



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

*June 12, 2005*

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

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

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

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

**Dear Col Worcester:**

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

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

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

*Very respectfully,*

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



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*June 13, 2005*

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

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

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

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

**Dear Col Peabody:**

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

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

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

***Very respectfully,***

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



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2521 South Clark Street, Suite 600  
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**June 16, 2005**

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

***Dear Captain Campbell,***

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

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

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

***Sincerely,***

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

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

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***June 16, 2005***

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

***Dear Captain Welsh,***

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

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

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

***Sincerely,***

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

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

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**June 16, 2005**

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

***Dear RADM Turcotte,***

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

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

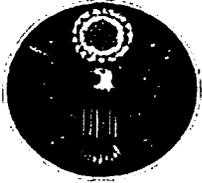
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***Sincerely,***

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

***Anthony J. Principi  
Chairman***

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**June 16, 2005**

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

***Dear Captain Ransom,***

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

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

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

***Sincerely,***

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***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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***June 16, 2005***

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

***Dear Captain Sullivan,***

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

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

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

***Sincerely,***

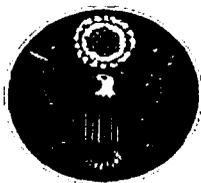
Handwritten signature of Anthony J. Principi in cursive script.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

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***June 16, 2005***

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

***Dear Captain Lotring,***

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

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

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

***Sincerely,***

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***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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**June 16, 2005**

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

***Dear Rear Admiral Kenny,***

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

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

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

***Sincerely,***

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***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

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*June 16, 2005*

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

*Dear Lt. Gen. Regni,*

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

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

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

*Sincerely,*

Handwritten signature of Anthony J. Principi in cursive script.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

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**June 16, 2005**

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

**Dear Mr. Ryan,**

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

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

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

***Sincerely,***

Handwritten signature of Anthony J. Principi in black ink.

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

**Chairman:** Anthony J. Principi

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

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***June 16, 2005***

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

***Dear Mr. Wilson,***

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

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

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

***Sincerely,***

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

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

**Chairman:** Anthony J. Principi

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

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***June 16, 2005***

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

***Dear Captain Winneg,***

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

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

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***Sincerely,***

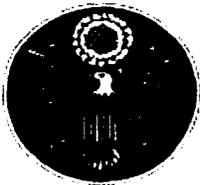
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***Anthony J. Principi  
Chairman***

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**June 16, 2005**

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

**Dear Mr. Smith,**

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

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

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***Sincerely,***

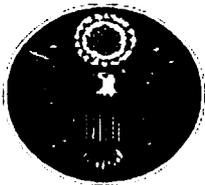
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**Anthony J. Principi**  
**Chairman**

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**June 16, 2005**

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

***Dear Captain Sheppard,***

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

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

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***Sincerely,***

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

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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***June 16, 2005***

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

***Dear Colonel Schatz,***

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

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

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***Anthony J. Principi  
Chairman***

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**June 16, 2005**

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

***Dear Captain McGettigan,***

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

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

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

***Sincerely,***

Handwritten signature of Anthony J. Principi in cursive script.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



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

***June 16, 2005***

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

***Dear Colonel McCauley,***

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

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

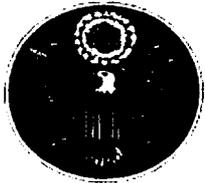
***Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior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

***Sincerely,***

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

***Anthony J. Principi  
Chairman***

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



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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**June 16, 2005**

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

*Dear Colonel Kimmell,*

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

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

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

*Sincerely,*

Handwritten signature of Anthony J. Principi in cursive script.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600  
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***June 16, 2005***

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

***Dear Captain King,***

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

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

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

***Sincerely,***

Handwritten signature of Anthony J. Principi in black ink.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
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**June 16, 2005**

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

**Dear LTC Holliday,**

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

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

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

***Sincerely,***

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

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



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**June 16, 2005**

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

**Dear Commodore Hewitt,**

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

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

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

**Sincerely,**

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

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

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



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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***June 16, 2005***

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

***Dear Colonel Hart,***

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

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

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

***Sincerely,***

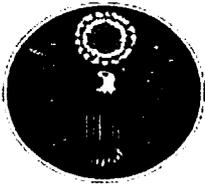
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***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

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**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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

***June 16, 2005***

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

***Dear Colonel Guinn,***

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

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

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

***Sincerely,***

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***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

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**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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***June 16, 2005***

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

***Dear Colonel Gumbel,***

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

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

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

***Sincerely,***

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

***Anthony J. Principi  
Chairman***

**Chairman: Anthony J. Principi**

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

**Executive Director: Charles Battaglia**



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

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Telephone: 703-699-2950

**June 16, 2005**

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

***Dear Captain Germand,***

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

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

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

***Sincerely,***

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

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 16, 2005**

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

***Dear Captain Fletcher,***

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

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

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

***Sincerely,***

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***Anthony J. Principi***

**Chairman:** Anthony J. Principi

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

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

***June 16, 2005***

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

***Dear Colonel Flanigan,***

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

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

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

***Sincerely,***

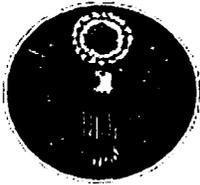
A handwritten signature in black ink, reading "Anthony J. Principi".

***Anthony J. Principi***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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**June 16, 2005**

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

**Dear Colonel Crabtree,**

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

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

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

**Sincerely,**

Handwritten signature of Anthony J. Principi in black ink.

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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***June 16, 2005***

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

***Dear Lt. Gen. Clapper,***

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

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

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

***Sincerely,***

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

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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Telephone: 703-699-2950

***June 16, 2005***

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

***Dear Colonel Cook,***

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

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

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

***Sincerely,***

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

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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Arlington, VA 22202  
Telephone: 703-699-2950

***June 16, 2005***

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

***Dear Captain Bennett,***

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

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

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

***Sincerely,***

Handwritten signature of Anthony J. Principi in cursive script.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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**June 16, 2005**

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

**Dear Colonel Applegate,**

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

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

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

***Sincerely,***

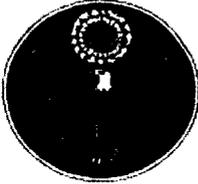
Handwritten signature of Anthony J. Principi in black ink.

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 20, 2005**

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

**Dear Brigadier General Lord,**

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

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

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

***Sincerely,***

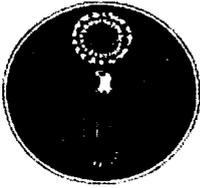
Handwritten signature of Anthony J. Principi in cursive script.

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 21, 2005***

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

***Dear Major General Lafrenz,***

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

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

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

***Sincerely,***

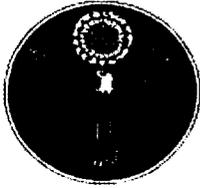
A handwritten signature in cursive script, reading "Anthony J. Principi".

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 21, 2005***

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

***Dear Colonel Peabody,***

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

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

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

***Sincerely,***

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

**Dear Captain Heimerle,**

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

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

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

**Sincerely,**

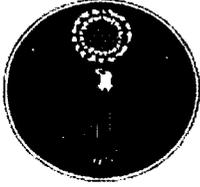
Handwritten signature of Anthony J. Principi in cursive script.

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

**Chairman: Anthony J. Principi**

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

**Executive Director: Charles Battaglia**



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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

***June 22, 2005***

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

***Dear Captain McKinnon,***

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

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

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

***Sincerely,***

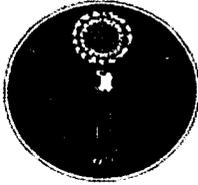
A handwritten signature in cursive script that reads "Anthony J. Principi".

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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

**June 22, 2005**

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

***Dear Captain Raines,***

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

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

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

***Sincerely,***

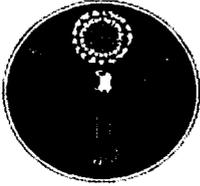
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***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Commodore Sinnett,*

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

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

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

*Sincerely,*

Handwritten signature of Anthony J. Principi in cursive script.

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

**Dear Mr. Gates,**

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

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

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

**Sincerely,**

Handwritten signature of Anthony J. Principi in cursive script.

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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

***June 22, 2005***

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

***Dear Captain Dobson,***

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

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

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

***Sincerely,***

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

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

***Dear CDR Benjamin,***

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

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

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

***Sincerely,***

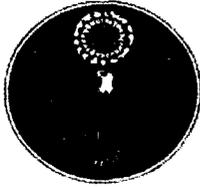
Handwritten signature of Anthony J. Principi in black ink.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 22, 2005***

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

***Dear Mr. Aton,***

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

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

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

***Sincerely,***

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

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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

***June 22, 2005***

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

***Dear Major General Vavala,***

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

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

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

***Sincerely,***

Handwritten signature of Anthony J. Principi in black ink.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

**Dear Major General Tuxill,**

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

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

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

**Sincerely,**

Handwritten signature of Anthony J. Principi in black ink.

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



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

*June 23, 2005*

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

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

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

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

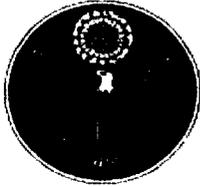
**Dear Col Magonigle:**

***I would like to thank you and your staff for their professionalism and hospitality during our recent BRAC Commission visit to Fairchild AFB. The information presented will assist the Commission during deliberation of the official recommendation concerning the realignment of the 14<sup>F</sup> Air Refueling Wing.***

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

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

***Very respectfully,***



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 23, 2005***

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

***Dear Colonel Magonigle,***

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

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

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

***Sincerely,***

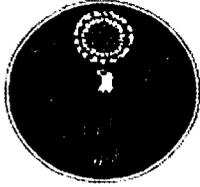
A handwritten signature in cursive script that reads "Anthony J. Principi".

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 23, 2005***

***Captain A. J. Rizzo  
Commanding Officer  
NAS JRB New Orleans  
400 Russell Avenue  
New Orleans, LA 70143***

***Dear Captain Rizzo,***

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

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

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

***Sincerely,***

Handwritten signature of Anthony J. Principi in cursive script.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 23, 2005***

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

***Dear Director McConnell,***

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

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

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

***Sincerely,***

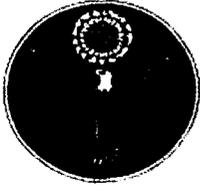
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***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 23, 2005**

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

**Dear Colonel Lohnes,**

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

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

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

***Sincerely,***

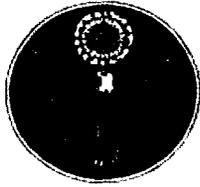
Handwritten signature of Anthony J. Principi in cursive script.

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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

***June 23, 2005***

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

***Dear Captain Dozier,***

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

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

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

***Sincerely,***

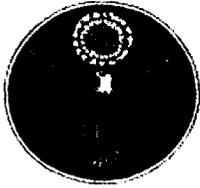
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***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 24, 2005***

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

***Dear Colonel Wolters,***

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

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

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

***Sincerely,***

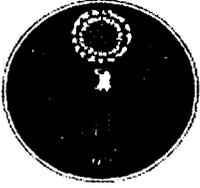
A handwritten signature in black ink, reading "Anthony J. Principi".

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 24, 2005**

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

**Dear Colonel Wolters,**

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

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

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

***Sincerely,***

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 24, 2005***

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

***Dear Colonel Hart,***

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

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

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

***Sincerely,***

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 24, 2005***

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

***Dear Colonel Hart,***

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

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

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

***Sincerely,***

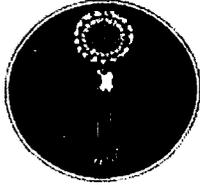
Handwritten signature of Anthony J. Principi in cursive script.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 24, 2005***

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

***Dear Colonel Greenwald,***

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

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

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

***Sincerely,***

A handwritten signature in cursive script, reading "Anthony J. Principi", is positioned above the typed name.

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 24, 2005***

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

***Dear Colonel Cervone,***

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

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

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

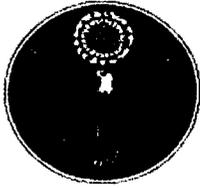
***Sincerely,***

***Anthony J. Principi  
Chairman***

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 27, 2005**

**Col. John Posner**  
**27 FW/CC**  
**100 South DL Ingram Boulevard**  
**Suite 100**  
**Cannon Air Force Base, NM 88103-5214**

*Dear Colonel Posner,*

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

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

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

*Sincerely,*

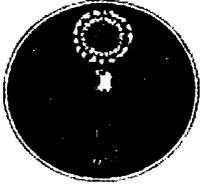
A handwritten signature in cursive script, reading "Anthony J. Principi".

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 27, 2005***

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

***Dear Colonel Raulerson,***

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

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

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

***Sincerely,***

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



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

*June 13, 2005*

**Chairman:**

**The Honorable Anthony J. Principi**

**Commissioners:**

**The Honorable James H. Bilbray**

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

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

**The Honorable James V. Hansen**

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

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

**The Honorable Samuel K. Skinner**

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

**Executive Director:**

**Charles Battaglia**

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

**Dear Col Peabody:**

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

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

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

**Very respectfully,**

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



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 21, 2005**

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

*Dear Colonel Peabody,*

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

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

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

*Sincerely,*

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

**Anthony J. Principi  
Chairman**

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



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

*June 21, 2005*

*The Honorable Ted Stevens  
United States Senate  
522 Hart Senate Office Building  
Washington, D.C. 20510*

*Dear Senator Stevens,*

*Thank you for your and Senator Warner's letter of June 17, 2005, regarding the 2005 Defense Base Closure and Realignment (BRAC) Commission procedural rules. You have expressed concern about the affect of Commissioner recusals and certain Commission rules on the ability of the Commission to carry out its statutory duties.*

*I understand and share your concerns about the soundness, correctness, and integrity of the BRAC process. Your letter prompted me to closely re-examine Commission practice and procedures and to review our current situation. I have discussed matters at length with my Executive Director, General Counsel, and counsel from the Senate Armed Services Committee. Others have contributed to the dialogue, including several individuals who were intimately involved with the most recent amendments to the BRAC statute and past BRAC Commissions.*

*Matters as they now stand are that four Commissioners have recused themselves from participation in matters relating to installations in their home states. Commissioners Coyle and Gehman recused themselves, in accordance with ethics agreements they signed during the nomination process, because of BRAC-related activity in California and Virginia respectively. Commissioner Bilbray recused himself because of his long-time representation of Nevada in the Congress and other public offices. Commissioner Hansen recused himself with regard to Utah for the same reason.*

*Each of the Commissioners made his recusal publicly at a Commission hearing held on May 19, 2005. As a result of these recusals, the Commissioners cannot*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia

*Page 2*

*The Honorable Ted Stevens*

*deliberate or vote on matters relating to installations in their home states or to installations in other states that are substantially affected by closures and realignments or installations in their home states.*

*The procedural rules adopted by the Commission at an open hearing on May 19, 2005 are, with one significant exception, the same as the rules that guided the previous three BRAC Commissions. Unlike in the past, a super majority of seven of nine Commissioners is now required to add, realign, or increase the realignment of a base not included on the Secretary of Defense's list of bases to be closed or realigned.*

*As you noted in your letter, with the exception of the seven-of-nine vote requirement, no guidance is provided in the statute for voting; such as what constitutes a quorum or a majority. The Commission rules describe three situations in which a majority of the Commissioners serving is required to conduct business. Only issues such as motions to extend meetings and to adjourn are resolved by a simple majority of Commissioners present. A majority of Commissioners serving is always five unless by resignation or other loss without replacement the total number of Commissioners serving is reduced below nine.*

*You have proposed a recusal-based rule, with a majority determined by the number of Commissioners voting. The practical effect of such a rule is that when eight Commissioners vote, a majority would be five, the same as when nine Commissioners vote. When six or seven Commissioners vote, a majority would be four.*

*The majority of the votes anticipated during Commission hearings to consider additions to the Secretary's list and to conduct final deliberations will not be affected by recusals. Only one Commissioner will be recused from most of the remaining votes. In only a very limited number of actions will two or three Commissioners be disqualified from deliberating and voting.*

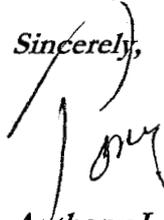
*I know that we are of like mind that the Commission and its individual members must be above reproach and free from any real or perceived bias. The actions of Commissioners Bilbray, Coyle, Gehman, and Hansen in limiting their participation in certain Commission actions reflect the importance they place on their personal integrity and the public trust. Their actions can only serve to enhance the reality and perception of the Commission as independent, open, and honest.*

Page 3

*The Honorable Ted Stevens*

*I thank you again and assure you that the Commission will be able to carry out its statutory responsibilities as currently configured and with its adopted rules. We will scrupulously adhere to our controlling statute and rules and allow no breach of faith or trust.*

*Sincerely,*



*Anthony J. Principi  
Chairman*

*It was a  
pleasure to see you in  
Fairbanks. I hope  
and Henry were very informative.*



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 22, 2005*

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

*Dear Mr. Aton,*

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

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

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

*Sincerely,*

Handwritten signature of Anthony J. Principi in cursive.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 22, 2005*

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

*Dear CDR Benjamin,*

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

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

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

*Sincerely,*

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

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Captain Dobson,*

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

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

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

*Sincerely,*

Handwritten signature of Anthony J. Principi in cursive script.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

**Dear Mr. Gates,**

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

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

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

*Sincerely,*

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

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

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



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Captain Heimerle,*

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

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

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

*Sincerely,*

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

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 21, 2005**

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

*Dear Major General Lafrenz,*

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

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

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

*Sincerely,*

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

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 20, 2005**

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

*Dear Brigadier General Lord,*

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

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

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

*Sincerely,*

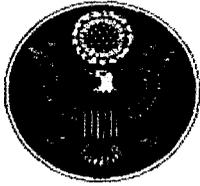
Handwritten signature of Anthony J. Principi in cursive.

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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

**June 22, 2005**

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

**Dear Captain McKinnon,**

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

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

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

***Sincerely,***

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

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

**Chairman: Anthony J. Principi**

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

**Executive Director: Charles Battaglia**



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

**Dear Captain Raines,**

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

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

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

*Sincerely,*

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

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Commodore Sinnett,*

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

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

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

*Sincerely,*

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

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

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



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Major General Tuxill,*

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

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

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

*Sincerely,*

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

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

**Dear Major General Vavala,**

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

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

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

***Sincerely,***

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

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

**Chairman: Anthony J. Principi**

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

**Executive Director: Charles Battaglia**



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

*June 12, 2005*

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

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

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

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

**Dear Col Worcester:**

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

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

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

*Very respectfully,*

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



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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

*June 21, 2005*

*The Honorable Ted Stevens  
United States Senate  
522 Hart Senate Office Building  
Washington, D.C. 20510*

*Dear Senator Stevens,*

*Thank you for your and Senator Warner's letter of June 17, 2005, regarding the 2005 Defense Base Closure and Realignment (BRAC) Commission procedural rules. You have expressed concern about the affect of Commissioner recusals and certain Commission rules on the ability of the Commission to carry out its statutory duties.*

*I understand and share your concerns about the soundness, correctness, and integrity of the BRAC process. Your letter prompted me to closely re-examine Commission practice and procedures and to review our current situation. I have discussed matters at length with my Executive Director, General Counsel, and counsel from the Senate Armed Services Committee. Others have contributed to the dialogue, including several individuals who were intimately involved with the most recent amendments to the BRAC statute and past BRAC Commissions.*

*Matters as they now stand are that four Commissioners have recused themselves from participation in matters relating to installations in their home states. Commissioners Coyle and Gehman recused themselves, in accordance with ethics agreements they signed during the nomination process, because of BRAC-related activity in California and Virginia respectively. Commissioner Bilbray recused himself because of his long-time representation of Nevada in the Congress and other public offices. Commissioner Hansen recused himself with regard to Utah for the same reason.*

*Each of the Commissioners made his recusal publicly at a Commission hearing held on May 19, 2005. As a result of these recusals, the Commissioners cannot*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia

*Page 2*

*The Honorable Ted Stevens*

*deliberate or vote on matters relating to installations in their home states or to installations in other states that are substantially affected by closures and realignments or installations in their home states.*

*The procedural rules adopted by the Commission at an open hearing on May 19, 2005 are, with one significant exception, the same as the rules that guided the previous three BRAC Commissions. Unlike in the past, a super majority of seven of nine Commissioners is now required to add, realign, or increase the realignment of a base not included on the Secretary of Defense's list of bases to be closed or realigned.*

*As you noted in your letter, with the exception of the seven-of-nine vote requirement, no guidance is provided in the statute for voting; such as what constitutes a quorum or a majority. The Commission rules describe three situations in which a majority of the Commissioners serving is required to conduct business. Only issues such as motions to extend meetings and to adjourn are resolved by a simple majority of Commissioners present. A majority of Commissioners serving is always five unless by resignation or other loss without replacement the total number of Commissioners serving is reduced below nine.*

*You have proposed a recusal-based rule, with a majority determined by the number of Commissioners voting. The practical effect of such a rule is that when eight Commissioners vote, a majority would be five, the same as when nine Commissioners vote. When six or seven Commissioners vote, a majority would be four.*

*The majority of the votes anticipated during Commission hearings to consider additions to the Secretary's list and to conduct final deliberations will not be affected by recusals. Only one Commissioner will be recused from most of the remaining votes. In only a very limited number of actions will two or three Commissioners be disqualified from deliberating and voting.*

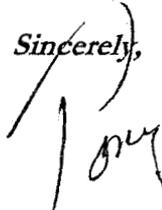
*I know that we are of like mind that the Commission and its individual members must be above reproach and free from any real or perceived bias. The actions of Commissioners Bilbray, Coyle, Gehman, and Hansen in limiting their participation in certain Commission actions reflect the importance they place on their personal integrity and the public trust. Their actions can only serve to enhance the reality and perception of the Commission as independent, open, and honest.*

Page 3

The Honorable Ted Stevens

I thank you again and assure you that the Commission will be able to carry out its statutory responsibilities as currently configured and with its adopted rules. We will scrupulously adhere to our controlling statute and rules and allow no breach of faith or trust.

Sincerely,



Anthony J. Principi  
Chairman

*It was a pleasure to see you & assistants. I hope you & family were very informative.*



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

***June 21, 2005***

*The Honorable John W. Warner  
United States Senate  
225 Russell Building  
Washington, D.C. 20510*

*Dear Senator Warner,*

*Thank you for your and Senator Stevens's letter of June 17, 2005, regarding the 2005 Defense Base Closure and Realignment (BRAC) Commission procedural rules. You have expressed concern about the affect of Commissioner recusals and certain Commission rules on the ability of the Commission to carry out its statutory duties.*

*I understand and share your concerns about the soundness, correctness, and integrity of the BRAC process. Your letter prompted me to closely re-examine Commission practice and procedures and to review our current situation. I have discussed matters at length with my Executive Director, General Counsel, and counsel from the Senate Armed Services Committee. Others have contributed to the dialogue, including several individuals who were intimately involved with the most recent amendments to the BRAC statute and past BRAC Commissions.*

*Matters as they now stand are that four Commissioners have recused themselves from participation in matters relating to installations in their home states. Commissioners Coyle and Gehman recused themselves, in accordance with ethics agreements they signed during the nomination process, because of BRAC-related activity in California and Virginia respectively. Commissioner Bilbray recused himself because of his long-time representation of Nevada in the Congress and other public offices. Commissioner Hansen recused himself with regard to Utah for the same reason.*

*Each of the Commissioners made his recusal publicly at a Commission hearing held on May 19, 2005. As a result of these recusals, the Commissioners cannot*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia

*Page 2*

*The Honorable John W. Warner*

*deliberate or vote on matters relating to installations in their home states or to installations in other states that are substantially affected by closures and realignments or installations in their home states.*

*The procedural rules adopted by the Commission at an open hearing on May 19, 2005 are, with one significant exception, the same as the rules that guided the previous three BRAC Commissions. Unlike in the past, a super majority of seven of nine Commissioners is now required to add, realign, or increase the realignment of a base not included on the Secretary of Defense's list of bases to be closed or realigned.*

*As you noted in your letter, with the exception of the seven-of-nine vote requirement, no guidance is provided in the statute for voting; such as what constitutes a quorum or a majority. The Commission rules describe three situations in which a majority of the Commissioners serving is required to conduct business. Only issues such as motions to extend meetings and to adjourn are resolved by a simple majority of Commissioners present. A majority of Commissioners serving is always five unless by resignation or other loss without replacement the total number of Commissioners serving is reduced below nine.*

*You have proposed a recusal-based rule, with a majority determined by the number of Commissioners voting. The practical effect of such a rule is that when eight Commissioners vote, a majority would be five, the same as when nine Commissioners vote. When six or seven Commissioners vote, a majority would be four.*

*The majority of the votes anticipated during Commission hearings to consider additions to the Secretary's list and to conduct final deliberations will not be affected by recusals. Only one Commissioner will be recused from most of the remaining votes. In only a very limited number of actions will two or three Commissioners be disqualified from deliberating and voting.*

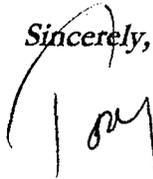
*I know that we are of like mind that the Commission and its individual members must be above reproach and free from any real or perceived bias. The actions of Commissioners Bilbray, Coyle, Gehman, and Hansen in limiting their participation in certain Commission actions reflect the importance they place on their personal integrity and the public trust. Their actions can only serve to enhance the reality and perception of the Commission as independent, open, and honest.*

*Page 3*

*The Honorable John W. Warner*

*I thank you again and assure you that the Commission will be able to carry out its statutory responsibilities as currently configured and with its adopted rules. We will scrupulously adhere to our controlling statute and rules and allow no breach of faith or trust.*

*Sincerely,*

A handwritten signature in black ink, appearing to read 'AJ Principi', written over a large, light-colored scribble or mark.

*Anthony J. Principi*  
*Chairman*



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

*June 22, 2005*

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

*Dear Mr. Aton,*

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

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

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

*Sincerely,*

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

*Anthony J. Principi  
 Chairman*

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



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear CDR Benjamin,*

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

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

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

*Sincerely,*

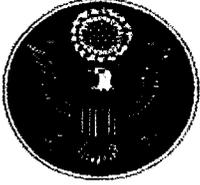
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*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Captain Dobson,*

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

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

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

*Sincerely,*

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

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Mr. Gates,*

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

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

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

*Sincerely,*

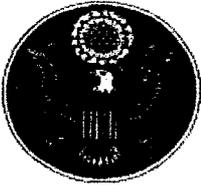
A handwritten signature in cursive script that reads "Anthony J. Principi".

*Anthony J. Principi*  
*Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Captain Heimerle,*

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

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

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

*Sincerely,*

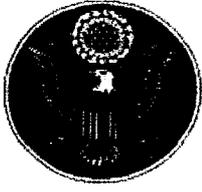
A handwritten signature in black ink that reads "Anthony J. Principi". The signature is written in a cursive style.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

***June 21, 2005***

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

*Dear Major General Lafrenz,*

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

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

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

*Sincerely,*

Handwritten signature of Anthony J. Principi in cursive script.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 20, 2005**

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

**Dear Brigadier General Lord,**

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

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

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

*Sincerely,*

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

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 22, 2005*

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

*Dear Captain McKinnon,*

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

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

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

*Sincerely,*

Handwritten signature of Anthony J. Principi in cursive script.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



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

*June 13, 2005*

**Chairman:**

**The Honorable Anthony J. Principi**

**Commissioners:**

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

**Executive Director:**

**Charles Battaglia**

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

*Dear Col Peabody:*

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

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

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

*Very respectfully,*

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



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 21, 2005**

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

*Dear Colonel Peabody,*

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

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

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

*Sincerely,*

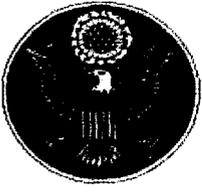
A handwritten signature in cursive script, reading "Anthony J. Principi".

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 22, 2005*

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

*Dear Captain Raines,*

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

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

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

*Sincerely,*

Handwritten signature of Anthony J. Principi in black ink.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Commodore Sinnett,*

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

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

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

*Sincerely,*

Handwritten signature of Anthony J. Principi in cursive script.

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Major General Tuxill,*

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

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

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

*Sincerely,*

Handwritten signature of Anthony J. Principi in black ink.

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Major General Vavala,*

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

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

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

*Sincerely,*

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

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



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

*June 12, 2005*

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

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

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

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

**Dear Col Worcester:**

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

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

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

*Very respectfully,*

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



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 21, 2005**

*The Honorable Ted Stevens  
United States Senate  
522 Hart Senate Office Building  
Washington, D.C. 20510*

*Dear Senator Stevens,*

*Thank you for your and Senator Warner's letter of June 17, 2005, regarding the 2005 Defense Base Closure and Realignment (BRAC) Commission procedural rules. You have expressed concern about the affect of Commissioner recusals and certain Commission rules on the ability of the Commission to carry out its statutory duties.*

*I understand and share your concerns about the soundness, correctness, and integrity of the BRAC process. Your letter prompted me to closely re-examine Commission practice and procedures and to review our current situation. I have discussed matters at length with my Executive Director, General Counsel, and counsel from the Senate Armed Services Committee. Others have contributed to the dialogue, including several individuals who were intimately involved with the most recent amendments to the BRAC statute and past BRAC Commissions.*

*Matters as they now stand are that four Commissioners have recused themselves from participation in matters relating to installations in their home states. Commissioners Coyle and Gehman recused themselves, in accordance with ethics agreements they signed during the nomination process, because of BRAC-related activity in California and Virginia respectively. Commissioner Bilbray recused himself because of his long-time representation of Nevada in the Congress and other public offices. Commissioner Hansen recused himself with regard to Utah for the same reason.*

*Each of the Commissioners made his recusal publicly at a Commission hearing held on May 19, 2005. As a result of these recusals, the Commissioners cannot*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia

*Page 2*

*The Honorable Ted Stevens*

*deliberate or vote on matters relating to installations in their home states or to installations in other states that are substantially affected by closures and realignments or installations in their home states.*

*The procedural rules adopted by the Commission at an open hearing on May 19, 2005 are, with one significant exception, the same as the rules that guided the previous three BRAC Commissions. Unlike in the past, a super majority of seven of nine Commissioners is now required to add, realign, or increase the realignment of a base not included on the Secretary of Defense's list of bases to be closed or realigned.*

*As you noted in your letter, with the exception of the seven-of-nine vote requirement, no guidance is provided in the statute for voting; such as what constitutes a quorum or a majority. The Commission rules describe three situations in which a majority of the Commissioners serving is required to conduct business. Only issues such as motions to extend meetings and to adjourn are resolved by a simple majority of Commissioners present. A majority of Commissioners serving is always five unless by resignation or other loss without replacement the total number of Commissioners serving is reduced below nine.*

*You have proposed a recusal-based rule, with a majority determined by the number of Commissioners voting. The practical effect of such a rule is that when eight Commissioners vote, a majority would be five, the same as when nine Commissioners vote. When six or seven Commissioners vote, a majority would be four.*

*The majority of the votes anticipated during Commission hearings to consider additions to the Secretary's list and to conduct final deliberations will not be affected by recusals. Only one Commissioner will be recused from most of the remaining votes. In only a very limited number of actions will two or three Commissioners be disqualified from deliberating and voting.*

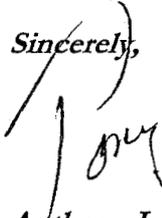
*I know that we are of like mind that the Commission and its individual members must be above reproach and free from any real or perceived bias. The actions of Commissioners Bilbray, Coyle, Gehman, and Hansen in limiting their participation in certain Commission actions reflect the importance they place on their personal integrity and the public trust. Their actions can only serve to enhance the reality and perception of the Commission as independent, open, and honest.*

Page 3

*The Honorable Ted Stevens*

*I thank you again and assure you that the Commission will be able to carry out its statutory responsibilities as currently configured and with its adopted rules. We will scrupulously adhere to our controlling statute and rules and allow no breach of faith or trust.*

*Sincerely,*



*Anthony J. Principi  
Chairman*

*It was a pleasure to see you in Fairbanks. I hope you and Henry were very comfortable.*



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 21, 2005*

*The Honorable John W. Warner  
United States Senate  
225 Russell Building  
Washington, D.C. 20510*

*Dear Senator Warner,*

*Thank you for your and Senator Stevens's letter of June 17, 2005, regarding the 2005 Defense Base Closure and Realignment (BRAC) Commission procedural rules. You have expressed concern about the affect of Commissioner recusals and certain Commission rules on the ability of the Commission to carry out its statutory duties.*

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*Each of the Commissioners made his recusal publicly at a Commission hearing held on May 19, 2005. As a result of these recusals, the Commissioners cannot*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia

Page 2

*The Honorable John W. Warner*

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*As you noted in your letter, with the exception of the seven-of-nine vote requirement, no guidance is provided in the statute for voting; such as what constitutes a quorum or a majority. The Commission rules describe three situations in which a majority of the Commissioners serving is required to conduct business. Only issues such as motions to extend meetings and to adjourn are resolved by a simple majority of Commissioners present. A majority of Commissioners serving is always five unless by resignation or other loss without replacement the total number of Commissioners serving is reduced below nine.*

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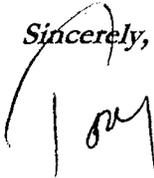
*I know that we are of like mind that the Commission and its individual members must be above reproach and free from any real or perceived bias. The actions of Commissioners Bilbray, Coyle, Gehman, and Hansen in limiting their participation in certain Commission actions reflect the importance they place on their personal integrity and the public trust. Their actions can only serve to enhance the reality and perception of the Commission as independent, open, and honest.*

*Page 3*

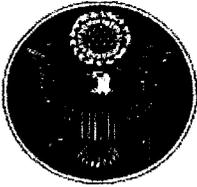
*The Honorable John W. Warner*

*I thank you again and assure you that the Commission will be able to carry out its statutory responsibilities as currently configured and with its adopted rules. We will scrupulously adhere to our controlling statute and rules and allow no breach of faith or trust.*

*Sincerely,*

A handwritten signature in black ink, appearing to read 'AJ Principi', written over a large, light-colored circular mark or stamp.

*Anthony J. Principi  
Chairman*



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 22, 2005*

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

*Dear Mr. Aton,*

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

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

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

*Sincerely,*

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

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear CDR Benjamin,*

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

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

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

*Sincerely,*

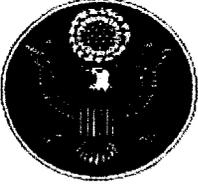
A handwritten signature in black ink that reads "Anthony J. Principi". The signature is written in a cursive style.

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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

*June 22, 2005*

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

*Dear Captain Dobson,*

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

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

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

*Sincerely,*

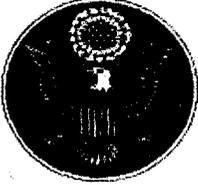
A handwritten signature in cursive script that reads "Anthony J. Principi".

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

**Dear Mr. Gates,**

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

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

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

***Sincerely,***

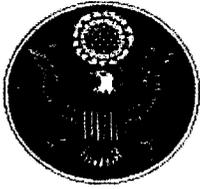
A handwritten signature in cursive script, reading "Anthony J. Principi".

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Captain Heimerle,*

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

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

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

*Sincerely,*

Handwritten signature of Anthony J. Principi in cursive.

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 21, 2005*

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

*Dear Major General Lafrenz,*

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

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

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

*Sincerely,*

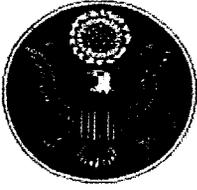
A handwritten signature in cursive script that reads "Anthony J. Principi".

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 20, 2005**

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

*Dear Brigadier General Lord,*

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

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

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

*Sincerely,*

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

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Captain McKinnon,*

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

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

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

*Sincerely,*

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

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



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

*June 13, 2005*

Chairman:  
*The Honorable Anthony J. Principi*

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

Executive Director:  
*Charles Battaglia*

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

*Dear Col Peabody:*

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

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

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

*Very respectfully,*

*Brad McRee*  
*Senior Analyst*



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

*June 21, 2005*

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

*Dear Colonel Peabody,*

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

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

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

*Sincerely,*

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

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

***Dear Captain Raines,***

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

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

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

***Sincerely,***

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

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Commodore Sinnett,*

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

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

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

*Sincerely,*

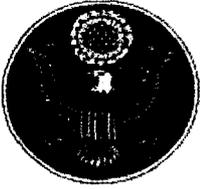
A handwritten signature in cursive script, reading "Anthony J. Principi".

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Major General Tuxill,*

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

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

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

*Sincerely,*

Handwritten signature of Anthony J. Principi in black ink.

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

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

**June 22, 2005**

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

*Dear Major General Vavala,*

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

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

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

*Sincerely,*

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

*Anthony J. Principi  
Chairman*

**Chairman:** Anthony J. Principi

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

**Executive Director:** Charles Battaglia



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

*June 12, 2005*

**Chairman:**

**The Honorable Anthony J. Principi**

**Commissioners:**

**The Honorable James H. Bilbray**

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

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

**The Honorable James V. Hansen**

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

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

**The Honorable Samuel K. Skinner**

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

**Executive Director:**

**Charles Battaglia**

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

*Dear Col Worcester:*

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

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

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

*Very respectfully,*

*The Honorable Anthony Principi  
Commissioner*