	3.9162	Yes	0.4	811	0.1090
(I)FORT LEAVENWORTH	1.00000	0.97590	5	9	96900	0.23080	16.90	Yes	C3	1.6668	Yes	0	1111	0.1154
(I)FORT LEE	0.47536	0.81959	6	4	68600	0.14797	30.00	No	C3	14.1608	Yes	0	946	0.1213
(I)FORT LEONARD WOOD	0.57941	0.78339	7	8	78300	0.18780	4.00	Yes	C3	7.7414	Yes	0	939	0.1090
(I)FORT LEWIS	0.03517	0.70000	8	13	149600	0.20594	29.90	Yes	C3	17.6453	Yes	0	1323	0.1512
(I)FORT MCCOY	0.52009	0.67742	6	5	77500	0.13186	35.20	Yes	C3	9.2454	No	0	903	0.1090
(I)FORT MCNAIR	1.00000	1.00000	5	5	157200	0.39070	6.00	No	C3	0.0000	Yes	0	2006	0.1463
(I)FORT MCPHERSON	0.30189	0.47059	8	6	180700	0.41385	13.00	No	C3	0.2490	Yes	0	1385	0.1261
(I)FORT MEADE	1.00000	0.73684	6	5	127300	0.30569	9.00	No	C3	1.6668	Yes	0	1169	0.1463
(I)FORT MONMOUTH	1.00000	1.00000	6	6	203100	0.34582	47.00	No	C2	1.2490	Yes	0	2122	0.1929

NAME	Network Architecture Backbone	Fiber Network Architecture	Special Communications Capabilities	Continuity of Operations	Owner-Occupied Housing	% of Bachelors Degrees or Higher	Distance to Major Airport	Military Airfield	Installation Facility Condition Code	Contiguous Parcels	DISN Point of Presence	Blocks of Contiguous Admin Space	BAH	Locality Pay
(I)Little Rock AFB	0.99225	0.80892	5	12	85300	0.28113	19.99	Yes	C1	4.9167	Yes	0	910	0.1090
(I)Luke AFB	1.00000	0.41667	5	10	129200	0.25886	28.00	Yes	C1	4.2486	No	0	1197	0.1090
(I)MacDill AFB	1.00000	0.90400	7	10	97700	0.25099	11.20	Yes	C1	1.1630	Yes	0	1220	0.1090
(I)Malmstrom AFB	1.00000	0.73148	5	3	92500	0.21476	10.00	No	C1	1.7497	Yes	0	963	0.1090
(I)March ARB	1.00000	0.97727	7	18	146500	0.16632	24.00	Yes	C1	0.4980	Yes	0	1499	0.2005
(I)Marine Corps Air Station Beaufort	0.63200	0.92045	6	1	213900	0.33226	46.00	Yes	C3	15.8775	Yes	0	1106	0.1090
(I)Marine Corps Air Station Cherry Point	1.00000	0.99435	6	5	96600	0.19266	18.00	Yes	C2	11.9998	No	0	1058	0.1090
(I)Marine Corps Air Station Miramar	1.00000	0.85928	6	14	227200	0.29521	20.00	Yes	C2	0.7470	Yes	0	1882	0.1616
(I)Marine Corps Base Camp Lejeune	0.55854	0.55305	8	4	85900	0.14772	25.99	Yes	C2	3.4991	Yes	0	980	0.1090
(I)Marine Corps Base Camp Pendleton	0.21815	0.61806	8	14	227200	0.29521	55.76	Yes	C3	0.0000	Yes	0	1764	0.1616
(I)Marine Corps Base Hawaii Camp Smith	1.00000	0.62500	8	4	309000	0.27870	7.60	No	C2	0.0000	Yes	0	2089	0.2500
(I)Marine Corps Base Hawaii Kaneohe	1.00000	0.75839	7	4	309000	0.27870	21.80	Yes	C2	0.0000	Yes	0	2089	0.2500
(I)Marine Corps Base Quantico	0.97734	0.92611	9	4	149600	0.31462	29.00	Yes	C3	4.1644	Yes	0	1542	0.1463
(I)Marine Corps Support Activity Kansas City	1.00000	0.94737	7	12	85000	0.23446	39.10	No	C2	0.4160	Yes	0	1121	0.1154
(I)Maxwell AFB	1.00000	0.59917	6	5	87700	0.28508	9.62	Yes	C2	0.3320	Yes	0	1137	0.1090
(I)McChord AFB	1.00000	0.59387	5	13	149600	0.20594	29.90	Yes	C2	0.1670	Yes	0.5	1323	0.1512
(I)McConnell AFB	1.00000	0.93684	5	7	83600	0.25415	14.02	Yes	C2	0.5820	Yes	0	1016	0.1090
(I)McGuire AFB	0.32873	0.41176	8	2	137400	0.28390	36.00	Yes	C2	4.1638	Yes	0	1707	0.1532
(I)Minot AFB	1.00000	0.60465	6	12	79500	0.22126	12.00	Yes	C1	2.4161	Yes	0	794	0.1090
(I)Mountain Home AFB	1.00000	0.93130	7	3	93200	0.17336	50.60	Yes	C1	1.7490	Yes	0	916	0.1090
(I)National Naval Medical Center Bethesda	1.00000	0.89474	5	5	221800	0.54556	20.47	No	C3	0.0000	Yes	0	2006	0.1463
(I)Naval Air Engineering Station Lakehurst	1.00000	1.00000	6	6	131300	0.19488	55.00	Yes	C1	24.0405	No	0.1	1707	0.1929
(I)Naval Air Station Brunswick	1.00000	1.00000	7	14	131200	0.34240	26.00	Yes	C2	0.7497	Yes	0	1308	0.1090

Admin Space (sq ft)

-Ft. Story							
Ft. Monroe	92268	92268	46200	46068	0	50%	46068
Langley AFB	237672	237672	160800	76872	0	32%	76872
NAVSHIPYD Norfolk	147736	147736	353000	(205264)	0	-139%	(205264)
NAVSTA Norfolk	20660	20660	23400	(2740)	0	-13%	(2740)
NAS Oceana	7040	7040	8400	(1360)	0	-19%	(1360)
NAVPHIBASE Little Creek	3280	3280	8200	(4920)	0	-150%	(4920)
WPNSTA Yorktown	13731	13731	3600	10131	0	74%	10131
Lafayette Annex	7363	7363	7400	(37)	0	-1%	(37)
NAVMEDCEN Portsmouth	42495	42495	134600	(92105)	0	-217%	(92105)
HR Totals	647255	647255	861000	(213745)	0	-33%	(213745)
Lewis-McChord GC							
Ft. Lewis	312201	312201	160200	152001	0	49%	152001
McChord AFB	596364	596364	386600	209764	0	35%	209764
LM Totals	908565	908565	546800	361765	0	40%	361765
McGuire-Dix-Lakehurst GC							
Ft. Dix	184133	184133	219000	(34867)	0	-19%	(34867)
Ft. Monmouth	102012	102012	83390	18622	0	18%	18622
McGuire AFB	250266	250266	199600	50666	0	20%	50666
NAVAIRENGSTA Lakehurst	29952	29952	50600	(20648)	0	-69%	(20648)
WPNSTA Earle Colt	32417	32417	21400	11017	0	34%	11017
MDL Totals	598780	598780	573990	24790	0	4%	24790
Mississippi Gulf Coast GC							
Keesler AFB	675376	675376	374000	301376	0	45%	301376
CBC Gulfport	85561	85561	33400	52161	0	61%	52161
NAVSTA Pascagoula	15430	15430	21400	(5970)	0	-39%	(5970)
MGC Totals	776367	776367	428800	347567	0	45%	347567
Oahu GC							
Schofield Barracks	66994	66994	142400	(75406)	0	-113%	(75406)
Ft. Shafter	14654	14654	40400	(25746)	0	-176%	(25746)

Ft. Eustis	3356	9145	3356	5789	0	63%	5789
-Ft. Story							
Ft. Monroe	490	500	490	10	0	2%	10
Langley AFB	3322	7392	3322	4070	0	55%	4070
NAVSHIPYD Norfolk	44	66	44	22	0	33%	22
NAVSTA Norfolk	2117	3175	2117	1058	0	33%	1058
NAS Oceana	3891	7417	3891	3526	0	48%	3526
NAVPHIBASE Little Creek	16	240	16	224	0	93%	224
WPNSTA Yorktown	616	1164	616	548	0	47%	548
Lafayette Annex	960	1230	960	270	0	22%	270
NAVMEDCEN Portsmouth	886	1000	886	114	0	11%	114
HR Totals	15698	31329	15698	15631	0	50%	15631
Lewis-McChord GC							
Ft. Lewis***	5513	5513	5513	0	0	0%	0
McChord AFB	1503	2097	1503	594	0	28%	594
LM Totals	7016	7610	7016	594	0	8%	594
McGuire-Dix-Lakehurst GC							
Ft. Dix***	9800	9800	9800	0	0	0%	0
Ft. Monmouth	2616	7824	2616	5208	0	67%	5208
McGuire AFB	3742	4000	3742	258	0	6%	258
NAVAIRENGSTA Lakehurst	1140	24096	1140	22956	0	95%	22956
WPNSTA Earle Colt	3600	6100	3600	2500	0	41%	2500
MDL Totals	20898	51820	20898	30922	0	60%	30922
Mississippi Gulf Coast GC							
Keesler AFB	2690	20000	2690	17310	0	87%	17310
CBC Gulfport	504	2400	504	1896	0	79%	1896
NAVSTA Pascagoula	399	4000	399	3601	0	90%	3601
MGC Totals	3593	26400	3593	22807	0	86%	22807
Oahu GC							
Schofield Barracks	0	0	0	0	0	0%	0

-Ft. Story							
Ft. Monroe	5950	4781533	5950	4775583	0	100%	4775583
Langley AFB	26621	30000	26621	3379	0	11%	3379
NAVSHIPYD Norfolk	42280	116200	42280	73920	0	64%	73920
NAVSTA Norfolk	147563	399000	147563	251437	0	63%	251437
NAS Oceana	32873	104200	32873	71327	0	68%	71327
NAVPHIBASE Little Creek	27490	70400	27490	42910	0	61%	42910
WPNSTA Yorktown	11652	48750	11652	37098	0	76%	37098
Lafayette Annex	13520	441875	13520	428355	0	97%	428355
NAVMEDCEN Portsmouth	11140	28000	11140	16860	0	60%	16860
HR Totals	343588	6072958	343588	5729370	0	94%	5729370
Lewis-McChord GC							
Ft. Lewis	34690	180000	34690	145310	0	81%	145310
McChord AFB	16480	40000	16480	23520	0	59%	23520
LM Totals	51170	220000	51170	168830	0	77%	168830
McGuire-Dix-Lakehurst GC							
Ft. Dix*	5265	5265	5265	0	0	0%	0
Ft. Monmouth	17068	83800	17068	66732	0	80%	66732
McGuire AFB	19290	21200	19290	1910	0	9%	1910
NAVAIRENGSTA Lakehurst	8969	62000	8969	53031	0	86%	53031
WPNSTA Earle Colt	210000	448800	210000	238800	0	53%	238800
MDL Totals	260592	621065	260592	360473	0	58%	360473
Mississippi Gulf Coast GC							
Keesler AFB	24044	98675	24044	74631	0	76%	74631
CBC Gulfport	7999	36681	7999	28682	0	78%	28682
NAVSTA Pascagoula	10108	15000	10108	4892	0	33%	4892
MGC Totals	42151	150356	42151	108205	0	72%	108205
Oahu GC							
Schofield Barracks	27320	916000	27320	888680	0	97%	888680
Ft. Shafter	15299	113000	15299	97701	0	86%	97701

-Ft. Story	0.2	7.6	0.2	7	0	97%	7
Ft. Monroe	0.4	6.1	0.4	6	0	93%	6
Langley AFB	1.9	9.5	1.9	8	0	80%	8
NAVSHIPYD Norfolk	2.3	33	2.3	31	0	93%	31
NAVSTA Norfolk	4.1	136	4.1	132	0	97%	132
NAS Oceana	1.3	10.5	1.3	9	0	88%	9
NAVPHIBASE Little Creek	2	136	2	134	0	99%	134
WPNSTA Yorktown	1.2	64	1.2	63	0	98%	63
Lafayette Annex	0.9	0.14	0.9	(1)	0	-543%	(1)
NAVMEDCEN Portsmouth	0.7	0.7	0.7	0	0	0%	0
HR Totals	16.5	407.24	16.5	391	0	96%	391
Lewis-McChord GC							
Ft. Lewis	10.8	17.9	10.8	7	0	40%	7
McChord AFB	3.4	8.5	3.4	5	0	60%	5
LM Totals	14.2	26.4	14.2	12	0	46%	12
McGuire-Dix-Lakehurst GC							
Ft. Dix	1.8	5	1.8	3	0	64%	3
Ft. Monmouth	0.6	115	0.6	114	0	0%	114
McGuire AFB	1.9	3.7	1.9	2	0	49%	2
NAVAIRENGSTA Lakehurst	0.4	1.8	0.4	1	0	78%	1
WPNSTA Earle Colt	0.4	3.5	0.4	3	0	89%	3
MDL Totals	5.1	129	5.1	124	0	692%	124
Mississippi Gulf Coast GC							
Keesler AFB	4.1	5.7	4.1	2	0	28%	2
CBC Gulfport	0.3	3.2	0.3	3	0	91%	3
NAVSTA Pascagoula	0.1	0.7	0.1	1	0	86%	1
MGC Totals	4.5	9.6	4.5	5	0	53%	5
Oahu GC							
Schofield Barracks	7.9	11.5	7.9	4	0	31%	4
Ft. Shafter	3.6	8	3.6	4	0	55%	4

*Retention Strategy
 nuclear facilities
 per Army (MFD)*

*Non-Potable
Water
(MGD)*

-Ft. Story							
Ft. Monroe	0	0	0	0	0	0%	0
Langley AFB	0	0	0	0	0	0%	0
NAVSHIPYD Norfolk	18.7	31	18.7	12	0	0%	12
NAVSTA Norfolk	0.3	0	0.3	(0)	0	0%	(0)
NAS Oceana	0.38	10	0.38	10	0	96%	10
NAVPHIBASE Little Creek	0.22	0.35	0.22	0	0	37%	0
WPNSTA Yorktown	0	1.4	0	1	0	100%	1
Lafayette Annex	0	0	0	0	0	0%	0
NAVMEDCEN Portsmouth	0	0	0	0	0	0%	0
HR Totals	20.6	45.75	20.6	25	0	55%	25
Lewis-McChord GC							
Ft. Lewis	3.5	4	3.5	1	0	13%	1
McChord AFB	0.25	1.3	0.25	1	0	81%	1
LM Totals	3.75	5.3	3.75	2	0	29%	2
McGuire-Dix-Lakehurst GC							
Ft. Dix	0.01	0	0.01	(0)	0	0%	(0)
Ft. Monmouth	0.16	0.09	0.16	(0)	0	-78%	(0)
McGuire AFB	0	0	0	0	0	0%	0
NAVAIRENGSTA Lakehurst	0.19	2	0.19	2	0	91%	2
WPNSTA Earle Colt	0	0	0	0	0	0%	0
MDL Totals	0.36	2.09	0.36	2	0	83%	2
Mississippi Gulf Coast GC							
Keesler AFB	0	0	0	0	0	0%	0
CBC Gulfport	0	0	0	0	0	0%	0
NAVSTA Pascagoula	0	0	0	0	0	0%	0
MGC Totals	0	0	0	0	0	0%	0
Oahu GC							
Schofield Barracks	0	0	0	0	0	0%	0
Ft. Shafter	0	0	0	0	0	0%	0

Ft. Eustis	0.07	3.9	0.07	4	0	98%	4
-Ft. Story	0.01	2.2	0.01	2	0	100%	2
Ft. Monroe	0	0	0	0	0	0%	0
Langley AFB	0	0	0	0	0	0%	0
NAVSHIPYD Norfolk	0.19	0.78	0.19	1	0	76%	1
NAVSTA Norfolk	0.34	0.75	0.34	0	0	0%	0
NAS Oceana	0	0	0	0	0	0%	0
NAVPHIBASE Little Creek	0	0	0	0	0	0%	0
WPNSTA Yorktown	0	0	0	0	0	0%	0
Lafayette Annex	0	0	0	0	0	0%	0
NAVMEDCEN Portsmouth	0	0	0	0	0	0%	0
HR Totals	0.61	7.63	0.61	7	0	92%	7
Lewis-McChord GC							
Ft. Lewis	0	0	0	0	0	0%	0
McChord AFB	0	0	0	0	0	0%	0
LM Totals	0	0	0	0	0	0%	0
McGuire-Dix-Lakehurst GC							
Ft. Dix	0	0	0	0	0	0%	0
Ft. Monmouth	0	0	0	0	0	0%	0
McGuire AFB	0	0	0	0	0	0%	0
MDL Totals	0.04	0.43	0.04	0	0	91%	0
NAVAIRENGSTA Lakehurst	0.04	0.43	0.04	0	0	91%	0
Mississippi Gulf Coast GC							
Keesler AFB	0	0	0	0	0	0%	0
CBC Gulfport	0	0	0	0	0	0%	0
NAVSTA Pascagoula	0	0	0	0	0	0%	0
MGC Totals	0	0	0	0	0	0%	0
Oahu GC							
Schofield Barracks	0	0	0	0	0	0%	0
Ft. Shafter	0	0	0	0	0	0%	0

Sanitary Sewage Treatment

Ft. Eustis	1.28	3.9	1.28	3	0	67%	3
-Ft. Story	0.18	2.2	0.18	2	0	92%	2
Ft. Monroe	0.42	5.4	0.42	5	0	92%	5
Langley AFB	1.43	6.5	1.43	5	0	78%	5
NAVSHIPYD Norfolk	0.96	5.8	0.96	5	0	0%	5
NAVSTA Norfolk**	2.77	0	2.77	(3)	0	0%	(3)
NAS Oceana	1.09	0.006	1.09	(1)	0	-18067%	(1)
NAVPHIBASE Little Creek***	1.33	1.33	1.33	0	0	0%	0
WPNSTA Yorktown	0.05	15	0.05	15	0	100%	15
Lafayette Annex***	0.33	0.33	0.33	0	0	0%	0
NAVMEDCEN Portsmouth***	0.73	0.73	0.73	0	0	0%	0
HR Totals	10.57	41.196	10.57	31	0	74%	31
Lewis-McChord GC							
Ft. Lewis	3.43	7.45	3.43	4	0	54%	4
McChord AFB***	0.8	0.8	0.8	0	0	0%	0
LM Totals	4.23	8.25	4.23	4	0	49%	4
McGuire-Dix-Lakehurst GC							
Ft. Dix	3.32	12.7	3.32	9	0	74%	9
Ft. Monmouth	0.73	2.8	0.73	2	0	74%	2
McGuire AFB	1.6	4	1.6	2	0	60%	2
NAVAIRENGSTA Lakehurst	0.08	0.325	0.08	0	0	70%	14
WPNSTA Earle Colt	0.27	0.37	0.27	0	0	0%	0
MDL Totals	6	20.195	6	14	0	70%	14
Mississippi Gulf Coast GC							
Keesler AFB***	2.87	2.87	2.87	0	0	0%	0
CBC Gulfport	0.23	40	0.23	40	0	99%	40
NAVSTA Pascagoula	0.08	0.93	0.08	1	0	91%	1
MGC Totals	3.18	43.8	3.18	41	0	93%	41
Oahu GC							
Schofield Barracks	2.37	4.2	2.37	2	0	44%	2

Hampton Roads GC							
Ft. Eustis	3250	3900	1953	1947	0	50%	1947
-Ft. Story							
Ft. Monroe	0	0	0	0	0	0%	0
Langley AFB	450	450	790	(340)	0	-76%	(340)
NAVSTA Norfolk	493	493	650	(157)	0	-32%	(157)
NAS Oceana	935	935	695	240	0	26%	240
NAVSHIPYD Norfolk	470	470	204	266	0	57%	266
NAVPHIBASE Little Creek	410	410	448	(38)	0	-9%	(38)
WPNSTA Yorktown	269	269	601	(332)	0	-123%	(332)
Lafayette Annex	330	330	375	(45)	0	-14%	(45)
NAVMEDCEN Portsmouth	472	472	489	(17)	0	-4%	(17)
HR Totals	7079	7729	6205	1524	0	20%	1524
Lewis-McChord GC							
Ft. Lewis	7760	12940	5915	7025	0	54%	7025
McChord AFB	298	298	468	(170)	0	-57%	(170)
LM Totals	8058	13238	6383	6855	0	52%	6855
McGuire-Dix-Lakehurst GC							
Ft. Dix	4550	7200	2664	4536	0	63%	4536
Ft. Monmouth	440	440	216	224	0	51%	224
McGuire AFB	335	335	200	135	0	40%	135
NAVAIRENGSTA Lakehurst	634	634	219	415	0	65%	415
WPNSTA Earle Colt	0	0	0	0	0	0%	0
MDL Totals	5959	8609	3299	5310	0	62%	5310
Mississippi Gulf Coast GC							
Keesler AFB	1476	1476	2658	(1182)	0	-80%	(1182)
CBC Gulfport	458	458	510	(52)	0	-11%	(52)
NAVSTA Pascagoula	0	0	0	0	0	0%	0
MGC Totals	1934	1934	3168	(1234)	0	-64%	(1234)
Oahu GC							

Lodging (Rooms)

Ft. Eustis	220	302	529	(227)	0	-75%	(227)
-Ft. Story							
Ft. Monroe	25	31	81	(50)	0	-161%	(50)
Langley AFB	262	328	503	(175)	0	-53%	(175)
NAVSHIPYD Norfolk	652	795	744	51		6%	51
NAVSTA Norfolk	1146	1381	1166	215	0	16%	215
NAS Oceana	564	672	666	6	0	1%	6
NAVPHIBASE Little Creek	479	599	512	87	0	15%	87
WPNSTA Yorktown	60	74	134	(60)	0	-81%	(60)
Lafayette Annex	21	52	21	31	0	60%	31
NAVMEDCEN Portsmouth	0	0	0	0	0	0%	0
HR Totals	3429	4234	4356	(122)	0	-3%	(122)
Lewis-McChord GC							
Ft. Lewis	852	1738	944	794	0	46%	794
McChord AFB	276	325	377	(52)	0	-16%	(52)
LM Totals	1128	2063	1321	742	0	36%	742
McGuire-Dix-Lakehurst GC							
Ft. Dix	828	1104	873	231	0	21%	231
Ft. Monmouth	155	194	155	39	0	20%	39
McGuire AFB	562	632	845	(213)	0	-34%	(213)
NAVAIRENGSTA Lakehurst	50	173	54	119	0	69%	119
WPNSTA Earle Colt	4	6	4	2	0	33%	2
MDL Totals	1599	2109	1931	178	0	8%	178
Mississippi Gulf Coast GC							
Keesler AFB	1176	1307	2075	(768)	0	-59%	(768)
CBC Gulfport	32	39	116	(77)	0	-197%	(77)
NAVSTA Pascagoula	148	235	153	82	0	35%	82
MGC Totals	1356	1581	2344	(763)	0	-48%	(763)
Oahu GC							
Schofield Barracks	236	262	273	(11)	0	-4%	(11)

Ft. Eustis	363	363	424	(61)	0	-17%	(61)
-Ft. Story							
Ft. Monroe	114	114	130	(16)	0	-14%	(16)
Langley AFB	314	314	439	(125)	0	-40%	(125)
NAVSHIPYD Norfolk	58	58	133	(75)	0	-129%	(75)
NAVSTA Norfolk*	0	0	0	0	0	0%	0
NAS Oceana	211	211	330	(119)	0	-56%	(119)
NAVPHIBASE Little Creek	202	202	346	(144)	0	-71%	(144)
WPNSTA Yorktown	109	109	114	(5)	0	-5%	(5)
Lafayette Annex	374	374	573	(199)	0	-53%	(199)
NAVMEDCEN Portsmouth	70	70	31	39	0	56%	39
HR Totals	1815	1815	2520	(705)	0	-39%	(705)
Lewis-McChord GC							
Ft. Lewis	692	692	1217	(525)	0	-76%	(525)
McChord AFB	438	438	435	3	0	1%	3
LM Totals	1130	1130	1652	(522)	0	-46%	(522)
McGuire-Dix-Lakehurst GC							
Ft. Dix	330	330	281	49	0	15%	49
Ft. Monmouth	196	196	275	(79)	0	-40%	(79)
McGuire AFB	321	321	373	(52)	0	-16%	(52)
NAVAIRENGSTA Lakehurst	130	130	98	32	0	25%	32
WPNSTA Earle Colt	104	104	97	7	0	7%	7
MDL Totals	1081	1081	1124	(43)	0	-4%	(43)
Mississippi Gulf Coast GC							
Keesler AFB	264	264	421	(157)	0	-59%	(157)
CBC Gulfport	232	232	207	25	0	11%	25
NAVSTA Pascagoula	0	0	0	0	0	0%	0
MGC Totals	496	496	628	(132)	0	-27%	(132)
Oahu GC							
Schofield Barracks	493	493	760	(267)	0	-54%	(267)

Ft. Eustis	2400	2400	1359	1041	0	43%	1041
-Ft. Story							
Ft. Monroe	425	425	491	(66)	0	-16%	(66)
Langley AFB	675	675	263	412	0	61%	412
NAVSHIPYD Norfolk	125	125	44	81	0	65%	81
NAVSTA Norfolk	283	283	82	201	0	71%	201
NAS Oceana	931	931	361	570	0	61%	570
NAVPHIBASE Little Creek	650	650	380	270	0	42%	270
WPNSTA Yorktown	210	210	53	157	0	75%	157
Lafayette Annex	143	143	83	60	0	42%	60
NAVMEDCEN Portsmouth	250	250	131	119	0	48%	119
HR Totals	6092	6092	3247	2845	0	47%	2845
Lewis-McChord GC							
Ft. Lewis	2662	2662	4176	(1514)	0	-57%	(1514)
McChord AFB	400	400	416	(16)	0	-4%	(16)
LM Totals	3062	3062	4592	(1530)	0	-50%	(1530)
McGuire-Dix-Lakehurst GC							
Ft. Dix	650	650	470	180	0	28%	180
Ft. Monmouth	600	600	132	468	0	78%	468
McGuire AFB	620	620	695	(75)	0	-12%	(75)
NAVAIRENGSTA Lakehurst	245	245	125	120	0	49%	120
WPNSTA Earle Colt	150	150	39	111	0	74%	111
MDL Totals	2265	2265	1461	804	0	35%	804
Mississippi Gulf Coast GC							
Keesler AFB	760	760	347	413	0	54%	413
CBC Gulfport	250	250	188	62	0	25%	62
NAVSTA Pascagoula	0	0	0	0	0	0%	0
MGC Totals	1010	1010	535	475	0	47%	475
Oahu GC							
Schofield Barracks	1620	1620	1298	322	0	20%	322

Ft. Eustis	798	798	137	661	0	83%	661
-Ft. Story							
Ft. Monroe	172	172	143	29	0	17%	29
Langley AFB	325	325	304	21	0	6%	21
NAVSHIPYD Norfolk	0	0	0	0	0	0%	0
NAVSTA Norfolk	0	0	0	0	0	0%	0
NAS Oceana	127	127	77	50	0	39%	50
NAVPHIBASE Little Creek	346	346	172	174	0	50%	174
WPNSTA Yorktown	0	0	0	0	0	0%	0
Lafayette Annex	0	0	0	0	0	0%	0
NAVMEDCEN Portsmouth	0	0	0	0	0	0%	0
HR Totals	1768	1768	834	934	0	53%	934
Lewis-McChord GC							
Ft. Lewis	2050	2050	984	1066	0	52%	1066
McChord AFB	130	130	189	(59)	0	-45%	(59)
LM Totals	2180	2180	1173	1007	0	46%	1007
McGuire-Dix-Lakehurst GC							
Ft. Dix	459	459	258	201	0	44%	201
Ft. Monmouth	116	116	83	33	0	28%	33
McGuire AFB	139	139	90	49	0	35%	49
NAVAIRENGSTA Lakehurst	0	0	0	0	0	0%	0
WPNSTA Earle Colt	12	12	3	9	0	75%	9
MDL Totals	726	726	434	292	0	40%	292
Mississippi Gulf Coast GC							
Keesler AFB	241	241	286	(45)	0	-19%	(45)
CBC Gulfport	150	150	68	82	0	55%	82
NAVSTA Pascagoula	0	0	0	0	0	0%	0
MGC Totals	391	391	354	37	0	9%	37
Oahu GC							
Schofield Barracks	874	874	411	463	0	53%	463

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*Physical Fitness
Centers
(Patrons)*

Physical Fitness Centers (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Physical Fitness Centers (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Surge Capacity Requirement	Excess (Shortfall)	
Hampton Roads GC							
Ft. Eustis	2628	2628	3746	(1118)	0	-43%	(1118)
-Ft. Story							
Ft. Monroe	1338	1338	328	1010	0	75%	1010
Langley AFB	1227	1227	2433	(1206)	0	-98%	(1206)
NAVSHIPYD Norfolk	951	951	456	495	0	52%	495
NAVSTA Norfolk	3878	3878	2635	1243	0	32%	1243
NAS Oceana	2297	2297	1959	338	0	15%	338
NAVPHIBASE Little Creek	1956	1956	1338	618	0	32%	618
WPNSTA Yorktown	338	338	260	78	0	23%	78
Lafayette Annex	322	322	201	121	0	38%	121
NAVMEDECEN Portsmouth	44	44	263	(219)	0	-498%	(219)
HR Totals	14979	14979	14394	585	0	4%	585
Lewis-McChord GC							
Ft. Lewis	3196	3196	4986	(1790)	0	-56%	(1790)
McChord AFB*	824	824	0	824	0	100%	824
LM Totals	4020	4020	4986	(966)	0	-24%	(966)
McGuire-Dix-Lakehurst GC							
Ft. Dix	1086	1086	487	599	0	55%	599
Ft. Monmouth	754	754	402	352	0	47%	352
McGuire AFB	610	610	633	(23)	0	-4%	(23)
NAVAIRENGSTA Lakehurst	762	762	125	637	0	84%	637
WPNSTA Earle Colt	982	982	79	903	0	92%	903
MDL Totals	4194	4194	1726	2468	0	77%	2468
Mississippi Gulf Coast GC							

Headquarters and Support Activities Joint Cross-Service Group

Summary of Selection Process

Introduction

The Secretary of Defense established the Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG) to address Base Realignment and Closure (BRAC) implications for common business-related functions and processes across the Department of Defense, the Military Departments, and Defense agencies. The JCSG had no counterpart in previous BRAC rounds and therefore was charged with defining appropriate functions and sub-functions for analysis. The JCSG had six members representing the four services, OSD, and the Joint Staff. To focus its analyses, the HSA JCSG formed three subgroups: the Geographic Clusters and Functional (GC&F) Subgroup (Air Force lead), the Mobilization Subgroup (Marine Corps lead) and the Major Administration and Headquarters (MAH) Subgroup (Navy lead). The Army member chaired the JCSG. Analyses resulted in 21 BRAC recommendations.

Responsibilities and Strategy

The HSA JCSG was responsible for a comprehensive review of assigned functions, the evaluation of alternatives, and the development and documentation of realignment and closure recommendations for submission to the Secretary of Defense. In developing its analytical process, the JCSG established internal policies and procedures consistent with: Department of Defense (DoD) policy memoranda, the force structure plan and installation inventories; BRAC selection criteria; and the requirements of Public Law 101-510, as amended. To facilitate the JCSG efforts, the three subgroups were assigned specific functions for analysis. The GC&F Subgroup analyzed the common functions of financial management, communications/information technology, personnel and corrections, and installation management. The Mobilization Subgroup analyzed the function of joint mobilization. And the MAH Subgroup analyzed all headquarters located within 100 miles of the Pentagon (the "DC Area"), select headquarters outside the 100-mile radius, and common support functions (headquarters "back-shop" functions).

The following guiding principles served as the foundation for the JCSG's strategy: improve joint capabilities; eliminate redundancy, duplication and excess capacity; enhance force protection; exploit best business practices; increase effectiveness, efficiency, and interoperability; and reduce costs.

Subgroups further interpreted this broader strategy to their functional assignments as follows:

- Rationalize single function administrative installations,

- Rationalize presence within a 100-mile radius of the Pentagon,
- Eliminate leased space,
- Consolidate headquarters and back-shop functions,
- Consolidate/regionalize installation management,
- Consolidate the Defense Finance and Accounting Service,
- Create a joint corrections enterprise,
- Consolidate military personnel functions,
- Consolidate civilian personnel functions, and
- Establish Joint pre-deployment/redeployment mobilization sites.

Analytical Process

The initial scope of the HSA JCSG required review and down-scoping to narrow its focus and maximize results. Capacity analyses served as the mechanism to guide scope refinements. The functions and activities with the highest potential for payoff, characterized as top tier, were the JCSG's primary focus. Those functions and activities with less defined potential were initially placed into a middle tier. Through the analytical process, some middle-tier functions were fully analyzed, while others with less potential for payoff were placed in a lower tier and eliminated or remanded to the Military Departments for consideration. After capacity analyses were complete, the JCSG concluded that each functional area it reviewed had excess capacity. The analyses also facilitated the compilation of target lists for military value analyses.

Military value (selection criteria 1-4) was a primary consideration in development of recommendations. The HSA JCSG developed quantitative methods to assess the military value of headquarters, organizations, and activities performing assigned functions at current locations. The group initially developed 11 scoring plans, which the Infrastructure Steering Group (ISG) approved for use in the military value analyses. Further refinement in the JCSG's scope reduced the final number of scoring plans to seven. Throughout the process, the military value scoring plans were reviewed, and updated as necessary, to ensure that the quantitative results were robust, fair and able and that the entities in the model could be differentiated. The JCSG documented changes to scoring plans and provided them to the ISG for comment and approval.

The initial military value analyses results served as the starting point for scenario development. The JCSG constructed scenarios with military value as a primary consideration. The results of optimization, consideration of the overarching strategy, and military judgment contributed to the family of strategy-driven, data-verified scenarios the JCSG brought forward to its members for deliberation. The three HSA JCSG subgroups developed 204 ideas, which generated 194 proposals; 117 of these proposals were fully analyzed as scenarios using criteria 1-8. The JCSG's members approved 50 scenarios and forwarded them to the ISG as candidate recommendations. The ISG and IEC approved 47 and disapproved 3 of the JCSG's candidate recommendations. Following integration of the HSA JCSG's recommendations with those of the Military Departments and the other JCSGs, the 21 recommendations that follow resulted from this collaborative process.

The recommendations approved by the Secretary of Defense follow:

Joint Basing

Recommendation: Realign McChord Air Force Base (AFB), WA, by relocating the installation management functions to Fort Lewis, WA, establishing Joint Base Lewis-McChord.

Realign Fort Dix, NJ, and Naval Air Engineering Station Lakehurst, NJ, by relocating the installation management functions to McGuire AFB, NJ, establishing Joint Base McGuire-Dix-Lakehurst.

Realign Naval Air Facility Washington, MD, by relocating the installation management functions to Andrews AFB, MD, establishing Joint Base Andrews-Naval Air Facility Washington, MD.

Realign Bolling AFB, DC, by relocating the installation management functions to Naval District Washington at the Washington Navy Yard, DC, establishing Joint Base Anacostia-Bolling-Naval Research Laboratory (NRL), DC.

Realign Henderson Hall, VA, by relocating the installation management functions to Fort Myer, VA, establishing Joint Base Myer-Henderson Hall, VA.

Realign Fort Richardson, AK, by relocating the installation management functions to Elmendorf AFB, AK, establishing Joint Base Elmendorf-Richardson, AK.

Realign Hickam AFB, HI, by relocating the installation management functions to Naval Station Pearl Harbor, HI, establishing Joint Base Pearl Harbor-Hickam, HI.

Realign Fort Sam Houston, TX, and Randolph AFB, TX, by relocating the installation management functions to Lackland AFB, TX.

Realign Naval Weapons Station Charleston, SC, by relocating the installation management functions to Charleston AFB, SC.

Realign Fort Eustis, VA, by relocating the installation management functions to Langley AFB, VA.

Realign Fort Story, VA, by relocating the installation management functions to Commander Naval Mid-Atlantic Region at Naval Station Norfolk, VA.

Realign Andersen AFB, Guam, by relocating the installation management functions to Commander, U.S. Naval Forces, Marianas Islands, Guam.

Justification: All installations employ military, civilian, and contractor personnel to perform common functions in support of installation facilities and personnel. All installations execute these functions using similar or near similar processes. Because these installations share a common boundary with minimal distance between the major facilities or are in near proximity, there is significant opportunity to reduce duplication of efforts with resulting reduction of overall

manpower and facilities requirements capable of generating savings, which will be realized by paring unnecessary management personnel and achieving greater efficiencies through economies of scale. Intangible savings are expected to result from opportunities to consolidate and optimize existing and future service contract requirements. Additional opportunities for savings are also expected to result from establishment of a single space management authority capable of generating greater overall utilization of facilities and infrastructure. Further savings are expected to result from opportunities to reduce and correctly size both owned and contracted commercial fleets of base support vehicles and equipment consistent with the size of the combined facilities and supported populations. Regional efficiencies achieved as a result of Service regionalization of installation management will provide additional opportunities for overall savings as the designated installations are consolidated under regional management structures.

Specific exceptions not included in the functions to relocate are Health and Military Personnel Services. In general, the Department anticipates transferring responsibility for all other Base Operating Support (BOS) functions and the Operations and Maintenance (O&M) portion of Sustainment, Restoration and Modernization (SRM), to the designated receiving location. However, because of the variety of circumstances at each location, the Department requires flexibility to tailor implementation to the unique requirements at each location.

In all but three realignments, discussed below, the quantitative military value score validated by military judgment was the primary basis for determining which installation was designated as the receiving location.

McGuire's quantitative military value compared to the Fort Dix quantitative military value score was too close to be the sole factor for determining the receiving installation for installation management functions. Military judgment favored McGuire AFB as the receiving installation for the installation management functions because of its mission in support of operational forces compared to Fort Dix, which has a primary mission of support for Reserve Component training. As an installation accustomed to supporting operational forces, it was the military judgment of the JCSG that McGuire was better able to perform those functions for both locations.

Similarly, the quantitative military value score of Charleston AFB compared to that of Naval Weapons Station Charleston was too close to be the sole factor for determining the receiving installation for installation management functions. Military judgment favored Charleston AFB as the receiving installation for the installation management functions because of its mission in support of operational forces compared to Naval Weapons Station Charleston, which has a primary mission to support training and industrial activities. As an installation accustomed to supporting operational forces, it was the military judgment of the JCSG that Charleston AFB was better able to perform those functions for both locations.

Langley AFB's quantitative military value score compared to the Fort Eustis quantitative military value score was a clear margin for Fort Eustis. However, pending changes to Fort Eustis resulting from other BRAC recommendations causes military judgment to favor Langley AFB as the receiving installation for the installation management functions. Relocations of organizations currently based at Fort Eustis will cause a significant population decline and overall reduction in the scope of the installation's supporting mission. Based on these changes, it was the military

judgment of the JCSG that Langley AFB was better able to perform these functions for both locations.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$50.6M. The net of all costs and savings to the Department during the implementation period is a savings of \$601.3M. Annual recurring savings to the Department after implementation are \$183.8M with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$2,342.5M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 776 jobs (422 direct jobs and 354 indirect jobs) over the 2006-2011 period in the Tacoma, WA Metropolitan Division, which is 0.2 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 285 jobs (173 direct jobs and 112 indirect jobs) over the 2006-2011 period in the Edison, NJ Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 182 jobs (89 direct jobs and 93 indirect jobs) over the 2006-2011 period in the Camden, NJ Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 253 jobs (150 direct jobs and 103 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 412 jobs (224 direct jobs and 188 indirect jobs) over the 2006-2011 period in the Anchorage, AK Metropolitan Statistical Area economic area, which is 0.2 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 511 jobs (277 direct jobs and 234 indirect jobs) over the 2006-2011 period in the Honolulu, HI Metropolitan Statistical Area, which is a less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 382 jobs (189 direct jobs and 193 indirect jobs) over the 2006-2011 period in the San Antonio, TX Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 657 jobs (264 direct jobs and 393 indirect jobs) over the 2006-2011 period in the

Charleston-North Charleston, SC Metropolitan Statistical Area, which is 0.2 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 546 jobs (238 direct jobs and 306 indirect jobs) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 174 jobs (95 direct jobs and 79 indirect jobs) over the 2006-2011 period in the Guam County, GU economic area, which is .3 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: Review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: Naval Air Engineering Station Lakehurst is in severe non-attainment for ozone (1hr). Some permit changes are possible. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.4M cost for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Relocate Air Force Real Property Agency (AFRPA)

Recommendation: Realign Rosslyn Center and the Nash Street Building, leased installations in Arlington, VA, by relocating the Air Force Real Property Agency to Lackland Air Force Base, San Antonio, TX.

Justification: This recommendation meets two important Department of Defense (DoD) objectives with regard to rationalization of the Department's presence within 100 miles of the Pentagon and enhanced security for DoD Activities. Additionally, the recommendation results in a significant improvement in military value. The military value of the Air Force Real Property Agency (AFRPA) is 302nd of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model. Lackland Air Force Base is ranked 25th out of 334. The recommendation eliminates over 16,000 Usable Square Feet of leased administrative space

Medical Joint Cross-Service Group

Summary of Selection Process

Introduction

The Medical Joint Cross-Service Group (JCSG) was chartered to review Department of Defense healthcare functions and to provide base closure and realignment (BRAC) recommendations based on that review. Assigned functions included Department of Defense (DoD) Healthcare Education and Training; Healthcare Services; and Medical and Dental Research, Development and Acquisition (RD&A). The Air Force Surgeon General chaired the Medical JCSG, and other principal members included senior medical members from the Military Departments, the Joint Staff, and the Office of the Secretary of Defense (OSD). The summary that follows details the group's strategies, processes, and recommendations for consideration for of 2005 BRAC Commission.

Responsibilities and Strategy

The Medical JCSG was responsible for a comprehensive review of its assigned functional areas, an evaluation of alternatives, and the subsequent development and documentation of realignment and closure recommendations for the Secretary of Defense. In developing its analytical process, the Medical JCSG established internal policies and procedures consistent with DoD policy memoranda, the force structure plan prepared by the Chairman of the Joint Chiefs of Staff, an installation inventory, BRAC final selection criteria, and the requirements of the Defense Base Closure and Realignment Act of 1990, as amended.

The Military Healthcare System (MHS) must ensure that DoD has trained, proficient, and deployable medics to support the warfighter. In addition, DoD must foster and deliver research, development and acquisition of unique military medical and dental technology and techniques. In its current form, the DoD healthcare delivery system accomplishes this mission through two complementary organizations: the Direct Care System which includes military treatment facilities, and the TRICARE health benefit program which provides access for beneficiaries to the civilian healthcare system.

The Medical JCSG developed key strategies to guide deliberations based on the key objectives above. These strategies came from an analysis of the BRAC final selection criteria criteria. The Medical JCSG focused its efforts on:

- Supporting the warfighter and their families in-garrison and deployed;
- Maximizing military value while reducing infrastructure footprint, while maintaining an adequate surge capability;

- Maintaining or improving access to care for all beneficiaries, including retirees, using combinations of the Direct Care and TRICARE systems;
- Enhancing jointness, taking full advantage of the commonality in the Services' healthcare delivery, healthcare education and training, and medical/dental research, development and acquisition functions;
- Identifying and maximizing synergies gained from collocation or consolidation opportunities; and
- Examining out-sourcing opportunities that allow DoD to better leverage the large U.S. health care system investments.

The group's final recommendations were based on a review of the entire Military Healthcare System, including the TRICARE program, with a view towards advancing these strategies. To facilitate efforts, the group developed categories of functions for evaluation and organized into subgroups corresponding to these functions. Each subgroup, in turn, developed strategies for evaluating its functions. These strategies were based on the Medical JCSG key focus areas and guided by BRAC selection criteria 1-8.

Analytical Process

The Medical JCSG approach to the BRAC process involved iterative and concurrent actions in close collaboration with the Military Departments and the other Joint Cross Service Groups. The Medical JCSG Principals formed the deliberative body; subgroups generated ideas, proposed overall scope for analyses and brought forth recommendations for consideration. All data collection was conducted and certified in accordance with BRAC process guidance.

The Medical JCSG developed attributes and metrics proposed by subgroups to determine the capacity of all installations for its assigned functions. The metrics were used to develop questions designed to solicit necessary data, which were subsequently issued to all DoD installations in the form of a controlled data call.

The Medical JCSG used the responses from the installations (submitted in the form of certified data) to perform a capacity analysis and review surge requirements. At each step in the process, adequacy and quality of the data was independently validated by the DoD Inspector General.

Once the group acquired capacity information, it conducted a military value assessment of each function at each installation. The group developed military value data call questions from BRAC selection criteria 1-4 to generate data for the quantitative portion of military value which includes both quantitative data, as well as military judgment. Using each installation's responses, the Medical JCSG subgroups identified realignment or closure scenarios that corroborated their strategies and were supported by data. The Medical JCSG believed these scenarios would advance jointness, achieve synergy, capitalize on technology, exploit best practices, and minimize redundancy, while maintaining the fundamental healthcare mission of the DoD. Once scenarios were developed, the remaining selection criteria (criteria 5-8) were assessed, using standard DoD's procedures and/or models.

The Medical JCSG approved 22 candidate recommendations for presentation to the Infrastructure Steering Group (ISG) and Infrastructure Executive Council (IEC). All Medical JCSG decisions were made by vote, and dissenting opinions were entered into the meeting minutes and presented to the ISG/IEC. Review and adjudication by the ISG and IEC resulted in the recommendations.

The recommendations approved by the Secretary of Defense follow:

approximately \$0.5M for waste management and environmental compliance activities. This cost was included in the payback calculation. Brooks City Base reports \$4.2M in environmental restoration costs. Because the Department has a legal obligation to perform environmental restoration regardless of whether an installation is closed, realigned, or remains open, this cost was not included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

McChord Air Force Base, WA

Recommendation: Realign McChord Air Force Base, WA, by relocating all medical functions to Fort Lewis, WA.

Justification: The primary rationale for this recommendation is to promote jointness and reduce excess capacity. This recommendation supports strategies of reducing excess capacity and locating military medical personnel in areas with enhanced opportunities for medical practice. McChord AFB's medical facility produced 44,283 Relative Value Units (RVUs) in FY02, which is well below the Military Health System average of 166,692 RVUs. Its Healthcare Services Functional Military Value of 51.45, is much lower than that of Ft Lewis (73.30). Military personnel stationed at McChord AFB's Medical Facility can be placed in activities of higher military value with a more diverse workload, providing them with enhanced opportunities to maintain their medical currency and making them better able to support Army medical readiness requirements. Approximately 169 military and civilian authorizations will be realigned to Fort Lewis in order to maintain the current level of effort in providing care to the McChord AFB beneficiary population. The remaining civilian authorizations and contractors at McChord AFB that represent unnecessary overhead will be eliminated. Military personnel that are filling similar "overhead positions" will be redistributed by the Service to replace civilian and contract medical personnel elsewhere in the Military Health System activities of higher military value. The large savings along with the reduction of inefficiencies and workload available supports this action. While the jobs are lost in the military system the same type of job is available in the community.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$1.1M. The net of all costs and savings to the Department during the implementation period is a savings of \$55.1M. Annual recurring savings to the Department after implementation are \$11.6M with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$164.4M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 101 jobs (55 direct jobs and 46 indirect jobs) over the 2006-2011 period in the Tacoma, WA Metropolitan Division, which is less than 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. Civilian inpatient capacity exists in the area to provide services to the eligible population. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has no impact on air quality, cultural, archeological, or tribal resources; dredging; and use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.1M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

San Antonio Regional Medical Center, TX

Recommendation: Realign Lackland Air Force Base, TX, by relocating the inpatient medical function of the 59th Medical Wing (Wilford Hall Medical Center) to the Brooke Army Medical Center, Ft Sam Houston, TX, establishing it as the San Antonio Regional Military Medical Center, and converting Wilford Hall Medical Center into an ambulatory care center.

Realign Naval Air Station Great Lakes, IL, Sheppard Air Force Base, TX, Naval Medical Center Portsmouth, Naval Medical Center San Diego, CA, by relocating basic and specialty enlisted medical training to Fort Sam Houston, TX.

Justification: The primary rationale for this recommendation is to transform legacy medical infrastructure into a modernized joint operational medicine platform. This recommendation reduces excess capacity within the San Antonio Multi-Service Market (MSM: two or more facilities co-located geographically with "shared" beneficiary population) while maintaining the level of care for the beneficiaries, enhancing opportunities for provider currency, and maintaining surge capacity. By making use of the design capacity inherent in Brooke Army Medical Center (BAMC), the entire inpatient care produced at WHMC can be relocated into this facility. In terms of military value, while BAMC had a slightly lower quantitative military value score than WHMC, the difference was so small as to not be a meaningful discriminator. Additionally, the small difference is primarily attributable to the efficiency of the Dental Clinic at WHMC, a facility that is excluded from this recommendation. It was the military judgment of the MJCSG that in the context of this recommendation, the condition of the facilities and their average weighted age were the most important elements of the military value of the two locations. In this area, BAMC received a significantly higher score than WHMC. Additionally, it is more cost effective and timely to return BAMC to its inherent design capacity and convert WHMC to an ambulatory care center, than to do the reverse. BAMC is located in a more centralized location, enabling it to better support the broader population area. WHMC and BAMC support Level 1 Trauma Centers, this capability is



BIOGRAPHY

UNITED STATES AIR FORCE

62nd Airlift Wing
Office of Public Affairs
McChord Air Force Base, WA. 98438

COLONEL ROWAYNE A. SCHATZ, JR.

Colonel Rowayne A. Schatz, Jr., is the commander of the 62nd Airlift Wing, McChord Air Force Base, Wash. He ensures the readiness of more than 4,600 active duty military and civilian personnel, along with C-17A Globemaster III aircraft, to support worldwide combat and humanitarian airlift contingencies. The wing provides base support to the 446th Airlift Wing (Associate) and the Western Air Defense Sector.

Colonel Schatz entered the Air Force in 1983 after graduating from the U.S. Air Force Academy. He is a command pilot serving now in his fifth operational command. Colonel Schatz commanded the 50th Airlift Squadron at Little Rock Air Force Base, Ark., which won the 1998 General Smith Trophy for the best airlift squadron in Air Mobility Command. He commanded the 363d Expeditionary Airlift Squadron, Prince Sultan Air Base, Kingdom of Saudi Arabia, in support of Operation SOUTHERN WATCH. During Operation ALLIED FORCE supporting NATO operations in Kosovo, he commanded the 38th Expeditionary Airlift Squadron at Ramstein Air Base, Germany. While commanding the 374th Operations Group at Yokota Air Base, Japan, he deployed in support of Operation ENDURING FREEDOM-PHILIPPINES to coordinate mobility requirements for a 1,200-strong joint task force fighting terrorists in the Philippines. He most recently served as the 437th Airlift Wing vice commander at Charleston Air Force Base, S.C.



EDUCATION:

- 1983 Bachelor of Science degrees in economics and operations research, Distinguished Graduate, U. S. Air Force Academy, Colo.
- 1985 Master's degree in public policy, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.
- 1990 Distinguished Graduate, Squadron Officers School, Maxwell Air Force Base, Ala.
- 1994 Master's degree in military arts and science, U. S. Army Command and General Staff College, Fort Leavenworth, Kan.
- 1994 Armed Forces Staff College, Norfolk, Va.
- 2000 Master's degree in strategic studies, Air War College, Maxwell Air Force Base, Ala.

ASSIGNMENTS:

1. September 1983 – July 1985, student and Kennedy Fellow, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.
2. August 1985 – December 1986, student, Undergraduate Pilot Training, Williams Air Force Base, Ariz.
3. January 1987 – August 1989, C-130 Pilot, Aircraft Commander, Scheduler, Flight Commander, 21st Tactical Airlift Squadron, Clark Air Base, Republic of the Philippines

4. September 1989 – December 1990, C-130 Instructor Pilot, Chief of Squadron Tactics, 21st Tactical Airlift Squadron, Yokota Air Base, Japan
5. January 1991 – March 1992, C-130 Flight Examiner Pilot, Chief of Wing Special Operations, 374th Tactical Airlift Wing, Yokota Air Base, Japan
6. April 1992 – October 1992, Assistant Chief Operations Group Stan/Eval, 374th Operations Group, Yokota Air Base, Japan
7. November 1992 – June 1993, Aide-de-Camp to the Commander, Fifth Air Force and U.S. Forces Japan, Yokota Air Base, Japan
8. July 1993 – August 1994, student, U.S. Army Command and General Staff College, Fort Leavenworth, KS, and Armed Forces Staff College, Norfolk, Va.
9. September 1994 – March 1997, Special Operations Program Analyst, U.S. Special Operations Command, Directorate of Resources (SOJ-8), MacDill Air Force Base, Fla.
10. April 1997 – July 1999, Operations Officer and Commander, 50th Airlift Squadron, Little Rock Air Force Base, Ark.
11. August 1999 – June 2000, student, Air War College, Maxwell Air Force Base, Ala.
12. July 2000 – July 2001, Chief, Tactical Analysis Division, Air Force Studies and Analyses Agency, Headquarters U.S. Air Force, Washington D.C.
13. August 2001 – August 2003, Commander, 374th Operations Group, Yokota Air Base, Japan
14. August 2003 – May 2004, Vice Commander, 437th Airlift Wing, Charleston Air Force Base, S.C.
15. May 2004 – present, Commander, 62nd Airlift Wing, McChord Air Force Base, Wash.

FLIGHT INFORMATION:

Rating: Command Pilot
 Flight hours: More than 3600
 Aircraft flown: C-17A, C-130E/H-1/H-3, C-9A, C-21A, UH-1N, T-38, and T-37

MAJOR AWARDS AND DECORATIONS:

Legion of Merit
 Defense Meritorious Service Medal
 Meritorious Service Medal with three oak leaf clusters
 Air Medal
 Aerial Achievement Medal with one oak leaf cluster
 Air Force Commendation Medal with two oak leaf clusters
 Air Force Achievement Medal
 Combat Readiness Medal with two oak leaf clusters
 National Defense Service Medal with one device
 Armed Forces Expeditionary Medal with one device
 Kosovo Campaign Medal with one device
 Armed Forces Services Medal
 Humanitarian Service Medal

EFFECTIVE DATES OF PROMOTION:

Second Lieutenant	June 1, 1983
First Lieutenant	June 1, 1985
Captain	June 1, 1987
Major	March 1, 1994
Lieutenant Colonel	January 1, 1998
Colonel	April 1, 2001

(Current as of May 2004)



BIOGRAPHY

UNITED STATES AIR FORCE

62nd Airlift Wing
Office of Public Affairs
McChord Air Force Base, WA 98438

COLONEL FREDERICK H. MARTIN

Colonel Frederick "Rick" H. Martin is the vice commander of the 62nd Airlift Wing, McChord Air Force Base, Wash. He assists the commander in ensuring the readiness of more than 4,600 active-duty military and civilian personnel, along with C-17 Globemaster III aircraft, to support worldwide combat and humanitarian contingencies. The wing provides base support to the 446th Airlift Wing (Associate), and the Western Air Defense Sector. The colonel is also charged with overseeing the wing's programs on environmental issues, installation security, and readiness.



Colonel Martin entered the Air Force in 1981 as a distinguished military graduate of the U.S. Air Force Academy. He has served in a variety of operations and staff positions throughout his career. He has extensive operational experience as an instructor or evaluator pilot in the T-38 Talon, C-9 Nightingale and C-141 Starlifter, and has qualified in the C-5 Galaxy, KC-10 Extender, and C-17. On the staff, he was a VOLANT SPOTLIGHT intern in the Protocol Office of Headquarters Military Airlift Command, a politico-military analyst for the Plans and Programs Directorate at U.S. Central Command, and a deputy division chief for the Asia-Pacific Division in the Strategic Plans and Policy Directorate on the Joint Staff. Most recently during Operation IRAQI FREEDOM, Colonel Martin led an airfield assessment team into Iraq to open airfields for fixed wing operations.

Colonel Martin was born in 1959 at Dover, Del. He earned a Bachelor of Science degree in mathematics from the Academy, a master's degree in international relations in 1987 from Webster University and a master's degree in public administration in 1995 from Troy State University.

Colonel Martin is a command pilot with over 4,500 hours in the T-37 Tweet, T-38, C-9, C-141, KC-135 Stratotanker, KC-10, C-5 and C-17.

EDUCATION:

1981	Bachelor of Science in mathematics, U.S. Air Force Academy, Colorado Springs, Colo.
1985	Squadron Officer School, Maxwell AFB, Ala.
1987	Master's degree in international relations, Webster University
1993	Army Command and General Staff College, Fort Leavenworth, Kan.
1993	Armed Forces Staff College, Norfolk, Va.
1995	Masters degree in public administration, Troy State University
1997	Air War College (seminar)
1999	National Security Fellow (SSS equivalent), John F. Kennedy School of Government, Harvard University, Cambridge, Mass.

ASSIGNMENTS:

1. June 1981 – November 1981, student, T-37 Undergraduate Pilot Training, Williams AFB, Ariz.
2. November 1981 – June 1982, student, T-38 Undergraduate Pilot Training, Vance AFB, Okla.
3. June 1982 – August 1982, Student, Pilot Instructor Training, Randolph AFB, Texas
4. June 1982 – July 1985, instructor pilot and executive officer, 25th Flying Training Squadron, Vance AFB, Okla.
5. July 1985 – November 1987, instructor pilot, chief of training and chief executive officer, 11th Aeromedical Airlift Squadron, Scott AFB, Ill.
6. December 1987 – August 1989, intern, VOLANT SPOTLIGHT Intern Program and command protocol officer, Headquarters Military Airlift Command, Scott AFB, Ill.
7. September 1989 – December 1989, student, C-141 Initial Qualification Aircraft Commander Course, Altus AFB, Okla.
8. December 1989 – April 1991, instructor pilot and assistant chief pilot, 14th Military Airlift Squadron, Norton AFB, Calif.
9. May 1991 – May 1992, wing executive officer, 63rd Airlift Wing, Norton AFB, Calif.
10. June 1992 – May 1993, student, U.S. Army Command and General Staff College, Fort Leavenworth, Kan.
11. June 1993 – June 1995, international politico-military analyst for Pakistan and executive officer to the director, Plans and Programs Directorate, Headquarters U.S. Central Command, MacDill AFB, Fla.
12. July 1995 – June 1998, operations officer and commander, 57th Airlift Squadron, Altus AFB, Okla.
13. July 1998 – June 1999, National Security Fellow (SSS), John F. Kennedy School of Government, Harvard University, Cambridge, Mass.
14. July 1999 – June 2001, northeast Asia politico-military affairs officer and deputy division chief, Asia-Pacific Division, Strategic Plans and Policy Directorate, Joint Staff, Washington, D.C.
15. July 2001 – May 2002, deputy commander, 60th Operations Group, Travis AFB, Calif.
16. June 2002 – July 2003, commander, 615th Air Mobility Operations Group, Travis AFB, Calif.
17. July 2003 – Present, vice commander, 62nd Airlift Wing, McChord AFB, Wash.

FLIGHT INFORMATION:

Rating: Command pilot

Hours Flown: More than 4,500

Aircraft Flown: T-37, T-38, C-9, C-141, KC-135, KC-10, C-5, and C-17

MILITARY AWARDS AND DECORATIONS:

Defense Meritorious Service Medal with one oak leaf cluster

Meritorious Service Medal with two oak leaf clusters

Joint Service Commendation Medal

Air Force Commendation Medal with one oak leaf cluster

Air Force Achievement Medal

National Defense Service Medal

EFFECTIVE DATES OF PROMOTION: Days of promotion

Second Lieutenant	27 May 1981
First Lieutenant	27 May 1983
Captain	27 May 1985
Major	1 May 1992
Lieutenant Colonel	1 January 1997
Colonel	1 June 2002

(Current as of January 2004)



BIOGRAPHY

UNITED STATES AIR FORCE

62nd Airlift Wing
Office of Public Affairs
McChord Air Force Base, WA. 98438

COLONEL STEVEN J. ARQUIETTE

Colonel Steven J. Arquette is the director of staff of the 62nd Airlift Wing, McChord Air Force Base, Wash. He is responsible for managing and integrating all activities of the wing's headquarters staff.

Colonel Arquette enlisted in the Air Force in 1978 and served as a 7-Level weapon system radar technician on F-4 Phantom fighter jets. Selected for an early discharge, he earned his commission as a second lieutenant in August of 1986 through the two-year AFROTC program, graduating from the University of Hawaii in Honolulu, Hawaii. Colonel Arquette is a command pilot, having flown multiple air refueling, airlift and DV airlift aircraft. While assigned to HQ Air Mobility Command, he served in the Tanker Airlift Control Center and on the HQ AMC Inspector General team. He was selected as the 437th Airlift Wing Commander's director of mobility forces (DIRMOBFOR) staff planner and deployed to Brazzaville, Congo, for 30 days to support the Joint Task Force charged with conducting the noncombatant evacuation of Kinshasa, Zaire. Later, Colonel Arquette worked in the Secretary of the Air Force's Office of Legislative Liaison at the Pentagon, where he served as the primary congressional liaison for air mobility, training and special operations aircraft and worked politically sensitive issues involving the C-17, C-5, C-130 and CV-22 programs. As the commander of the 99th Airlift Squadron at Andrews Air Force Base, Md., he led a 220-member squadron of selectively manned aircrews directly supporting the president, vice president, members of the cabinet and of congress, and other U.S. and foreign dignitaries.



EDUCATION:

- 1986 Bachelor of Arts in mathematics, University of Hawaii, Honolulu, Hawaii
- 1993 Distinguished Graduate, Squadron Officer School, Maxwell Air Force Base, Ala.
- 1995 Master of Arts in business administration and management, Webster University, Saint Louis, Mo.
- 1999 Distinguished Graduate, Master of Arts in military operational art, Air Command and Staff College, Maxwell Air Force Base, Ala.
- 2000 Air War College – Seminar
- 2004 Master of Arts in strategic studies, Air War College, Maxwell Air Force Base, Ala.

ASSIGNMENTS:

1. May 1987 – April 1988, student, Undergraduate Pilot Training, 58th Flying Training Wing, Columbus Air Force Base, Miss.
2. September 1988 – December 1990, KC-135A Standardization/Evaluation Pilot, 7th Air Refueling Squadron, Carswell Air Force Base, Texas

3. December 1990 – July 1994, KC-10A Instructor and Aircraft Commander, and Operations Group Executive Officer, 458th Operations Group, Barksdale Air Force Base, La.
4. July 1994 – July 1995, Chief, MAJCOM Regional Operations (Command and Control, East Cell), Tanker Airlift Control Center, Headquarters Air Mobility Command, Scott Air Force Base, Ill.
5. July 1995 – July 1996, Director of Mobility Operations Inspections, Office of the Inspector General, Headquarters Air Mobility Command, Scott Air Force Base, Ill.
6. July 1996 – July 1998, Assistant Operations Officer, Flight Commander, and C-17A Aircraft Commander, 14th Airlift Squadron, Charleston Air Force Base, S.C.
7. August 1998 – June 1999, student, Air Command and Staff College, Maxwell Air Force Base, Ala.
8. June 1999 – March 2001, Chief of Mobility, Trainer and Special Operations Forces Programs, Weapons Systems Liaison Division, Secretary of the Air Force, Office of Legislative Liaison, Washington, D.C.
9. April 2001 – June 2003, Commander, 99th Airlift Squadron, Andrews Air Force Base, Md.
10. July 2003 – June 2004, student, Air War College, Maxwell Air Force Base, Ala.
11. July 2004 – present, Director of Staff, 62nd Airlift Wing, McChord Air Force Base, Wash.

FLIGHT INFORMATION:

Rating: Command Pilot
Flight hours: More than 3,300
Aircraft flown: T-37, T-38, KC-135A/Q/S, KC-10, C-17A, C-20B/C and C-37A

MAJOR AWARDS AND DECORATIONS:

Meritorious Service Medal with four oak leaf clusters
Aerial Achievement Medal
Air Force Commendation Medal
Joint Service Achievement Medal
Air Force Achievement Medal with one oak leaf cluster
AF Outstanding Unit Award with two oak leaf clusters
AF Organizational Excellence Award with valor device and one oak leaf cluster
Combat Readiness Medal
National Defense Service Medal with one oak leaf cluster
Armed Forces Expeditionary Medal
Southwest Asia Service medal with two devices
Kuwait Liberation Medal

EFFECTIVE DATES OF PROMOTION:

Second Lieutenant	Dec. 27, 1986
First Lieutenant	Dec. 27, 1988
Captain	Dec. 27, 1990
Major	Sept. 1, 1997
Lieutenant Colonel	May 1, 2000
Colonel	Aug. 1, 2004

(Current as of December 2004)



BIOGRAPHY

UNITED STATES AIR FORCE

62nd Airlift Wing
Office of Public Affairs
McChord Air Force Base, WA 98438

COLONEL JC CROWNOVER

Colonel JC Crownover is the commander of the 62nd Mission Support Group, McChord Air Force Base, Wa. He is responsible for base activities supporting a population of 13,200 covering 124 units and 26,000 retirees and their dependents. He exercises command over eight squadrons, provides command and control protection of government resources, and manages a budget of more than \$38 million.

Colonel Crownover was born 19 February 1958 in Texarkana, Arkansas. He earned a Bachelor of Science in Management from the United States Air Force Academy in Colorado Springs, Colorado and a Masters Degree in Computer Resource Management from Webster University in Aurora, Colorado and a Masters of Strategic Studies from Air War College at Maxwell Air Force Base in Montgomery, Alabama.

In addition to the present assignment, his leadership experiences are highlighted by serving as Deputy Commander of USAFE's largest Mission Support Group, Ramstein AB, Germany; Installation Commander, Moron AB, Spain; Branch Chief, National Space Systems Requirements, Air Staff, Pentagon; and Branch Chief, Current Operations, Space Systems Support, Joint Staff, National Military Command Center, Pentagon.

Colonel Crownover and his wife, Marie of Colorado Springs, Colorado, have two daughters, Sarah and Amanda.

EDUCATION:

- 1981 Bachelors of Science in Management, United States Air Force Academy, Colorado Springs, Colo.
- 1981 Air Traffic Control Officers School, Keesler AFB, Miss.
- 1986 Master of Computer Resource Management, Webster University, Aurora Colo.
- 1986 Squadron Officers School, Maxwell AFB, Ala.
- 1989 Undergraduate Space Training, Lowry AFB, Colo.
- 1993 Air Command and Staff College, Maxwell AFB, Ala.
- 1997 Armed Forces Staff College, Norfolk NS, Va.
- 1999 Air War College by correspondence



ASSIGNMENTS:

1. Sep 1981 – Oct 1982, Air Traffic Control Officer's Training Course, Keesler AFB, Miss. and Myrtle Beach AFB, S. C.
2. Oct 1982 – Aug 1983, Chief, Air Traffic Control Training, England AFB, La.
3. Aug 1983 – May 1986, Auditor, Air Force Finance Center, Lowry AFB, Colo.
4. May 1986 – Jun 1989, Chief, Air Traffic Control and Plans and Programs, Tinker AFB, Okla.
5. Jun 1989 – Aug 1992, Flight Commander, Chief of Command and Control and Assistant Director of Operations for the 4th Space Warning Squadron, Holloman AFB, N.M.
6. Aug 1992 – Jun 1993, Air Command and Staff College, Maxwell AFB, Ala.
7. Jun 1993 – Dec 1995, Requirements Officer for Satellite Early Warning, Space Control and Information Warfare, Program Element Monitor for the Tactical Exploitation of National Systems, and Chief, National Systems Requirements, HQ USAF
8. Dec 1995 – Jun 1999, NMCC Surveillance Officer and Chief, Current Operations Space Systems Support, Current Operations, Joint Staff
9. Jun 1999 – Jun 2001, Commander, 496th Air Base Squadron, Morón AB, Spain
10. Jun 2001 – Jun 2002, Student, Air War College, Maxwell AFB, Ala.
11. Jun 2002 – Jun 2003, Deputy Commander, 86th Mission Support Group, Ramstein AB, Germany
12. Jun 2003 – Present, Commander, 62nd Mission Support Group, McChord AFB, Wash.

MAJOR AWARDS AND DECORATIONS:

The Defense Meritorious Service Medal

The Meritorious Service Medal with three oak leaf clusters

The Air Force Commendation Medal with one oak leaf cluster

The Air Force Achievement Medal

The Joint Meritorious Unit Award with one oak leaf cluster

The Air Force Outstanding Unit Award with two oak leaf clusters

The Spanish Air Force Aeronautical Merit Cross

EFFECTIVE DATE OF PROMOTION:

Colonel	01 Apr 2003
Lt Colonel	01 Dec 1997
Major	01 Jun 1993
Captain	27 May 1985
1Lt	27 May 1983
2Lt	27 May 1981

(Current as of November 2004)



BIOGRAPHY

UNITED STATES AIR FORCE

62nd Airlift Wing
Office of Public Affairs
McChord Air Force Base, WA. 98438

COLONEL REBECCA J. GARCIA

Colonel Rebecca J. Garcia is Commander, 62nd Maintenance Group, McChord Air Force Base, Wash. She is responsible for organizing, training, and equipping over 1,200 military and civilian personnel in executing global reach mission taskings for 43 C-17 aircraft worth over \$8.2 billion. Additionally, her group manages over 75 industrial facilities worth over \$366 million.

Colonel Garcia graduated from Rubidoux High School, Riverside, Calif., in 1972. The colonel earned a bachelor of science degree in Vocational Education in 1978 from Southern Illinois University and a master of science degree in International Relations in 1987 from Troy State University.

Colonel Garcia enlisted in the Air Force in 1976 as an aircraft mechanic, jet engines over two. She was commissioned as a second lieutenant in June 1979 and is a logistics officer with aircraft maintenance background.



EDUCATION:

- 1976 Technical Training, aircraft mechanic, jet engines over two, Chanute AFB, Ill.
- 1978 Baccalaureate of Science in Education and Curriculum Development in Vocational Education, Carbondale University Extension Program, Altus AFB, Okla.
- 1979 Aircraft Maintenance Officer School, Chanute AFB, Ill.
- 1985 Logistics Management, Air Force Institute of Technology, Wright Patterson AFB, Ohio
- 1987 Squadron Officer School, correspondence
- 1988 Master of Science in International Relations, Political Science, Troy State University, Ala.
- 1991 Air Command and Staff College, seminar, Scott AFB, Ill.
- 1993 Acquisition Management, Air Force Institute of Technology, Wright Patterson AFB, Ohio
- 1996 Air War College, seminar, Charleston AFB, S.C.

ASSIGNMENTS:

1. December 1976 – Apr 1977, student, 3353rd Student Squadron, Chanute Air Force Base, Ill.
2. Apr 1977 – June 1979, C-141 Crew Chief, 443rd Organizational Maintenance Squadron, 443rd Military Airlift Wing, Altus Air Force Base, Okla.
3. June 1979 – November 1979, student, 3353rd Student Squadron, Chanute Air Force Base, Ill.
4. November 1979 – April 1982, Assistant Maintenance Supervisor, 68th Avionics Maintenance Squadron, Job Control Officer, 68th Bombardment Wing, Seymour-Johnson Air Force Base, N.C.
5. April 1982 – August 1985, Officer in Charge, 613th Aircraft Maintenance Unit, 401st Aircraft Generation Squadron, Branch Chief Equipment Branch, 401st Equipment Maintenance Squadron, 401st Tactical Fight Wing, Torrejon Air Base, Spain
6. April 1985 – August 1988, Officer in Charge, 20th Aircraft Maintenance Unit, 834th Aircraft Generation Squadron, Maintenance Control Officer, 1st Special Operations Wing, Hurlburt Field, Fla.

7. August 1988 – January 1993, Program Officer Logistics Automation, Chief Equipment Maintenance Division, Directorate of Logistics, Headquarter Military Airlift Command/Air Mobility Command, Scott Air Force Base, Ill.
8. January 1993 – August 1994, Director of Logistics, C-17 Site Activation Task Force, Detachment 8, Air Mobility Command, Altus Air Force Base, Okla.
9. August 1994 – July 1996, Commander, 437th Logistics Support Squadron, 437th Aircraft Generation Squadron, Charleston Air Force Base, S.C.
10. July 1996 – August 1996, Political-Military Planner, Western Hemisphere Division, Plans and Policy Directorate, J-5, Joint Chiefs of Staff, Washington D.C.
11. August 1999 – June 2001, Deputy Commander, 22nd Logistics Group, 22nd Air Refueling Wing, McConnell Air Force Base, Kan.
12. June 2001- May 2003, Deputy Division Chief, Aircraft Maintenance, Directorate of Logistics, Headquarters Air Mobility Command, Scott Air Force Base, Ill.
13. June 2003 – Present, Commander, 62d Maintenance Group, 62d Airlift Wing, McChord Air Force Base, Wash.

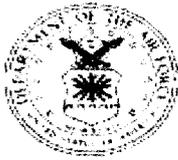
MAJOR AWARDS AND DECORATIONS:

Defense Meritorious Medal
Air Force Meritorious Service Medal with six oak leaf clusters
Air Force Commendation Medal
Joint Service Achievement Medal
Air Force Military Outstanding Volunteer
Air Force Good Conduct Medal

EFFECTIVE DATES OF PROMOTION:

Second Lieutenant	Jun 19, 1979
First Lieutenant	Jun 19, 1981
Captain	Jun 19, 1983
Major	Jun 1, 1990
Lieutenant Colonel	Feb 1, 1996
Colonel	Oct 1, 2001

(current as of 24 July 2003)



BIOGRAPHY

UNITED STATES AIR FORCE

62d Medical Group
690 Barnes Blvd
McChord AFB WA 98438
DSN 382-5247 FAX 382-5978

COLONEL THOMAS G. MCCAULEY



Colonel Thomas G. McCauley is Commander, 62d Medical Group, McChord Air Force Base, Wash. Supports the 62d Airlift Wing by providing quality health care to a beneficiary population of approximately 31,000 active duty, retired and dependent personnel. Ensures maximum wartime readiness by being prepared to mobilize and deploy in medical support of Air Force operations worldwide. Serves as primary care portal of entry to the Madigan Army Medical Center (MAMC) specialty/inpatient care system.

Col McCauley received an undergraduate degree in Business Administration from the University of Delaware and a Master of Health Services Administration degree from George Washington University (Washington DC).

He is a Diplomate of the American College of Healthcare Executives.

EDUCATION:

- 1977 Bachelor of Science, Business Administration, University of Delaware
- 1983 Master of Health Services Administration, George Washington University, Washington DC
- 1985 Squadron Officer School, Maxwell Air Force Base, Ala.
- 1995 Air Command and Staff College (Seminar)
- 2000 Air War College (Correspondence, Excellent Graduate)

ASSIGNMENTS:

1. April 1984 – February 1988: Director, Patient Administration, Director, Medical Readiness, and Commander, Medical Squadron Section, Air University Regional Hospital, Maxwell Air Force Base, Ala.
2. February 1988 – June 1991: Director, Medical Resources Management and Medical Systems Officer, 354th Medical Group, Myrtle Beach Air Force Base, S.C.
3. June 1991 – August 1994: Medical Flight Commander, 344th Recruiting Squadron, Arlington, Texas
4. August 1994 – March 1997: Chief, Plans and Programs, TRICARE Southwest, DoD Health Services Region 6, San Antonio, Texas

5. March 1997 – June 1999: Medical Support Flight Commander/ Administrator, 750th Medical Squadron, Onizuka Air Station, Calif.
6. June 1999 – June 2001: Commander and Administrator, Medical Support Squadron, 36th Medical Support Squadron, Andersen Air Force Base, Guam
7. June 2001 – August 2002: Commander and Administrator, Medical Support Squadron, 325th Medical Support Squadron, Tyndall Air Force Base, Fla.
8. August 2002 – July 2004: Deputy Commander, 82d Medical Group, Sheppard Air Force Base, Texas
9. July 2004 – Present: Commander, 62d Medical Group, McChord Air Force Base, Wash.

MAJOR AWARDS AND DECORATIONS:

Defense Meritorious Service Medal
Meritorious Service Medal with four oak leaf clusters
Air Force Commendation Medal with one oak leaf cluster
Air Force Achievement Medal
Air Force Association Recruiting Officer of the Year 1993
American College of Healthcare Executives Regent's Award 1994

PROFESSIONAL AFFILIATIONS:

Diplomate, American College of Healthcare Executives

EFFECTIVE DATES OF PROMOTION:

First Lieutenant	14 December 1983
Captain	25 December 1985
Major	1 December 1993
Lieutenant Colonel	1 July 1998
Colonel	1 July 2003



BIOGRAPHY

UNITED STATES AIR FORCE RESERVE

446th Airlift Wing Public Affairs
 1205 12th St. NE Suite 102W
 McChord AFB WA 98438-1326
 (253) 982-3330

COLONEL ERIC W. CRABTREE

Colonel Eric W. Crabtree is commander of the 446th Airlift Wing, McChord Air Force Base — Washington's only flying Air Force Reserve wing. He is responsible for the organization, training, equipping, and worldwide readiness of a combined Reserve and civilian wing of nearly 2,300 people at McChord. The 446th Airlift Wing flies and supports the C-17 Globemaster III weapons system. Under Colonel Crabtree's command, McChord's Air Force reservists are capable of deploying anywhere in the world, 365 days a year for training, humanitarian efforts or combat.

Colonel Crabtree began his Air Force career in 1974 by attending Officer Training School. He completed undergraduate navigator training in 1975 and began flying as an F-4 weapon systems officer in 1976. In 1978 he was selected to attend undergraduate pilot training and graduated from Reese AFB, Texas, as a distinguished graduate in 1980. After 15 years on active duty, Colonel Crabtree separated from active duty and took an assignment as an air reserve technician in the tactics office of the 934th Airlift Group in Minneapolis, Minn. Colonel Crabtree has served in a variety of positions during his Reserve career, including vice commander and commander of operations groups, and Reserve Advisor to the Air Mobility Command commander, before taking his current position as wing commander.



EDUCATION:

- 1974 Bachelor of Arts in English, St. Lawrence University, Canton, N.Y.
- 1982 Squadron Officer School in residence
- 1984 Air Command and Staff College by seminar
- 1997 Air War College by correspondence
- 2002 Master of Arts in Management, Webster University, St Louis, Mo.
- 2004 National Security Managers Course, Syracuse University, N.Y.

ASSIGNMENTS:

1. September 1974 – December 1974, student; Officer Training School, Lackland AFB, Texas
2. January 1975 – November 1975, student; undergraduate navigator training, Mather AFB, Calif.
3. November 1975 – January 1976, fighter lead in course, Holloman AFB, N.M.,
4. January 1976 – June 1976, F-4 weapons systems officer, RTU, Luke AFB, Ariz.
5. July 1976 – June 1978, weapons systems officer, 33rd Tactical Fighter Wing, Eglin AFB, Fla.

6. June 1978 – May 1979, weapons systems officer, 8th Tactical Fighter Wing, Kunsan AB, Republic of Korea
7. June 1979 – August 1980, student; undergraduate pilot training, Reese AFB, Texas
8. September 1980 – October 1980, student; C-130 initial qualification, Little Rock AFB, Ark.
9. October 1980 – June 1985, pilot; 7th Airborne Command & Control Squadron, Keesler AFB, Miss.
10. July 1985 – November 1988, training manager, Headquarters Tactical Air Command, Langley AFB, Va.
11. February 1989 – June 1992, tactics Air Reserve Technician and chief of standardization & evaluation, 934th Airlift Group, Minneapolis-St Paul IAP-ARS, Minn.
12. June 1992 – July 1993, tactics officer, Headquarters 4th Air Force, McClellan AFB, Calif.
13. July 1993 – December 1994, operations and training officer, 95th Airlift Squadron, 440th Airlift Wing, General Mitchell IAP-ARS, Wis.
14. January 1995 – October 1995, vice commander, 440th Operations Group, 440th Airlift Wing, General Mitchell IAP-ARS, Wis.
15. October 1995 – September 1997, commander, 440th Operations Group, 440th Airlift Wing, General Mitchell IAP-ARS, Wis.
16. September 1997 – March 2001, commander, 910th Operations Group, 910th Airlift Wing, Youngstown ARS, Ohio
17. March 2001 – August 2003, reserve advisor to the commander, Air Mobility Command, Scott AFB, Ill.
18. August 2003 – present, commander 446th Airlift Wing, McChord AFB, Wash.

MAJOR AWARDS AND DECORATIONS:

Legion of Merit

Meritorious Service Medal with four oak leaf clusters

Air Force Commendation Medal with two oak leaf clusters

Armed Forces Expeditionary Medal

EFFECTIVE DATES OF PROMOTION:

Second lieutenant	Dec. 13, 1974
First lieutenant	Dec. 13, 1976
Captain	Dec. 13, 1978
Major	May 1, 1986
Lieutenant colonel	June 13, 1994
Colonel	May 1, 1998

(Current as of December 2004)



BIOGRAPHY

UNITED STATES AIR FORCE RESERVE

446th Airlift Wing Public Affairs
 1214 Barnes Blvd. NE, Room 100
 McChord AFB WA 98438-1326
 (253) 982-3330

COLONEL MURRY PETERMAN

Colonel Murry Peterman is vice commander of the 446th Airlift Wing, McChord Air Force Base, Wash., the state's only flying Air Force Reserve wing. As vice commander, he is responsible for assisting the wing commander in the management, training and command of the nearly 2,500 military and civilian members of the 446th AW. The 446th AW flies and maintains the C-17 Globemaster III for employment throughout the world.

Colonel Peterman began his Air Force career by enlisting in 1974. He completed training as an air traffic controller, graduating with honors. After arriving at Randolph AFB, Texas, Colonel Peterman received an Airman Education and Commissioning Scholarship. Three years later, he graduated from Washington State University and earned an ROTC commission.



Colonel Peterman has served on varying staffs including: U.S. Pacific Command as a member of the Deployable Joint Task Force, Supreme Headquarters Allied Powers Europe (NATO) for Desert Storm, Military Airlift Command/Air Mobility Command as airlift point of contact for the Joint Strategic Capabilities Plan, and U.S. Southern Command as assistant chief, Counterdrug Operations Center. He separated from active duty in 1992 and began service with the 446th AW as operations plans officer. In his civilian occupation, Colonel Peterman is a Northwest Airlines pilot.

EDUCATION:

- 1978 Bachelor of arts in music, Washington State University, Pullman, Wash.
- 1985 Squadron Officer School, Maxwell, AFB, Ala.
- 1988 Air Command and Staff College
- 1990 Master of business in aviation, Embry-Riddle Aeronautical University, Daytona Beach, Fla., and Hickam AFB, Hawaii
- 2000 Air War College

ASSIGNMENTS:

- 1 July 1974-September 1974, student; Basic Military Training Squadron, Lackland AFB, Texas
2. September 1974-January 1975, student; Air Traffic Control Technical School, Keesler AFB, Miss.
3. February 1975 - September 1975, air traffic controller, Randolph AFB, Texas

4. September 1975-April 1979, break in service
5. May 1979-May 1980, student, undergraduate pilot training, Reese AFB, Texas
6. June 1980-August 1980, student, C-141 Initial Qualification Course, Altus AFB, Okla.
7. September 1980-May 1982, C-141 pilot, 7th Military Airlift Squadron, Travis AFB, Calif.
8. May 1982-October 1982, T-38 Instructor Pilot Training, Randolph AFB, Texas
9. October 1982-April 1986, T-38 instructor pilot, 54th Flight Training Squadron; 60th Flight Training Wing flying safety officer; Reese AFB, Texas
10. April 1986-June 1988, C-141 aircraft commander/instructor pilot, 8th Military Airlift Squadron; 62nd Military Airlift Wing, wing training officer, McChord AFB, Wash.
11. June 1988-May 1991, 834th Airlift Division: Pacific Airlift Control Center and chief, contingency plans; Hickam AFB, Hawaii
12. June 1991- June 1992, operations plans officer, Military Airlift Command/Air Mobility Command, Scott AFB, Ill.
13. June 1992-January 1993, operations plans officer, 446th Airlift Wing, McChord AFB, Wash.
14. January 1993-October 2004, pilot, flight commander, executive officer, assistant operations officer, and commander, 313th Airlift Squadron, McChord AFB, Wash.
15. November 2004 – present, vice commander, 446th Airlift Wing, McChord AFB, Wash.

FLIGHT INFORMATION:

Ratings: Command Pilot, C-17 Aircraft Commander

Total Flying Hours: 5,934

Type Aircraft: C-17A, C-141A/B, T-38A

MAJOR AWARDS AND DECORATIONS:

Meritorious Service Medal, four oak leaf clusters

Aerial Achievement Medal

Air Force Commendation Medal

Joint Service Achievement Medal

Air Force Achievement Medal

Armed Forces Expeditionary Medal

EFFECTIVE DATES OF PROMOTION:

Second lieutenant	June 7, 1978
First lieutenant	June 7, 1981
Captain	Dec. 7, 1982
Major	Sept. 1, 1989
Lieutenant colonel	Oct. 1, 1998
Colonel	March 1, 2004

(Current as of February 2005)



BIOGRAPHY

UNITED STATES AIR FORCE

COLONEL LOUIS G. BOCHAIN



Colonel Louis G. Bochain is commander of the 1st Air Support Operations Group, Fort Lewis AIN, WA. He commands two squadrons of tactical air control parties and combat weather teams who directly support and deploy with Army combat units. He also acts as the principle air liaison officer for the I Corps Commanding General, advocating air power integration in combat and contingency operations.

Col Bochain, commissioned through the Air Force Reserve Officer Training Course (ROTC) program in November 1981, entered the USAF as a meteorologist. He earned his pilot wings in 1984 at Vance AFB, OK, and has flown F-111E, OT-37, OV-10, and F-16 aircraft. Col Bochain served as an Air Liaison Officer with the 82d Airborne Division. He performed combat duties with the 1st Armored Division during Operation DESERT STORM and the 5th Special Forces Group during Operations ENDURING and IRAQI FREEDOM, then commanded the 20th Air Support Operations Squadron supporting the 10th Mountain Division at Ft Drum NY. Prior to his current assignment, Col Bochain commanded the 609th Combat Operations Squadron at Shaw AFB, SC.

Col Bochain was born in New London, CT. He is married to the former Catherine Ann Melhuish of Oxford, England. They have three children, Amelia, Hannah, and Matthew.

EDUCATION:

- 1981 Bachelor of Science Degree in Meteorology, Lyndon State College, Lyndonville, VT
- 1989 Squadron Officers School (Residence)
- 1996 Master's Degree in Aeronautical Science, Embry-Riddle University
- 1996 Air Command and Staff College (Correspondence)
- 2000 Air War College (Correspondence with excellence)

ASSIGNMENTS:

1. November 1981 - October 1983, Ch, worldwide Operational Forecast Unit, Offutt AFB NE
2. 1983 - July 1984, Student Pilot, Vance AFB OK
3. January 1985 - July 1985, F-111 Pilot Training, Mt Home AFB ID
4. September 1985 - July 1987, F-111E Aircraft Commander, RAF, Upper Heyford UK
5. February 1988 - August 1991, OT-37, Instructor Pilot, Standardization and Evaluation Pilot, Flight Commander, 21st Tactical air Support Hist Squadron, Shaw AFB SC
6. September 1991 - August 1992, F-16 Pilot, 309th Fighter Squadron, Homestead AFB FL
7. November 1992 - December 1993, Ch, Operational Training, 363d Operations Support Squadron, Shaw AFB SC
8. January 1994 - September 1994, Assistant Director of Operations, 79th Fighter Squadron, Shaw AFB SC
9. October 1994 - July 1997, Ch, Intl Affairs, HQ Pacific Air Forces Command, Hickam HI
10. August 1997 - June 2000, Director of Operations and Chief of Logistics, 497th Combat Training Squadron, Singapore

11. July 2000 - July 2001, Director of Operations, 20th Air Support Operations Squadron, Ft Drum NY
12. July 2001 - July 2003, Commander, 20th Air Support Operations Squadron, Fort Drum NY
13. September 2003 - July 2004, Commander, 609th Combat Operations Squadron, Shaw AFB SC
14. July 2004 – Present – Commander, 1st Air Support Operations Group, Ft Lewis AIN WA

FLIGHT INFORMATION:

Rating: Senior Pilot

Flight Hours: 1700

Aircraft Flown: F-111 A/E, OT-37, OV-10, F-16

MAJOR AWARDS AND DECORATIONS

Bronze Star with two oak leaf clusters

Meritorious Service Medal with four oak leaf clusters

Joint Service Commendation Medal

Air Force Commendation Medal with two oak leaf clusters

Humanitarian Service Medal

EFFECTIVE DATES OF PROMOTION:

Second Lieutenant	05 May 1981
First Lieutenant	01 Aug 1983
Captain	01 Aug 1985
Major	01 Feb 1993
Lieutenant Colonel	01 Jun 1998
Colonel	01 Feb 2004

(Current as of 21 Sep 04)

Col Joseph F. Bradbury

Col Joseph Bradbury is the Director of Support for the Western Air Defense Sector (Air Combat Command), McChord Air Force Base, Washington. He is responsible for maintenance of the systems providing constant air sovereignty command, control, and communications from North Dakota west along the Canadian border, down the Pacific coast, and along the Mexican border from California to the coast of Texas.

Col Bradbury was born June 18th, 1959 in El Paso, Texas and graduated from Maine Maritime Academy in 1983 as Third Assistant Engineer in the U.S. Merchant Marine. After 3 years working in shipyards and engineering firms, he joined the Air Force and his commission through Officer Training School in December of 1986.

Col Bradbury and his wife Cynthia call Brunswick, Maine home.

EDUCATION:

1983 Bachelor of Science degree in Marine Engineering, Minor in Engineering Science, and Licensed USCG 3rd Assistant Engineer, Maine Maritime Academy, Castine ME
1992 Squadron Officers School (Correspondence)
1994 Masters in Engineering Management
1999 Air Command and Staff College (Correspondence)
2003 Air War College (Seminar)

ASSIGNMENTS:

1986 Student, Air Weapons Director Basic Course, Tyndall AFB, FL
1986 Weapons Director, 612 TCF Pruem AS, Germany
1989 Transition Team, 601 TCS/612 TCF Zweibrucken AB, Germany
1990 Mobility Officer, 612 TCF, Zweibrucken AB, Germany
1991 Senior Director, NWADS, McChord AFB, WA
1992 STAN/EVAL Weapons, NWADS, McChord AFB, WA
1992 Student, USAF Weapons School, Nellis AFB, NV
1993 Weapons & Tactics Officer, NWADS, McChord AFB, WA
1994 Instructor, USAF Weapons School, Nellis AFB NV
1995 Assistant Director of Operations, CC Division, Nellis AFB NV
1997 Mission Crew Commander, WADS, McChord AFB, WA
1998 Flight Commander (D-Flt), WADS, McChord AFB, WA
2000 Unit Compliance Inspection and Modernization Officer, WADS, McChord AFB, WA
2001 Flight Commander (C-Flt), WADS, McChord AFB, WA
2002 Flight Commander (Raptor Flt), WADS, McChord AFB, WA
2003 – Present, Director of Support, WADS, McChord AFB, WA

FLIGHT INFORMATION:

Rating: Master Air Battle Manager

OTHER ACHIEVEMENTS:

Graduate USAFE Counter Air Tactics Course (1989)
Graduate USAF Counter Air Tactics Awareness Course (1991)
Graduate USAF Fighter Weapons Instructor School (1992)

MAJOR AWARDS AND DECORATIONS:

Meritorious Service Medal with three oak leaf clusters
Air Force Commendation Medal
Air Force Achievement Medal with one oak leaf cluster
Combat Readiness Medal

LIEUTENANT COLONEL JOHN W. SCHMEDAKE

Lt Col John Schmedake is the Deputy Director of 62 AW Plans and Programs, McChord Air Force Base, WA. He assists the director in supervising six officers, four NCOs and four civilians responsible for wing level planning and programming activities in support of peacetime, contingency and wartime requirements. The Plans and Programs office provides all support for the wing's Crisis Action Team, and is responsible for all aspects of the wing exercise program, to include exercise evaluation team oversight and training, scenario development, and exercise execution and feedback/evaluation. The office is also responsible for development, oversight and management of the wing's Anti-terrorism program. Additionally, Lt Col Schmedake is the designated McChord AFB Trusted Agent for all DoD Base Realignment and Closure (BRAC) 2005 issues.

Lt Col Schmedake received his commission in 1977 from the Reserve Officer Training Corps at Oregon State University. He has served in a variety of operations, acquisition program management, and staff positions throughout his Air Force career. He has extensive operational experience as an instructor or flight examiner pilot in the T-37 Tweet, C-130 Hercules, and C-9 Nightingale aircraft. Lt Col Schmedake served as both the Commander and Operations Officer of the 75th Airlift Squadron at Ramstein AB, Germany, responsible for planning and executing EUCOM's Aeromedical Airlift mission throughout Europe, North Africa, and SW Asia. In the acquisition arena, Lt Col Schmedake served in the C-17 System Program Office as the program manager for C-17A aircrew operations, cockpit and flight displays development, and the aircrew workload evaluation leading to the C-17A's successful first flight. Lt Col Schmedake is certified as an Acquisition Professional Development Level III Program Manager. On the staff, he served as an action officer and branch chief in the Requirements Division, Plans and Programs Directorate of HQ AMC. While there, he led the effort to validate the C-17A operational requirements in preparation for full rate production, and directed the planning effort for C-17A initial squadron and initial operational capability.

Lt Col Schmedake retired from active duty on 1 Jul 1998. He was voluntarily recalled to Air Force active duty in his present position in June 2002 via the USAF's Congressionally-authorized Retired Aviator Recall Program.

EDUCATION:

1977 Bachelor of Science, Civil Engineering, Oregon State University
1981 Squadron Officer School, Maxwell AFB, AL
1984 Air Command and Staff College (Correspondence)
1986 Master of Science, Systems Management, University of Southern California
1992 Air Command and Staff College, Maxwell AFB, AL

USAF FLIGHT INFORMATION:

Rating:	Command Pilot
Flight Hours:	3600
Aircraft Flown:	T-37B, T-38A, C-130E/H, C-9A

MAJOR AWARDS AND DECORATIONS:

Meritorious Service Medal (Two oak leaf clusters)
Air Force Commendation Medal (One oak leaf cluster)
Combat Readiness Medal
Air Force Achievement Medal (One oak leaf cluster)

ASSIGNMENTS:

January 1978 – December 1978, Student, Undergraduate Pilot Training, Reese AFB, TX
January 1979 – June 1979, Student, T-37 Pilot Instructor Training, Randolph AFB, TX
June 1979 – April 1982, T-37 Instructor Pilot and Squadron Check Pilot, 35th Flying Training Squadron, Reese AFB, TX
April 1982 – July 1982, Student, C-130 Initial Qualification Training, Little Rock AFB, AR
July 1982 – June 1984, Aircraft Commander, Flight Commander, and Asst Wing Exec, 21st Tactical Airlift Squadron, Clark Air Base, Republic of the Philippines
June 1984 – April 1987, Instructor/Flight Examiner pilot, Simulator Instructor, C-130 Simulator Chief, Wing Stan Eval Flight Examiner, 374th AW, Clark AB, Republic of the Philippines
May 1987 – July 1988, Chief, C-17 Maintenance Training, C-17 System Program Office, Wright-Patterson AFB, OH
July 1988 – Aug 1991, Chief, C-17 Aircrew Operations and Cockpit Development, C-17 System Program Office, Wright-Patterson AFB, OH
Aug 1991 – June 1992, Student, Air Command and Staff College, Maxwell AFB, AL
July 1992 – Sept 1994, Staff Officer and C-17 Branch Chief, Systems Requirements Division, Requirements/Plans and Programs Directorate, HQ Air Mobility Command, Scott AFB, IL
Sept 1994 – May 1996, Operations Officer, 75th Airlift Squadron, Ramstein Air Base, Germany
May 1996 – March 1998, Commander, 75th Airlift Squadron, Ramstein Air Base, Germany
July 1998 – June 2002, retired from active duty
June 2002 – present, Deputy Chief, Plans and Programs, 62nd Airlift Wing, McChord AFB, WA

EFFECTIVE DATES OF PROMOTION:

Second Lieutenant	Mar 1977
First Lieutenant	Sept 1979
Captain	Sept 1981
Major	Sept 1988
Lieutenant Colonel	Dec 1993



BIOGRAPHY

UNITED STATES AIR FORCE

62nd Airlift Wing
Office of Public Affairs
McChord Air Force Base, WA. 98438

LIEUTENANT COLONEL JON T. THOMAS

Lieutenant Colonel Jon T. "Ty" Thomas is the deputy commander of the 62nd Operations Group, McChord Air Force Base, Wash. He ensures the readiness of 800 personnel assigned to four C-17A "Globemaster III" flying squadrons and an operations support squadron responsible for the safe and effective employment of 48 C-17A aircraft on worldwide combat and humanitarian missions.

Lieutenant Colonel Thomas entered the Air Force in 1989 after graduating from the U.S. Air Force Academy. He is a senior pilot with over 3,400 flying hours and 39 combat sorties in the skies over Afghanistan and Iraq. He was a Kennedy Fellow at Harvard's John F. Kennedy School of Government and has completed staff tours at Headquarters, United States Air Force and the United States Transportation Command.



EDUCATION:

- 1989 Bachelor of Science degrees in space operations and international affairs, Distinguished Graduate, U. S. Air Force Academy, Colo.
- 1991 Master's degree in public policy, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.
- 1995 Distinguished Graduate, USAF Squadron Officers School, Maxwell Air Force Base, Ala.
- 2000 USAF Air Command and Staff College (by correspondence)
- 2004 USAF Air War College (by correspondence)

ASSIGNMENTS:

1. September 1989 – July 1991, student and Kennedy Fellow, John F. Kennedy School of Government, Harvard University, Cambridge, Mass.
2. August 1991 – August 1992, student, Undergraduate Pilot Training, Reese Air Force Base, Texas
3. September 1992 – October 1994, KC-10 Pilot, 344th Air Refueling Squadron, Seymour Johnson Air Force Base, North Carolina
4. November 1994 – Jun 1998, KC-10A Examiner Pilot and Deputy Chief of Training, 9th Air Refueling Squadron, and Wing Executive Officer, 60th Air Mobility Wing, Travis Air Force Base, Calif.
5. July 1998 – April 2000, Chief, Program Integration Branch, Program Integration Division, Directorate of Programs, Headquarters, United States Air Force, Washington, D.C.
6. May 2000 – Aug 2002, Aide-de-camp to the Commander, United States Transportation Command and Air Mobility Command, Scott Air Force Base, Ill.

- DCN:11974 7. September 2002 – June 2003, Operations Officer, 7th Airlift Squadron, McChord Air Force base, Wash.
8. July 2003 – April 2005, Commander, 8th Airlift Squadron, McChord Air Force Base, Wash.
9. May 2005 – present, Deputy Commander, 62d Operations Group, McChord Air Force Base, Wash.

FLIGHT INFORMATION:

Rating: Senior Pilot
Flight hours: More than 3400
Aircraft flown: C-17A, KC-10A, and T-38A

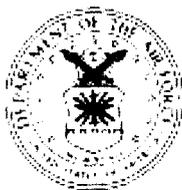
MAJOR AWARDS AND DECORATIONS:

Defense Meritorious Service Medal
Meritorious Service Medal with one oak leaf cluster
Aerial Achievement Medal with one oak leaf cluster
Air Force Commendation Medal
Combat Readiness Medal with two oak leaf clusters
National Defense Service Medal with one device
Armed Forces Expeditionary Medal
Southwest Asia Service Medal with one device
Kuwait Liberation Medal (Government of Kuwait)

EFFECTIVE DATES OF PROMOTION:

Second Lieutenant	May 31, 1989
First Lieutenant	May 31, 1991
Captain	May 31, 1993
Major	July 1, 1999
Lieutenant Colonel	March 1, 2002

(Current as of May 2005)



BIOGRAPHY

UNITED STATES AIR FORCE

62nd Airlift Wing
Office of Public Affairs
McChord Air Force Base, WA 98438

CHIEF MASTER SERGEANT RONALD J. HERNANDEZ

Chief Master Sergeant Ronald J. Hernandez is the command chief master sergeant, 62nd Airlift Wing, McChord Air Force Base, Wash. He is the primary adviser to the commander on all matters affecting the quality, welfare, morale, management and leadership of over 3,200 enlisted airmen. He is the principal adviser and assistant to the wing commander on all enlisted issues. His responsibilities include keeping the commander apprised of all matters affecting the health, morale and welfare of assigned enlisted personnel.

Chief Hernandez was born May 21, 1958, in Montebello, Calif., and entered the Air Force in July 1976. Following technical training, he had assignments with base communications squadrons in the United States and a combat communications group in Germany. He served as an air traffic control radar maintenance repairman, quality control inspector and noncommissioned officer in charge, radar maintenance. In 1991, he cross-trained into the first sergeant career field, supporting aerial port, aircraft maintenance and security forces squadrons.



EDUCATION:

- 1977 Honor Graduate, Air Traffic Control Radar Repair Technical Training, Keesler Air Force Base, Miss.
- 1979 USAF NCO Orientation Course-NCO PME Phase 1, Beale Air Force Base, Calif.
- 1981 USAF Supervisors Course-NCO PME Phase 2, Beale Air Force Base, Calif.
- 1982 NCO Leadership School, Air Force Communications Command, Keesler Air Force Base, Miss.
- 1989 NCO Academy, Air Force Communications Command, Keesler Air Force Base, Miss.
- 1991 USAF First Sergeant Academy, Keesler Air Force Base, Miss.
- 1995 Distinguished graduate, Senior NCO Academy, Maxwell Air Force Base, Ala.
- 1999 Associates of applied science in electronic systems technology, Community College of the Air Force
- 1999 Associates of applied science in personnel administration, Community College of the Air Force

ASSIGNMENTS:

1. November 1977–September 1982, air traffic control radar specialist, 1883rd Communications Squadron, Beale Air Force Base, Calif.
2. December 1982–December 1984, air traffic control systems maintenance specialist, quality control inspector, Headquarters, 1st Combat Communication Group, Lindsey Air Station, Germany
3. January 1985–December 1989, air traffic control radar repairman, assistant noncommissioned officer air traffic control radar maintenance, noncommissioned officer air traffic control radar maintenance, 2192nd Communications Squadron, Loring Air Force Base, Maine

4. January 1990–January 1991, noncommissioned officer air traffic control radar maintenance, 2064th Communications Squadron, Shemya Air Force Base, Alaska
5. February 1991–August 1995, first sergeant, 7th Mobile Aerial Port Squadron, 62nd Aerial Port Squadron, McChord Air Force Base, Wash.
6. September 1995–September 1998, first sergeant, 86th Maintenance Squadron, Ramstein Air Base, Germany
7. September 1998–January 2001, first sergeant, 91st Security Forces Squadron, Minot Air Force Base, N.D.
8. January 2001–June 2003, command chief master sergeant, 42nd Air Base Wing, Maxwell Air Force Base, Ala.
9. June 2003 – present, command chief master sergeant, 62nd Airlift Wing, McChord Air Force Base, Wash.

MAJOR AWARDS AND DECORATIONS:

Meritorious Service Medal with three oak leaf clusters
Air Force Commendation Medal with one oak leaf cluster
Air Force Good Conduct Medal with seven oak leaf clusters

OTHER ACHIEVEMENTS:

1992 First Sergeant of the Year, 62nd Airlift Wing
1993 First Sergeant of the Year, 62nd Airlift Wing
1996 First Sergeant of the Year, 86th Airlift Wing
1996 First Sergeant of the Year, 3rd Air Force
1999 Lance P. Sijan USAF Leadership Award winner, Senior NCO category, 91st Space Wing
1999 First Sergeant of the Year, 91st Space Wing

EFFECTIVE DATES OF PROMOTION:

Airman, Jan. 23, 1977
Airman First Class, July 23, 1977
Senior Airman, below the zone, Dec. 1, 1978
Sergeant, Dec. 1, 1979
Staff Sergeant, Oct. 1, 1981
Technical Sergeant, April 1, 1986
Master Sergeant, March 1, 1991
Senior Master Sergeant, Jan. 1, 1996
Chief Master Sergeant, June 1, 2000

(Current as of June 2003)



The Honorable Philip Coyle, BRAC Commissioner
 The Honorable James Bilbray, BRAC Commissioner
 25 May 2005

Wednesday, 25 May 2005

DRESS: UOD

0730

Depart lodging en route to McChord AFB

Rental Car:

Mr. Coyle
 Mr. Bilbray
 Ms. Schmidt

0815

Arrive DV Lounge (street side) for Wing Mission Brief

Escorted by:

Capt Adam **Digger** DiGerolamo, 62 AW/CCP

Met by:

TSgt Donald **Don** Kusky, 62 AW/CCP

TSgt **Mariah** Tiedeman, 62 AW/CCP

Attendees:

Col Frederick **Rick** Martin, 62 AW/CV

Col **Eric** Crabtree, 446 AW/CC

Col Steven **Steve** Arquette, 62 AW/DS

Col Thomas **Tim** McCauley, 62 MSG/CC

Col Joseph **JC** Crownover, 62 MSG/CC

Lt Col **John** Schmedake, 62 AW/XP

Mr. Coyle
 Mr. Bilbray
 Ms. Schmidt

0900

DV Lounge to DV-1 for static display

Briefers:

Maj Richard **Rich** Fields – Pilot

TSgt **Chris** Beckwith – Loadmaster

1Lt **Claudia** Gortva - Base Ops

SMSgt James **Jim** Robson – Tower

**The Honorable Philip Coyle, BRAC Commissioner
The Honorable James Bilbray, BRAC Commissioner
25 May 2005**

0945 **Depart DV-1 for Windshield Tour**

Surrey Bus:

Col Martin
Col Arquette
Mr. Coyle
Mr. Bilbray
Ms. Schmidt
Col Joseph **Joe** Bradbury, WADS/DS
Col Rebecca **Becky** Garcia, 62 MXG/CC
Col Crownover
Col McCauley
Lt Col Schmedake
Lt Col **Van** Fuller, 62 CES/CC

Driver:

A1C Randy Henson, 62 LRS/LGRVO

**Driving by: Tour of flight line, Home Station Check (Hangar 1 & 2),
Building 100, STS**

1000 **Arrive CE for briefing on Mission and Deployments**

Met by:

???

Briefer:

Lt Col Fuller

1015 **Depart CE to continue windshield tour**

Driving by: WADS, Golf Course, Community Center

1025 **Arrive Medical Group for briefing in Hansen Suite**

Met By:

Col **Lori** Heim, 62 MDG/CD

Briefer:

Col McCauley

1125 **Depart Medical Group en route to Northwest Connection, Fireside Lounge**

**The Honorable Philip Coyle, BRAC Commissioner
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25 May 2005**

1130

Arrive NWC for Lunch

Meal Choice – Caesar Salad (choice of salmon, chicken or plain)

Met By:

TSgt Kusky

TSgt Tiedeman

Attendees:

Col Rowayne **Wayne** Schatz, 62 AW/CC ~ *Salmon*

Col **Murry** Peterman, 446 AW/CV ~ *Salmon*

Col Bradbury ~ *Chicken*

Mr. Coyle

Mr. BilBray

Ms. Schmidt

Col Arquette ~ *Chicken*

Col Garcia ~ *Salmon*

Col **Jon** Huguley, 446 MXG/CC ~ *Salmon*

Col Crownover

Col McCauley

Col Louis **Shack** Bochain, 1 ASOG/CC

Lt Col John **Ty** Thomas, 62 OG/CD ~ *Chicken*

Lt Col Schmedake

Lt Col Fuller

Maj **Sam** Highley, 62 AW/PA ~ *Plain*

CMSgt Ronald **Ron** Hernandez, 62 AW/CCC ~ *Salmon*

1310

Depart Northwest Connection en route to new visitor center for media

1315

Arrive visitor center

1330

Depart McChord AFB en route to SeaTac airport

1415

Arrive SeaTac

The Honorable Philip Coyle, BRAC Commissioner
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 25 May 2005

✓ Prefix 382 instead of 982)

DSN Prefix is 382

62d Airlift Wing Commander

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62d Airlift Wing Command CMSgt

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AW/DS

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MXG/CC

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MDG/CC

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62d Airlift Wing Protocol, NCOIC

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62d Airlift Wing Vice Commander

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62d Airlift Wing Executive Officer

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OG/CC

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 E-mail: chris.coley@mcchord.af.mil

MSG/CC

Col Joseph **JC** Crownover
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 HP (253) 583-8519
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62d Airlift Wing Chief of Protocol

Capt Adam **Digger** DiGerardo
 DP (253) 982-3059 [d.af.mil](mailto:adam.digerardo@mcchord.af.mil)
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 E-mail: Adam.Digerardo@mcchord.af.mil

62d Airlift Wing

TSgt **Mari**
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 Cell (?)
 HP (?)
 E-mail: ?

**The Honorable Philip Coyle, BRAC Commissioner
The Honorable James Bilbray, BRAC Commissioner
25 May 2005**

Airlift Wing Protocol
Robert **Rob** Mediavilla
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Trans DP (253) 982-2684

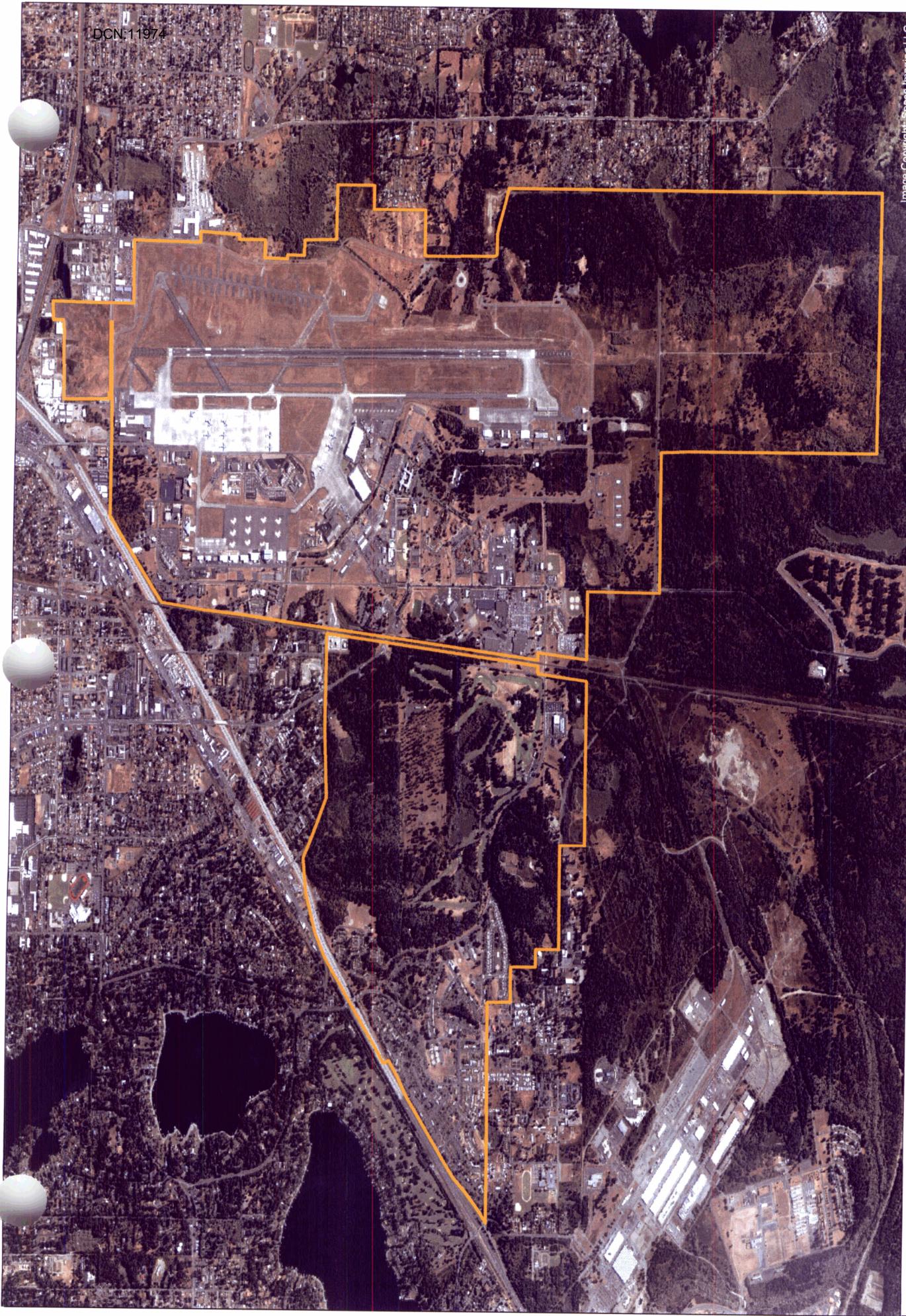
Base Ops
DSN 382-5611
Comm (253) 982-2635

62d Airlift Wing Protocol
Ms **Laurel** Taft
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62d Airlift Wing Command Post
DSN 382-2635
Comm (253) 982-2635

DCN:11974

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McCord AFB - U.S. Air Force

 Installation Boundary



Ft. Lewis Statistics

Total Acres: 86,023
Acres Owned: 84,341
Total Personnel: 25,070
Mil: 19,161
Civ: 2,920
Other: 2,989

McCord Statistics

Total Acres: 4,639
Acres Owned: 4,537
Total Personnel: 6,747
Mil: 6,083
Civ: 664
Other: 0

