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**UNITED STATES DISTRICT COURT
WESTERN DISTRICT OF WASHINGTON AT SEATTLE**

RYAN KARNOSKI, STAFF
SEARGEANT CATHERINE SCHMID;
D.L., formerly known as K.G., by his
next friend and mother, LAURA
GARZA; HUMAN RIGHTS
CAMPAIGN; and GENDER JUSTICE
LEAGUE,

Case No: 2:17-cv-1297-MJP

DECLARATION OF LA ROND
BAKER IN SUPPORT OF
WASHINGTON STATE’S
MOTION TO INTERVENE

Plaintiffs,

v.

DONALD TRUMP, in his official
capacity as President of the United
States; the UNITED STATES OF
AMERICA; JAMES N. MATTIS, in his
official capacity as Secretary of Defense;
and the UNITED STATES
DEPARTMENT OF DEFENSE,

Defendants.

Pursuant to 28 U.S.C. § 1746(2), I, LA ROND BAKER, hereby declare as follows:

1. I am over the age of eighteen and am competent to testify.
2. I am an Assistant Attorney General for the State of Washington. I make this declaration as a representative of the State of Washington (“State”) in support of the Motion to Intervene filed concurrently herewith.

1 3. Attached hereto as **Baker Declaration Exhibit A** is a true and correct copy of the
2 presidential memorandum titled, “Military Service by Transgender Individuals,” 82 Fed. Reg.
3 41319 (August 30, 2017).

4 4. Attached hereto as **Baker Declaration Exhibit B** is a true and correct copy of an
5 online printout of Defense Manpower Data Center’s June 2017 state-by-state report on military
6 personnel statistics.¹

7 5. Attached hereto as **Baker Declaration Exhibit C** is a true and correct copy of a
8 printout of Access Washington’s list of military bases and installations in Washington State.

9 6. Attached hereto as **Baker Declaration Exhibit D** is a true and correct copy of an
10 excerpt of *Retaining and Expanding Military Missions: Increasing Defense Spending and*
11 *Investment*, a consulting firm’s report regarding military presence in Washington State.

12 7. Attached hereto as **Baker Declaration Exhibit E** is a true and correct copy of an
13 online printout of the National Conference of State Legislatures’ February 21, 2017, report
14 titled “Military’s Impact on State Economies.”

15 8. Attached hereto as **Baker Declaration Exhibit F** is a true and correct copy of an online
16 printout of the Washington State Office of Economic Development and Competitiveness
17 webpage regarding the Military & Defense Sector.

18 9. Attached hereto as **Baker Declaration Exhibit G** is a true and correct copy of the
19 Washington National Guard’s homepage.

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26 ¹ Defense Manpower Data Center (“DMDC”) serves under the Office of the Secretary of Defense (OUSCD) to collate personnel, manpower, training, financial, and other data for the Department of Defense (“DoD”).

1 10. Attached hereto as **Baker Declaration Exhibit H** is a true and correct copy of the
2 Washington State Military Department’s State Active Duty Injury/Illness-Death Reporting and
3 Claim Process policy.

4 11. Attached hereto as **Baker Declaration Exhibit I** is a true and correct copy of
5 Washington Army National Guard Recruiting and Retention Battalion Recruiting Overview
6 PowerPoint for FY 2017.
7

8 I declare under penalty of perjury that the foregoing is true and correct.

9 Executed this 25th day of September 2017.

10
11 /s/ La Rond Baker
12 LA ROND BAKER, WSBA No. 43610
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Baker
Declaration
Exhibit A

Presidential Documents

Memorandum of August 25, 2017

Military Service by Transgender Individuals

Memorandum for the Secretary of Defense [and] the Secretary of Homeland Security

Section 1. Policy. (a) Until June 2016, the Department of Defense (DoD) and the Department of Homeland Security (DHS) (collectively, the Departments) generally prohibited openly transgender individuals from accession into the United States military and authorized the discharge of such individuals. Shortly before President Obama left office, however, his Administration dismantled the Departments' established framework by permitting transgender individuals to serve openly in the military, authorizing the use of the Departments' resources to fund sex-reassignment surgical procedures, and permitting accession of such individuals after July 1, 2017. The Secretary of Defense and the Secretary of Homeland Security have since extended the deadline to alter the currently effective accession policy to January 1, 2018, while the Departments continue to study the issue.

In my judgment, the previous Administration failed to identify a sufficient basis to conclude that terminating the Departments' longstanding policy and practice would not hinder military effectiveness and lethality, disrupt unit cohesion, or tax military resources, and there remain meaningful concerns that further study is needed to ensure that continued implementation of last year's policy change would not have those negative effects.

(b) Accordingly, by the authority vested in me as President and as Commander in Chief of the Armed Forces of the United States under the Constitution and the laws of the United States of America, including Article II of the Constitution, I am directing the Secretary of Defense, and the Secretary of Homeland Security with respect to the U.S. Coast Guard, to return to the longstanding policy and practice on military service by transgender individuals that was in place prior to June 2016 until such time as a sufficient basis exists upon which to conclude that terminating that policy and practice would not have the negative effects discussed above. The Secretary of Defense, after consulting with the Secretary of Homeland Security, may advise me at any time, in writing, that a change to this policy is warranted.

Sec. 2. Directives. The Secretary of Defense, and the Secretary of Homeland Security with respect to the U.S. Coast Guard, shall:

(a) maintain the currently effective policy regarding accession of transgender individuals into military service beyond January 1, 2018, until such time as the Secretary of Defense, after consulting with the Secretary of Homeland Security, provides a recommendation to the contrary that I find convincing; and

(b) halt all use of DoD or DHS resources to fund sex-reassignment surgical procedures for military personnel, except to the extent necessary to protect the health of an individual who has already begun a course of treatment to reassign his or her sex.

Sec. 3. Effective Dates and Implementation. Section 2(a) of this memorandum shall take effect on January 1, 2018. Sections 1(b) and 2(b) of this memorandum shall take effect on March 23, 2018. By February 21, 2018, the Secretary of Defense, in consultation with the Secretary of Homeland Security, shall submit to me a plan for implementing both the general policy set forth in section 1(b) of this memorandum and the specific directives

set forth in section 2 of this memorandum. The implementation plan shall adhere to the determinations of the Secretary of Defense, made in consultation with the Secretary of Homeland Security, as to what steps are appropriate and consistent with military effectiveness and lethality, budgetary constraints, and applicable law. As part of the implementation plan, the Secretary of Defense, in consultation with the Secretary of Homeland Security, shall determine how to address transgender individuals currently serving in the United States military. Until the Secretary has made that determination, no action may be taken against such individuals under the policy set forth in section 1(b) of this memorandum.

Sec. 4. Severability. If any provision of this memorandum, or the application of any provision of this memorandum, is held to be invalid, the remainder of this memorandum and other dissimilar applications of the provision shall not be affected.

Sec. 5. General Provisions. (a) Nothing in this memorandum shall be construed to impair or otherwise affect:

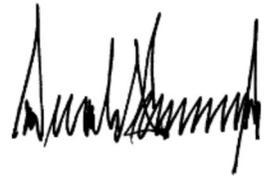
(i) the authority granted by law to an executive department or agency, or the head thereof; or

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

(b) This memorandum shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This memorandum is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

(d) The Secretary of Defense is authorized and directed to publish this memorandum in the *Federal Register*.

A handwritten signature in black ink, appearing to be the signature of Donald Trump, located in the lower right quadrant of the page.

THE WHITE HOUSE,
Washington, August 25, 2017

Baker
Declaration
Exhibit B

Counts of Active Duty and Reserve Service Members and APF Civilians

By Location Country, Personnel Category, Service and Component

As of June 30, 2017

LOCATION STATE / COUNTRY	ACTIVE DUTY						NATIONAL GUARD / RESERVE							
	ARMY	NAVY	MARINE CORPS	AIR FORCE	COAST GUARD	TOTAL	ARMY NATIONAL GUARD	ARMY RESERVE	NAVY RESERVE	MARINE CORPS RESERVE	AIR NATIONAL GUARD	AIR FORCE RESERVE	COAST GUARD RESERVE	TOTAL
ALABAMA	4,505	126	147	2,776	831	8,385	9,766	4,713	292	705	2,224	1,355	113	19,168
ALASKA	9,806	51	25	7,167	1,971	19,020	1,746	395	56	48	2,021	341	43	4,650
ARIZONA	3,976	393	4,272	8,786	5	17,432	5,279	3,416	877	640	2,482	2,135	1	14,830
ARKANSAS	117	4	172	3,328	19	3,640	6,158	1,810	149	139	1,843	454	0	10,553
ARMED FORCES EUROPE	544	34,146	20	231	193	35,134	0	0	127	0	0	0	0	127
ARMED FORCES PACIFIC	0	49,348	2,239	0	0	51,587	0	1	245	0	0	0	0	246
ARMED FORCES THE AMERICAS	0	6,763	0	0	26	6,789	0	0	58	0	0	0	0	58
CALIFORNIA	6,734	46,013	56,077	17,042	4,632	130,498	13,846	16,328	7,783	5,435	4,378	7,508	858	56,136
COLORADO	25,002	775	226	9,293	40	35,336	3,603	3,705	863	395	1,580	2,974	10	13,130
CONNECTICUT	101	3,834	63	35	660	4,693	3,483	1,314	391	265	1,004	1	103	6,561
DELAWARE	71	16	14	3,242	35	3,378	1,513	479	124	164	1,094	1,515	6	4,895
DISTRICT OF COLUMBIA	1,586	2,537	2,157	1,624	1,682	9,586	1,358	479	177	618	1,248	267	156	4,303
FLORIDA	5,388	20,908	3,777	21,484	4,786	56,343	9,447	10,212	5,515	1,608	2,017	6,369	810	35,978
GEORGIA	45,918	3,624	1,312	8,388	469	59,711	10,789	7,655	1,374	741	2,687	2,743	76	26,065
HAWAII	16,627	7,917	6,783	4,931	1,239	37,497	2,996	2,416	601	282	2,172	694	127	9,288
IDAHO	53	39	33	3,114	5	3,244	3,042	753	152	110	1,317	23	0	5,397
ILLINOIS	950	13,536	385	4,265	137	19,273	9,810	6,300	2,324	1,325	2,894	1,436	55	24,144
INDIANA	563	110	191	82	35	981	11,483	3,002	391	622	1,789	1,585	9	18,881
IOWA	92	22	72	29	34	249	6,799	2,118	147	131	1,728	0	0	10,923
KANSAS	17,612	73	92	2,981	101	20,859	4,286	2,629	110	193	1,988	606	20	9,832
KENTUCKY	30,385	8	96	209	157	30,855	6,501	4,307	241	268	1,219	3	66	12,605
LOUISIANA	8,030	421	687	5,157	1,182	15,477	9,626	1,910	1,167	1,583	1,492	1,409	145	17,332
MAINE	45	148	26	10	586	815	1,974	438	103	169	1,097	0	56	3,837
MARYLAND	8,441	10,251	1,861	8,173	897	29,623	4,225	6,047	3,411	544	1,834	1,818	168	18,047
MASSACHUSETTS	357	392	187	1,008	1,688	3,632	5,863	3,315	262	821	2,114	2,207	393	14,975
MICHIGAN	431	221	248	105	1,136	2,141	7,989	2,964	860	944	2,197	2	113	15,069
MINNESOTA	159	157	123	47	121	607	10,906	3,092	591	446	2,158	1,334	27	18,554
MISSISSIPPI	431	4,373	468	5,870	335	11,477	9,547	1,771	797	72	2,582	1,478	113	16,360
MISSOURI	8,798	344	1,648	4,156	197	15,143	8,397	4,817	1,160	715	2,193	980	81	18,343
MONTANA	60	6	27	3,208	0	3,301	2,566	687	105	65	957	22	0	4,402
NEBRASKA	168	405	77	5,410	16	6,076	3,288	1,246	281	132	968	289	0	6,204
NEVADA	148	941	54	9,034	0	10,177	3,271	1,476	383	194	1,103	1,240	0	7,667
NEW HAMPSHIRE	49	219	57	140	300	765	1,625	1,079	238	191	1,029	1	8	4,171
NEW JERSEY	641	457	378	4,411	1,798	7,685	5,819	4,019	1,196	1,212	2,306	2,293	217	17,062
NEW MEXICO	285	75	73	11,318	4	11,755	2,839	759	203	77	971	217	1	5,067
NEW YORK	17,074	2,264	666	347	1,047	21,398	9,863	8,040	1,624	1,787	5,539	1,328	368	28,549
NORTH CAROLINA	40,669	4,172	41,207	6,172	1,725	93,945	10,113	6,183	1,111	988	1,360	1,667	187	21,609
NORTH DAKOTA	21	6	19	6,774	1	6,821	2,917	278	59	54	992	25	0	4,325
OHIO	481	285	276	5,265	409	6,716	10,445	5,485	1,179	1,031	4,882	3,569	229	26,820
OKLAHOMA	10,820	1,303	421	6,571	35	19,150	6,409	2,072	467	321	2,161	1,782	2	13,214
OREGON	117	167	118	133	1,029	1,564	5,660	580	451	361	2,190	76	105	9,423
PENNSYLVANIA	858	737	389	204	334	2,522	15,476	7,611	866	1,379	3,799	1,243	114	30,488
RHODE ISLAND	121	2,242	237	56	315	2,971	1,992	507	589	105	1,028	2	45	4,268
SOUTH CAROLINA	9,642	6,580	9,375	7,470	827	33,894	9,094	4,249	598	423	1,314	2,061	153	17,892
SOUTH DAKOTA	63	2	14	3,273	0	3,352	3,000	332	84	0	1,042	23	0	4,481
TENNESSEE	329	1,343	136	158	156	2,122	9,128	3,672	1,189	735	3,273	3	40	18,040
TEXAS	64,631	6,179	2,091	36,927	1,766	111,594	17,270	18,446	5,011	3,307	3,086	5,631	323	53,074
UTAH	177	32	100	3,554	0	3,863	5,372	3,033	371	250	1,373	1,355	0	11,754
VERMONT	49	12	18	62	36	177	2,582	164	49	0	969	0	8	3,772
VIRGINIA	22,508	40,023	10,856	11,836	4,110	89,333	6,876	7,778	5,392	1,876	1,302	1,900	465	25,589
WASHINGTON	25,304	11,346	682	5,684	2,090	45,106	5,934	5,993	2,146	611	1,959	1,853	344	18,840
WEST VIRGINIA	57	4	48	29	68	206	4,137	1,609	77	75	2,120	0	16	8,034
WISCONSIN	451	49	124	80	295	999	7,112	3,849	377	480	2,091	0	81	13,990
WYOMING	37	1	7	3,089	0	3,134	1,508	87	68	0	1,170	38	0	2,871
UNKNOWN	5,800	0	0	0	0	5,800	0	0	0	0	0	0	0	0
	397,282	285,400	150,851	254,738	39,560	1,127,831	324,728	185,620	54,462	34,637	100,336	65,855	6,255	771,893

Sources: Active Duty Master File, RCCPDS, APF Civilian Master, CTS Deployment File, Civilian Deployment

Baker
Declaration
Exhibit C



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Military Facilities

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- Fairchild Air Force Base - Spokane (http://www.fairchild.af.mil/)
Joint Base Lewis-McChord (http://www.lewis-mcchord.army.mil/)
McChord Air Force Base Resource Guide (http://www.mybaseguide.com/joint_bases/2/joint_base_lewis_mcchord)

Army

- Joint Base Lewis-McChord (http://www.lewis-mcchord.army.mil/)
Joint Base Lewis-McChord Community Resource Guide (http://www.lewis-mcchord.army.mil/ResourceGuide/)
Madigan Army Medical Center (http://www.mamc.amedd.army.mil/)

Coast Guard

- Thirteenth Coast Guard District (http://www.uscg.mil/d13/)

National Guard

- Air National Guard (https://mil.wa.gov/air-guard)
Army National Guard (https://mil.wa.gov/army-guard)
Washington National Guard (https://mil.wa.gov/national-guard)

Navy

- Naval Air Station - Whidbey Island (http://www.cnic.navy.mil/Whidbey/index.htm)
Naval Air Station - Whidbey Island Resource Guide (http://www.mybaseguide.com/navy/whidbey-island/)
Naval Base - Everett (http://www.cnic.navy.mil/everett/index.htm)
Naval Base - Everett Resource Guide (http://www.mybaseguide.com/navy/everett/)
Naval Base - Kitsap (http://www.cnic.navy.mil/kitsap/index.htm)
Naval Base - Kitsap Resource Guide (http://www.mybaseguide.com/navy/14/nb_kitsap)
Naval Undersea Warfare Center (NUWC) Keyport Division - Keyport, Washington (http://www.navsea.navy.mil/Home/WarfareCenters/NUWCKeyport.aspx)
Puget Sound Naval Shipyard and Intermediate Maintenance Facility (http://www.navsea.navy.mil/Home/Shipyards/PSNSIMF.aspx)

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Baker
Declaration
Exhibit D

RETAINING AND EXPANDING — MILITARY MISSIONS —

Increasing Defense Spending and Investment



*Washington State's Importance and Opportunities for the
Department of Defense in Achieving Its Strategic Initiatives*

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Retaining & Expanding Military Missions

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As well, John Lane of Governor Gregoire's staff, Roel van der Lugt of Representative Adam Smith's staff, and Brian Garrett of the United States House of Representatives Committee on Armed Services are specially recognized for their respective roles in helping us gather important information and providing valuable direction throughout this project.

Likewise, Major General (Ret.) Tim Lowenberg, the former Adjutant General of Washington, now with Gordon Thomas Honeywell, was an invaluable member of our team. This report is truly benefitted by General Lowenberg's insight and contacts both inside and out of the military.

Finally, recognition and thanks are extended to all of the military commands and the community groups dedicated to supporting our military bases and the brave men and women who serve; Economic Alliance Snohomish County Military Affairs Committee, Forward Fairchild, NAS Whidbey Island Task Force, Puget Sound Naval Bases Association, and South Sound Military and Communities Partnership. Their cooperation, generosity of time and resources, detailed briefings on the activities and issues affecting each of our installations have contributed greatly to making this comprehensive report possible.

Over the past ten weeks we have held dozens of meetings, conference calls and briefings with more than 150 individuals. We thank you for your input, patience, support and most of all, the time spent on this important task.

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EXECUTIVE SUMMARY

Mission: Assess the strengths and opportunities Washington State has to offer the Department of Defense as it implements its strategic plans and provide a comprehensive report, including recommendations as to how the State can assist in promoting military mission retention and expansion.

Process: Review Department of Defense strategy documents and an independent assessment of US Force Posture Strategy by the Center for Strategic and International Studies. Attend Command briefings provided by Naval Station Everett, Fairchild Air Force Base, Naval Base Kitsap, Joint Base Lewis-McChord, Camp Murray, Naval Air Station Whidbey Island. Attend briefings by other Federal entities such as United States Coast Guard District 13, Pacific Northwest National Laboratory, and Volpentest HAMMER Training and Education Center. Conduct interviews with more than 100 interested parties affiliated with educational institutions, local governments and community support organizations such as Economic Alliance Snohomish County Military Affairs Committee, Forward Fairchild, NAS Whidbey Island Task Force, Puget Sound Regional Council, Puget Sound Naval Bases Association, and South Sound Military and Communities Partnership.

General Observations: With a new, changing strategic focus on the Asia-Pacific Region, the installations in Washington State are geographically positioned in an extremely favorable manner to support Department of Defense strategic plans. As well, the Army, Navy, Air Force and National Guard missions and resources in the State are strategically aligned to support and execute the “power projection” necessary in a globally integrated, operational environment in conjunction with United States allied partners. While every installation in the Department of Defense inventory has growth management or encroachment issues, those affecting Washington State’s installations are either minor or being addressed through Joint Land Use Studies or other means.

Recommendations:

Director of Military Affairs: Establish a Director of Military Affairs as a policy advisor and the single point of contact for State, Federal and Local officials, as well as assisting military officials and communities surrounding Washington State's military installations in identifying and using state funding sources for planning grants, infrastructure improvements and other resources.

Military Community Support Groups: Formalize the Washington Military Alliance as an advisory board to assist State, Federal and Local officials with policy recommendations affecting Washington State's military installations. Establish a competitive match grant program to help communities in addressing particular areas of need to support their local base.

Installation Quality of Life: Provide funding resources to enhance quality of life issues for the men and women serving in the military and their families, such as matching funds for the School Construction Assistance Program to improve the quality of on-base schools. Provide transportation funding investments to address congestion issues and provide for better access to Washington State's military installations. Develop initiatives for public/private partnerships to facilitate infrastructure upgrades at bases such as electricity grid upgrades/security, wastewater treatment facilities, and transit programs (On-base/Off-base).

Leadership Coordination/Communication: Establish semi-annual state leadership visits to bases and installations' higher headquarters and provide invitations to military leadership to visit the Governor and Legislature regarding statewide issue updates impacting bases and surrounding communities.

Preparation for potential Base Realignment and Closure (BRAC) Actions: Amend the Public Records Act to exempt sensitive military installation analysis information as it relates to base-specific recommendations. Develop comprehensive State plan for the future including updated economic impact and growth management plans, in-depth analysis of Washington State's installations' BRAC 2005 performance and a State strategy for securing new missions based on the Washington State's unique attributes/capabilities.



INTRODUCTION

In January 2012, the Department of Defense (DOD) issued a new Defense Strategic Guidance Report, *Sustaining U.S. Global Leadership: Priorities for 21st Century Defense*, to identify strategic interests and guide defense spending in light of the transition in the role of American forces in Afghanistan and reductions in federal spending.

To implement this new strategy, the Secretary of Defense (SECDEF) has indicated that the Joint Force of the future will be smaller and leaner, but at the same time be more technologically advanced and agile, flexible, and ready to act. As such, the purpose of this report is to demonstrate to DOD that the State of Washington's military installations are ideally positioned in terms of geography, force-mix, capital infrastructure and statewide technology support to enhance the implementation of this changing strategy, and that maintenance and expansion of their military missions represents the most cost-effective way to meet the objectives of the changing strategy. The State's military installations contain all the requisite elements of power-projection with its Navy surface, sub-surface and air assets, combined with the Army's Stryker Brigade Combat Teams, and the Air Force's strategic airlift and refueling assets.

Further, with the winding down of the U.S. military presence in Afghanistan, along with the announcement of the shift or pivot to the Asia-Pacific Region, there is an interest and concern among many communities surrounding military installations as to what the ultimate impact of this new Strategic Guidance will be. The State of Washington is no exception; as a result, the State has commissioned this report to also assess the potential impact of this shift and its associated re-balancing of forces throughout the military and, in particular, forces in Washington State.

In addition to the change in strategic guidance, there are numerous other factors that will impact on the ultimate disposition of our military forces. Some of the more important factors entail the current budget negotiations and the reduced levels of defense spending that the Defense Department faces as a result of the nation's economic downturn and the actions taken, and planned, by the Administration and the Congress. With the reductions mandated by the Budget Control Act of 2011 and the looming "fiscal cliff" associated with the prospect of sequestration, DOD has no choice but to plan for significant reductions in the budget - - and their resultant impacts on personnel, operations, the implementation of new programs, and the conduct of ongoing research and development.

Since the greatest cost of running the Defense Department is in the area of personnel, the current spending reductions and on-going negotiations over further budget cuts have led the Military Services to look very hard at force structure changes. In Fiscal Year (FY) 2013, the Air Force led DOD's initial efforts with a proposal to implement significant reductions in aircraft and personnel throughout the Service. This proposal was not supported by Members of Congress or the nation's Governors (as the proposed reductions disproportionately impacted State National Guard Forces); it was subsequently put on hold by the Secretary of Defense. The Army is also currently evaluating its composition. Its "Force-Mix/Force-Design" study, which will begin the process of trimming the number of troops and restructuring the Army to support the new strategic guidance, is expected to be released in early 2013, if not sooner.

Another consideration looming in today's environment is the prospect of another round, or rounds, of Base Realignment and Closure (BRAC). In the President's FY13 Budget submittal, there was a request for authorization to conduct two rounds of base closures, in 2013 and 2015. The proposal for these two rounds was also accompanied by the recommendation that the same decision criteria used in the 2005 round be used once again. As with the Air Force's force structure proposal, the U.S. Congress did not agree to this request for two BRAC rounds and therefore, did not provide the required congressional authorization. The general consensus, however, is that the FY14 budget will probably contain a further request to trim the Defense Department's infrastructure through the base closure process; BRAC appears to be a matter of "not if – but when."

Another extremely important factor affecting the disposition of forces deals with local community and State support, which facilitates the military's ability to accomplish their mission, as well as enhancing the quality of life of the service members and their families living and working in the region. The support rendered runs the full gamut of quality of life issues, ranging from transportation challenges to infrastructure, housing, education, medical services, child care, spousal employment, professional licensing and regulatory concerns, to recreational activities and crime/safety.

This report analyzes each of the military installations in the State from the standpoint of how their mission fits into the new strategic guidance and the cost-effectiveness of maintaining and/or growing the missions. One good, objective measure of the State's military installations is a review of their "Military Value" rankings in the BRAC 2005 round, and comparing those results to the ranking of similar DOD-wide installations. The data developed in the BRAC process is an extremely useful baseline in measuring an installation's overall value and cost-effectiveness. The data represents the most comprehensive aggregation of cost data and operational metrics, and has been certified by the highest levels of the Defense Department.

In addition to ascertaining the individual installation's compatibility with the new strategic guidance, the report also outlines the major strengths of the individual bases and their ability to accommodate the growth of current missions, as well as the acceptance of new missions such as Unmanned Aerial Systems and Cyber operations. For example, the State has a great deal of expertise and all the requisite elements (military/academic/commercial) to provide a world-class "Center of Excellence" in the critical 'cyber' arena which is a key element of the new strategic guidance.

The report focuses on the strengths of the State's military installations, as well as makes observations on areas that could be further strengthened. There are also specific recommendations to strengthen a particular installation's capability to enhance its mission performance, as well as overarching recommendations for state-wide efforts that would have a positive impact on all the military facilities.

An example is the recommendation to appoint an individual as the Director of Military Affairs. This individual would address a need that was raised on several occasions, and would serve as a state-wide resource for the coordination of all military-related policy issues. The individual would also serve as the central point-of-contact for community-based installation support groups, each of which have contributed immeasurably to the productive relationships that currently exist between the communities and the military installations throughout the State. This individual would not only ensure that all military-related policy issues were handled in a timely, prioritized, and coordinated fashion, but would also provide critical support for the State, the Adjutant General, the Congressional Delegation, the military installation commanders, and the community installation-support groups.

Support for the military in Washington State is not simply a matter of patriotism; military operations are also a critical part of the State economy and must be viewed from an economic and business perspective. The State frequently makes decisions about investments to keep a thriving business, or to attract new businesses to the Evergreen State. Defense Department spending in Washington exceeds \$13 billion annually, and the installations and supporting communities warrant an effective, coordinated and prioritized state-wide, support strategy.

In summary, the report provides an in-depth assessment of the current state of affairs for the State's military and federal installations, as well as makes recommendations for further enhancements that will improve the mission capabilities of an extremely important sector of the State's economy.

MILITARY & RELATED FEDERAL ASSETS IN WASHINGTON



Mission

Provide State-of-the-Art training and infrastructure, responsive Quality of Life programs, and fully-capable mobilization and deployment operations for the Army, Navy, Air Force and Marines.





Section 3

MILITARY & RELATED FEDERAL ASSETS IN WASHINGTON STATE

Washington State hosts six major military installations:

- | | |
|---|--|
| 1. Joint Base Lewis-McChord
(including the Yakima Training Center) | 4. Naval Station Everett |
| 2. Naval Base Kitsap | 5. Fairchild Air Force Base |
| 3. Naval Air Station Whidbey Island | 6. Washington National Guard
(Camp Murray). |

The U.S. Coast Guard, the nation’s fifth military service, is part of the Department of Homeland Security; it cooperates very closely with DOD in peacetime, and becomes a component of the Defense Department during wartime.

In addition, two Department of Energy facilities in Washington pursue training and research that have benefits for the DOD, the HAMMER Training and Education Center and the Pacific Northwest National Laboratory (PNNL).

Finally, the University of Washington has a long-standing relationship of research undertaken for the Department of the Navy through its Applied Physics Laboratory.

Visits to these installations, included receipt of command briefings and meetings with community support groups.

Overview and observations on the installations and their missions follow:

- | | |
|--|---|
| ▶ ARMY ----- | Joint Base Lewis – McChord (JBLM) |
| ▶ U.S. NAVY ----- | Naval Base Kitsap
Naval Air Station (NAS) Whidbey Island
Naval Station Everett (NSE) |
| ▶ U.S. AIR FORCE ----- | Fairchild Air Force Base (AFB) |
| ▶ NATIONAL GUARD OF THE UNITED STATES ----- | Washington State National Guard (Camp Murray) |
| ▶ DEPARTMENT OF HOMELAND SECURITY ----- | U.S. Coast Guard - District 13 |
| ▶ DEPARTMENT OF ENERGY ----- | Volpentest Hammer Training and Education Center
Pacific Northwest National Laboratory (PNNL)
The Applied Physics Laboratory - University Of Washington (APL-UW) |

JOINT BASE LEWIS – McCHORD (JBLM)



Installation / Organizational Facts

JBLM is the largest Joint Base West of the Rocky Mountains, and the Number One Power Projection Platform in the U.S. Army.

Personnel:

Base population consists of a total of 118,300 personnel:

- Military Population: 46,800
- Civilian Workforce: 16,300
- Family Members: 55,200

Size (Acreage):

414,000 acres - Lewis, McChord & Yakima Training Center (YTC)

Primary Units:

ARMY: 18 Brigade Sized Elements

I Corps Headquarters

- 3 Stryker Brigade Combat Teams with supporting units.
- Fires, Military Police, Medical, Battlefield Surveillance, Engineer & Sustainment Brigades
- 16th Combat Aviation Brigade

7th Infantry Division Headquarters (Administrative Command)

Special Operations

- 1st Special Forces Group (ABN)
- 2nd Battalion, 75th Ranger Regiment
- 4th Battalion, 160th Special Operations Aviation Regiment
- 4th Squadron, 6th US Air Cavalry Regiment Training

Training

- 191st Infantry Brigade
- 8th ROTC Brigade
- 1st Joint Mobilization Brigade

Western Region Medical Command

AIR FORCE – Classic Association (Active / Reserve)
62nd Airlift Wing, Air Mobility Command
446th Airlift Wing, Air Force Reserve (62nd & 446th assigned 51 C-17A's)
Western Air Defense Sector (WA Air National Guard)
627th Air Base Group

Economic Impact:

\$6.1B in Total Annual Economic Impact (2010 Data)



U.S. ARMY

JOINT BASE LEWIS – McCHORD (JBLM)

Mission

Provide State-of-The-Art Training and Infrastructure, Responsive Quality of Life Programs, and Fully-Capable Mobilization and Deployment Operations for the Army, Navy, Air Force and Marines

Installation Strengths & Attributes

As a result of the recommendation of the 2005 Base Closure and Realignment Commission, Joint Base Lewis-McChord was formed in February 2010, combining the former Fort Lewis and neighboring McChord Air Force Base.

With the Army as lead service, the joint base garrison operates the installation on behalf of the Army and Air Force warfighting units assigned there.

General Observations: The local communities' installation support group, the South Sound Military & Communities Partnership (SSMCP), has done an outstanding job in developing a close and extremely effective working relationship with JBLM. SSMCP has been proactive in developing communications, understanding and mutual support for JBLM and its activities with the surrounding counties and municipalities. SSMCP serves as the primary point of contact for coordination with the base and resolution of issues of mutual interest.

With the base population more than doubling since 2002, many issues such as transportation, housing, education and a myriad of quality of life issues have posed challenges for the entire region. SSMCP has met the challenges head-on: an extensive plan, "Joint Base Lewis-McChord, GROWTH COORDINATION PLAN, December 2010" outlines 10 key areas that warrant regional study and the development of recommendations for implementation. The 10 key resource areas include:

- | | |
|---|--|
| 1. Economics | 6. Public Safety |
| 2. Housing | 7. Utilities and Infrastructure |
| 3. Education, Childcare, and Schools | 8. Health |
| 4. Transportation | 9. Social Services |
| 5. Land Use Policy | 10. Quality of Life |

Since the completion of the GROWTH COORDINATION PLAN, several initiatives have been, and continue to be, pursued by SSMCP in conjunction with the base. These initial efforts deal with transportation, housing, education and childcare issues, as well as focusing on the enhancement of quality of life opportunities in the area. In 2011, a Community Needs Survey of military personnel and their families was conducted to establish their perceptions and preferences in areas ranging from transit opportunities to outdoor amenities to access to medical care and so on, as well as to include their views on the supportive nature of the surrounding communities. The responses have been used to identify the needs and desires of the military personnel and their families, and to develop strategies to satisfy these varying needs.

The supportive actions of the SSMCP were clearly pointed out in several briefings as the type of cooperative relationships that the military appreciated and required to ensure the accomplishment of their mission which is dependent on soldiers and airmen that are secure in the knowledge that their families are being cared for.

Strategic Location: As the major Power Projection Platform (PPP) in the Pacific Northwest (one of 15 PPP's designated by the Army), JBLM has all the requisite requirements which include:

- **Strategic Sea Ports**
- **Strategic Aerial Port – McChord Field (and other airfields / airports)**
- **Strategic Rail Corridor Network**
- **Strategic Highway Network**

Additionally, in the BRAC 2005 proceedings, Fort Lewis was ranked as the Number One Power Projection Platform (PPP) in the Army's analysis and evaluations. This capability, combined with its geographical location fully supports the recent change in military strategy which now focuses on the Asia-Pacific Area of Operations (AOR). JBLM is in a unique and strategically advantageous position. Another key element of a PPP is to also have the capability to house, feed, train and deploy the mobilized units. JBLM has these assets and capabilities, and its close coordination with the SSCMP will ensure that nothing adverse will occur that would negatively impact training or any other required elements of the PPP.

Infrastructure Considerations: The recent site visit to JBLM and Madigan Army Medical Center revealed the tremendous investments that have occurred in the past decade to complement the increase in the military population. Some of the key infrastructure considerations and improvements involve:

▶ **Local JBLM infrastructure includes:**

- 90,000 acres
- 5,000 Family Housing Units
- 7 Fitness Centers
- 12,000 Barracks Spaces
- 2 Librariess
- 10 Child Development Centers
- 2 Temporary Lodging Facilities
- 6 Elementary Schools
- 11 Dining Facilities
- 9 Chapels

- ▶ **Plant replacement value of \$11.5B.**
- ▶ **With the base population more than doubling to 46,800, JBLM has realized over \$2B in Milcon projects during the last decade.**
- ▶ **However, there is still \$5B in Milcon backlog with key gaps in the following areas:**
 - Replacement of *Relocatable* Admin & Maintenance facilities that impact 13 of the Brigade sized units stationed on the base.
 - Common Area Latrine (CAL) *Barracks* need to be replaced to comply with the Army's standard of 1+1 (two soldiers with individual bedrooms and shared kitchenette and bathroom). Currently affects four units and 58 buildings.
 - *Aircraft hangers* are a key facility deficit in supporting the 16th Combat Aviation Brigade (CAB).
- ▶ **Further, the FY13-18 Future Years Defense Plan (FYDP) includes less than \$500M in Milcon projects.**
- ▶ **Other key infrastructure areas include the need to upgrade:**
 - Utilities (electrical, water and communications) need to be upgraded to support the current population.
 - JBLM Transportation Analysis funded by DOD's Office of Economic Assistance (OEA) identified the need for improvements in an 11 mile stretch of the I-5 corridor which splits the base. Recommended improvements included:
 - Replacing interchanges at four exits: \$160M.
 - Add general purpose lanes thru the corridor: \$600M.
 - 2010 Access Control Point (ACP) Transportation Engineering Assessment recommended adding 19 inbound lanes to the existing 24 inbound lanes at a cost of \$91.3M which is currently unfunded. I-5 ACP's would require an additional 18 inbound lanes to the current 18 in place.
 - SSMCP and local jurisdictions, along with the Washington State Department of Transportation (WSDOT) and the DOD through its Defense Access Road (DAR) project funds, are working to develop short and long-term solutions to the transportation challenges, which include the Cross-Base Highway (SR 704). This highway would significantly improve east-west travel and improve accessibility between Lewis and McChord.
- ▶ Another significant project in the planning stage is the Freedom Crossing Project, a shopping area in a historic district that will include the Commissary, Exchange and the co-location of many other retail and recreational facilities arranged in a mall-type configuration to facilitate shopping convenience for the military members and their families. This project is being spearheaded by the Army Air Force Exchange System (AAFES) and will include construction of approximately 330,000 SF of retail and 160,000 SF of renovated space. The project will also include the housing of many BASE OPS (base operations) facilities on the upper floors of the new and renovated buildings.

Training Capabilities: On-base facilities for training include:

- Amphibious Operations - Solo Point Beach
- Military Operations in Urban Terrain (MOUT) Site – Leschi Town

JBLM also has the Yakima Training Center (YTC) which is 168 miles to the southeast. YTC provides the capability to support Brigade and Division sized maneuver space, and can accommodate the firing of almost all Army weapons systems, as well as the conduct of joint training exercises with its restricted airspace. Some of the unique training aspects include:

- Over 600 Full-Time Employees (Military and Civilian)
- Over 327,000 acres of training space (511 square miles / 126 mile border)
- Varied elevation from 400 ft. to 4100 ft.
- 22,000 acre Impact Area
- 20 Training Areas; 26 Established Ranges; 212 Artillery Firing Points
- Ability to Tailor Ranges and Training Areas to fit Units' Special Requirements
- 1,635 Mile Road Network
- Restricted Airspace to 55,000 ft.
- Battle Command Training Center
- Intelligence Operations Facility
- Medical Simulation Training Center

The increased dwell times between deployments that have been announced by the Army will result in more home-station training at JBLM and YTC which will take place 24/7, and will be split evenly between day-time and night-time training requirements. Noise will be a key consideration and will be factored into when and where training will be conducted.

Quality of Life Considerations: JBLM is one of the most sought after assignments in the DOD because of the ability to conduct some of the most effective training in all of DOD, as well as the pristine environment of the Pacific Northwest combined with an exceptional quality of life. Some of the key quality of life considerations include:

- ▶ **Base / Community Cooperation** – In addition to the many valuable contributions that have been made by the SSMCP as outlined earlier, the local communities have fully adopted JBLM's Community Connections Program which entails the partnering of major units with a local municipality. The objectives of the program are to enhance interaction between the military and local communities, enhance understanding of today's military, and to develop and maintain strong and positive partnerships. The program was started in March 2000 and has been a tremendous success.
- ▶ **Cost of Living** – The cost of living in the Pacific Northwest is very reasonable compared to other West Coast locations, as well as the East Coast locations of many military facilities.
- ▶ **Housing** – The general on-base / off-base split for most military installations is 30% of the military members and their families live on-base, and the remaining 70% live off-base in local communities. Although there is a short-fall of available rental units in the surrounding area, the SSMCP and the local municipalities are working diligently to rectify this situation with the implementation of several strategies and initiatives developed in their Growth Coordination Plan.

- ▶ **Transit** – Transit systems exist off-base for use by the community and service members.
- ▶ **Education** – There are six elementary schools on-base. All six schools are in the process of being replaced with new construction - two are under construction and expected to open in September 2013; three are pending grant approval; and one school is pending funding. Numerous on and off-base college level courses and degree programs offered for military personnel and dependents.
- ▶ **Utilities** – The base maintains its own energy infrastructure, as well as water and waste water treatment facilities. With the population increases of the last decade, the utilities are reaching, or have reached, maximum capacity.
- ▶ **Recreation** – There is a tremendous variety of on and off-base recreational activities and facilities for the military personnel and their families to include eight fitness centers, a skating rink, bowling alleys, movie theaters, etc.
- ▶ **Employment** – SSMCP and the surrounding local communities work with the base to provide numerous spousal employment opportunities.
- ▶ **Safety / Crime** – JBLM cooperates very closely with the surrounding communities to develop police liaison programs to manage off-base incidents involving service members.
- ▶ **Child Care** – The base has 11 Child Development Centers, 3 School Age Centers & 3 Youth Centers.

Madigan Army Medical Center (MAMC)

- ▶ **Healthcare** – Our site visit to the Madigan Army Medical Center (MAMC), which is a key component of the Madigan Healthcare System, revealed the following:
 - **Headquarters** for the Western Region Medical Command (WRMC)
 - **Mission is to:**
 - Promote and restore health: 40,300 Active Duty service members; 41,000 Active Duty family members; 27,200 retirees & families are registered for medical care.
 - Educate medical professionals
 - Support and add value to the community
 - Expand and enhance the body of medical knowledge (research grants)
 - **Promoting a “System of Health”**
 - MAMC (the hospital is the center-piece)
 - Clinics
 - Community Medical Homes (for off-post personnel and families)
 - Soldier Centered Medical Homes (on-base personnel)
 - Clinics / Homes are designed to push the care out to where people live, not require everyone to come to MAMC.
 - **Key attributes:**
 - Level 2 Trauma Center with 119,000 beneficiaries (2nd largest behind Womack at Fort Bragg, NC)

- Personnel: 1,200 Military; 3,300 Civilians, 4,456 Clinic Visits; 4,387 Lab Procedures; 3,900 Prescriptions – on a Daily Basis.
- Values-Based / Standards-Driven Care

Installation Opportunities And Issues

Opportunities: With the declining Milcon budgets forecasted out through FY18, it would be beneficial for the local counties and the State to view areas in which Public / Private Ventures (PPV's) may be relevant in order to assist the base in accommodating the tremendous growth that has occurred.

As mentioned, the base is reaching maximum capacity on its capability to handle its utility and waste water treatment requirements. Successful PPV's have been implemented across the Army and DOD in the housing and lodging areas, and others may have a possibility for implementation. The Association of Defense Communities (ADC) recently presented the Governor of South Dakota with an award for the Rapid City area communities' contribution to help solving Ellsworth Air Force Base's problem with Waste Water Treatment. Basically, the local communities built a new regional facility which included / accommodated the base's requirements. DOD has also been pursuing a number of alternatives in the energy arena.

Additionally, SSMCP's Growth Coordination Plan contains a number of areas where the State could be helpful in implementing the recommendations / initiatives. Consideration should be given to providing maximum support to this effort which has been very comprehensive in its approach. The obvious recommendations that have received the most attention deal with the transportation issues on I-5 which are being addressed; however, there are others in the 10 key areas studied that could be supported, particularly in the areas of Utilities & Infrastructure, as well as the area of Land Use Policy.

The last Joint Land Use Study (JLUS) was conducted in 1992, and the SSMCP is currently preparing to assist in an updated study which will be beneficial to ensuring that local area growth and development are compatible with JBLM's ability to accomplish its mission.

Additionally, the Washington State Congressional Delegation could render support with DOD on some of the focus and challenge areas that are facing JBLM, such as facilitating the construction of the Freedom Crossing Project, and assisting with streamlining hiring processes to help offset current personnel shortages.

Issues for Consideration: Beyond assisting with the utility infrastructure (power and waste water treatment), as well as the transportation challenges that have been previous mentioned, there are a few potential encroachment issues that have been highlighted and require attention and assistance. These include:

- ▶ **The presence of four ESA (Endangered Species Act) candidate species in the prairies of JBLM and YTC including:**

- Taylor's Checkerspot Butterflies
- Mardon Skipper Butterflies
- Streaked Horned Lark
- Mazama Pocket Gopher

These species will require the acquisition and management of additional native, nearby prairie parcels in order to ensure their long-term survival and protection. A partnership between the DOD, State and interested Private entities should be formed to pursue acquisition of adequate parcels to ensure the species' survival, as well as mitigating any adverse impact on training at JBLM and YTC.

- ▶ The Northern Sector of the McChord Field Clear Zone (CZ) is being affected by the presence of private parcels in the Clear Zone (CZ) which are not eligible for purchase (an estimated \$60M project) under the DOD's Readiness and Environmental Protection Initiative (REPI) Program. This issue should be pursued aggressively by the City of Lakewood, County and State to ensure that a definitive plan is developed with the objective of voiding the CZ of any and all properties that are not compatible with safe aviation operations.
- ▶ The construction of the Cross Base Highway (SR 704) should also be closely monitored to ensure that there is no negative impact to the Southern CZ of McChord Field.
- ▶ With the influx of rotary-wing aviation assets associated with the stationing of the 16th Combat Aviation Brigade (CAB), there have been noise complaints that are being properly addressed through an Environmental Assessment which has been requested by the JBLM Garrison Commander. This process will ensure that all aspects of the approved flight paths will be properly dealt with and will receive public input during the scheduled review and comment periods.

BRAC /Force Structure Implications

BRAC 2005: To determine JBLM's performance in the BRAC 2005 proceedings, it will be necessary to view both the Army and Air Force's analytical results. A detailed outline of the Air Force BRAC study process will be given in the Fairchild AFB section; however, the results for McChord AFB are shown below. A description of the Army's analytical process and the results for Fort Lewis are also described below.

The Army, based on document research and input from senior leader interviews, developed six Military Value (MV) capabilities which included:

1. **Training:** Support Army and Joint Training Transformation.
2. **Power Projection:** Project Power for Joint Operations.
3. **Materiel and Logistics:** Support Army Materiel and Joint Logistics Transformation.
4. **Well Being:** Enhance Soldier and Family Well-Being.
5. **Cost:** Achieve Cost-Efficient Installations.
6. **Future:** Maintain Future Stationing, Surge, and Joint Stationing Options.

These six capabilities then had key attributes (the 40 attributes selected are listed below) applied to them for evaluation; this served as the basic structure of the Army model.

ARMY ATTRIBUTES LISTING			
#	Attribute	#	Attribute
1	Direct Fire Capability	21	Munitions Production
2	Indirect Fire Capability	22	Ammunition Storage Capacity
3	Airspace	23	Interservice & Partnering Workload
4	Heavy Maneuver Area	24	Maintenance Manufacturing
5	Light Maneuver Area	25	Supply & Storage Index
6	Airspace	26	Crime Index
7	General Instructional Facilities	27	Employment Opportunities
8	Applied Instructional Facilities	28	Housing Availability
9	Air Quality	29	Medical Care Availability
10	Noise Contours	30	In-State Tuition Policies
11	Soil Resiliency	31	Workforce Availability
12	Water Quantity	32	Joint Facilities
13	Mobilization History	33	Area Cost Factor
14	Force Deployment	34	C2 for Focus Facilities
15	Material Deployment	35	Installation Unit Cost Factor
16	Operational / Admin Facilities	36	Buildable Acres
17	Accessibility	37	Brigade Capacity
18	Connectivity	38	Environmental Elasticity
19	RDT&E Mission Diversity	39	Urban Sprawl
20	Test Range Capability	40	Critical Infrastructure Proximity

Source: Department of the Army Analysis and Recommendations, BRAC 2005 (Volume III)

The end result of the Army's evaluation indicated that Fort Lewis was the Number Two installation overall among the 97 evaluated. Fort Lewis' scores in the six MV Capability areas are shown below:

Fort Lewis		
MV Capability	Score	Ranking (Out of 97)
Training	6.56	8/97
Power Projection	8.29	1/97
Materiel and Logistics	1.87	14/97
Well-Being	3.28	59/97
Cost	6.57	16/97
Future	5.87	9/97
Overall Score / Ranking	5.76	2/97

Source: Department of the Army Analysis And Recommendations, BRAC 2005 Volume III)

McChord AFB's Mission Capability Index (MCI) rankings in the eight mission areas evaluated by the Air Force are also shown below:

McChord AFB		
Mission Area	MCI Score	Ranking (154 total)
Fighter	60.73	28/154
Bomber	43.63	54/154
Tanker	69.09	29/154
Airlift	57.95	25/154
SOF / CSAR	47.80	37/154
C2ISR	73.97	33/154
UAV' s	69.04	49/154
Space	43.90	67/154

Source: Department of the Air Force Analysis and Recommendations, BRAC 2005

Force Structure Implications: The Air Force's recent (FY13) attempt at implementing their recommendations to change the force structure, albeit unsuccessful at this time because of political concerns, would have had minimal impact for JBLM.

Likewise, the upcoming Army "Force Mix / Force Design" study should have minimal impact on the forces stationed at JBLM. The Army had intended to have an early fall announcement of the preliminary findings of their study, to include the installations that would be affected (either gainers or losers), as well as the threshold numbers for the gainers and losers. This announcement was delayed until mid-December. Given the focus on budget discussions and the holiday season, the announcement could well be delayed again until early 2013.

Because of the tremendous growth that JBLM has experienced over the past decade and its lack of additional expansion space, it appears that there would be minimal growth at the base in the near future. Conversely, given its strategic location and importance as a Power Projection Platform (PPP) site, it would certainly appear that there would be little, if any, decrease in the number of service members assigned to the base.

U.S. NAVY NAVAL BASE KITSAP



Installation / Organizational Facts

Naval Base Kitsap has responsibility for the majority of the Navy's operations in the Puget Sound area, where the Navy's third-largest fleet concentration is located.

Personnel:

NBK's population encompasses 36,700 service members, government employees and contractors:

- Military Population: 13,500
- Civilian Workforce: 13,700
- Family Members: 9,500

Size (Acreage):

Approximately 11,200 acres across four counties - - Kitsap, Island, Snohomish, and Jefferson

Major Entities:

The Base has 71 geographically distinct components and 1853 buildings under anagement.

Economic Impact:

\$6.1B in Total Annual Economic Impact



U.S. NAVY

NAVAL BASE KITSAP

Mission

Naval Base Kitsap (NBK) provides base operating services to five main installations: three bases - Naval Base Kitsap – Bangor, Naval Base Kitsap – Bremerton, and Naval Base Kitsap – Keyport, as well as a housing area and a naval fuel depot.

Naval Base Kitsap – Bangor

The primary mission of Bangor, a deepwater facility, is to provide the West Coast basing and support for the Navy’s component of the triad deterrence systems - - the submarine-launched TRIDENT ballistic missile system. Sixty percent (60%) of the U.S. ballistic missile submarine force is based at Bangor.

Among Bangor’s attributes are:

- ▶ A dry dock capable of handling an Ohio-class ballistic missile submarine.
- ▶ The Strategic Weapons Facility Pacific - - one of two sites where the Navy stores its strategic warheads.
 - A Marine Corps Security Force Battalion of about 700 personnel, which provides security for strategic weapons in storage and while being loaded/unloaded on ballistic missile submarines.
- ▶ All piers are offset from the shore to allow the salmon to run as part of environmental sensitivity and accommodation of Tribes.
 - Construction began in September 2012 on a second explosives-handling wharf at Naval Base Kitsap - Bangor.
 - The wharf will extend 600 feet from the shoreline and is projected to cost \$715 million. Ships homeported at Bangor are:

USS Henry M. Jackson (SSBN-730)
 USS Alabama (SSBN-731)
 USS Nevada (SSBN-733)
 USS Pennsylvania (SSBN-735)
 USS Kentucky (SSBN-737)
 USS Nebraska (SSBN-739)

USS Maine (SSBN-741)
 USS Louisiana (SSBN-743)
 USS Ohio (SSGN-726)
 USS Michigan (SSGN-727)
 USS Jimmy Carter (SSN-23)

Of these ships:

- ▶ Eight are ballistic missile submarines (SSBNs); the Ohio-class SSBNs carry 24 long-range Trident missiles with up to eight warheads per missile.
- ▶ Two are guided missile submarines (SSGNs); converted from Ohio-class submarines, these submarines can carry up to 154 Tomahawk cruise, other land-attack, missiles, as well as support operations by Navy SEAL special operations forces.
- ▶ One is an attack submarine (SSN) of the Seawolf-class; the Jimmy Carter (SSN-23) is unique in the Navy in having a 100-foot hull extension that enhances payload capability, enabling it to accommodate: the development and testing needs for a new generation of weapons and sensors; a Remotely Operated Vehicle; and, support operations by Navy SEAL special operations forces.

Naval Base Kitsap - Bremerton**Bremerton became the Navy's newest homeport in 1998. Bremerton serves as homeport for:**

USS John C. Stennis (CVN-74)
 USS Seawolf (SSN-21)
 USS Connecticut (SSN-22)
 USS Ronald Reagan (CVN-76)

Of these ships:

- ▶ Two are nuclear-powered aircraft carriers (CVNs).
 - The USS John C. Stennis (CVN-74) is a Nimitz-class carrier that was commissioned in December 1995, currently deployed to the Middle East.
 - The USS Ronald Reagan (CVN-76), also Nimitz-class, was commissioned in July 2003. Homeported in Bremerton as of January 2012, the Reagan is undergoing a year-long period of maintenance and repairs, a Docked Planned Incremental Availability (DPIA) at the Puget Sound Naval Shipyard.
- ▶ Two are attack submarines (SSN) of the Seawolf-class, deep-diving submarines which are extremely quiet even at high speeds underwater.

Puget Sound Naval Shipyard & Intermediate Maintenance Facility (PSNS & IMF)

The Puget Sound Naval Shipyard & Intermediate Maintenance Facility is (PSNS & IMF) located next to NBK -Bremerton. It is capable of handling nuclear-powered ship maintenance, and is one of only four naval shipyards. One of the dry docks can accommodate an Ohio-class SSBN, and one dry dock is the only government facility capable of accommodating a Nimitz-class carrier on the West Coast.

Puget Sound Naval Shipyard also accommodates a portion of the Navy's reserve fleet, including four aircraft carriers: the USS Independence, the USS Constellation, the USS Ranger and the USS Kitty Hawk.

PSNS & IMF roles include:

- ▶ Regional Maintenance Commander
- ▶ West Coast Naval Nuclear Propulsion Work
 - CVN Overhauls and Upkeeps
 - Trident/SEAWOLF/Refuelings/Overhauls
- ▶ Trident Class Maintenance Plan Refits
- ▶ Depot-level Overhaul of TRIPER (Trident Planned Equipment Replacement) Items
- ▶ Support Surface Ships in Everett/Bremerton
- ▶ Fleet Training
- ▶ Ocean Engineering
- ▶ Emergent Fleet Support
- ▶ Reactor Compartment Disposal
- ▶ Nuclear Powered Ship Recycling

The major portions of the PSNS & IMF workload for FY12 were divided among:

	Aircraft Carriers.....	37%
	Trident/OHIO submarines.....	31%
	Attack Submarines.....	15%
	Inactivations.....	6%
	Fleet Support.....	6%
	Engineering Services.....	3%
	Surface Ships.....	2%

As an industrial facility, PSNS & IMF has a large share of the NBK work force and economic impact:

- ▶ Personnel (civilian and military)..... 14,800
- ▶ Total Payroll.....\$822.0 million
- ▶ Material Purchases in WA.....\$59.1 million

Naval Base Kitsap – Keyport

Keyport is host to the Naval Undersea Warfare Center (NUWC), a repair and maintenance facility for torpedoes and undersea mobile targets, as well as a research center facility to develop and apply new technologies for future undersea warfare needs.

Its facilities include a 3-D underwater tracking range for undersea test, training and evaluation ranges in nearby areas of the Sound. Only about 30 people at Keyport are naval personnel; the remainder are contractor personnel.

Naval Hospital Bremerton

Naval Hospital Bremerton offers primary care, emergency care and a broad range of medical and surgical specialties to naval personnel, dependents and retirees in the Northwest. The Hospital has 36 beds (capability to double capacity in emergency), and is a graduate medical education facility.

- ▶ **The Hospital has staff of almost 1,500 personnel (military, civilian, contractors and Red Cross) with three Branch Health Clinics (BHC's) located at:**
 - BHC Bangor
 - BHC PSNS
 - BHC Everett

- ▶ **It is one of two Naval Hospitals in the Puget Sound area (other is located at NAS Whidbey Island).**

- ▶ **The Hospital has three primary missions:**
 - Providing exceptional care to warfighters (past and present) and their families – anytime, anywhere.
 - Shaping military medicine through training, research and graduate medical education.
 - Preparing our forces for deployment.

- ▶ **Its scope of services include:**
 - 40 Bed Inpatient Community Hospital
 - Family medicine Residency Program
 - Primary Care
 - Specialty Clinic
 - Surgical Specialties
 - Dental
 - Ancillary Services (Lab, Pharmacy, Physical Therapy Radiology, Blood Bank
 - 24/7 Emergency Department

- ▶ **Average “Daily” Care Delivered:**
 - 1,325 Medical Outpatient Visits
 - 135 Dental Outpatient Visits
 - 2,100 Prescriptions Processed
 - 9 Surgery Cases
 - 2 Babies Delivered
 - Average Daily Census: 16 Patients

- ▶ **No trauma level care provided – Trauma Level 1 available at Harbor View Hospital in Seattle.**

- ▶ **When asked about ability to handle expansion of military presence in area, Hospital Commander indicated that it would not be an issue inasmuch as there is a 50% reduction in the in-patient footprint every 10 years, due to advancements in medical care.**

Installation Strengths And Attributes

General Observations: As stated in the Command Briefing materials, Naval Base Kitsap is the Navy's most complex base.

The base also has a significant economic impact on Kitsap County and the immediate area. As part of the Command Briefing at the base, it was stated that according to a Washington State Office of Financial Management study, 54% of every meal in Kitsap County is paid for by Base wages/purchases.

The interests of Naval Base Kitsap are very well represented by the Puget Sound Naval Bases Association (PSNBA). PSNBA has taken a lead role in shaping the Navy's presence at Naval Base Kitsap from facilitating the arrival of nuclear work at PSNS & IMF, to supporting the creation of a homeport at Bremerton which now hosts the USS John Stennis.

Strategic Location: Naval Base Kitsap's location in the northwest corner of the continental United States is very strategic, with access to deep water, direct and unobstructed routes to Asia, and proximity to the Arctic Ocean areas that are of increasing interest. The Puget Sound is a natural choice to locate both strategic naval forces, such as the Pacific-based ballistic missile submarine component of the US Strategic Triad, and the power projection capability represented by the aircraft carriers and their supporting ships and submarines homeported in Bremerton and Everett

Infrastructure Considerations: Naval Base Kitsap has received over \$1.1 billion in Military Construction since BRAC 2005. Among the funded improvements are two piers at Bremerton capable of supporting nuclear aircraft carriers, and housing for the crew of both the carrier homeported at Bremerton and the crew of the carrier at the Shipyard for maintenance work.

One of the largest military construction projects in the DOD budget is currently underway at Naval Base Kitsap, Bangor's second Explosives Handling Wharf (EHW-2). The construction of a second EHW was necessitated by the increase to eight SSBNs being assigned there; in March 2011 the Chief of Naval Operations testified that a second munitions wharf was "critical to nuclear weapons surety and our national security." A \$715 million project, EHW-2 received \$78 million in FY12 Milcon funding; \$280 million was requested for the second phase of the project for FY13.

Notable at Kitsap is the fact that there is no encroachment on base facilities. Security reasons have helped this, but the Base administration has been very proactive and promotes a cooperative approach toward growth issues with the neighboring communities.

Also notable are Naval Base Kitsap's energy savings initiatives, such as designing new buildings to LEED (Leadership in Energy and Environmental Design) standards.

A new Energy Savings and Performance Contract (ESPC) is being undertaken at Keyport and Bangor that will combine the installation of energy-savings devices such as geothermal heat pumps and high-efficiency lighting and air conditioning systems with innovative energy management practices; after an expected construction period of a year, the ESPC is expected to reduce energy use by 33 percent in the areas where it is installed.

Related to the issue of infrastructure is the fact that Naval Base Kitsap works extensively with Native American tribes (a total of ten identified) on actions that impact fishing rights on Navy

property and in the waterways used by the ships and submarines. The Base has been very successful in working with these entities on innovative solutions such as piers which are offset from the shore to allow salmon to run, which has also enhanced the Base's overall environmental ratings; nevertheless, the tribes are formally sovereign entities, and negotiations are made more complex by their Government-to-Government nature.

Quality of Life Considerations: Naval Base Kitsap, denoted as 'The Homeport of Choice' in its Command Briefing, has scored high on the Navy's Quality of Life criteria, which include considerations such as: Base / Community Cooperation; Cost of Living; On-Base/Off Base Housing Availability; Healthcare; Education; Recreation; Employment; and, Child Care Facilities.

One example of the excellent base/community cooperation and outreach is the Starbase Atlantis program which seeks to attract grade school students to the science, technology, engineering and math (STEM) area. The program supports fifth-grade students from the Bremerton, Central Kitsap, North Kitsap and Chimacum school districts; its curriculum covers subjects ranging from astronomy and model rocketry to the physics of flight and foundational scientific principles such as Newton's laws of Motion. More than 6500 students have participated in Starbase Atlantis since its inception in 2001.

Similarly, the relationship of the hospital with the local medical community is very good. Memoranda of Understanding (MOUs) are in place to facilitate mutually supportive treatment / trauma care options. The Hospital has received several awards for their medical, academic and policy implementation accomplishments, as well as community partnership recognition awards.

The Base has also been active in setting up classes to help local businesses in bidding on Navy and other federal contracts; currently local businesses hold \$87 million in contracts.

Installation Opportunities And Issues

Opportunities: The local community stated that a second carrier homeported in Bremerton would be beneficial both economically and offer value to the Navy.

Issues for Consideration: The Future Years Defense Plan (FYDP) contains \$539.6 million in military construction projects / funding for Naval Base Kitsap; perhaps the most pressing issue for the base and communities is to ensure this funding is protected.

A further question is the impact on the Base that is brought about by the focus of the DOD on the Asia-Pacific region that was highlighted this spring and summer. The Navy has not provided clear insight into how the announced 60/40 ratio between Pacific- and Atlantic-based ships will be attained; ships could be transferred to West Coast homeports, or the new force ratio could be achieved through the retirement of ships homeported on the East Coast.

Related to this are workload issues for PSNS & IMF. The preeminence of the Atlantic fleet and specific provisions in law and Navy regulations, such as the "guaranteed man-day policy," have given the Norfolk Naval Shipyard priority in terms of workloading. The 60/40 focus will mean

more ships (and attendant maintenance and repair workload) in the Pacific. A review of the Navy's policies, regulations, and Title 10 provisions affecting how ship maintenance workloads are addressed should be undertaken to ensure practices more appropriate in the past do not negatively impact on the future deployments and ship repair sustainment under the realignment to the Asia-Pacific region.

Finally, one issue was raised at the Bremerton Naval Hospital. The Commanding Officer, noted that licensing requirements prevented military doctors from issuing medical prescriptions under Medicare which would be part of their normal duties. He stated that it would be helpful both administratively and in the delivery of care to patients if military physicians were not required to go through a separate State registration process to work with Medicare/Medicaid patients.

BRAC / Force Structure Implications

BRAC 2005: The components of Naval Base Kitsap (Bremerton, Bangor, Keyport, and PSNS & IMF) fared well in the reviews leading up to BRAC 2005 and no major decisions that negatively impacted the installations were made by the Department of Defense or the Base Closure Commission.

Operations - Surface/Subsurface		
Ranking	DON - Active Bases	Military Value (100 TOTAL)
1	NS Pearl Harbor HI	74.50
2	NS NORFOLK VA	67.51
3	SUBASE KINGSBAY GA	63.51
4	NS BREMERTON WA	63.25
5	SUBASE BANGOR WA	62.98
6	NS SAN DIEGO CA	61.43
7	NAS NORTH ISLAND CA	59.68
8	SUBASE SAN DIEGO CA	58.29
9	NAB LITTLE CREEK VA	55.90
10	NS MAYPORT FL	55.71
11	NS EVERETT WA	50.68
12	SUBASE NEW LONDON CT	50.68
13	COMNAVMARIANAS GU	47.67
14	NS INGLESIDE TX	42.23
15	WPNSTA COLTS NECK NJ	39.07
16	NS PASCAGOULA MS	37.08

Source: Department of the Navy Analyses and Recommendations (Volume IV), May 2005

Naval Undersea Warfare Center - Keyport	
Technical Joint Cross Service Group (TJCSG)	
CATEGORY	MV RANKING
Human Systems D & A	25/87
Human Systems Research	57/65
Human Systems T&E	20/49
Materials & Processes D&A	1/43
Materials & Processes Research	17/46
Materials & Processes T&E	12/44
Sea Vehicles D&A	21/33
Sea Vehicles Research	19/36
Sea Vehicles T&E	2/33
Sensors, Electronics, and EW D&A	74/103
Sensors, Electronics, and T&E	43/72
Weapons Technology D&A	15/78
Weapons Technology Research	20/60
Weapons Technology T&E	6/70

Source: TJCSG Final Military Value Report, Appendix B, May 19, 2005

Industrial Joint Cross-Service Group Ship Overhaul and Repair		
Ranking	DON – Shipyards / Shipyard Detachments	Military Value (10 Total)
1	NAVSHIPYD_PUGET_SOUND_WA	0.7480
2	NAVSHIPYD_NORFOLK_VA 0	.7339
3	NAVSHIPYD_PORTSMOUTH_NH 0	.6444
4	NAVSHIPYD_AND IMF PEARL HARBOR HI	0.6208
5	NNSY_DET NAVFOUNDRYPROPCEN PHIL PA	0.2220
6	NAVSHIPYD_PUGET_SOUND_DET BOSTON MA	0.0872
7	SUBMEPP PORTSMOUTH NH 0	.0630
8	NNSY_DET NAVPESO ANNAPOLIS MD 0	.0555
9	NNSY_DET_NAVSHIPSO_PHIL_PA 0	.0546

Source: Industrial JCSG Final Report - May 10, 2005



NAVAL AIR STATION WHIDBEY ISLAND



Installation / Organizational Facts

NAS Whidbey Island is the sole naval aviation asset in the Pacific Northwest.

Missions are performed with the following aircraft assigned to the NAS:

- **EA-6B Prowler** – electronic warfare aircraft which provides protection for strike aircraft, ground troops and ships by jamming enemy radar, electronic data links and communications.
- **EA-18G Growler** – sophisticated electronic warfare suite which was built to replace the EA-6B Prowler.
- **P-3C Orion** – anti-submarine and maritime surveillance aircraft. Surveillance of the battle-space either at sea or over land.
- **EP-3E Aries** – Navy's only land-based signals intelligence (SIGINT) reconnaissance aircraft.
- **C-9 Skytrain** – Provides cargo and passenger transportation, as well as forward deployment logistics support.
- **SH-60 Seahawk** – Medium lift utility helicopter used for search and rescue (SAR) missions.

Personnel:

Base population of 9,470
(7,050 military and 2,420 civilian / contractors).

Size (Acreage):

Main Operating Base, Ault Field – 4,253 acres.
Total Acres under NAS management – 55,605 acres

Primary Units:

Electronic Attack Wing
Pacific (CVWP)
Patrol and Reconnaissance Wing 10

Major Tenants:

Marine Aviation Training
Spt Group (MATSG-53)
Fleet Readiness Cmd NW
Navy Operational Support Center (NOSC)
Fleet Reserve Logistics Squadron (VR-61)
Naval Hospital Oak Harbor
Maritime Expeditionary Security Squadron
NINE
Navy Information Operations Command (NIOC)
Naval Ocean Processing Facility (NOPF)
Center for Naval Aviation Technical Training (CNATTU)

Economic Impact:

\$592M Annual Impact.



NAVAL AIR STATION (NAS) WHIDBEY ISLAND

Mission

Main aviation missions for NAS Whidbey Island are maritime patrol, maritime reconnaissance, electronic attack and aviation support (search & rescue and fleet logistics support). The Station is the home of all Navy tactical electronic attack squadrons, flying the EA-6B Prowler and EA-18G Growler. Adding to the depth and capability of the air station are four Maritime Patrol squadrons, two Fleet Reconnaissance squadrons, and four Fleet Logistics Support squadrons.

Installation Strengths And Attributes

General Information: The local community installation support group in the City of Oak Harbor and Island County are very supportive of the base and its military personnel and families. The relationship was summed up at the 70th anniversary of the base with the following comments:

- **Air Station Commanding Officer Capt. Jay Johnston praised the City of Oak Harbor and Island County for their outstanding support of the base and for developing what he called “the best zoning practices in the nation.”**
- **“Over the past 70 years, the city of Oak Harbor has partnered with NAS Whidbey in many ways,” said Oak Harbor Mayor Scott Dudley, one of the guest speakers for the anniversary. “Our relationship with the base is special, it is unique. We’re not just neighbors, we’re family.”**

NAS Whidbey has consistently been recognized as the “Most Desired” duty station in the Naval Air community, and Oak Harbor and Island County have taken extreme measures to ensure that NAS Whidbey Island can continue to conduct its aviation missions without fear of civilian encroachment. The community’s publication, NAS Whidbey “The Future is Here” – 2005, clearly articulates the community’s involvement in supporting the military personnel and families assigned to the NAS.

Strategic Location: With the new strategic guidance focusing on the Asia-Pacific Region, NAS Whidbey’s geographic location provides perfect positioning for the conduct of maritime reconnaissance/patrol, as well as electronic attack from both operational mission and training perspectives. The unencumbered airspace and favorable weather conditions allow for 24/7 electronic warfare development and training of the aircrews. NAS Whidbey’s location is viewed as the “Cornerstone for Supporting Pacific and Arctic” missions which include:

- ▶ Strategic Sealift
- ▶ Maritime Presence
- ▶ Maritime Security Operations
- ▶ Ensuring Freedom of Navigation and Over-flight

Infrastructure Considerations: The Base is made up of the three major areas which include:

- ▶ Ault Field – Main Operating Base
- ▶ Seaplane Base – Primarily Community Support
- ▶ Coupeville Outlying Landing Field (OLF) – Used for Field Carrier Landing Practice (FCLP).

NAS Whidbey Island has surge capacity/expansion capabilities including the following additional hanger and apron parking capacities:

- ▶ Hanger Space: 375,551 sq.ft. (surge capacity)
- ▶ Apron Parking: 194,856 sq.yd. (surge capacity)

The community can support the surge/expansion with available affordable housing, utilities, water and sewer, etc.

Since 1996, \$140.5M has been invested in new and/or renovated facilities:

- ▶ New Aircrew Water Survival Training Facility
- ▶ New Airfield Control Tower
- ▶ New Aircrew Survival Training Facility
- ▶ New/Renovated Base Housing Units
- ▶ New Youth Center
- ▶ New P-3 Support Building
- ▶ New Navy Lodge
- ▶ New Commissary Expansion and Upgrade
- ▶ New Security Fencing
- ▶ New Aircraft Refueling Facility
- ▶ Gymnasium Renovation

Of the above mentioned investments, over 80% have been made since BRAC 2005, and the Future Years Defense Plan (FYDP) calls for additional out-year investments which could total upwards of \$50M.

80% of the military families live off-base, many in the PPV (Public Private Venture) housing which is approximately 89% occupied.

Training Capabilities: NAS Whidbey Island is void of encroachment due to the community's adoption of a Comprehensive Land Use Plan with aggressive city and county zoning and development constraints.

NAS Whidbey Island airspace and electronic training environments are unique. There is no other location in the continental US where active jamming training can be conducted with little or no effect on civil aviation or other civil emissions (i.e. TV, radio, communications, etc.). This, combined with an extremely close working relationship with the base, provides an ideal environment for day / night training which is completed by the following training assets:

- ▶ The Special Use Airspace (e.g. Military Operating Areas, Offshore Warning Areas, Restricted Areas, Low Level Training Routes, etc.) that is available in and around the NAS is used for joint training with US Forces, as well as Canadian Forces. It would be virtually impossible to duplicate the extent and variety of this training area anywhere in the US. It provides high value training in a low congestion environment with diverse capabilities (i.e. water, land and airspace).
- ▶ Coupeville OLF, used for Field Carrier Landing Practice (FCLP), is ideal for night conditions with very little ambient light; it increases the total training available with Ault Field.
- ▶ Unmanned Aerial Vehicle (UAV) and Unmanned Combat Aerial Vehicle (UCAV) training could also be effectively conducted in this training environment inasmuch as it contains all the necessary parameters to meet and exceed the training requirements – dedicated training airspace, no conflicts with civil or other aircraft operations, access to target areas, close proximity to coastal areas, designated low level route structures and distant from major population centers.

Quality of Life Considerations: One of the most sought after naval aviation assignments because of the unique mission and training environments combined with an exceptional quality of life. Several of the factors that attribute to the exceptional quality of life include:

- ▶ **Base / Community Cooperation** – One of key contributing factors to the community cohesiveness amongst the military personnel, their families, and the local community is the spirit of cooperation. The City of Oak Harbor's and Island County's Comprehensive Plans have a specific section that is dedicated to supporting NASWI. The plans recognize the importance of NASWI friendly zoning (to preclude encroachment), the bases's economic importance, the Navy's commitment to environmental protection and need for transportation. Another interesting collaborative effort is the base's tour program. Members of the community spend a half day on the base being briefed and touring the facilities. Last year there were 60 tours for 2,000 members of the community.
- ▶ **Cost of Living** – Very reasonable when compared to competitive NAS's located in California, Florida, Virginia, etc.
- ▶ **Housing** – 80% of military families live off-base in PPV-provided Navy housing; the community also has an adequate supply of affordable housing available for military families.
- ▶ **Healthcare** – Naval Hospital Oak Harbor (12 bed hospital) is one of three rural community hospitals within 40 mile radius.

- Whidbey General Hospital, 25 beds, Coupeville, WA - 14 miles
 - Island Hospital, 43 beds, Anacortes, WA - 20 miles
 - Skagit Valley Hospital, 137 beds, Mt Vernon, WA - 29 miles
- ▶ **Transit** – There is a free county-wide transit system that is currently seeking access to the base.
 - ▶ **Education** – Military dependant enrollment is down in numbers; however, the local community has renovated and modernized all schools within the last 15 years, led by their flagship high school which was completed in 2010. The high school has been the recipient of numerous awards including the first ever recipient of the Navy's Junior Reserve Officer Training Corps (JROTC) Area 13, "Pennant for Excellence," as well as other business, marketing and artistic awards.
 - ▶ **Utilities** – The Base receives its electrical power independent of the City grid. The Community provides water, waste water treatment and animal control services.
 - ▶ **Recreation** – Deception Pass is the most visited state park in Washington and only eight miles from the base. An abundance of recreational opportunities exist within 20 miles of the base such as four marinas, six state parks, an underwater diving park, salmon fishing, shellfish digging, crab fishing, whale watching, surfing, and biking on specially widened roads. The area also has events like the Whidbey Marathon, Tour de Whidbey, Coupeville Arts and Crafts Festival, Langley Mystery Weekend and dozens of other events.
 - ▶ **Employment** – The City and County work with the base to enhance spousal employment opportunities. An example given was the collaboration in recruiting 170 call-center jobs at the Waste Management Call Center. Employment is also possible at electronics manufacturer Technical Services Inc., medical device manufacturer IDEX and with hundreds of local businesses.
 - ▶ **Safety / Crime** – Island County enjoys the lowest crime rate in the State of Washington and one of the lowest in the nation.
 - ▶ **Child Care** – Base has two child development centers and community has a Toddler Learning Center.

Installation Opportunities And Issues

Opportunities: One of the biggest opportunities raised in the meeting with the local community dealt with the transition of aircraft at the base into newer model aircraft, with a particular emphasis on the P-3C Orion transition to the P-8A Poseidon.

- ▶ **The platform transitions discussed at NAS Whidbey involved the following:**
 - EA-6B Prowler → EA-18G Growler
 - P-3C Orion → P-8A Poseidon / Broad Area Maritime Surveillance (BAMS) UAV's -

- (2 BAMS mission control stations).
 - EP-3 Aries → EP-X (TBD)
 - C-9 Skytrain → C-40 Clipper
- ▶ **Regarding the P-8A replacement for the P-3C Orion, the community indicated that this program was a priority and that every effort should be made to get as many of the platforms as possible.**
- A recent decision by the Navy to conduct a study of three alternatives to its 2008 Record of Decision (ROD) on the issue puts the stationing of the new aircraft back in play. Initially, the 2008 ROD called for the stationing of the P-8A replacement aircraft at three established maritime patrol home bases (NAS Jacksonville – five fleet squadrons; NAS Whidbey Island – four fleet squadrons; and NAS Kaneohe Bay – three fleet squadrons).
 - The new Supplemental Environmental Impact Statement (EIS) will look at the option of dual-basing (NAS Jacksonville and NAS Whidbey Island) as opposed to the original concept of utilizing three bases. At the completion of the Supplemental EIS, the SECNAV will decide whether to stay with the original proposal or adopt the new dual-stationing alternative.
 - What this could mean for NAS Whidbey is possibly an approximate doubling in the number of aircraft from 24 to 49. This issue will need to be closely watched from the standpoint of monitoring the process and inputting at the appropriate decision points.
 - Another aspect of the issue that needs to be carefully monitored is accurate and comprehensive input into the process from the standpoint of additional resource requirements associated with accommodating the additional aircraft, equipment and personnel, as well as the community's ability to handle and welcome the expansion. Close coordination with the base will be required to ensure a smooth and comprehensive implementation of the recommendations.
 - The incorporation of the Broad Area Maritime Surveillance (BAMS) UAV's into the maritime reconnaissance and patrol equation will also possibly open opportunities for the stationing and operation of the UAV's from NAS Whidbey although the current plan is only for placement of mission control stations at the base.

Issues for Consideration: There were no major issues raised in the sessions with the community and the base personnel; however, there were a few minor considerations that warrant some discussion:

- ▶ **The community expressed a desire to bring more commercial development to the areas around the base in order to offer more selection and choices for the military and their families which is now not present.**
- ▶ **Another issue raised on the base that warrants scrutiny is the construction / proposed construction of wind farms in the vicinity of Boardman Bombing Range (OR) and the**

low-level routes used to ingress and egress the range area. The obvious concerns deal with safety and possible encroachment concerns that would limit or inhibit the use of any of the currently available facilities.

BRAC / Force Structure Implications

BRAC 2005: The Navy's process for determining the Military Value of its 35 Naval Aviation facilities was to analyze and evaluate five major attributes each consisting of several components. The five major attributes and their components are outlined below:

- 1. Operational Infrastructure**
 - Runways and Arresting Gear
 - Hangers / Ramps
 - Navaids / Lighting
 - Munitions Storage
 - Intermediate Maintenance
 - Unique or Specialized Capabilities / Missions
- 2. Operational Training**
 - Outlying and Auxiliary Fields (OLFs)
 - Proximity to Training Airspace
 - Aircrew Training Facilities
 - Simulator Facilities
- 3. Airfield Characteristics**
 - Operational Location
 - Airfield Restrictions
 - Weather
 - Anti-Terrorism / Force Protection
 - Locality Cost
- 4. Environment and Encroachment**
 - Encroachment
 - Air Quality
 - Accident Potential Zone I and II
 - Clear Zones
 - Noise
 - Zoning
 - Waste Disposal
 - Potable Water
- 5. Personnel Support (Quality of Life)**
 - Medical
 - Housing
 - Non-Military Education
 - Employment

- Fleet and Family Services
- Morale, Welfare & Recreation (MWR)
- Follow-On Tour Opportunities
- Metropolitan Area Characteristics

Although NAS Whidbey did rank high (4 of 35) in the BRAC 2005 Military Value rankings, an in-depth analysis of possible areas of improvement would be beneficial.

Force Structure Implications: The recent visit by the Chief of Naval Operations, Admiral Greenert, to NAS Whidbey and his commitment to ensure that the planned aircraft platform transitions do take place in the future, bodes well for the base. Additionally, the recent announcement to conduct a Supplemental EIS to ascertain the possible implementation of the dual-site alternative for the stationing of the P-8A Poseidon aircraft is very encouraging as the attendant personnel gains could compensate for any possible losses resulting from the reductions associated with the Budget Control Act. These force structure actions will be based on several future basing decisions and do definitely merit close scrutiny as the process continues.

NAS MILITARY VALUE		
RANK	BASES	MILITARY VALUE (100 TOTAL)
1	NAS Jacksonville	71.62
2	NAS Pensacola	69.49
3	MCAS Cherry Point	69.19
4	NAS Whidbey Island	67.13
5	MCAS Miramar	67.00
6	NAS Oceana	66.18
7	NAS North Island	65.23
8	NAS Whiting Field	64.00
9	NAS Corpus Christi	63.69
10	MCAS Beaufort	61.73
11	NAS Meridian	61.41
12	NS Norfolk	61.08
13	NAS Patuxent River	61.01
14	NAS Lemoore	60.56
15	NAS Fallon	60.34
16	NAS Kingsville	59.25
17	NB Ventura City / Point Mugu	59.22
18	MCAS New River	58.89
19	NAS Key West	58.79
20	NAWS China Lake	57.31
21	NS Mayport	57.10
22	MCAS Yuma	56.36
23	MCAS Camp Pendleton	55.78
24	NAS JRB New Orleans	54.06
25	NAF Washington	53.62
26	MCB Hawaii	52.52
27	NAF El Centro	52.48
28	NAS Brunswick	50.85
29	NAS JRB Ft. Worth	47.42
30	NAS JRB Willow Grove	45.12
31	MCAS Quantico	45.12
32	NAES Lakehurst	44.50
33	NAS Atlanta	43.25
34	HMLA 775 DET A	29.73
35	MAG 49 DET B	28.03

Source: Department of the Navy, Analysis and Recommendations, (Volume IV), May 2005

NAVAL STATION EVERETT (NSE)



Installation / Organizational Facts

Naval Station Everett is the United States Navy's most modern facility, being dedicated in April 1994.

Personnel:

5,800 Direct Jobs, 11,000 Countywide

Size (Acreage):

5,111 Total Acres (Everett – 150 acres; Pacific Beach – 9 acres; Jim Creek – 4,900 acres; Smokey Point – 52 acres).

Home to Carrier Strike Group 11 and Destroyer Squadron 9. Currently homeport for six Navy ships and two US Coast Guard Cutters:

- USS Nimitz (CVN-68)
- USS Momsen (DDG-92)
- USS Shoup (DDG-86)
- USS Ingraham (FFG-61)
- USS Rodney M Davis (FFG-60)
- USS Ford (FFG-54)

- USCGC Henry Blake (WLM-562)
- USCGC Blue Shark (WBP-87360)

Major Tenants:

Reserve Component Command Navy
Region Northwest
Regional Support Organization
Navy Computer Telecommunications Area
Master Station Pacific
Afloat Training Group PACNORWEST
Regional Maintenance Center
Detachment Everett
Branch Medical Clinic Everett
Maritime Expeditionary Security
Squadron NINE
Navy Operational Support Center Marysville
Naval Ocean Processing Facility Pacific
Beach
Port Security Unit 313

Economic Impact:

Approximately \$475M Total Annual Economic Impact



NAVAL STATION EVERETT (NSE)

Mission

Enhance our Nation's ability to accomplish strategic objectives, by providing superior shore station support to United States Naval and Coast Guard forces, while ensuring readiness and quality of life for Sailors, Civilians and their families.

Strengths And Attributes

General Observations: A linkage of Community-Military liaisons from the original Homeport Northwest, to the Everett Area Chamber of Commerce Military Affairs Committee; the City of Everett Impact Coordinating Council and ad hoc BRAC committees; and now the Economic Alliance Snohomish County Military Affairs Committee have done an outstanding job providing community support to NSE since the base's establishment in April 1994. These committees and councils have been an integral part of the support structure to the base's military personnel and family members. They have assisted in numerous areas to include transportation, education, health care, housing, and recreational support to name a few. Additionally, the Everett Snohomish County Impact Coordination Council has been instrumental in actively and effectively advocating for the base.

These coordinating committees have transitioned from base-development advocacy in the 1980s to sustained collaborative efforts during initial base operations, multiple ship deployments and reassignments, installation growth, and community-installation representation through five BRAC rounds. The committees and councils have assembled comprehensive documentation outlining the economic impact and the key benefits of the base in the areas of military value and cost-effective operations, among these being:

- ▶ "Economic Impact of Naval Station Everett on Snohomish County"
- ▶ "BRAC 2005 Naval Station Everett"

These documents no doubt came into play during the BRAC 2005 deliberations during which NSE was one of five bases reviewed for a possible closure analysis by the Department of the Navy (DON) Analysis Group and the Infrastructure Evaluation Group. These Groups ultimately recommended three closure actions which did not include NSE because of the risks associated with closing the irreplaceable asset that is an existing deep-water, nuclear-powered carrier

homeport. NSE has been coined the “Most Modern” and the “Sailors Choice” amongst the Navy’s facilities because of its beneficial and unique attributes.

Strategic Location: With the recent emphasis in strategic guidance advocating a re-balance of resources and a shift of focus to the Asia-Pacific Region, NSE is geographically and strategically located in an ideal position to contribute to the implementation of this “Pacific Pivot.” With the the Secretary of Defense’s proclamation to re-balance the Navy’s resources from a “50-50” Atlantic-Pacific to a “60-40” Pacific-Atlantic posture, as well as NSE’s proximity to the Arctic Ocean and strategic Bering Straits, it would appear that NSE is well-positioned for the future. However, the re-balance could be achieved in a number of ways to include the shifting of resources and the elimination of ships in a severe budget constrained environment. Therefore, it would be advisable to remain vigilant and proactive. The greatest strategic asset to complement the geographical location and tremendous infrastructure improvements is the direct access to open ocean provided by this deep-water port which is not limited by tides or the need for dredging maintenance.

Infrastructure Considerations: In addition to being the Navy’s newest and most modern facility, the following infrastructure characteristics make NSE an irreplaceable asset:

- ▶ Plant replacement value of \$888M.
- ▶ Since BRAC 2005, approximately \$85M in Milcon funds have been invested in NES; however, it appears the Future Years Defense Plan (FYDP) has minimal funding programmed.
- ▶ Facilities (operational, industrial, logistical, administrative, quality of life, training, housing, medical, family support services, etc.) are all configured and aligned to comply with the Chief of Naval Operations (CNO’s) Vision 2035.
- ▶ Navy’s newest nuclear aircraft carrier (CVN) pier facility. Single story CVN pier with a clean top (i.e. utilities are built in vaults under the pier – Pier Alpha).
- ▶ Natural deep-water port provides direct access to open ocean
 - One of two West Coast deep-water ports
 - East side of Pier Alpha (CVN side) is as deep as 60 feet.
 - One CVN-length from the pier the water is 210 feet deep.
 - No obstacles prevent CVN from getting underway ASAP.
 - Expandable berthing capacity provides capability to berth any Navy ship, regardless of draft or size. Capability exists to berth a second carrier.
 - Availability of Logistics Support capability for day-to-day operations:
 - Intermediate Maintenance Facility (IMF)
 - Port operations; the Port of Everett is recognized as a port of State-wide significance.
 - Rail: access to BNNSF mainline allows flexibility
- ▶ Deep, unobstructed waterway from pier to shipping lanes provides superior defense against any attempt to block ship passage.
- ▶ No maintenance dredging required due to 50 foot low-tide water depth and lack of siltation.
- ▶ Water-quality control provided by extensive oil/water separator systems.

- ▶ Excellent maneuverability for both ships and land vehicles; 120 foot pier width provides ample turning radius for semi-trucks; deepwater turning basin for ships and rail access in close proximity.
- ▶ Ready access to naval nuclear shipyard, ship refueling facilities and ammunition resupply (within 50NM).
- ▶ Base has advanced IT infrastructure with expansion capability for new “net-centric” technology enhancements.
- ▶ New Fleet Regional Readiness Center (FRRC) provides for on-site training of shipboard Sailors:
 - Support Inter-Deployment Training Cycle
 - Facilitates establishment of AEGIS Readiness Training Detachment at NSE
 - Local training improves Quality of Life for shipboard Sailors. Eliminates need to travel to San Diego or Norfolk for training.

- ▶ Numerous “Green Base” initiatives conducted on base:
 - Two LEED Gold certified facilities.
 - Fully benchmarked facilities using DOE Energy Star Portfolio.
 - Environmental excellence has been built into all aspects of the facility.

- ▶ NSE is viable candidate to meet all SECNAV Green Fleet targets.

- ▶ NSE off-site locations include:
 - The Jim Creek Naval Radio Station, which provides essential Very Low Frequency (VLF) communications to the Pacific submarine fleet and is one of only three VLF facilities in the Navy.
 - The Naval Support Complex located in Marysville which includes the Commissary and Base Exchange facilities.

Training Capabilities: In addition to the FRRC facility mentioned above, NSE’s location has several other advantages to offer from the critical perspective of providing convenient, effective and joint training capabilities. The unencumbered airspace and training areas located in the Puget Sound Region provide for all the necessary operational and joint training requirements necessary to maintain the highest readiness levels. These include:

- ▶ 12 Military Warning Areas off the WA & OR coasts (30,206 sq.mi.).
- ▶ Admiralty Bay Mining Range.
- ▶ Darrington Electronic Warfare Complex.
- ▶ Boardman Bombing Range.
- ▶ Nanoose Underwater Range.
- ▶ Naval Ocean Processing Facility at NAS Whidbey Island.
- ▶ Over 4,000 miles of low-level flying routes.
- ▶ NSE located approximately 600NM from the Fallon/Nellis (NV) training areas which provide comprehensive Air Wing training capabilities.

Quality of Life Considerations: NSE has been coined the “Sailor’s Choice” given high retention levels and reassignment requests for the Station and ships home-ported there. Contributing to this are the outstanding amenities and support services provided by the City of Everett and Snohomish County. Partnering with the community is part of the fabric of NSE. Community support and cooperation are found in a number of areas to include:

- ▶ **Housing** – Adequate and affordable housing is available in the local area. Military housing is also located in the local communities at two major Public/Private Venture (PPV) housing sites – Carroll’s Creek Landing in Marysville and Constitution Park in Lake Stevens. Occupancy rates are 90% and 97% respectively.
- ▶ **Healthcare** – As the healthcare center for Alaska, Idaho, Montana, Wyoming, and Washington, the Puget Sound area offers a comprehensive selection of outstanding facilities and services ranging from a Level 1 trauma center to local clinics serving military personnel and their families. The Providence Regional Medical Center -Everett is only a few blocks away from NSE and has two campuses serving the community. The Everett Clinic, which is nationally recognized for its innovative approach to patient care does provide services to Navy personnel and their dependents.
- ▶ **Transit** – The City and County-owned transportation system provides Navy personnel and their families with easy access to their housing, employment, education, recreation and entertainment. The City promotes the fact that auto ownership is not a necessity in Everett.
- ▶ **Education** – On-base colleges and universities at NSE, along with numerous other educational institutions in the area afford the opportunity for baccalaureate and advanced degrees in a number of disciplines.
- ▶ **Utilities** – Water and sewer service to NSE are provided by the City of Everett; power is provided by the Snohomish County Public Utility District.
- ▶ **Recreation** – The City of Everett provides nearly 1,600 acres of regional and waterfront parkland, trails and playgrounds in 40 beautiful parks, and NSE is within easy reach of all the recreational opportunities the Puget Sound and Cascade Mountain area has to offer.

Installation Opportunities And Issues

Opportunities: There are several opportunities that need to be considered, further vetted, and appropriately supported if pursued. These include:

- ▶ A detailed analysis of costs and capabilities for additional expansion at NSE. The Economic Alliance Snohomish County Military Affairs Committee has indicated that there is expansion capacity at NS Everett for an additional CVN, additional cruiser/destroyer class ships, and additional U.S. Coast Guard assets. A detailed analysis of modifications required and associated costs should be conducted in order to determine exactly what is cost-effectively feasible and operationally supportable. This detailed data could then be used to support the operational readiness enhancements and requests for additional funding. As a part of this expansion analysis, the proposed swap of the currently assigned three frigates (FFG) for three destroyers (DDG) needs to be incorporated into the study

and closely monitored to ensure that it takes place as scheduled.

- ▶ As an adjunct to the expansion capability at NS Everett, another opportunity is presented by the closed Kimberly-Clark facility immediately adjacent to the base. The Port of Everett has been evaluating the property and there have been suggestions that the procurement of this land would provide several benefits. It could feasibly provide additional berthing capability for NS Everett, as well as provide the necessary space for a contractor to establish a maintenance and repair facility which could service both commercial and Navy vessels. This proposal merits further consideration by the City, Snohomish County and State as it would provide added flexibility and surge capability to NS Everett, while offer the economic benefits of a thriving, commercial shipyard.
- ▶ Another opportunity is the Navy's pursuit of alternate fuels. The Navy is currently evaluating a site for a test bed / model base for bio-fuel use. The community met in the past with the Assistant Secretary of the Navy (Energy, Installations & Environment) to discuss this issue and subsequently hosted a series of roundtables; however, the Assistant Secretary has departed this post and there appears to be a gap in the pursuit of this initiative. With Washington State University establishing a bio-fuel project in Everett, it appears that this may be the time to reinvigorate the initiative with the Navy, academia, local and state officials, as well as the Defense contractor community.

Issues for Consideration: Discussions with the community identified an area which needed further attention:

- ▶ The first concerned the transportation of Navy personnel during scheduled maintenance (e.g. the daily movement of Navy personnel from NS Everett to Puget Sound Naval Shipyard & Intermediate Maintenance Facility in Bremerton). Maintenance undertaken on NS Everett vessels in the shipyard in San Diego is addressed simply by requiring the crew to go TDY (Temporary Duty) from NS Everett for the duration of the repairs. When a ship is assigned to PSNS & IMF, however, the Navy does not assign the crew to TDY. The transportation of the ship's crew utilizing various forms of transportation (i.e. bus, ferry, etc.) has proven to be problematic based on time-of-travel during congested periods. A further study of transportation alternatives between NS Everett and Bremerton, or use of TDY designation, to resolve this issue would be very useful in order to reduce the daily transit times to and from NS Everett, thereby improving the quality of life for the sailors and their families.

BRAC / Force Structure Implications

BRAC 2005: The first step in the Navy's BRAC 2005 process was to categorize the installations by unique functions. The four major areas were: 1) Operations, 2) Education and Training, 3) Headquarters and Support Functions, 4) Other Activities.

The Operations Area was further divided into four specific functions which included:

- ▶ Surface/Subsurface
- ▶ Aviation
- ▶ Ground
- ▶ Munitions Storage and Distribution

To determine the Military Value of these functions, the Navy scoring plan included the following five attributes:

- ▶ Operational Infrastructure
- ▶ Operational Training
- ▶ Port Characteristics
- ▶ Environment and Encroachment
- ▶ Personnel Support / Quality of Life

The final Military Value scoring of the 16 Active Surface / Subsurface Bases is listed in the table below:

Operations- Surface/Subsurface		
Ranking	DON - Active Bases	Military Value (100 Total)
1	NS Pearl Harbor HI	74.50
2 N	S NORFOLK VA	67.51
3	SUBASE KINGSBAY GA	63.51
4	NS BREMERTON WA	63.25
5	SUBASE BANGOR WA 6	2.98
6	NS SAN DIEGO CA	61.43
7	NAS NORTH ISLAND CA	59.68
8	SUBASE SAN DIEGO CA	58.29
9	NAB LITTLE CREEK VA	55.90
10 N	S MAYPORT FL	55.71
11	NS EVERETT WA	50.68
12 S	UBASE NEW LONDON CT	50.68
13	COMNAVMARIANAS GU	47.67
14 N	S INGLESIDE TX	42.23
15 W	PNSTA COLTS NECK NJ	39.07
16 N	S PASCAGOULA MS	37.08

Source: Department of the Navy Analyses and Recommendations (Volume IV), May 2005

While the nuclear-capable assets of NS Everett removed it from further consideration in the BRAC 2005 process, its ultimate Military Value rating was in the bottom third of the Surface/ Subsurface category. Since then, there has been renewed interest in the Arctic region, and the Asia-Pacific shift in the new strategic guidance. It would also seem logical that one of the East Coast CVN's could be considered for repositioning to the West Coast. With San Diego currently saturated (albeit press reports indicate they believe they could handle additional CVN's and surface ships), an alternative would be to place another CVN in the Puget Sound area, with NS Everett being considered as a candidate to accommodate this asset. Promoting NS Everett as the location for additional Navy and Coast Guard assets and capitalizing on the Kimberly-Clark property are opportunities that should be proactively pursued to improve Everett's competitiveness in the increasingly volatile budget environment.

Force Structure Implications: The Navy has announced that its planned force structure reductions, brought about as a result of the Budget Control Act, would entail a reduction of approximately 2,000 personnel in FY13 and an overall reduction of 5,000 by FY18. Although this could have a potential impact, these numbers pale in comparison to the Army's planned reduction of 80,000 by FY18. Again, it is an issue that bears close scrutiny and should be factored into the overall favorable implications of the re-balancing of Navy assets due to the shift to the Asia-Pacific region articulated by the new strategic guidance.

FAIRCHILD AIR FORCE BASE



Installation / Organizational Facts

Fairchild Air Force Base is part of Air Mobility Command (AMC). AMC provides worldwide cargo and passenger delivery, air refueling and aeromedical evacuation. The Command also transports humanitarian supplies to hurricane, flood and earthquake victims both at home and around the world.

Personnel:

4700 Military Members and 1100 Civilian Employees - 305 Airmen Currently Deployed to 27 Locations

Size (Acreage):

Approximately 4,300 Acres

Primary Units:

Classic Association – Active Duty / Air National Guard
92d Air Refueling Wing, Air Mobility Command - Eighteenth Air Force
141st Air Refueling Wing, Washington Air National Guard

Major Tenants:

336th Training Group - Survival, Evasion, Resistance, and Escape (SERE), Air Education and Training Command
Joint Personnel Recovery Agency (JPRA)
509th Weapons Squadron,
USAF Weapons School, 57th Wing
262nd Network Warfare Squadron - 194th Regional Support Wing, Washington Air National Guard
Armed Forces Reserve Center

Economic Impact:

\$461 Million in Direct Economic Impact Annually



U.S. AIR FORCE FAIRCHILD AIR FORCE BASE

Mission

Support the US Air Force Global Reach through Air Refueling and Airlift as well as Expeditionary Combat Support.

Installation Strengths & Attributes

General Observations: The local community installation support group, Forward Fairchild, is a committee of Greater Spokane Incorporated, Inc., and its membership of regional leaders works to protect and advocate for Fairchild AFB, the largest employer in Eastern Washington.

Forward Fairchild has been actively involved in the conduct of a Joint Land Use Study (JLUS) with the objective of mitigating any local development from adversely impacting on the mission of the base. Additionally, the group has advocated for the assignment of the Air Force's new refueling tanker, the KC-46A, at Air Mobility Command (Scott AFB), and Headquarters, United States Air Force, in Washington, DC. The objective of their advocacy efforts is to have Fairchild AFB designated as the preferred site for the assignment of the Main Operating Base #1 (MOB #1).

The group has authored several key publications that have articulated the advantages of the base and its units, as well as its significant positioning for future growth and support of DOD's new strategic guidance. Key publications by Forward Fairchild include:

- ▶ An Analysis of Fairchild Air Force Base (October 2012)
- ▶ Positioned for the Future
- ▶ Basing the KC-46A Tankers at Fairchild AFB

Strategic Location: With the new strategic guidance focusing on the Asia-Pacific Region, and the continued concern to monitor the Arctic Region from a military, economic, and environmental perspective, Fairchild is geographically positioned to maximize this support.

Key considerations include:

- ▶ Fairchild AFB is the only active, Tier-One Tanker Base west of the Rocky Mountains.
- ▶ The 92nd Air Refueling Wing is one of the largest Air Refueling Wings in the USAF with its classic association (Active Duty / Air Guard) with the 141st Air Refueling Wing.
- ▶ It is within close proximity to 15 established air refueling routes.
- ▶ It is ideally located to support state-side and global refueling missions, and co-located with critical Homeland Security assets such as the Expeditionary Medical Support (EMEDS) and Chemical, Biological, Radiological, Nuclear, and High Yield (CBRNE) support packages.
- ▶ It has unrestricted airspace and favorable weather conditions for continual ease of flight operations.
- ▶ It has surge capability to support mobilization and combat missions throughout the world.

***Infrastructure Considerations:* Our site visit at the installation revealed the following positive attributes concerning the base:**

- ▶ \$44M runway replacement completed in November 2011.
- ▶ More than \$400M in Military Construction (Milcon) funds have been invested at the base since 1981.
- ▶ Since the Base Realignment and Closure Round of 2005, approximately \$70M has been invested in the base.
- ▶ Runways and aprons have the capacity to handle up to 100 conventional and strategic aircraft. New 13,901 foot runway completely rebuilt in 2011. Airfield has apron capacity of 230 acres.
- ▶ Jet fuel supply with redundant feed routes and simultaneous air-refueling ground system capable of refueling 50 aircraft.
- ▶ Base has conventional and special weapons maintenance, testing and storage facilities.
- ▶ Base has three sets of Expeditionary Medical Support (EMEDS) equipment in storage.
- ▶ Base also has two sets (150 personnel) of Disaster Relief Bed-down Sets stored for Homeland Defense / Disaster Relief.
- ▶ A Chemical, Biological, Radiological, Nuclear, High Yield Explosive (CBNRE) team (566 personnel) with troops and equipment are located on the base.
- ▶ Base also houses the 336th Training Group which runs the Air Force's only Survival, Escape, Resistance & Evasion (SERE) school utilizing dormitories, mess halls and training facilities (pool, classrooms, etc.) on the base. School has trained over 14,000 students at Fairchild on a 600K acre training facility covering four states (WA, OR, ID & TX). 42 different permits and leases are required and the school maintains over 450 miles of roads on the training site. This facility could not be cost-effectively duplicated anywhere in the US.

Quality of Life Considerations: The City of Spokane and the surrounding communities have an exceptionally good relationship with the base and provide an exceptional quality of life experience for the war-fighters and military retirees residing in the area. Fairchild AFB is the second most requested air base in the USAF for assignment. Key quality of life considerations are:

- ▶ **Community Support** - Began in 1940 with the purchase of 1,400 acres for \$125,000 by the Spokane business community and its citizens. Title for the land was presented to the War Department in 1942, which is now the core complex of Fairchild AFB. Numerous community programs have been developed to recognize and support the military such as:
 - Operation Spokane Heroes.
 - Armed Forces Committee of the Spokane Chamber of Commerce.
 - Annual Lilac Festival culminating in the Armed Forces Torchlight Parade.
 - Co-Commander Program which links approximately 80 local business people with officers and their families at the base.
 - Implementation of plans to construct the Aerospace Museum to further honor the relationship between the military, the City of Spokane, and the surrounding communities.
- ▶ **Education** - The five higher education universities offer educational opportunities for military personnel and their families on base at times convenient to their schedules. The universities also collaborate with the base on specific R&D opportunities.
- ▶ **Healthcare** - The Spokane area has one of the largest medical centers in the Northwest and is home to four full-service hospitals providing emergency care to military personnel.
 - Spokane is home to the Veterans Affairs Medical Center and the Spokane Veterans Home.
 - Housing is adequate and affordable off-base. 20% of the military personnel live on-base and 80% off-base.
- ▶ **Education** - With over 300 miles of fiber and the largest HotZone in the US, Spokane has been designated as an “Intelligent Community”, and is currently securing a Gigapop connection with the University of Washington in Seattle which will allow connectively with Asia. Numerous educational opportunities are available on-base and in the community for under graduate and advanced degrees.
- ▶ **Employment** - With the manufacturing, aerospace and educational opportunities in the Spokane area, there is ample opportunity for spousal employment.
- ▶ **Recreation** - Spokane offers some of the best outdoor recreation in the nation with five ski resorts within a two-hour drive, and more than 70 regional lakes, as well as the two largest state parks (Mt. Spokane State Park and Riverside State Park) in the vicinity.

Installation Opportunities & Issues

Opportunities: An imminent opportunity is the selection of a preferred alternative for the Air Force’s first Main Operating Base (MOB #1) for the KC-46A Tanker. The Governor, Congressional Delegation, and the local communities should continue their efforts to promote the ultimate selection of Fairchild AFB.

- ▶ Fairchild AFB meets all the USAF Criteria for selection as the Base Active Duty-Led Classic Association (MOB #1) – Enterprise, Mission, Capacity, Environmental, and Costs.
 - **Enterprise** – Classic Association (Active Duty / Air National Guard)
 - **Mission** – Only Active AF Tanker Base west of the Rocky Mountains, within 100 nautical miles of 15 Tier-One established military air-refueling routes.
 - **Capacity** – 13,901 foot runway replaced in November 2011 at a cost of \$44M; 230 acres of paved apron space can accommodate 100 aircraft; simultaneous ground refueling capacity for 50 aircraft; redundant jet fuel supply.

- **Environmental** – Environmental excellence has been built into the maintenance of the base; state laws passed to preclude encroachment; Joint Land Use Study (JLUS) completed in 2009 and is being adopted by local communities; Spokane area officially declared in attainment of air quality standards.
- **Costs** – Low-cost electricity, natural gas and water rates compared with other western states; favorable Construction Cost Factors and Area Locality Costs.

Issues for Consideration: With the impending codification of the JLUS recommendations the following issues should be rectified as soon as possible:

- ▶ Fairchild AFB had 58 assigned KC-135 aircraft and 30 assigned B-52 aircraft as recently as 2003; however, the base currently has only 35 assigned KC-135s, so existing facilities and infrastructure could accommodate significant future mission growth.
- ▶ A mobile home park has long been located in the Accident Potential Zone II. Consideration is currently being given to move the structures; however, the estimated costs are approximately \$21M, and a determination has not yet been made on sources for the funding.
- ▶ There is potentially an issue with the proposed construction of a casino on tribal land near the base, which is apparently inside the Military Influence Area. While the Air Force remains neutral on the issue, the Spokane Tribe has commissioned an independent study to ascertain whether the proposed structure would be problematic for base operations. The four local municipal entities affected by JLUS recommendations are currently working toward adoption of uniform or complimentary growth management and zoning restrictions.
- ▶ The Spokane International Airport Authority has proposed a development project that could be complimentary to base infrastructure; however, care should be taken to ensure that such development would not adversely impact base operations either during construction or after occupancy.

BRAC / Force Structure Implications

BRAC 2005: The USAF's approach in BRAC 2005 was to follow three rules in evaluating its 154 installations. First, Military Value (DOD Criteria 1-4 of a total of 8), both facts and judgment, were the primary consideration. Second, treat all bases equally. Third, do not judge installations solely on the mission(s) they currently perform.

Therefore, every base was rated on its ability to host eight major mission areas which included:

1. Fighter
2. Bomber
3. Tanker
4. Airlift
5. Special Operations / Combat Search and Rescue
6. Command, Control, Intelligence / Surveillance / Reconnaissance
7. Unmanned Aerial Vehicles
8. Pace Operations

To determine each bases ranking in these eight mission areas, the USAF analyzed seven categories of installation attributes which included:

1. Operating Environment
2. Geo-locational Factors
3. Key Mission Infrastructure
4. Operating Areas
5. Mobility / Surge
6. Growth Potential
7. Cost

As a result of the analysis, the Mission Capability Index (MCI) rank order for Fairchild AFB in the eight major mission areas is indicated in the table below:

FAIRCHILD AFB		
Mission Area	MCI Score	Ranking (154 total)
Fighter	60.32	29/154
Bomber	52.78	33/154
Tanker	77.09	16/154
Airlift	64.22	14/154
SOF / CSAR	45.83	42/154
C2ISR	85.25	12/154
UAV's	74.12	30/154
Space	79.80	26/154

Source: Department of the Air Force, Analysis and Recommendations BRAC 2005, Volume V, May 2005

Fairchild AFB ranked highest in the C2ISR, Airlift and Tanker categories substantiating its mission as a Tanker Base. Further insight into the detailed BRAC analysis would provide beneficial data in order to determine the specific strengths highlighted and the potential shortcomings found.

Force Structure Implications: The \$487M reduction in the DOD budget over the next 10 years imposed by the Budget Control Act of 2011 has forced the Services to evaluate potential reductions in their force structure to reduce overall costs. The USAF determined that a reduction of approximately 9,900 would be their going-in position on the potential reductions. Additionally, the USAF's FY13 budget submission outlined a number of aircraft and personnel reductions for the FY13 time-frame. Although the FY13 reductions in USAF aircraft and personnel were put on-hold by the Secretary of Defense, the effect on Fairchild AFB was minimal with a -1% proposed change in personnel and no aircraft eliminations. However, with the hold on the FY13 actions; the current "fiscal cliff" budgetary discussions; the need for resolution on the sequestration debate, etc., it would be advisable that the on-going force structure proposals / actions be carefully monitored for possible adverse impact on the base.

CAMP MURRAY



Installation / Organizational Facts

NATIONAL GUARD OF THE UNITED STATES CAMP MURRAY

Personnel:

8400 Military Members (2200 Air National Guard and 6200 Army National Guard) and 330 Civilian Employees

Size (Acreage):

Approximately 295 acres in Pierce County

Facilities:

3,015,101 total GSF under management

- 313 buildings in 31 communities throughout the state
- 9 leased facilities that are recruiting stations

Major Organizations / Units**Air National Guard:**

- 141st Air Refueling Wing (Associate to 92nd ARW at Fairchild AFB)
- 194th Regional Support Wing
- Western Air Defense Sector (WADS)

Army National Guard:

- 81st Brigade Combat Team (Heavy)
- 66th Theater Aviation Command (TAC)
- 96th Troop Command
- 205th Regiment (Leadership)

Economic Impact:

- \$519,572,437 contributed to State annually in salaries, constructions, and operations and maintenance funding
- Army National Guard share - \$408,549,434
- Air National Guard share - \$101,023,003



NATIONAL GUARD OF THE UNITED STATES

Mission

Camp Murray is the home of the Joint Forces Headquarters of the Washington National Guard (JFHQ-WA) and the State Emergency Operations Center (EOC); the mission of these entities is protect the citizens of Washington, their property and the environment on a twenty-four hour basis. The Washington National Guard also provides trained military units in support of civil authorities for domestic emergencies and in support of federal combatant commanders for national defense and homeland security missions.

The National Guard of the United States is rooted in the militias established by the thirteen colonies and is provided for in the U.S. Constitution. It is a military force composed of fifty-four organizations one for each state, territory (Guam, Virgin Islands) and commonwealth (Puerto Rico), and the District of Columbia.

The National Guard operates both as a federal and a state entity. At the state level, National Guard forces are under the authority of the governor acting as the State Commander-in-Chief and are directly commanded by an adjutant general who reports to the Governor. Operating at the state level under either state statutes or pursuant to Title 32 of the U.S. Code (USC), the National Guard may be called upon for active duty for law enforcement support and crisis management, such as responding to hurricanes, floods, and earthquakes in their home state or in support of other states and territories. National Guard forces in a state are commanded by an adjutant general, who reports to the governor. The Washington National Guard is a part of the Military Department of the State of Washington, and is commanded by Major General Bret D. Daugherty.

National Guard forces can also be called to federal active duty to supplement the regular armed forces of the United States; when activated for federal service, the National Guard operates under Title 10 USC and is commanded by the President as the federal Commander-in-Chief who, in turn, acts through the Secretary of Defense. At the national level, the National Guard is administered by the National Guard Bureau; the Chief, National Guard Bureau is a 4-star general who is member of the Joint Chiefs of Staff. The current Chief, National Guard Bureau is General Frank J. Grass.

Washington State National Guard

Camp Murray

Camp Murray is located across I-5 from Joint Base Lewis-McChord and is the Headquarters of the Washington Military Department, the Washington National Guard and the Washington State Guard.

Emergency Preparedness and Crisis Response

The Washington National Guard plans, trains, and deploys organized units to mitigate the effects of civil emergencies in the State of Washington and throughout Federal Emergency Management Agency (FEMA) Region X (WA, OR, ID and AK).

Operations for the Washington National Guard are conducted through the Joint Force Headquarters (JFHQ) and its Joint Operations Center (JOC); for emergency preparedness and disaster response operations, these entities work through the State Emergency Operations Center (EOC). Through the EOC, and other state and federal Operations Centers to which it is linked, a synchronized civil – military response to natural disasters and other emergencies is assured.

The Washington National Guard has twelve core competencies which are provided in support of civil authorities in responding to domestic emergencies:

- ▶ Command and control
- ▶ Engineering
- ▶ Ground transportation
- ▶ Medical support
- ▶ Logistics
- ▶ Chemical, Biological, and Radiological (CBR)
- ▶ Detection
- ▶ Communications
- ▶ Aviation
- ▶ Security
- ▶ Maintenance
- ▶ Cyber

Four specialized units within the Washington National Guard transfer these core competencies into action.

10th Civil Support Team (CST)

- ▶ Supports civil authorities at a domestic CBRNE (Chemical, Biological, Radiological, Nuclear and high-yield Explosives) incident site
- ▶ Responds to suspected Weapons of Mass Destruction (WMD) hazards, advises civilian responders on appropriate actions, and facilitates the arrival of additional state and federal military forces
- ▶ Deploys to an incident site within 3 hours of notification (can be moved by road, air, rail, commercial line haul or ship) with a secure communications-equipped Command Suite and an Analytical Laboratory System vehicle (containing a full suite of analysis equipment to support the characterization of the hazard)
- ▶ Staffed by 22 full-time, Title 32 Active Guard Reserve (AGR) Army and Air National Guard personnel
- ▶ Activated through JFHQ-WA at the request of local, state, or federal agencies

Homeland Response Force (HRF) for FEMA Region X

- ▶ Region X HRF responds to a Chemical, Biological, Radiological, and Nuclear (CBRN) incident from local, state, tribal, and federal agencies
- ▶ Provides a scalable capability to bridge a gap between initial National Guard response and full multi-state (State Active Duty and/or Title 32) and/or federal responses (Title 10), conducting casualty search and extraction, medical triage, decontamination, and internal force protection in a high-threat CBRNE environment
- ▶ Staffed by roughly 560 National Guard personnel
- ▶ Activated by the request of the State Emergency Management Division through the Joint Operations Center when all local, commercial, and other State agency resources have been committed or are unavailable to respond to or ameliorate the emergency

Counter Drug Task Force (CDTF)

- ▶ Conducts a full spectrum campaign in the fight against illicit drugs and transnational threats such as drug-smuggling
- ▶ Provides support to local, state, and federal law enforcement and community-based Counterdrug operations at all levels to anticipate, deter, and defeat threats posed by illegal drugs
- ▶ Equipped with OH-58 helicopters and RC-26 aircraft for air support to ground reconnaissance units and day and night aerial surveillance
- ▶ Activated by the request of the State Emergency Management Division through the Joint Operations Center when all local, commercial, and other State agency resources have been committed or are unavailable to respond to or ameliorate the emergency

National Guard Reaction Force (NGRF)

- ▶ A temporary task force designed to respond to an incident ahead of other larger responding state and/or federal assets with the capability of being logistically self-sustaining for up to 48 hours
- ▶ Provides an initial force package that can arrive on scene within four to eight hours
- ▶ Washington National Guard has two response task forces of 250 personnel each under the NGRF program
- ▶ Can be activated by the Governor through the adjutant general

Air National Guard:

The Washington Air National Guard has two mission areas, state and federal:

- ▶ **State**
 - Provide protection of life and property, and preserves peace, order and public safety
 - Missions include disaster relief for earthquakes, hurricanes, floods and forest fires; search and rescue; protection of vital public services; and support to civil defense
- ▶ **Federal**
 - Provide operationally-ready combat and combat support units and qualified personnel for active duty in the Air Force to fulfill war-time and contingency commitments

- Six specific areas of expertise make up the Federal mission support: air refueling; air sovereignty; air support operations; combat communications; cyber and information operations; and, precision guided munitions targeting.

The 2200 personnel of the Washington Air National Guard are organized into two Wings (the 141st Air Refueling Wing at Fairchild Air Force Base and the 194th Regional Support Wing headquartered at Camp Murray) as well as the Western Air Defense Sector (operating at Joint Base Lewis-McChord).

Western Air Defense Sector (WADS)

The Western Air Defense Sector is one of two sectors (the other is in Rome, NY) that detects, identifies, and tracks aerial traffic over the United State every day, 24 hours a day. Operationally, Western Air Defense Sector reports to the U.S. Air Force's Air Combat Command (ACC) and to North American Aerospace Defense Command (NORAD), a joint U.S-Canadian organization responsible for providing aerospace warning and aerospace control for North America.

The Sector's area of responsibility is all of the airspace from east of the Mississippi River to the Pacific Ocean, covering over 2.2 million square miles and 73 percent of the continental United States. WADS airmen track all flying objects in this vast airspace and scramble fighters to intercept unknown or threatening airborne objects.

The Western Air Defense Sector receives its radar data from joint-use Federal Aviation Administration (FAA) ground-based radars, mobile radars, U.S. Air Force Airborne Warning and Control Systems (AWACS) aircraft, and the U.S. Navy. If needed, WADS can scramble fighters to intercept unknown or threatening airborne objects.

Located at Joint Base Lewis-McChord, the Western Air Defense Sector is manned by 330 personnel, 280 of which are Air National Guard members.

141st Air Refueling Wing

The 141st Air Refueling Wing (141 ARW) is stationed at Fairchild Air Force Base and has over 1000 personnel. It is an associate wing to the U.S Air Force's 92d Air Refueling Wing. It is equipped with KC-135R Stratotanker and RC-26B Metroliner aircraft.

In its federal role, the 141st Air Refueling Wing supports the 92 ARW and is tasked by the Air Force's Air Mobility Command (AMC); the unit provides aerial refueling capability for Air Force, Air Guard, Navy, and Marine aircraft, as well as assisting in the transport of military supplies and equipment and carrying air cargoes and aeromedical evacuation equipment and personnel.

As a unit of the Washington National Guard, the aircraft, ground equipment and personnel of the wing can be directly activated and utilized by the governor to provide protection of life and property and preserve peace, order and public safety. Members of the wing serve on state active and/or Title 32 duty to provide relief from and mitigate the effects of wildfires, floods, and severe storms.

141 ARW is organized into four task-oriented units:

- ▶ **Operations Group (141 OG)**
 - Air Refueling Squadron (116 ARS)
 - Operations Support Flight (141 OSF)
- ▶ **Maintenance Group (141 MXG)**
 - Maintenance Generation Squadron (141 MXMS)
 - Maintenance Squadron (141 MXM)
- ▶ **Mission Support Group (141 MSG)**
 - Civil Engineering Squadron (141 CES)
 - Security Forces Squadron (141 SFS)
 - Services and Communications (141 SVF, 141 CF)
- ▶ **Medical Group (141 MDG)**

194th Regional Support Wing

The 194th Regional Support Wing (194 RSW) is headquartered at Camp Murray and has over 1000 personnel. 194 RSW was the nation's first non-flying operational wing and includes the Air Guard's first intelligence squadron; it provides a range of support functions, to include expertise in transformational areas such as kinetic (actions in the battlespace that involve direct fires, indirect fires and other resources specifically intended to violently kill the enemy) and non-kinetic (actions in the battlespace that shape the environment without directly engaging target audiences with violent weaponry) capabilities and missions in the cyber domain.

194 RSW is organized into five task-oriented units:

- ▶ **Intelligence Group (252 IG)**
 - Three Cyber Squadrons (143 IOS, 256 IS, 262 NWS, 256 IS)
 - Engineering and Installation Squadron (215 EIS)
 - Intelligence Squadron (194 IS)
- ▶ **Air Support Operations Group (194 ASOG)**
 - Air Support Operations Squadron (111 ASOS)
 - Air Support Operations Squadron (116 ASOS)
- ▶ **Medical Group (194 MDG)**
- ▶ **Mission Support Group (194 MSG)**
- ▶ **Weather Flight (116 WF)**

Army National Guard:

The Washington Army National Guard (WA ARNG) has 6200 members; like the Air National Guard, it participates in state emergency operations at the direction of the Governor and as a part of the State emergency response community. The Washington Army National Guard is also fully integrated into the national defense missions of the U.S. Army.

The Washington Army National Guard's major subordinate commands include:

- ▶ 81st Brigade Combat Team (Heavy)
- ▶ 66th Theater Aviation Command (TAC)
- ▶ 96th Troop Command
- ▶ 205th Regiment (Leadership)
- ▶ Joint Forces Headquarters (JFHQ)

Since September 2001, nearly 12,000 members of the Washington Army National Guard have been mobilized. Personnel from four commands will be mobilized in 2013: 66 TAC will mobilize 21 soldiers in March; 81 BCT will send 845 soldiers to Kuwait in June; 29 soldiers from 96 TC will mobilize to Kuwait and Afghanistan in June; and, 36 soldiers will mobilize from JFHQ in April to serve as advisors in Afghanistan.

Washington National Guard Strengths & Attributes

General Observations: In the emergency management / response arena, the joint forces Homeland Response Force (HRF) which responds to CBRN incidents is unique to the State and FEMA Region X, and the Expeditionary Medical Support (EMEDS) packages (3 sets at Fairchild) maintained by the WA Air National guard are one of only three such operations in the U.S.

Strategic Location: With their location in the northwestern corner of the continental U.S., the Washington Air and Army National Guard are well-positioned to play a key role in the focus on the Asia-Pacific Region called for in the updated strategic guidance, Sustaining U.S. Global Leadership: Priorities for 21st Century Defense, issued by the President in January 2012.

Easy access to maritime ports of embarkation, such as Tacoma and Seattle, and to airlift at Joint Base Lewis-McChord and SeaTac Airport, further positions units of the Washington Air and Army National Guard for use in projecting power in and throughout the Pacific region.

Similarly, the location of 141 ARW at Fairchild AFB places it within close proximity to 15 established air refueling routes and affords the unit unrestricted airspace and favorable weather conditions for continual ease of flight operations.

Infrastructure Considerations: The Washington National Guard Installation Management Team (IMT) conducted a comprehensive review that covered military construction (MILCON) successes, future MILCON requirements, and future NON-MILCON issues.

- ▶ Monitor the Future Years Defense Plan (FYDP) to ensure that the Yakima Training Center (YTC) barracks and the Thurston County Reserve Center are still viable and do not get shifted/cut from the FYDP, and support the inclusion of the Pierce County Reserve Center on the Fiscal Year (FY18) FYDP.

- ▶ New Sensitive Compartmented Information Facilities (SCIF's) have been/are being constructed at JBLM and Camp Murray which will support the Guard's activities in these classified areas. The IO Readiness Center at JBLM will be one of the largest SCIF's west of the Mississippi.
- ▶ UH-60A's in the 66th TAC need to be modernized by securing the newer UH-60M models. Current aircraft are quite old (1979 & 1980 airframes) and the maintenance costs are extremely high as a result of the age of the aircraft. Current aircraft do not have search & rescue capability.

Quality of Life Considerations: Washington Youth Academy (WYA) is part of the National Guard Youth Challenge Program. It is recognized as one of the premier Youth Challenge programs in the nation devoted to reclaiming the education and employment potential of 16-18 year old at-risk youth.

Washington National Guard Opportunities & Issues

Opportunities:

- ▶ When discussing the cyber capabilities and missions within the WANG, it was suggested that a state-wide strategy be developed for the establishment of a cyber "Center of Excellence" in the State because of its critical attributes which include:
 - The 194th RSW has three cyber squadrons conducting a full range of cyber activities with citizen airman that are IT professionals with requisite technical expertise and industry leadership skills.
 - A vast number of employers in the State that have a pool of available talent to join the units.
 - There are a large number of academic, industry and state/federal agency partners whose resources would complement a Center of Excellence and staff it with some of the country's premier cyber experts.
- ▶ This cyber initiative would also complement the direction that the DOD and all of its Services and service components are currently undertaking to expand their cyber capabilities to include both offensive and defensive operations.
- ▶ The State also has a critical mass of systems design and operational control experts in the SCADA (supervisory control and data acquisition) cyber arena, as well as a critical mass of industrial and military facilities needing this expertise.
- ▶ An initiative has also been proposed to station a Stryker BCT in Washington with its three battalions aligned across the West Coast – one each in WA, OR and CA.

Issues for Consideration: There is potentially an issue with the proposed construction of a casino on tribal land near the base, which is apparently inside the Military Influence Area. While the Air Force remains neutral on the issue, the Spokane Tribe has commissioned an independent study to ascertain whether the proposed structure would be problematic for base operations. The four local municipal entities affected by JLUS recommendations are currently working toward adoption of uniform or complimentary growth management and zoning restrictions.

- ▶ Another initiative being pursued by the WANG is a Tactical Unmanned Aircraft Systems (TUSA) training site for Western Regional use (all Services and all components). Criteria used by the NGB did not take the Army Total Force or DOD Joint Force considerations into their evaluation and only considered site use for UAS-equipped ARNG units.
 - As a result, Camp Shelby (LA) come in first. The status of the action should be investigated and inquiries made as to the rationale for the lack of Total Force considerations.

- ▶ Consideration should also be given to building great cyber force structure within the WAARNG to take advantage of Washington State's rich pool of information technology activities. This can best be done by "trading"/converting excess military truck driver slots into new "sunrise" cyber domain slots.

BRAC/FORCE STRUCTURE IMPLICATIONS

BRAC 2005:

As noted at the beginning of this section, the National Guard is both a federal and a State entity; Guard facilities that are entirely state-owned are outside the purview of the BRAC process. Sites leased for U.S. government-related responsibilities and fee-owned sites, however, remain subject to the BRAC law, Section 2687 of Title 10 U.S. C.

In the 2005 BRAC, the BRAC Commission approved a series of changes to Reserve Component facilities (which are entirely federal in terms of personnel, units, and infrastructure) in Washington, closing four Army Reserve Centers and an Area Maintenance Support Activity, and realigning one Army Reserve Center. The construction of three multi-component, multi-functional Armed Forces Reserve Centers capable of accommodating both Reserve and National Guard units were approved.

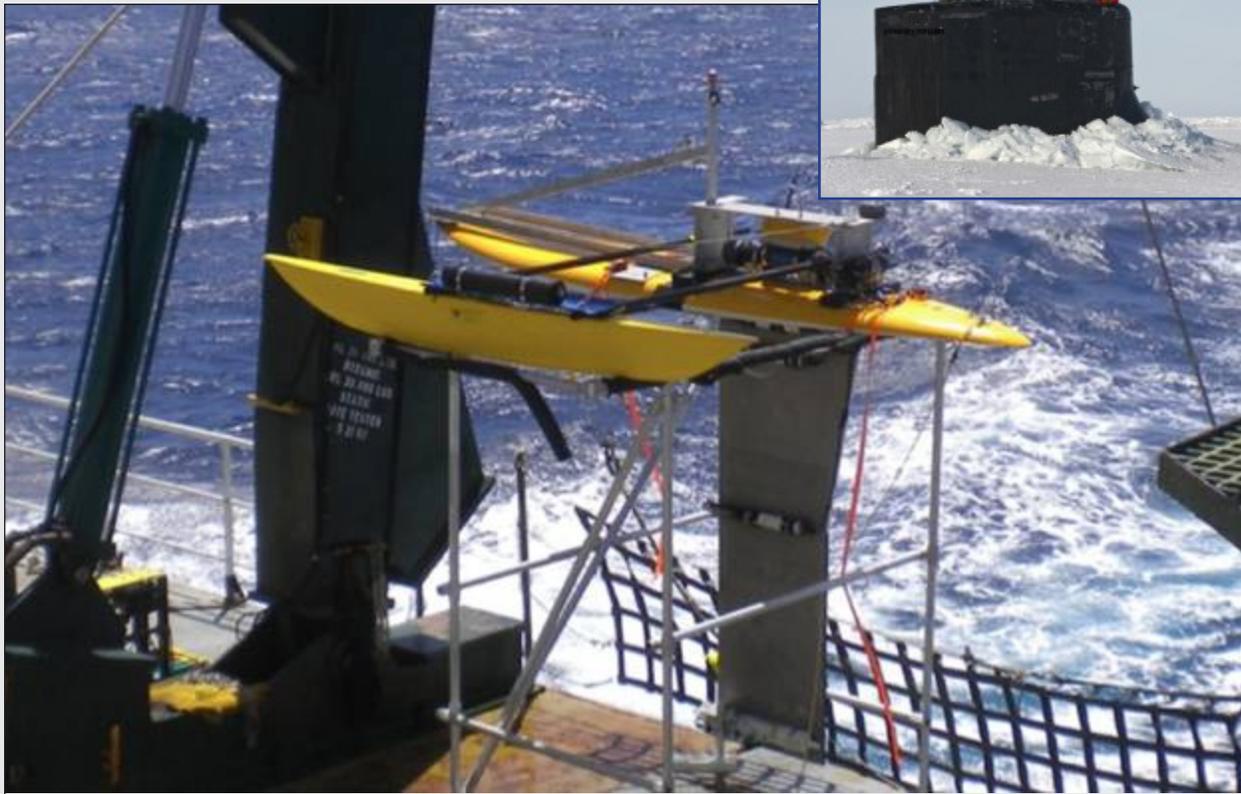
The Commission identified which Guard units/facilities could be accommodated by the new Centers, but in its recommendation deferred to the State on the assignment of those units to the Centers. For example, it stated that the new Armed Forces Reserve Center in the Everett area “shall have the capacity to accommodate units from the following Washington ARNG facilities: Washington ARNG Everett Readiness Center and Snohomish Readiness Center, if the state decides to relocate those units.”

Being subject to Title 10 authorities and receiving federal funding, however, also makes the Guard subject to changes in military force structure and the budgeting process, which ultimately have more impact than BRAC. As outlined in the section on Fairchild Air Force Base, changes in policy by the Air Force leadership and budget pressures due to reduced levels of future funding resulted in the announcement of a Force Structure Adjustment (FSA) in February 2012. Across the Air Force, the FSA envisioned eliminating 9,900 airmen, including 3,900 active duty personnel, 5,100 Air Guardsmen and 900 Air Force Reservists in FY13; it would also have retired 227 aircraft, primarily from the Air National Guard and Air Force Reserve structures. (The FSA would have meant a minimal personnel reduction in Washington, -0.4% in FY13, and the loss of one Guard aircraft in FY15.)

Both the Congress and the State Governors, however, argued the entire package of changes was unacceptable, as it disproportionately targeted Guard and Reserve personnel and equipment. It should be noted that Governor Gregoire, appointed by the President as the co-chair of the Council of Governors, played a crucial role in the discussions between the Air Force, all U.S. governors, and the Congress on this issue.

The decision on implementing the Air Force FSA was placed on hold, and will need to be resolved by the Administration and the Congress in 2013. The Army, however, is conducting a “Force Mix/Force Design” study that will redefine its force structure, and affect the Army Guard; the results of this study are expected to be announced in early 2013.

APPLIED PHYSICS LABORATORY UNIVERSITY OF WASHINGTON (APL-UW)



Installation / Organizational Facts

APPLIED PHYSICS LABORATORY - UNIVERSITY OF WASHINGTON (APL-UW)

Installation:

The Applied Physics Laboratory at the University of Washington (APL-UW) is one of five Navy-managed University Affiliated Research Centers (UARC)s in U.S.

Personnel:

About 300 full-time staff.

Economic Impact:

Approximately \$67 million in annual federal contracts



APPLIED PHYSICS LABORATORY UNIVERSITY OF WASHINGTON (APL-UW)

Mission

The APL-UW mission is to advance scientific discovery and invention and enhance national security by being a premier center for basic and applied research, engineering and technology development, and advanced education.

Organization Attributes And Issues

Organization Attributes: The Applied Physics Laboratory was founded in 1943 as the Navy's second university-based research center to develop weapons technologies desperately needed for the war effort. Its early work was focused on torpedo-related technologies critical to naval forces in World War II. Later research addressed areas such as unmanned underwater research vehicles and acoustic imaging. The Navy has made extensive use of the Laboratory's knowledge of the ocean environment, coupled with its understanding of Navy operational requirements, to develop Fleet tactics, strategies, and systems.

APL-UW's basic operations are currently funded through a ten-year \$257M contract signed with the Naval Sea Systems Command (NAVSEA) in May 2010. Under the contract, the Laboratory will provide research, development, and engineering support to the Navy in seven areas that considered essential to support military programs:

- ▶ Experimental oceanography
- ▶ Acoustic propagation
- ▶ Underwater instrumentation and equipment
- ▶ Marine corrosion
- ▶ Acoustic and related systems
- ▶ Simulations and signal processing; and
- ▶ Mission related research and development

Recent work included support for the Navy's ICEX 2011 exercise in March 2012. The Applied Physics Laboratory Ice Station (APLIS), located on thick sea ice 150 miles north of Prudhoe Bay, Alaska, helped support a training exercise for two submarines. The Navy's officer-in-tactical-command at the camp stated, "It is critical that we continue to operate and train today's submarines in the challenging Arctic environment. ICEX 2011 is the latest in a series of Arctic exercises, which are key to ensuring our submarines are trained and ready to support U.S. interests in this region."

APL-UW has also developed new defense programs that are outside of its core mission supporting NAVSEA (such as combat casualty care, countering improvised explosive devices, and cyber-security) and non-defense programs (such as ocean observing systems, ultrasound therapy, marine ecosystems, applied optics, and energy).

The Laboratory has also been very successful in winning research awards from other federal entities; while the Navy provided approximately \$35 million in funding in FY2010, approximately \$42 million in research contracts were received from organizations that included the:

- ▶ National Science Foundation (NSF)
- ▶ National institutes of Health (NIH)
- ▶ National Aeronautics and Space Administration (NASA)
- ▶ National Oceanic and Atmospheric Administration (NOAA)
- ▶ Department of Energy (DOE)

As part of its work for NSF, for example, APL-UW leads the Regional Scale Nodes (RSN) project, a \$239 million effort to distribute a high-capacity data and power cable network across, above and below the sea floor within the Juan de Fuca tectonic plate. It will allow real-time measurements from within/under the ocean to be continuously obtained, supplanting current data-gathering from above via satellite or measurements taken at intervals from surface ships or manned/robotic submersibles.

This research often results in added-value to the University and State as researchers in 2009-2010 from APL-UW had 37 invention disclosures, 27 patent applications, 15 patents issued, and 25 commercialization licenses or agreements.

- ▶ APL-UW works with the University's UW's Center for Commercialization to align researchers with industry to create new companies/new jobs in the State.

Issues for Consideration: APL-UW states that one of its most challenging issues is one of personnel retention. Salary caps for state employees limit the ability to compensate researchers working on state-of-the-art technologies, resulting in a drain of research talent from UW and a diminishing of IP-related revenues to the school and state.

- ▶ UW and the State should investigate the possibility of forming 501c(3) entities which do not use state funding for daily operations to encourage research and the commercialization of new products, and provide a mechanism for compensation flexibility.



VOLPENTEST HAMMER TRAINING AND EDUCATION CENTER



Installation / Organizational Facts

The Training at Hammer is as Real as it Gets!

Installation: The HAMMER (Hazardous Materials Management and Emergency Response) Center is a Department of Energy facility and is part of the Hanford Site in Richland.

- HAMMER opened in 1997.
- The campus covers 88 acres; a further 75 acres are available for expansion.
- It conducts 55,000 student days of hands-on training on life-size props annually.
- Also access to 10,000 acre law enforcement campus, 70 acre high-risk electrical utility training site, and 10 acre explosive ordnance disposal (EOD) site.
- HAMMER's plant replacement value is over \$70 million.

Personnel: The Center employs 105 personnel.



DEPARTMENT OF ENERGY

VOLPENTEST HAMMER TRAINING AND EDUCATION CENTER

Mission

HAMMER's primary Mission is to provide a safe and high-quality training experience to Hanford workers engaged in environmental cleanup activities.

Organization Attributes And Issues

Organization Attributes: The Center has a growing focus on training federal, state, and local government emergency/first-responders for counter-terrorism, non-proliferation/weapons of mass destruction response, fire suppression, hostage rescue, and high-speed pursuit.

- ▶ A new program with the State Department provides drug enforcement training to international border patrol agents.
- ▶ Its training and administrative facilities include:
 - Administrative and Learning Resource Center
 - Urban Search and Rescue Tower & Building
 - Training Device (Railroad Leak, Tanker Leak, Fuel Truck Burn)
 - Port of Entry Training Facility
 - Waste Tank Training Device
 - Liquid Petroleum Gas Burn Training Device
 - Open Trench / Tunnel Training Device
 - Alm Building (large group/inclement weather training facility)
 - Urban Search and Rescue Confined Space Training Site
 - Pond and Stream Sites
 - Fall Protection Training Device
 - Cultural Awareness Training Site
- ▶ The Center also provides the only 'Live Source' radiation training in US.
 - A new collapsed structure/rubble pile facility is funded.

► Work Relevant to WMA Goal includes:

- Training active duty, reserve, and National Guard personnel in CBRNE tactics, techniques and procedures (TTPs).
- Particular focus on Chemical Corps (110th Chemical Battalion, JBLM); 145th Chemical Brigade (Fort Hood); Special Operations Command (SOCOM); and Army and Air National Guard Civil Support Teams (CSTs), CBRN Emergency Response Force Packages (CERFPs), and Homeland Response Forces (HRFs) from FEMA Region X and all other western states.

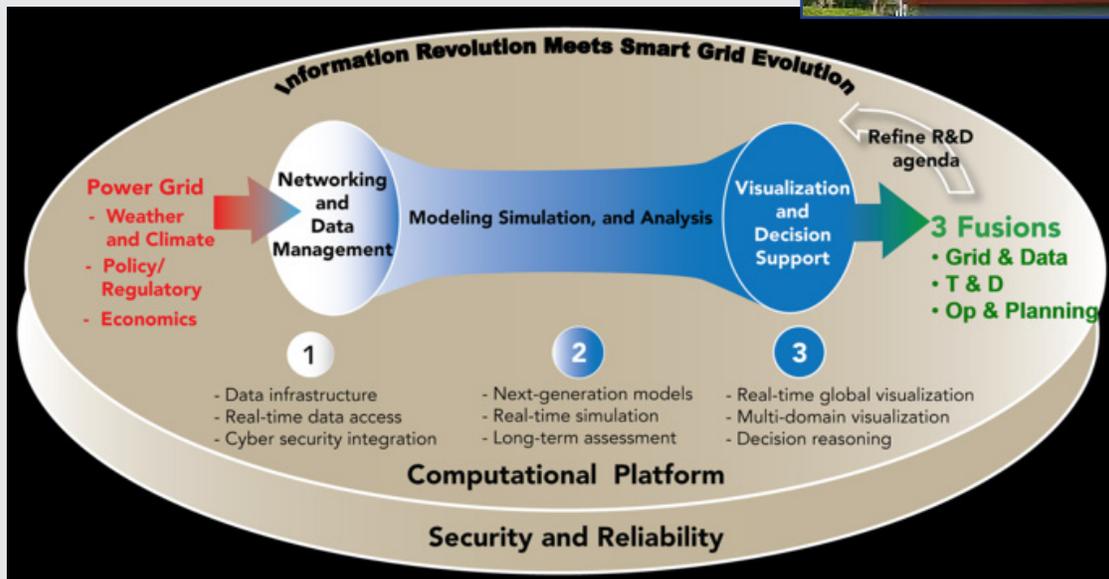
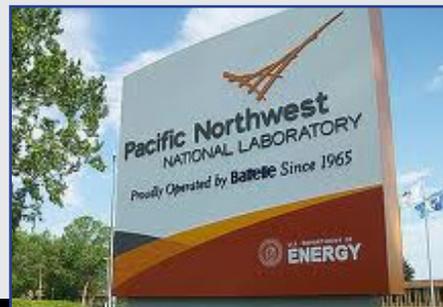
Issues for Consideration: HAMMER was originally established to train the Hanford Site workforce for clean-up activities. This mission is still on-going, but will eventual come to an end. The training facilities that have been established are first-class. HAMMER's training attributes are relevant to the needs of military units across the U.S.

Making military commanders at Washington State's bases fully aware of the range of training that can be conducted for their personnel and forces at HAMMER, and attracting more military training from military units/installations across the country to complement the current emergency management/first-responder and other training programs is a high priority.

Further, many state and local responders and emergency personnel are very much in need of the training that HAMMER can provide but local and state governments cannot afford to provide this level of training. A grant program within the Department of Homeland Security to help the states fund the comprehensive training a facility like HAMMER can offer is very much needed.



PACIFIC NORTHWEST NATIONAL LABORATORY (PNNL)



Installation / Organizational Facts

The Pacific Northwest National Laboratory (PNNL) is one of ten U.S. Department of Energy (DOE) national laboratories.

Personnel:

PNNL employs 4,800

Focus Areas:

- Energy & Environment
- Fundamental & Computational Sciences
- National Security

Economic Impact:

- \$1.2 billion in funding received (Fiscal Year 2011)
- Plant Replacement Value of \$409,483,900



DEPARTMENT OF ENERGY

PACIFIC NORTHWEST NATIONAL LABORATORY (PNNL)

Mission

PNNL's mission is to transform the world through courageous discovery and innovation. It operates under the DOE Office of Science which is dedicated to research that advances the science needed for revolutionary energy breakthroughs, to seek to unravel nature's deepest mysteries, and to provide the Nation's researchers with the most advanced large-scale tools of modern science.

Organization Attributes and Issues:

Operated by Battelle Memorial Institute, PNNL is located in Richland, and has satellite offices in Seattle and Tacoma, as well as a marine research facility in Sequim.

- ▶ Its research focus is about 55% National Security and 20% in the Natural Sciences, with a significant effort in Energy & Environment areas.
- ▶ PNNL's research has four 'real world' goals:
 - Strengthen the U.S. Scientific Foundations for Innovation
 - Increase U.S. Energy Capacity and Reduce Dependence on Imported Oil
 - This includes a focus in on the electrical grid and a partnership with WSU/ Pullman on biofuels.
 - Reduce Environmental Effects of Human Activity and Create Sustainable Systems
 - Prevent and Counter Terrorism and Proliferation of Weapons of Mass Effect

A significant portion of the work undertaken by PNNL is relevant to the WMA goal. It includes:

- ▶ Consulting with Navy NW Region on issues such as
 - Environmental issues
 - Energy conservation and use of alternate fuels
 - The Smart Power Infrastructure Demonstration for Energy Reliability and Security (SPIDERS) project in Hawaii
- ▶ Efforts with the Army include a
 - Smart Grid pilot project at JBLM
 - Smart And Green Energy (SAGE) for forward operating bases

- Based on Commercial-off-the-shelf (COTS) technology and scalable (150-2,400 person range).
 - Designed to be intelligent power management system at deployed locations that will reduce fuel consumption by between 30%-60% versus the current baseline. Deliverables are design specifications and contract language suitable for LOGCAP or other contract vehicles.
- ▶ PNNL is also conducting energy storage research (i.e. materials sciences and chemistry aspects of fuel cells, batteries) with the University of Oregon's Center of Excellence for
- ▶ PNNL led the Preventative Radiological and Nuclear Detection (PRND) Pilot Project in 2007–2010 to develop a small vessel-borne detection system to detect and interdict nuclear material smuggling through Puget Sound ports
- The Project was conducted with the Coast Guard and the DOE Domestic Nuclear Detection Office (DNDO).
 - PNNL successfully developed the concept of operations (CONOPS), the required training and relevant standard operating procedures for human portable and boat mounted detection of nuclear materials. This CONOPS is still in place.
 - PNNL was the facilitator for the pilot program, which clearly demonstrated the value of unified command, joint operations leveraging State, Local, Tribal and Federal assets.

Opportunities:

PNNL is also very active in the cyber arena, with a focus on security and protection of critical infrastructures.

- ▶ The joint PNNL/UW Center for Information Assurance and Cyber Security (CIAC) was designated as a “National Center of Academic Excellence in Information Assurance Research” by NSA/DHS in 2011.
- ▶ Resources include:
- Active SCADA (Supervisory Control And Data Acquisition) platforms (open and closed) and a SCADA Range.
 - A new cyber facility (based on an energy construct) with various SCADA systems which can do research “In Front of the Wall” (with the University of Washington) and “Behind the Wall” (in own facility).
- ▶ The active engagement in a closed facility is what's really unique for PNNL in the cyber world.
- ▶ PNNL (along with WANG, UW and the utility providers) has an ongoing effort to develop protocols for cyber / physical security vulnerability assessments to ensure the safety and continued viability of the energy sector.

One issue for consideration was capitalizing on an investment in technology.

- ▶ PNNL developed the Imaging System for Immersive Surveillance (ISIS) for DHS in 2010 to provide high-resolution 360-degree coverage combined with video analytics
 - Designed for use where surveillance of large open areas is required
 - ISIS was tested successfully at Boston's Logan Airport, but the program did not move forward

- ▶ PNNL has identified a real need for the capability with the Navy at NAS Whidbey Island.
 - It could be deployed as a 2nd generation pilot for under \$1 million.

DEPARTMENT OF HOMELAND SECURITY U.S. COAST GUARD - DISTRICT 13



Installation / Organizational Facts

DEPARTMENT OF HOMELAND SECURITY U.S. COAST GUARD - DISTRICT 13

Personnel:

District 13 is headquartered in Seattle, Washington, and has 1,240 active duty and 441 reserve members.

Size:

District 13 encompasses the states of Washington, Oregon, Idaho and Montana as well as more than 460,000 square miles of Pacific Ocean.

Major Entities:

District 13 is divided into two Sectors (Sector Puget Sound and Sector Columbia River) and one Group / Air Station.

Economic Impact:

Budget allocations for the Coast Guard in the State of Washington for Fiscal Year 2011 were approximately \$214.6 million:

- \$202,777,606----Operating Expenses
- \$8,819,605-----Acquisition, Construction, and Improvements
- \$2,766,116-----Boating Safety



DEPARTMENT OF HOMELAND SECURITY U.S. COAST GUARD - DISTRICT 13

Mission

The U.S. Coast Guard safeguards the maritime interests of the nation - - in its heartland, in its ports, at sea, and around the globe. It also protects the maritime economy and the environment, defends the U.S. maritime borders, and saves those in peril on the water.

Eleven missions are statutorily established for the Coast Guard: Port, Waterway and Coastal Security; Defense Readiness; Illegal Immigration Control; Search and Rescue; Establishment and Maintenance of Aids to Navigation; Management of Living Marine Resources; Ice Operations; Marine Safety; Marine Environmental Protection; Illegal Drug Interdiction; and, Fish Stock Protection.

Installation Strengths and Attributes

General Observations: The U.S. Coast Guard is a multi-mission, maritime service within the Department of Homeland Security (DHS). Its core role is to protect the public, the environment, and U.S. economic and security interests in any maritime region in which those interests may be at risk. The Coast Guard is one of the nation's five military services; upon the declaration of war or when the President directs, it operates under the authority of the Department of the Navy.

- ▶ Headquartered in Seattle, the 3rd largest U.S. port, D13's Vessel Traffic Service function (active monitoring of movements and providing navigational advice for vessels in particularly confined and busy waterways) is the Coast Guard's largest, monitoring 230,000 vessel movements a year over an area of 35,000 square miles. Of particular note within this function is that Seattle is home to the largest ferry system in U.S., carrying 24 million passengers annually. Seattle is also the 3rd largest U.S. port for the cruise ship industry.
- ▶ District 13 has a headquarters element located in the Federal Building in downtown Seattle; the majority of its Seattle facilities are located on Pier 36 on the south waterfront, Base Seattle (BSU Seattle). The only substantial military facility left in King County, BSU Seattle also provides key support to over 30,000 local military retirees & family members from all of the armed services.
- ▶ There are seven Coast Guard Stations in Washington (Bellingham, Cape Disappointment, Grays Harbor, Neah Bay, Port Angeles, Quillayute River, and Seattle) and one Air Station (Coast Guard Air Station / Sector Field Office Port Angeles).

- ▶ District 13 has a wide variety of equipment assigned to it; those assets assigned to Washington stations include 17 cutters, 88 boats and 3 aircraft.
 - 3 HH-65D helicopters are assigned to Air Station Port Angeles
 - One 110-foot patrol boat assigned to Port Angeles
 - Seven 87-foot patrol boats are assigned to the District (one each in Everett, and Port Townsend; two in Bellingham; and, three in Port Angeles)
- ▶ Climate and geography frame the Coast Guard's operations in District 13, complicating mission performance with frequent severe storms and an international border that runs through an area of thousands of islands.
- ▶ Key to accomplishing this mission is D13's Joint Harbor Operations Center (JHOC) which monitors and coordinates the movement and safety of maritime operations in the Puget Sound area; it is also responsible for facilitating the planning and response to natural disasters, accidents, attacks on ships within Puget Sound or the Sound's waterfront infrastructure. The JHOC is also connected to the State of Washington's Intelligence Fusion Center and the Navy Region Northwest Regional Operations Center.
- ▶ D13 also has one of eight current Port Security Units (PSUs), which provide landward and seaward security at strategic port locations. PSU 313 is unique in having the only organic radiation detection capability in the U.S.

Strategic Location: District 13's location gives it great strategic relevance. It has jurisdiction over waters that would be used by naval ships and cargo vessels engaged in projecting U.S. power into Pacific and Arctic regions.

- ▶ While District 17 has the responsibility for the Alaskan maritime region, District 13 is a key element of D17's operations; the Districts are integrated in a variety of ways.
 - D13 is the homeport for assets that are Arctic capable and is the hub for commercial industry resources heading to the Arctic, as well as exploration resources.
 - D17 provides back-up resources for the District's Search & Rescue, Arctic and Marine Environmental Protection missions.
 - D13 is also the homeport for the 378's and Polar Breakers that deploy north or south for three months at a time.
 - All assets from D17 come to Washington for their shipyard/maintenance.
- ▶ District 13 contributes directly to the strategic mission of Department of Defense forces stationed in Washington; D13 operates the Maritime Force Protection Unit (MFPU) Bangor which provides security for strategic naval assets transiting the Puget Sound and the Strait of Juan de Fuca.
- ▶ Formed in 2007, MFPU Bangor protects Fleet Ballistic Missile submarines while they transit on the surface between NBK - Bangor and open waters of the Pacific Ocean. The unit establishes and enforces a security zone which ensures the safety of, and mitigates the

risk of attacks on, the submarines while they are in the waters of the Hood Canal, Puget Sound, and the Strait.

- ▶ Because of the international border and geography of District 13, the Coast Guard, the Customs and Border Protection (CBP), Immigration and Customs Enforcement (ICE), and Canadian law enforcement resources work very closely.
- ▶ The Canada-U.S. Shiprider program contributes to security by allowing seamless jurisdiction and operations for personnel of both countries. Under a May 2009 agreement, ships can be jointly crewed by designated Canadian and U.S. law enforcement officers ensuring law enforcement when needed on both sides of the international boundary line. This has a direct effect on military missions in Washington such as logistic support using commercial shipping lanes. The transport of Stryker vehicles for an overseas Army exercise or deployment, depart using sea lanes in U.S. waters, but return via sea lanes running through Canadian waters.

Infrastructure Considerations: A key issue for the Coast Guard is the age of its vessels and aircraft; there has been insufficient funding to both fully maintain the current fleet of ships and aircraft at optimal levels while also purchasing new ships and aircraft to replace existing equipment when they reach the end of their expected service life. This results in increasing maintenance expenses and diminished availability for aircraft and ships, a problem which District 13 faces.

- ▶ District 13 also faces issues with its shore installations. Its facilities at Pier 36 are at maximum capacity and there is no room for expansion in the immediate area.
- ▶ As a matter of policy, the Coast Guard tries to place their assets at DOD/DHS facilities for cost-savings and more efficient operations. With the space restriction at Pier 36, the Coast Guard has moved several ships to Naval Station Everett.
- ▶ The Navy has indicated a willingness to host further Coast Guard assets at NS Everett. For the Navy, hosting Coast Guard vessels not only helps to defray the cost of operations at the Navy facility, but also this co-location could be perceived as an advantageous factor in future base realignment proceedings inasmuch as it illustrates joint-agency interaction.
- ▶ District 13 is also evaluating the establishment of a “Forward Deployment Facility” in the vicinity of the Strait of Juan de Fuca to enhance the performance of its high-value escort missions. The Navy has supported the effort and indicated a willingness to build the facility for Coast Guard use; the facility’s estimated (and unbudgeted) cost is about \$30-\$40 million.

Quality of Life Considerations: The Quality of Life in District 13 for Coast Guard personnel is high. Overall, the Coast Guard prefers to man District 17 at minimum necessary levels given the quality of life for its personnel, as well as reasons of cost and mission flexibility.

Issues for Consideration: District 13 is an operationally effective location for Coast Guard because of the mission flexibility to go north or south, and its proximity to the important and increasing District 17 missions in the Arctic.

- ▶ Given its smaller housing needs, the Coast Guard has not looked at the Public-Private Venture (PPV) approach to housing the way the Defense Department has; it has traditionally been well-served by the private sector for housing supply and management.
- ▶ The Enhanced Use Lease (EUL) process, as developed and utilized by DOD, would be a very useful way, however, of replacing or enhancing existing Coast Guard facilities and of meeting new facility needs in a time of constrained budgets.

BRAC / Force Structure Implications

As an entity within the Department of Homeland Security, the Coast Guard's facilities are not subject to Department of Defense force structure changes or the base closure process; because the Coast Guard often supports DOD operations, however, Coast Guard missions and facilities can be factors considered in DOD decision-making, such as base closure.

Baker
Declaration
Exhibit E



NATIONAL CONFERENCE of STATE LEGISLATURES

Military's Impact on State Economies

2/21/2017



The Department of Defense (DoD) operates more than 420 military installations in the 50 states, the District of Columbia, Guam and Puerto Rico.

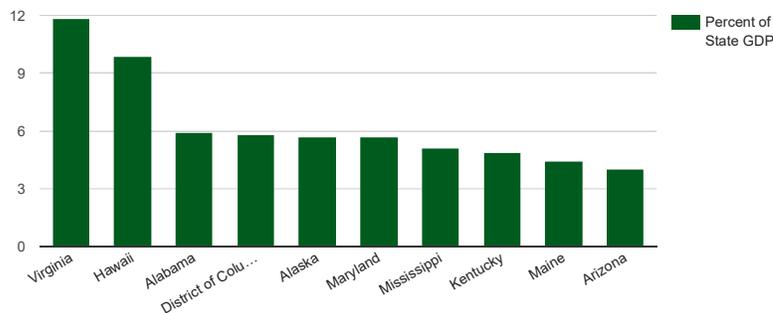
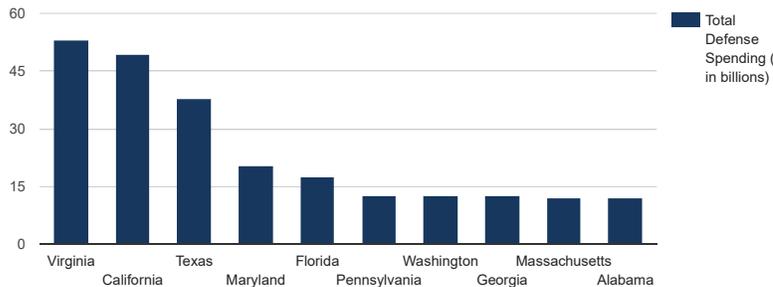
These installations sustain the presence of U.S. forces at home and abroad. Installations located within the United States and its territories are used to train and deploy troops, maintain weapons systems and care for the wounded. They also support military service members and families by providing housing, health care, childcare and on-base education.

The DoD contributes billions of dollars each year to state economies through the operation of military installations.

This spending helps sustain local communities by creating employment opportunities across a wide range of sectors, both directly and indirectly. Active duty and civilian employees spend their military wages on goods and services produced locally, while pensions and other benefits provide retirees and dependents a reliable source of income. States and communities also benefit from defense contracts with private companies for equipment, supplies, construction and various services such as health care and information technology.

According to an analysis by the [DoD Office of Economic Adjustment \(OEA\)](#), the department spent \$408 billion on payroll and contracts in Fiscal Year 2015, approximately 2.3 percent of U.S. gross domestic product (GDP). Spending was highest in Virginia, followed by California, Texas, Maryland and Florida. Virginia has the largest defense spending as a share of state GDP at 11.8 percent, followed by Hawaii at 9.9 percent.

Place your mouse over the columns for details.



The economic benefits created by military installations are susceptible to change at both the federal and state levels. Recent events such as the drawdown of troops in Iraq and Afghanistan, federal budget cuts, and potential future rounds of Base Realignment and Closure have left government officials uncertain of the future role and sustainability of military installations.

These trends have been a driving force behind many states' decisions to commission studies that define the military activity and infrastructure that exists in the state and measure the economic impact of military presence. Economic impact studies allow states to better advocate on behalf of their installations and plan for future growth or restructuring.

At least 24 states have commissioned their own study to quantify the direct and indirect effects of military presence on a state's economy. Impacts generally include salaries and benefits paid to military and civilian personnel and retirees, defense contracts, local business activity supported by military operations, tax revenues and other military spending. In 2015, for example, military installations in **North Carolina** supported 578,000 jobs, \$34 billion in personal income and \$66 billion in gross state product. This amounts to roughly 10 percent of the state's overall economy.

In 2014, **Colorado** lawmakers appropriated \$300,000 in state funds to examine the comprehensive value of military activities across the state's seven major installations. The state Department of Military and Veterans Affairs released its study in May 2015, reporting a total economic impact of \$27 billion.

Kentucky has also taken steps to measure military activity, releasing its fifth study in June 2016. The military spent approximately \$12 billion in Kentucky during 2014-15. With 38,700 active duty and civilian employees, military employment exceeds the next largest state employer by more than 21,000 jobs.

Even states with relatively small military footprints have reported significant economic gains. In **Michigan**, for example, defense spending in Fiscal Year 2014 supported 105,000 jobs, added more than \$9 billion in gross state product and created nearly \$10 billion in personal income. A 2016 study sponsored by the Michigan Defense Center presents a statewide strategy to preserve Army and Air National Guard facilities following a future Base Realignment and Closure (BRAC) round as well as to attract new missions.

ECONOMIC IMPACT OF MILITARY PRESENCE BY STATE

State	DoD Office of Economic Adjustment Study (FY 2015)			State-Commissioned Studies	
	Defense Spending FY 2015	% of State GDP	Defense Personnel (Active, Civilian, Guard/Res)	Year	Key Findings
Alabama	\$12.2 billion	5.9%	52,116	N/A	None Found
Alaska	\$3.3 billion	6.1%	27,764	N/A	None Found
Arizona	\$10.0 billion	3.4%	42,547	2008	<ul style="list-style-type: none"> ▪ \$9.1 billion in economic output ▪ 96,328 jobs created or supported ▪ Annual state and local tax revenue of \$401 million
Arkansas	\$1.4 billion	1.2%	20,229	N/A	None Found
California	\$49.3 billion	2.1%	269,540	N/A	None Found
Colorado	\$8.7 billion	2.8%	61,294	2015	<ul style="list-style-type: none"> ▪ \$27 billion in total state output from DoD expenditures ▪ 170,000 jobs, 5.2% of total ▪ \$11.6 billion in earnings, 7.5% of total
Connecticut	\$9.7 billion	3.8%	15,414	N/A	None Found

Delaware	\$676.8 million	1.0%	9,959	2011*	<ul style="list-style-type: none"> The Delaware National Guard paid costs of nearly \$67.5 million to employ 759 military personnel and civilian employees as well as \$24.2 million to the 2,462 Soldiers and Airmen on drill status. The DNG spent nearly \$33 million in construction
District of Columbia	\$6.8 billion	5.7%	25,550	N/A	None Found
Florida	\$17.6 billion	2.0%	126,292	2013	<ul style="list-style-type: none"> Total defense spending amounted to \$31.3 billion Defense spending was directly or indirectly responsible for \$73.4 billion, or 9.4% of Florida's 2011 Gross State Product Provided a total of 758,112 direct and indirect jobs.
Georgia	\$12.6 billion	2.6%	129,463	N/A	None Found
Hawaii	\$7.8 billion	9.8%	73,487	2012	<ul style="list-style-type: none"> Direct and indirect impacts exceeded \$14.7 billion Provided 102,000 jobs
Idaho	\$643.3 million	1.0%	10,436	N/A	None Found
Illinois	\$7.0 billion	0.9%	57,078	2014	<ul style="list-style-type: none"> \$13.3 billion in gross state product \$9.7 billion in earnings and retirement benefits Provided 150,000 jobs
Indiana	\$3.9 billion	1.2%	31,376	N/A	None Found
Iowa	\$1.4 billion	0.8%	12,969	N/A	None Found
Kansas	\$3.3 billion	2.3%	41,152	2009	<ul style="list-style-type: none"> \$7.7 billion per year in gross state product, 7% of total 169,560 jobs supported directly or indirectly (9.4% of total employment) \$393.6 million per year in city/county, region and state tax revenue
Kentucky	\$9.0 billion	4.7%	57,080	2016	<ul style="list-style-type: none"> Nearly \$12 billion in federal military spending With over 38,000 full-time employees, it is the largest employer in Kentucky. About 28,500 military retirees received \$637 million in retirement pay.
Louisiana	\$3.8 billion	1.5%	41,250	2013	<ul style="list-style-type: none"> \$8.7 billion in economic output 82,700 jobs tied to the military (4.35% of total employment) \$287 million in state and local tax revenue
Maine	\$2.6 billion	4.7%	11,794	N/A	None Found
Maryland	\$20.5 billion	5.7%	93,183	2015	<ul style="list-style-type: none"> 15 military installations supported 410,219 jobs Generates \$57.4 billion in total output and \$25.7 billion in total wages
Massachusetts	\$12.2 billion	2.6%	24,174	2015	<ul style="list-style-type: none"> Military installations total expenditures over \$8 billion in 2013 A total of 57,618 jobs supported directly or indirectly by the military's presence in Massachusetts. Total economic output of \$13.2 billion
Michigan	\$2.9 billion	0.6%	25,689	2016	<ul style="list-style-type: none"> Supported over 105,000 job throughout the state Added more than \$9 billion in Gross State Product Created nearly \$10 billion in personal income Activities supported nearly \$8 billion in personal expenditures
Minnesota	\$4.3 billion	1.3%	21,823	N/A	None Found
Mississippi	\$5.2 billion	4.9%	37,006	N/A	None Found
Missouri	\$10.6 billion	3.7%	43,020	2013	<ul style="list-style-type: none"> Created \$39.76 billion in total economic impact Added 275,350 direct and indirect jobs
Montana	\$519 million	1.1%	9,185	N/A	None Found
Nebraska	\$1.5 billion	1.3%	16,776	2015*	<ul style="list-style-type: none"> Nebraska Military Department employed 4,545.5 jobs with a total payroll of about \$150 million Received \$22 million in federal appropriations

Nevada	\$2.3 billion	1.6%	20,683	2014	<ul style="list-style-type: none"> ▪ The DoD budget in Nevada accounted for 53,000 jobs ▪ Increased economic output by \$28 billion ▪ Provided \$9 billion in increased personal earnings ▪ Created \$307 million in increased state taxes
New Hampshire	\$1.4 billion	2.0%	6,350	N/A	None Found
New Jersey	\$6.6 billion	1.2%	33,834	2013	<ul style="list-style-type: none"> ▪ \$4.8 billion in DoD military expenditures resulted in \$6.5 billion in gross state product ▪ Creation of 73,234 direct and indirect jobs
New Mexico	\$3.1 billion	3.4%	23,539	N/A	None Found
New York	\$9.1 billion	0.6%	61,765	2012	In Progress
North Carolina	\$9.8 billion	2.0%	144,881	2015	<ul style="list-style-type: none"> ▪ \$66 billion in gross state product, roughly 10% of the state's economy ▪ 578,000 direct and indirect jobs ▪ Provided for \$34 billion in personal income
North Dakota	\$747.2 million	1.4%	13,296	N/A	None Found
Ohio	\$6.9 billion	1.2%	60,224	N/A	None Found
Oklahoma	\$4.7 billion	2.6%	57,080	2011	<ul style="list-style-type: none"> ▪ \$9.6 billion in gross state product, 7% of statewide total ▪ Supported 133,800 direct and indirect jobs ▪ Average military job paid \$41,742 compared to the state average of \$38,237
Oregon	\$1.3 billion	0.6%	13,356	N/A	None Found
Pennsylvania	\$12.7 billion	1.9%	57,919	N/A	None Found
Rhode Island	\$2.0 billion	3.5%	12,216	N/A	None Found
South Carolina	\$5.3 billion	2.7%	65,632	2012	<ul style="list-style-type: none"> ▪ \$15.7 billion in economic activity ▪ 138,161 jobs supported ▪ Since 2000, DoD has distributed over \$34 billion to defense contractors, accounting for 2% of gross state product each year
South Dakota	\$456.8 million	1.0%	9,257	N/A	None Found
Tennessee	\$2.4 billion	0.8%	71,441	N/A	None Found
Texas	\$37.9 billion	2.3%	218,523	2015 – 2016	<ul style="list-style-type: none"> ▪ \$136 billion in total economic impact ▪ More than 232,000 personnel at 15 military installations ▪ \$16.64 billion in total defense contract funds ▪ \$13.8 billion in DoD military expenditures
Utah	\$3.2 billion	2.2%	30,486	2014	In Progress (2014 HB 313)
Vermont	\$295.5 million	1.0%	4,931	N/A	None Found
Virginia	\$53.0 billion	11.2%	246,553	2014	<ul style="list-style-type: none"> ▪ Defense spending was \$59.6 billion or 13% of gross state product ▪ Military spending accounts for 44% of federal spending in Virginia
Washington	\$12.6 billion	2.9%	107,341	2010	<ul style="list-style-type: none"> ▪ \$7.9 billion in military installation expenditures and \$5.2 billion in contract spending ▪ \$12.2 billion in gross state product, 4% of total ▪ Supported 191,600 jobs
West Virginia	\$527 million	0.7%	10,204	N/A	None Found

Wisconsin	\$2.3 billion	0.8%	18,035	N/A	None Found
Wyoming	\$370 million	0.9%	7,171	N/A	None Found
American Samoa	N/A	N/A	N/A	N/A	None Found
Guam	N/A	N/A	N/A	N/A	None Found
Northern Mariana Islands	N/A	N/A	N/A	N/A	None Found
Puerto Rico	N/A	N/A	N/A	N/A	None Found
U.S. Virgin Islands	N/A	N/A	N/A	N/A	None Found

* Study focused on National Guard

ADDITIONAL STUDIES

Study	Year	Key Findings	Link
50-State Study	2011 (2009 Data)	<p>This Bloomberg Government study examines U.S. military spending in fiscal year 2009 and provides a snapshot of defense spending at the state and local levels for all 50 states and the District of Columbia.</p> <p>For fiscal year 2009, \$527.8 billion was spent in the U.S. for the salaries of military personnel and civilian employees, military pensions, contracts for military equipment supplies, construction, services and research, and for grants.</p> <p>The Defense Department operated 4,742 sites, such as bases and office buildings, in the U.S. in 2009.</p>	Bloomberg Government Study
50-State Study	2016	<p>State leaders' focus on preserving the presence and economic contribution of military installations has reached an all-time high, with eight states establishing military affairs organizations in the past three years.</p> <p>Budget cuts at the Pentagon have fallen particularly hard on installations, trimming funding for facility maintenance, upgrades and new construction, as well as quality-of-life services for military members and their families</p> <p>At the same time, DOD has urged Congress to approve a new round of base closures every year since 2012.</p>	State Support for Defense Installations
New England Study	2012 (2011 Data)	<p>The defense industry is a major contributor to the economy of New England and to each of the six states that comprise it.</p> <p>Defense and Homeland Security contracting is responsible for a total of more than 319,000 jobs and a total payroll of more than \$22.6 billion across the region.</p> <p>The overall direct, indirect and induced economic activity generated by the resulting work performed in New England exceeds \$62 billion</p>	New England Defense Industry

Additional Resources

- [NCSL Report, Preparing for Duty: State Policy Options in Sustaining Military Installations \(2016\).](#)
- [NCSL Military and Veterans Affairs Legislation Database.](#)

NCSL Member Toolbox

Members Resources

- [Get Involved With NCSL](#)
- [Jobs Clearinghouse](#)
- [Legislative Careers](#)
- [NCSL Staff Directories](#)
- [Staff Directories](#)
- [StateConnect Directory](#)

Policy & Research Resources

- [Bill Information Service](#)
- [Legislative Websites](#)
- [NCSL Bookstore](#)
- [State Legislatures Magazine](#)

Accessibility Support

- [Tel: 1-800-659-2656 or 711](#)
- [Accessibility Support](#)
- [Accessibility Policy](#)

Meeting Resources

- [Calendar](#)
- [Online Registration](#)

Press Room

- [Media Contact](#)
- [NCSL in the News](#)
- [Press Releases](#)

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Washington

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Baker
Declaration
Exhibit F



Office of Economic Development and Competitiveness

Military & Defense Sector



Governor Inslee's top priority is to create an economic climate where innovation and entrepreneurship can continue to thrive and create good-paying jobs in every corner of our state. The Military and Defense sector, as Washington's second largest direct public employer, just behind the State itself, and a key industry that cuts across many sectors in Washington, helps create the backbone for a strong economy through our diverse defense missions and military installations, our pioneering companies, and our military friendly communities.

How do we define the military and defense sector:

- **Infrastructure (Missions, Installations & Workforce)**
- **Industry (Suppliers & Contractors)**
- **Partnerships (Public, Private & Social Organizations)**

Impacts of military installations and defense related assets:

As the second largest public employer in Washington employing over 112,000 active duty, reserve, guard and civilian personnel, home to over 607,000 veterans including 75,000 retirees and nearly 91,000 military families; Washington's military and defense community supports over \$13 billion dollars in annual procurement supported by over 1,900 businesses across the state, representing over 3% of the state's GDP.

What's next?

Top 3 Items to Focus on in 2015

- Mitigating Military Downsizing
- Advocate for the Sector (in-state/out-of-state)
- Address challenges and opportunities for growth with focus on base realignment and closure (BRAC)

Communication and Coordination

Working to ensure that defense communities and the public infrastructure that enables the military to meet its mission needs must be a high priority and requires a broad strategic perspective that must take into account the needs of the military, defense, public, private and social sectors. Through coordinated stakeholder engagement we will have significant impact on Washington's military and defense sector and the people who live in our communities. For more information on how we can work together contact **Kristiné M. Reeves, 206.256.6105.**

Agency Contact

Kristiné M. Reeves

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Mission Statement:

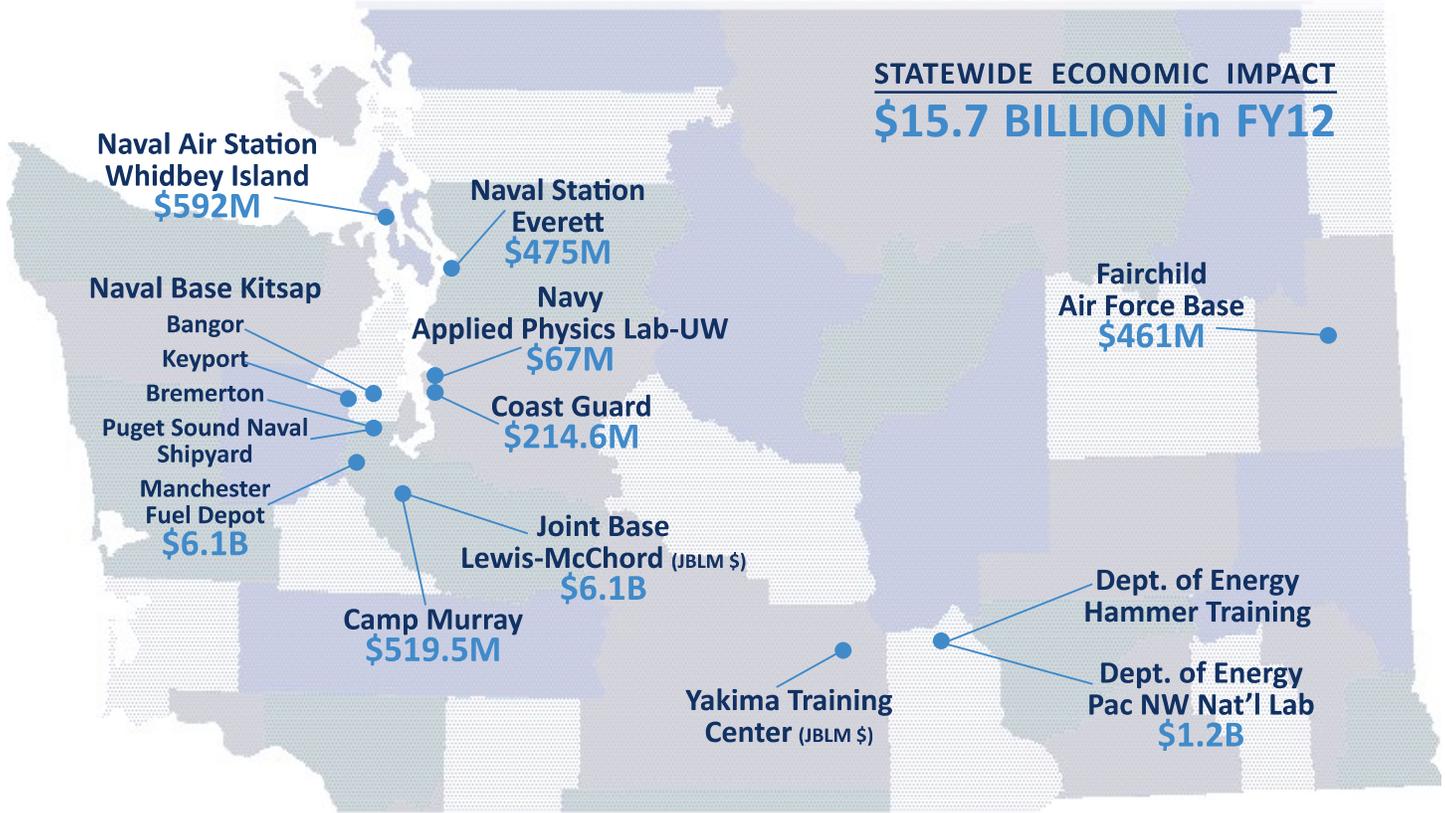
Support and inform statewide sector specific economic development efforts by strengthening state and federal collaborations that support military & defense infrastructure, military & defense industry and public, private and social sector partnerships in all communities across the state.

¹ *Statistical Report on the Military Retirement System. (2012 Demographic Report) DoD Office of the Actuary May 2013.*

² *Retaining and Expanding Military Missions, Increasing Defense Spending and Investment: Washington State's Importance and Opportunities for the Department of Defense in Achieving its Strategic Initiatives. (WMA Report) Denny Miller Associates. Hyjek & Fix, Inc. Nov. 2012.*



Statewide Impacts of the Military and Defense Sector in Washington



Impacts of military installations and defense related assets

People Impact¹

Active Duty	Reserve	National Guard*	Civilian Workforce	Family Members	Retirees	Survivors	TOTAL
62,145	19,067	8,000	88,675	90,246	71,890	10,867	285,792

*All numbers represent FY13, except National Guard which represents FY12

Source: Sources: U.S. Office of Personnel Management, Department of Defense Office of the Actuary Statistical Report on the MRS – September 30, 2013, Department of Defense 2013 Demographics Report

Top Ten Defense Contractors Located in WA in FY13

The Boeing Company	\$5.4 B	Seattle
The Boeing Company - Insitu	\$326 M	Bingen
Manson Construction	\$145 M	Seattle
Pacific Medical Center Clinic	\$131 M	Seattle
Microsoft Corporation	\$123 M	Redmond
U.S. Oil Trading LLC	\$91 M	Tacoma
Skookum Educational Programs Inc.	\$73 M	Bremerton
Vigor Industries	\$58 M	Seattle
Triton Marine Construction Corp.	\$47 M	Bremerton
Philips Medical Systems North America	\$37 M	Bothell

Source: USAspending.gov. The parameters are DOD and Department of Homeland Security (Coast Guard Only) Contracts in FY13 either Recipient Location or Place of Performance location=WA respectively

Top Ten Defense Companies Doing Business in FY13

The Boeing Company	\$5.4 B	Seattle, WA
EHW Constructors a Joint Venture	\$206 M	VIRGINIA
The Boeing Company-Insitu Inc.	\$187 M	Bingen, WA
Pacific Medical Center Clinic	\$131 M	Seattle, WA
U.S. Oil Trading LLC	\$91 M	Tacoma, WA
International Marine and Industrial Applicators LLC	\$70 M	FLORIDA
EJB Facilities Services	\$59 M	VIRGINIA
Vigor Shipyards Inc.	\$58 M	Seattle, WA
Skookum Educational Programs Inc.	\$42 M	Bremerton, WA
Philips Medical Systems North America	\$37 M	Bothell, WA

Source: USAspending.gov DOD and Coast Guard Contracts in FY13

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Declaration
Exhibit G

Washington Military Home (/) National Guard

LATEST NEWS

100 Facts in 100 Days - 81st Stryker Brigade Combat Team

09.18.17 — A look back at 100 memories that made the 81st Brigade what it is today. [Read More » \(/blog/news/post/100-facts-in-100-days-81st-stryker-brigade-combat-team\)](#)

Guardsmen help battle wildfires in Central Washington

09.15.17 — More than 300 Guardsmen are working along side Washington DNR to battle multiple wildfires. [Read More » \(/blog/news/post/guardsmen-help-battle-wildfires-in-central-washington\)](#)

New legislation would honor Maj. Gen. Lowenberg with cyber units across...

09.12.17 — Legislation would create Cyber Civil Support Teams through the National Guard to coordinate responses [Read More » \(/blog/news/post/new-legislation-would-honor-maj-gen-lowenberg-with-cyber-units-across-country\)](#)



FEATURED STORY

Remembering Maj. Gen. (Ret) Tim Lowenberg

Maj. Gen. (Ret) Tim Lowenberg once said he wanted to be remembered as a general that took care of the soldiers - and... [Read More » \(/blog/news/post/remembering-maj-gen-ret-tim-lowenberg\)](#)

National Guard

The Washington National Guard is made up of more than 8,000 citizen soldiers and airmen who are dedicated to our mission of safeguarding lives, property and the economy of Washington State. First organized in 1855, the Washington National Guard has a long history of serving our communities.

Our men and women are Washington residents who are invested in their communities and care deeply for the people we serve. We are your neighbors, co-workers, friends and family members. We come from different towns, professions and backgrounds but come together for a common goal to serve those who need our help - across our state, nation and world.

At the call of the Governor, the Washington National Guard will mobilize and deploy during times of state emergency to augment local jurisdictions and responders in their efforts to protect lives and property. The Washington National Guard is also subject to the call of the United States President to serve as part of the total U.S. Military.

[Are you a guard member in a crisis?](#)
[Do you need emergency assistance?](#)
 Call 1-800-364-7492 (Available 24 hours)

QUICKLINKS

[News \(blog/news/category/national-guard\)](#)

[Museum \(/museum\)](#)

[Education \(/national-guard/army-guard/education\)](#)

[Public Affairs \(/inside-wmd/public-affairs\)](#)

[Fallen Heroes \(/national-guard/fallen-heroes\)](#)

[Equal Opportunity \(national-guard/equal-opportunity\)](#)

[Professional Development \(/national-guard/professional-development-resources\)](#)

[Personnel Accountability and Assessment Systems \(/national-guard/personnel-accountability-and-assessment-system\)](#)

[DEERS ID Card Office \(/national-guard/deers-id-card-office\)](#)

VIDEO SPOTLIGHT

**What's it like to be a National Guard sniper?**

Staff Sgt. Matt Croft, HHC, 3-161st Infantry, describes sniper stalking and what it's like to be a National Guard sniper.

[View All Videos »](#)

<https://www.youtube.com/channel/UCFiiKJTpbK5flOYopBzvBw>

**Come Join Team Evergreen**

Come Join Team Evergreen

[View All Videos »](#)

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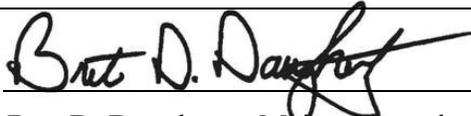
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Exhibit H

Department Policy No. HR-253-02
April 25, 2016

Page 1 of 6



Department Policy No. HR-253-02

Title:	State Active Duty Injury/ Illness- Death Reporting and Claim Process
Former Number:	00-020-02
Authorizing Source:	Title 38, Revised Code of Washington, Chapter 38.40.030 Title 51, Revised Code of Washington Title 296, Washington Administrative Code Attorney General Opinion dated December 7, 2001 Department of Defense Instruction 1332.38 AFI 36-2910, Line of Duty (Misconduct) Determination AR 600-8-1, Army Casualty Operations/Assistance/Insurance ANGI 36-2910, Line of Duty and Misconduct Determinations
References:	WMD Form 2029-15, Request for Medical Treatment for Washington National Guard (WNG) Member on State Active Duty (SAD) WMD Form 2030-15, WA State Active Duty – Line of Duty Personnel & Medical Information WMD Form 2031-15, Pre-State Active Duty Medical Questionnaire WMD Form 2032-15, Post State Active Duty Medical Questionnaire WMD Form, 2033-15 State Active Duty Personal Expense Reimbursement Request
Information Contact:	Military Department Human Resources Director Building #33 (253) 512-7940
Effective Date:	August 19, 2002
Mandatory Review Date:	April 25, 2020
Revised:	April 25, 2016
Approved By:	 Bret D. Daugherty, Major General The Adjutant General Washington Military Department Director

Purpose

To set forth policy regarding initiation and processing of State Active Duty (SAD) Line of Duty (LOD) illness, injury, or fatal incident claims, to include eligibility determination for medical treatment, loss time after deactivation and benefits when accidents or illnesses result in a fatality while in the line of duty.

Scope

This policy applies to all Washington Army and Air National Guard (WNG) members activated by the Governor in state active duty status only. It does not apply to regular state employees, federal military technicians, or guardsmen in a Title 32 military status.

Policy

- A. When a Washington National Guard (WNG) Airman or Soldier is injured, becomes ill or incapacitated, or dies while on SAD, a Line of Duty investigation form will be completed in accordance with procedural guidance set forth in this policy. The investigation will be documented using the Washington State Active Duty – Line of Duty Personnel and Medical Information Form (WMD Form 2030-15), and referenced throughout this policy as the SAD LOD form.
- B. Pre-State Active Duty Medical Questionnaire
Prior to mobilization to state active duty, a member of the National Guard must complete a Pre-State Active Duty Medical Questionnaire (WMD Form 2031-5). The questionnaire will be reviewed to determine suitable physical and mental health for SAD activation of the member. Any response indicating medical challenges must be cleared with the consultation of a medical professional prior to activation.
- C. State Active Duty Medical Personnel
When it is determined by the J3 JOC that the operation of the mission warrants the need for medical personnel (doctor, nurse, physician's assistant, or medical specialist), the necessary medical personnel will also be activated in support of the state active duty mission.
- D. Military Medical Review Board
RCW 38-40-030 establishes the Military Medical Review Board (MMRB) as the mechanism for inquiring into SAD claims, making findings about compensation eligibility, compensation for review by TAG, and review and approval by the Governor. The WMD's Representative from the State Office of the Attorney General has advised the WMD that it is appropriate and permissible for the MMRB to use federal military LOD standards and guidance in determining whether a claim is compensable. The MMRB is comprised of the Military Department Joint Chief of Staff, Federal Human Resources Director, and a Medical Officer. The State Injury/Illness Claims Administrator and the JAG (Judge Advocate General) serve as board resources.. The MMRB reserves the right to consult with Subject Matter Experts.
- E. Reporting a death, in-patient hospitalization, amputation or loss of an eye
When a state activation results in the death or in-patient hospitalization of a WNG member, the incident must be reported to the Labor and Industries Division of Occupational Safety and Health within the specific timeframes.
 - a. A workplace fatality or in-patient hospitalization must be reported within 8 hours of the incident.

- b. An amputation or loss of an eye(s) must be reported within 24 hours of the incident. Use the 8-hour guideline, if the amputation or loss of the eye(s) results in a death.
- c. Contact the Labor and Industries Division of Occupational Safety and Health via their Hotline at 1-800-423-7233. The following information must be provided.
 - Your contact name and number
 - Injured Worker's Name
 - WMD Risk Manager Contact Information – 253-512-7940
 - Agency name: Washington Military Department
 - Location of the incident
 - Time and date of the incident
 - # of employees who have expired, lost limbs or eyesight; and their names
 - A brief description of the incident.

F. Responsibilities

1. The WNG member who sustains an injury, becomes ill, or is otherwise medically incapacitated while activated on SAD shall:
 - a. Notify their chain-of-command/commander immediately of injury, illness or other incapacitation. If they are unable to do so, another knowledgeable person may report it to the commander.
 - b. Provide information on facts and circumstances of injury or illness by completing Part I of the SAD LOD form, including the release section allowing agency access to medical, employment, and military record information required to administer the state active duty medical claim.
 - c. Respond to any other requests for information or documentation from the command or the state administrative services office for purposes of processing the state active duty medical claim.
2. The WNG Medical Personnel/JOC Officer in Charge shall:
 - a. Determine whether the injured or ill member should be sent to a medical facility for further treatment.
 - b. Determine whether the member should be demobilized and released from SAD, due to the medical condition.
 - c. When a WNG member is sent to a medical facility, the medical personnel (or the commander's representative assisting the member if no medical personnel are activated) is responsible to:
 - 1) Ensure the injured WNG member completes and signs Part II of the SAD LOD form, unless the severity of the injury or illness precludes it at the time of admittance to the medical facility.
 - 2) Complete Part III of the SAD LOD form.
 - 3) Complete a Request for Medical Treatment for Washington National Guard (WNG) Member on State Active Duty (SAD) (WMD Form 2029-15),

- 4) Ensure there will be a “buddy” to accompany injured WNG member to the medical facility. This “buddy” must be able to explain claim criteria and processing procedures (Part IV of the SAD LOD form must be completed by the physician) and ensure all necessary forms are returned to the Commander/TF S1.
3. The Commander shall:
 - a. Ensure the SAD LOD form regarding the injury or illness is completed.
 - b. Forward the completed SAD LOD form with accompanying supporting witness statements and medical treatment documents to the Joint Operations Center (JOC) within 24 hours of the injury, who shall forward it to the State Risk Manager.
 - c. In the event of death or dismemberment immediately call the Labor and Industries (L&I) Reporting Hotline as notated previously in this policy.
 - d. Take pictures of the scene as it appears immediately following the incident; cordon off the area whenever possible in preparation for L&I Inspection.
 - e. Notify the Agency Risk Manager along with other required notifications.
 4. The State Risk Manager shall:
 - a. Receive the SAD LOD form from the JOC, review for completeness and send the form to the MMRB for their review and recommendation.
 - b. Maintain files on each WNG member including all correspondence, medical bills, and other appropriate claim information.
 - c. Forward the information to the MMRB for their review and recommendation.
 - d. Forward the MMRB recommendation to TAG.
 - e. Prepare documentation for TAG to the Governor.
 - f. Coordinate all actions with the Office of Financial Management to expedite approval of claims.
 - g. Administer disbursement of compensation.
 - h. Oversee further actions regarding the claim to include further medical treatment and/or rehabilitation.
 - i. In the event of a death or dismemberment validate that the L&I Hotline has been called. Respond to the location if safe to conduct an independent investigation while cooperating fully with L&I Inspectors.
 - j. Coordinate death processing with the Agency Claims Manager.
 5. The MMRB shall:
 - a. Review the claim to determine whether injury, illness, or incapacitation occurred in line of duty and should be compensated.
 - b. Make finding regarding eligibility for compensation.
 - c. Forward findings to the State Risk Manager for further processing.
 - d. Investigate further or direct further investigation of the claim, and to request and/or subpoena people and documents in accordance with RCW 38.40.030 in order to make its determinations.

6. TAG shall:
 - a. Review the findings of the MMRB and submit the claim to the Governor with recommendations as to disposition.
 - b. Receive notification from the Governor of the approval, denial, or direct further action to be taken regarding the claim.
 - c. When the Governor approves the findings of the MMRB, TAG will notify the State Risk Manager to take action on all claims as appropriate.

Procedures

The following procedure outlines the actions to take for reporting SAD LOD illness, injury, or fatal incident claims.

1. The Service Member (SM) or other knowledgeable person notifies their chain of command of the injury and completes Part I of the SAD LOD form.
2. The WNG Medical Personnel will examine the SM. In absence of Medical Personnel the Commander or Task Force Leader will evaluate the situation.
 - a. If the SM does not need care above/beyond the basic medic care, the SM returns to duty to complete the mission.
 - b. If the SM is in need of medical care above/beyond the basic medic care then:
 - 1) SM completes Part II of the SAD LOD form.
 - 2) SM, Commander, Task Force Leader or Medic completes Part III of the SAD LOD form.
 - 3) Military Medical personnel/Commander or Task Force Leader completes WMD Form 2029-15 and assigns a designated "buddy" to the injured SM.
 - 4) Designated "buddy" accompanies the SM to a civilian hospital or urgent care facility in order to manage the SAD LOD paperwork.
 - 5) SM receives treatment.
 - 6) Attending physician completes Part IV of the SAD LOD form.
 - 7) SM or "buddy" turns the SAD LOD form and WMD Form 2029-15 into the TASK Force (TF) S1.
 - 8) TF S1 turns the SAD LOD form and WMD Form 2029-15 into the JOC.
 - 9) JOC turns the SAD LOD form and WMD Form 2029-15 into State HR.
 - 10) If unable to return to duty, the SM completes the digital Post State Active Duty Medical Questionnaire (WMD Form 2032-15).
 - 11) MEDCOM sends all of the necessary paperwork to State HRO.

**Washington Military Department
 State Active Duty
 Medical Fee Reimbursement Process**

