

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 8, 2005

*The Honorable Michael Chertoff
Secretary of Homeland Security
3801 Nebraska Ave., NW
Washington, D.C. 20393*

Dear Secretary Chertoff:

I would like to thank you for the Department of Homeland Security's testimony before the Commission on June 30, 2005, concerning the operational and financial impact of the 2005 Department of Defense base closure and realignment recommendations on your agency. I would also like to thank RADM Tim Sullivan for representing you at the hearing.

During his testimony, Admiral Sullivan agreed to respond expeditiously to any questions for the record that the Commission might devise. Enclosed please find a list of these questions for the record. I would appreciate your response no later than July 15, 2005.

Thank you again for your cooperation in this regard. Your continued assistance is critical as the Commission strives to create a fair, open, and constructive deliberative process.

Sincerely,

Handwritten signature of Anthony J. Principi in black ink.

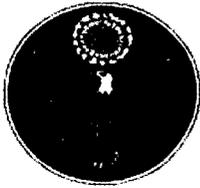
*Anthony J. Principi
Chairman*

Enclosure.

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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July 21, 2005

*Lieutenant General Stephen Wood
Deputy Chief of Staff of the Air Force for Plans and Programs
1070 Air Force Pentagon
Washington, D.C., 20330*

Dear General Wood:

I would like to thank you for your testimony before the Commission on July 18, 2005. I would also like to express my appreciation for the valuable testimony presented by your colleagues.

During your testimony, you agreed to respond expeditiously to any questions for the record that the Commission might devise. Enclosed please find a list of these questions for the record. I would appreciate your response no later than July 28, 2005.

Thank you again for your cooperation in this regard. Your continued assistance is critical as the Commission strives to create a fair, open, and constructive deliberative process.

Sincerely,

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

*Anthony J. Principi
Chairman*

Enclosure.

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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July 8, 2005

*Major General Roger Lempke
President, AGAUS
1 Massachusetts Ave., NW
Washington, D.C. 20001*

Dear General Lempke:

I would like to thank you for your testimony before the Commission on June 30, 2005, concerning the National Guard's capabilities and operational efficiencies as they relate to the 2005 Department of Defense base closure and realignment recommendations. I would also like to express my appreciation for the valuable testimony presented by your fellow Adjutants General.

During your testimony, you agreed to respond expeditiously to any questions for the record that the Commission might devise. Enclosed please find a list of these questions for the record. I would appreciate your response no later than July 15, 2005.

Thank you again for your cooperation in this regard. Your continued assistance is critical as the Commission strives to create a fair, open, and constructive deliberative process.

Sincerely,

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*Anthony J. Principi
Chairman*

Enclosure.

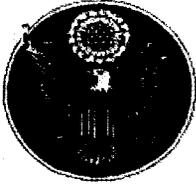
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Executive Director: Charles Battaglia

QUESTIONS FOR THE RECORD

1. Some believe that DoD underestimated the attrition which will occur in the Guard if the current recommendations are approved. What is your estimate of the rate of attrition for the operations, maintenance, and support career areas? Please assess each career area individually.
2. In any conversion, there is a period of time in which combat capability is lost. Combat capability is also likely to suffer as a result of DoD's plans to accelerate the retirement of certain weapons systems. What does the prospect of losing higher than anticipated levels of personnel, coupled with the accelerated drawdown of material, mean for the Guard's mission capabilities? In the event of an aircraft conversion, how long should it take for a unit to achieve a high combat rating?
3. Regarding Optimum Primary Aircraft Authorized (PAA): The Air Force has spoken about "right-sizing" fighter, transport, and tanker units. The Commission is aware that the Guard operates at higher mission capability rates on smaller, more efficient bases than the Active Duty force. Do the Adjutants General believe there should be a "right size" for Active Duty units and a separate one for components of the Guard?
4. If the Commission failed to ask any relevant questions pertaining to MCI ratings at the Department of Homeland Security-Adjutants General public hearing, please provide us with a list of such questions as well as the answers you would have given?
5. In your opinion, what types of new or emerging missions are appropriate for the Guard?
6. Do you support more City Basing? Do you support more Associate Units and Blended Wings?
7. Have the Adjutants General assessed the impact Guard-unit consolidations will have on the Guard's ability to operate under State Active Duty or Title 32 status? More specifically, how will the Air Force's recommendations affect a governor's ability to deploy C-130s in response to a catastrophic event?
8. Please provide the Commission with a historical record (dating back three years) of all communication that has occurred between the Adjutants General, the National Guard Bureau, and the Air Force regarding the Vanguard strategy.
9. Please provide the Commission with a historical record of all communication that has occurred between the National Guard Bureau and the several States regarding the Department of Defense base realignment and closure process.



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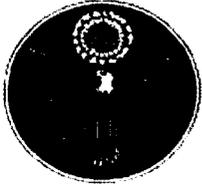
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Executive Director: Charles Battaglia

QUESTIONS FOR THE RECORD

1. What impact do you believe the realignment and closure of Air National Guard activities will have on our ability to secure our Air Operational Domain?
2. According to the Department of Defense's *Homeland Security Joint Operating Concept*, published in February of 2004, there is a "seam" between pure Homeland Security and pure Homeland Defense missions. The concept further states that National Guard forces help bridge the gap between these two operational categories. Does DHS have an opinion regarding the impact DoD's BRAC recommendations will have on the problem of operating in this so called seam?
3. Can DHS formally provide the BRAC Commission with an assessment, in writing, of DOD BRAC recommendations with respect to the ANG and their impact on the Homeland Security/Homeland Defense mission? Comments should address DoD's ability to support DHS during Homeland Security as well as lead with support from DHS, during Homeland Defense.
4. Has DHS assessed the impact that DoD's focus on force protection, closing the fence line, will have on joint operability in the event of a Homeland Defense/Homeland Security incident?
5. Has DHS assessed the broader implications DoD's recommendations may have on the legal framework, such as the Posse Comitatus Act, regulating DoD's involvement in joint operations? Is DHS prepared in terms of equipment, CONOPS, for potential expansion of its current operational responsibilities?
6. Have you assessed the impact Guard-unit consolidations will have on the Guard's ability to operate under State Active Duty or Title 32 status? For example, how will the Air Force's recommendations affect a governor's ability to deploy C-130s in response to a catastrophic disaster?
7. The National Guard is currently forward deployed in 3,200 communities throughout the United States. This posture seems to reflect DoD's stated desire for a decentralized joint operational environment. Do you believe that DoD's BRAC recommendations reinforce or undermine this operational concept?
8. A decentralized posture has several clear operational benefits. Most importantly, decentralization allows commanders to compress decision cycles and act at the level of authority closest to a potential Homeland Defense/Homeland Security incident. Do you believe this concept is still operationally valid? If so, how do DoD's recommendations affect this?
9. Are there any signed documents that specifically address DoD's support to DHS, including requirements, MOUs, etc.?

10. Are there CONOPS developed to address how DoD will support DHS in terms of air sovereignty as well as airlift capability, pre-positioned, for mobility requirements for CSTs, FBI, etc.?
11. Did the DOD coordinate recommendations involving Air Sovereignty Alert sites with the Department of Homeland Security during its BRAC decision-making process?
12. In your view, did the Air Force adequately factor Homeland Security Air Sovereignty requirements into their BRAC recommendations?
13. Has DHS independently engaged USNORTHCOM or NORAD regarding Homeland Defense/Homeland Security mission requirements with respect to the Air National Guard? Did DHS provide site-protection and response-time requirements to DOD?
14. Has DHS assessed any potential impacts on its ability to carry out its responsibilities in regard to ports, shipping, and the coastlines, due to DoD recommendations, primarily Navy as well as Air Force?



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July 5, 2005

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

Dear Director Higgins,

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

As we discussed, the visit was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions involving the Defense Finance and Accounting Service. The visit allowed Commissioner Newton and I to associate the volumes of DOD data with the installation represented. Additionally, the visit provided us with a better understanding of the issues involved from a military value perspective.

Please convey my thanks to your staff and others involved in the visit. Installation tours and discussions with military and civilian personnel are an integral part of a dynamic, open process that 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.

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***Anthony J. Principi
Chairman***

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July 5, 2005

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

Dear Director Sweitzer,

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

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July 5, 2005

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

Dear Director Conrad,

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

As we discussed, the visit was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions involving Defense Finance and Accounting Service. The visit allowed Commissioner Newton and I to associate the volumes of DOD data with the installation represented. Additionally, the visit provided us with a better understanding of the issues involved from a military value perspective.

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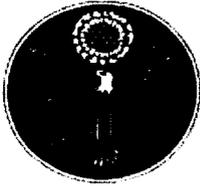
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July 6, 2005

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

Dear Major General Brown,

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

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

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

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Anthony J. Principi
Chairman

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DFAS Rome
325 Brooks Road
Rome, NY 134441-4527***

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Chairman***

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July 6, 2005

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

Dear Major General Rodriguez,

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

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

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

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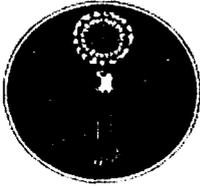
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2521 South Clark Street, Suite 600
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July 6, 2005

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

Dear Colonel Hines,

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

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

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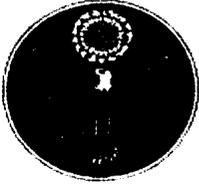
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July 6, 2005

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

Dear Major General Collings,

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

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

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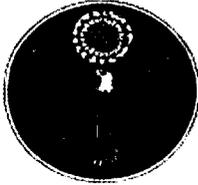
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July 6, 2005

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

Dear Colonel Vogt,

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

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

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27 Arkansas Road
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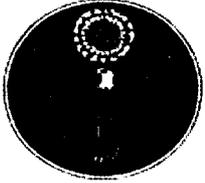
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Chairman

Chairman: Anthony J. Principi

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

Executive Director: Charles Battaglia

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**

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

July 6, 2005

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

Dear Colonel Reeves,

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

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

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

Sincerely,

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

***Anthony J. Principi
Chairman***

Chairman: Anthony J. Principi

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

Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 13, 2005

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

Dear Colonel Smith,

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

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

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

Sincerely,

***Anthony J. Principi
Chairman***

Chairman: Anthony J. Principi

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

Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 14, 2005

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

Dear Mr. Baker,

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

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

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

Sincerely,

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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

July 14, 2005

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

Dear Colonel Sass,

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

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

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

Sincerely,

***Anthony J. Principi
Chairman***

Chairman: Anthony J. Principi

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

Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 14, 2005

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

Dear Colonel Thompson,

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

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

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

Sincerely,

Anthony J. Principi
Chairman

Chairman: Anthony J. Principi

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

Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 14, 2005

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

Dear Colonel Brown,

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

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

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

Sincerely,

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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

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Telephone: 703-699-2950

July 14, 2005

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

Dear Captain Coolidge,

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

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

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

Sincerely,

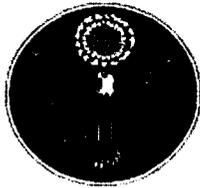
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***Anthony J. Principi
Chairman***

Chairman: Anthony J. Principi

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 14, 2005

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

Dear Captain Watkins,

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

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

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

Sincerely,

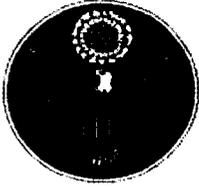
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***Anthony J. Principi
Chairman***

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

July 18, 2005

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

Dear Lt. Col. Summers,

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

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

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

Sincerely,

***Anthony J. Principi
Chairman***

Chairman: Anthony J. Principi

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

Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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

July 31, 2005

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

Dear Major General Sullivan,

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

This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Hill Air Force Base. This visit allowed Commissioners Coyle, Hansen, and Newton along with members of our 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. A special thanks to Mr. Jim Sutton and Ms Jeanette Bonnell for orchestrating the visit. Every detail was covered and we appreciate their hard work. 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

July 6, 2005

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

Dear Major General Brown,

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

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

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

Sincerely,

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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

July 6, 2005

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

Dear Colonel Reeves,

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

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

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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

July 6, 2005

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

Dear Director Sweitzer,

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

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

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

Sincerely,

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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

July 6, 2005

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

Dear Director Conrad,

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

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

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

Sincerely,

A handwritten signature in cursive script, 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

July 6, 2005

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

Dear Director Higgins,

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

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

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

Sincerely,

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Anthony J. Principi
Chairman

Chairman: Anthony J. Principi

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Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

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July 6, 2005

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

Dear Colonel Vogt,

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

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

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

Sincerely,

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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

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Telephone: 703-699-2950

July 6, 2005

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

Dear Major General Collings,

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

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

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

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*Anthony J. Principi
Chairman*

Chairman: Anthony J. Principi

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Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 6, 2005

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

Dear Colonel Hines,

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

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

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

Sincerely,

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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

July 6, 2005

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

Dear Major General Rodriguez,

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

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

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Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 13, 2005

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

Dear Colonel Smith,

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

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

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

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 14, 2005

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

Dear Captain Coolidge,

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

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

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

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Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 14, 2005

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

Dear Captain Watkins,

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

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

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

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Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 14, 2005

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

Dear Colonel Brown,

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

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

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

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Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 14, 2005

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

Dear Colonel Thompson,

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

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

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

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Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 14, 2005

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

Dear Mr. Baker,

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

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

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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Arlington, VA 22202

Telephone: 703-699-2950

July 13, 2005

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

Dear Major General Sullivan,

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

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

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

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

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Telephone: 703-699-2950

July 14, 2005

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

Dear Colonel Sass,

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

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

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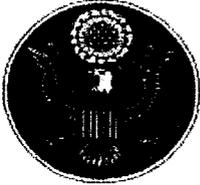
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Anthony J. Principi
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Chairman: Anthony J. Principi

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Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 21, 2005

*Lieutenant General Stephen Wood
Deputy Chief of Staff of the Air Force for Plans and Programs
1070 Air Force Pentagon
Washington, D.C., 20330*

Dear General Wood:

I would like to thank you for your testimony before the Commission on July 18, 2005. I would also like to express my appreciation for the valuable testimony presented by your colleagues.

During your testimony, you agreed to respond expeditiously to any questions for the record that the Commission might devise. Enclosed please find a list of these questions for the record. I would appreciate your response no later than July 28, 2005.

Thank you again for your cooperation in this regard. Your continued assistance is critical as the Commission strives to create a fair, open, and constructive deliberative process.

Sincerely,

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

*Anthony J. Principi
Chairman*

Enclosure.

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

Questions for the Record
Base Closure and Realignment Commission

Department of Defense Panel II

The Honorable Lieutenant General Stephen Wood, Deputy Chief of Staff of the Air Force
for Plans and Programs;

Major General Gary W. Heckman, Assistant Deputy Chief of Staff of the Air Force for
Plans and Programs;

Major General Scott Mayes, Commander, 1st Air Force and Commander, Continental
U.S. North American Aerospace Command Region; and

Lieutenant General Daniel James, III, Director, Air National Guard

July 18, 2005

1. Please help the Commission understand the relationship of the often mentioned "emerging missions" as they apply to the Air National Guard recommendations presented to the Commission. Specifically, how and when do you intend to fund, program, develop and deploy the Unmanned Aerial Vehicles such as the UAV/predator and even the recently discussed new light cargo aircraft.
2. How viable will enclaves be over the next several years without a weapons system attached to them?
3. Are the Expeditionary Combat Support packages, as outlined in several ANG recommendations, actually funded?
4. What is the likelihood of the enclaves getting a future mission?
5. The Commission has heard from numerous governors and adjutants general over their concern with the lack of Air Force and Air National Guard communication and collaboration with the states in the development and finalization of the BRAC ANG recommendations to the Commission. What has the Department of Defense or the Department of the Air Force done to rectify this situation, or more importantly, what do you plan to do?
6. A recent Air Force PR release indicated an initiative to supplement the Air National Guard mission with the establishment of a future "light cargo aircraft", a presumably shortened C-130 type cargo carrier that could be deployed to Army and Air Guard units.
 - a. What role do you foresee this aircraft will play in future missions of the Air National Guard or in support of Homeland Security.
 - b. Where is the development and deployment of the future light cargo aircraft in your funding plan?
 - c. Is new light cargo aircraft, along with the potential of Unmanned Aerial Vehicles (UAV), one of the "emerging missions" you have mentioned as a potential for the ANG?

- d. Is the F-22 another such "emerging mission"?
7. Given the concern expressed by a great number of state governors and adjutants general regarding redeployment Air National Guard assigned aircraft to other components and states, do you envision taking any remedial action to make more aircraft available to support Air National Guard requirements over a broader number of states than provided in the BRAC recommendations?
8. In the Adjutants General (TAG) hearing 30 Jun in Atlanta, an ANG speaker noted that "the ANG provides 40% of the [combat] coverage for 7.3% of the budget."
 - a. Are these figures substantiated by Air Force budget data? If not, what is an approximate operational use to cost ratio?
 - b. Including missions flown while on federalized missions or in support of contingency missions such as Noble Eagle, Enduring Freedom and Iraqi Freedom, do the costs incurred by ANG forces to support the missions included in ANG budgets (the 7.3%), or are they sourced elsewhere within DOD budgets?
 - c. While activated, or flying in support of federal missions, how do ANG and AFRC costs to execute a given mission compare to those of the Active Duty?
9. Were utilization rates of aircraft considered and/or weighted in any Mission Compatibility Index (MCI) calculation comparing installations? Did utilization rates differ between Active Duty, Reserve, and Guard installations flying a given model-design (F-16A/B/C/D), KC-135D/E/R/T)? If so, how?
10. Many States and TAGs have raised concerns on the BRAC recommendations with respect to the Air National Guard on their impact on the Homeland Security or Air Sovereignty Alert mission.
 - a. Were U.S. Northern Command and its component command, the First Air Force, involved in the BRAC decision making process? If so, how?
 - b. What is Northern Command's and the First Air Force's assessment of the impact of the Guard recommendations, particularly the ones involving Air Sovereignty Alert sites, on the Homeland Security mission?
11. A key question a Commissioner likes to ask is: "Is the pain worth the gain?" Understanding that Military Value is the primary consideration, economics play a part too. What are the projected NPV 20 year savings to the DoD for the closures and realignments affecting ANG units only?
12. A review of the BCEG minutes leaves us to believe that Candidate Recommendations were intentionally "bundled" in order to get the money savers to "carry" other individual base closures or realignments that were on their own a cost, or offered little savings. Is this true?

13. BRAC is about reducing excess base infrastructure and not about moving aircraft. Hundreds of aircraft are proposed to move with your recommendation, affecting 80% of the ANG installations in the country, yet the installation map looks about the same. Your proposal seems essentially “Programmatic.” Why are you wanting us to approve this under BRAC?
14. With respect to the Mission Capability Index, or MCI, the matrix tool you used to justify your recommendations... We have these comments from the field: (Please respond after each issue.)
- a. Why were the ANG units measured up against the same criteria as the active component? Other services did it differently. They said the NGB imposes limits on how big a Guard installation can be.
 - b. The MCI questions – especially with respect to routes and ranges, do not reflect the way we fight today.
 - c. There was not enough opportunity for similar smaller installations to be measured against each other.
 - d. In some cases, erroneous data was used – or new information such as recently completed hangers or additional ramp space was not factored in.
 - e. Some units interpreted the questions differently and answered accordingly.
15. Even after the MCI scores were computed, some of the decisions cited “Military Judgment,” and favored bases with lower MCI scores. Why?
16. The GAO reports that 60% of the net annual recurring savings are cost avoidances from military personnel eliminations. How can you claim manpower savings if net end strength of the ANG remains the same?
17. Active/ARC Mix: In testimony on May 17, Acting Sec Dominguez said “We have maintained the balance across the Active Duty, Guard, and Reserve Components both in aircraft and manpower.” Yet, in a meeting on 1 July, Maj Gen. Heckman (co-chair of the BCEG said): The force structure is going down. The balance is planned to change also. For C-130s: Before BRAC: (400) C-130s with 31% of the balance Active; Post – BRAC plan: (373) C-130s with 43% of the balance Active.
- a. If the C-130 mix is changing, what else changes such that the secretary’s statement holds true with respect to the overall mix?
 - b. Enclaves: How big is an enclave?
 - c. Of what types of units does it consist?
18. Don’t you think it might be hard to recruit for an Air Guard unit that has no “air?” Also, how does one recruit against an unknown mission for these units which are awaiting emerging missions?
19. “Reducing the Footprint”... It is unclear to many units destined to become enclaves as to where their new fence-line will be. Will excess property be disposed of or mothballed?

20. Our sense is that the loss of experienced personnel related to these proposals will be huge. Few aircrew will follow the aircraft, and even fewer maintenance and support personnel. There could be unanticipated training costs. The training “pipeline” would only seem to be so big. On top of that the combat status of a unit could degrade. Do any of these issues cause concern?
21. Future aircraft: With the accelerated retirement of F-15s and F-16s there is concern that the follow-on aircraft will not be on line in time to cover the threat. Your thoughts?
22. Dissimilar Aircraft: In reassigning and combining certain aircraft at different bases, there is concern that versions of aircraft such as C-130 H2s and H3s would be placed together. Were the operational and maintenance impacts considered in this case?
23. Unit Strength: In some cases units with over 100% strength are losing aircraft to units with less than 90% overall strength. If the low-strength units cannot fill the billets they currently have, how can they be expected to fill even more when their authorized aircraft total increases?
24. We understand there is a “City Basing” experiment in the works in Vermont. Please tell us about it and elaborate on the future of City Basing.
25. Isn't the Department of Homeland Security (DHS) the “supported” department and DoD the “supporting” one? If this is the case, why wasn't DHS consulted by the Air Force in the development of these recommendations?



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

July 1, 2005

***Senator John W. Warner
Chairman
Senate Committee on Armed Services
Senate Russell Office Building (SR-225)
Washington, D.C. 20510-6050***

Dear Senator Warner,

I have had the BRAC Commission staff conduct a mid-course review of the Commission's budgetary requirements from April 7, 2005 through April 15, 2006. This review included actual and projected expenses for salaries and benefits for 105 Commissioners, core staff and consultants, our leased space in Crystal City, equipment, contractor support, retirement of records, and extensive Commissioner and staff travel to affected bases and regional hearings.

An estimated budget of \$10 M has been provided the Commission through a previously allocated 2004 funding. Our projected costs are \$11.3 M leaving a shortfall of \$1.3 M for the life of the Commission in spite of judicious cost controls.

I would greatly appreciate your support for additional funds to compensate for the projected shortfall.

Sincerely,

***Anthony J. Principi
Chairman***

Chairman: Anthony J. Principi

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

Executive Director: Charles Battaglia



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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July 1, 2005

***Senator Carl Levin
Chairman
Senate Committee on Armed Services
Senate Russell Office Building (SR-269)
Washington, D.C. 20510-6050***

Dear Senator Levin,

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Executive Director: Charles Battaglia