Air Force Vision Statement

"Air Force people building the world's most respected air and space force -- global power and reach for America."

--General Merrill A. McPeak, 1992

The above vision statement provides the basis of the rephasing of the Air Force. The global power and reach for America includes down-sizing forces in order to utilize those funds in implementing the vision statement. This proposed public relations program and supplementary material correlate with General McPeak's vision statement of the Air Force's role in creating a refined and revamped national security system.
Breakdown of Grissom Air Force Base Personnel

# of Civilian Personnel Broken Down by Communities

<table>
<thead>
<tr>
<th>Community</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>750</td>
<td></td>
</tr>
<tr>
<td>GAFB</td>
<td>22</td>
<td>3%</td>
</tr>
<tr>
<td>Peru</td>
<td>278</td>
<td>37%</td>
</tr>
<tr>
<td>Kokomo</td>
<td>168</td>
<td>22%</td>
</tr>
<tr>
<td>Logansport</td>
<td>30</td>
<td>4%</td>
</tr>
<tr>
<td>Bunker Hill</td>
<td>62</td>
<td>8%</td>
</tr>
<tr>
<td>Others</td>
<td>190</td>
<td>25%</td>
</tr>
</tbody>
</table>

# of Active Duty Personnel Broken Down by Communities

<table>
<thead>
<tr>
<th>Community</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>2458</td>
<td></td>
</tr>
<tr>
<td>Grissom</td>
<td>1637</td>
<td>67%</td>
</tr>
<tr>
<td>Peru</td>
<td>280</td>
<td>11%</td>
</tr>
<tr>
<td>Kokomo</td>
<td>40</td>
<td>2%</td>
</tr>
<tr>
<td>Logansport</td>
<td>103</td>
<td>4%</td>
</tr>
<tr>
<td>Bunker Hill</td>
<td>10</td>
<td>0%</td>
</tr>
<tr>
<td>Other</td>
<td>388</td>
<td>16%</td>
</tr>
</tbody>
</table>

Source: Grissom Air Force Base Closure and Realignment Briefing, July 23, 1992
Projected Growth of Grissom's 434th Reserve Wing

Total Reservists

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Civilians</td>
<td>400</td>
<td>350</td>
<td>150</td>
</tr>
</tbody>
</table>

Source: Grissom Air Force Base Closure and Realignment Briefing, July 23, 1992
Decrease in Students in Maconaquah School Corporation, Bunker Hill, IN

The following graph illustrates the effects Grissom's realignment will have on the local system which Grissom's dependent children attend(ed).

Source: Maconaquah School Board Minutes, February 18, 1992
Military Family Questionnaire

The following is the questionnaire I utilized in my research to discover the needs and opinions of Grissom personnel pertaining to the realignment process. The questionnaire was given to six military members from diverse backgrounds in order to develop the most comprehensive picture of the effects of realignment on Grissom families.
Military Family Questionnaire

1. Date

2. Name

3. Rank

4. Length of service

5. # of dependents

6. If applicable, ages of children

7. What do you find is the hardest thing about being a military family and why?

8. Do you believe the government provides enough information and support for you and your family as you relocate? Please explain your answer.

9. If you could ask the President/Congress for anything to help you better adjust to life as a military family, what would you ask for and why?
10. Do you find your role as a military parent/single harder than that of civilians? Why/not?

11. Pertaining to the military drawdown, do you feel enough information has been provided to military personnel?

12. Do you believe Dan Quayle was right in his judgment on family values? Why/not?

13. What do you believe the military could do to better support family values?

14. Pertaining to Grissom's closure, in particular, do you feel enough information has been provided to military families? What else would you like to see done?

15. Would you change anything about the government's perception of military members and/or their families? What? Why?

16. Describe one experience in which having a "military lifestyle" has had a major impact in your life and the reason it has had such an impact.
17. If possible, describe who/what has had the most influence in how you've chosen to raise your family.

18. How many times have you had to relocate during your military career?

19. What was your hardest move and why?

20. As briefly as possible, please describe some of the differences, hardships, and/or bonuses of military families as compared to civilian families.

21. Is there anything else you feel should be addressed pertaining to the conversion of Grissom or the people involved?
Grissom Chain of Command/ Flow of Information

- Headquarters -- Air Mobility Command
  - Grissom Wing Commander
    - Public Affairs Chief
      - Personnel
    - 5 Support Group Commanders
      - Military Personnel
      - Civilian Personnel
    - Senior Enlisted Adviser
      - First Shirts--Enlisted Commanders
        - Enlisted Personnel
Media List

Following is a representative sample of the media list to be utilized concerning realignment information:

Primary Media

**Wire Services**
Air Force News Agency (AFNEWS)
Kelly Air Force Base, TX
78241-5000
(512) 925-6161
FAX: (512) 945-3467

**Newspapers – Daily**

NOTE: All news releases and other information will be sent to the news editor

*The Indianapolis News*
307 N. Pennsylvania St.
Indianapolis, IN 46204
(317) 633-1240
Circ: 124,292

*The Indianapolis Star*
307 N. Pennsylvania St.
P. O. Box 145
Indianapolis, IN 46206
(317) 633-1174
Circ: 221,001

*Kokomo Tribune*
300 N. Union
Kokomo, IN 46901
(317) 459-3121
Circ: 27,168

*Peru Daily Tribune*
26 W. Third St.
Box 87
Peru, IN 46970
(317) 473-6641
Circ: 8,805
Pharos-Tribune
517 E. Broadway
P.O. Box 210
Logansport, IN 46947
(219) 722-5000
Circ: 15,970

Tipton Tribune
110 N. Madison St.
P.O. Box 248
Tipton, IN 46072
(317) 675-2115

Weekly Newspapers
Air Force Times
6883 Commercial Drive
Springfield, VA 22159

Plain Dealer
123 W. Canal St.
Box 379
Wabash, IN 46992
(219) 563-2131
Circ: 7,056

Radio
WARU-AM
Box 1010
Peru, IN 46970
(317) 473-4448

WENS-FM
Suite 1197
1099 N. Meridian
Indianapolis, IN 46204
(317) 266-9700

WFMS-FM
8120 Knue Rd.
Indianapolis, IN 46250
(317) 842-9550
WIOU-AM
Box 2208
Kokomo, IN 46904-2208
(317) 453-1212
FAX: (317) 455-3882

WSAL-AM
P.O. Box 719
Logansport, IN 46947
(219) 722-4000

WWKI-FM
519 N. Main St.
Kokomo, IN 46901-4619
(317) 459-4191
FAX: (317) 456-1111

Television
WISH-TV (Channel 8)
1950 N. Meridian St.
Indianapolis, IN 46202
(317) 923-8888

WRTV-TV (Channel 6)
1330 N. Meridian
Indianapolis, IN 46206
(317) 635-9788
FAX: (317) 269-1400

WTHR-TV (Channel 13)
1000 N. Meridian
Indianapolis, IN 46204
(317) 636-1313

WXIN-TV (Channel 59)
1440 N. Meridian St.
Indianapolis, IN 46202
(317) 632-5900

Magazines
Airman Magazine
Kelly Air Force Base, TX 78240-4000
Secondary Media

Daily Newspapers

Anderson Herald-Bulletin
1133 Jackson
Anderson, IN 46015
(317) 643-5371
FAX: (317) 649-3271
Circ: 34,000

Chronicle Tribune
P. O. Box 309
Marion, IN 46953
(317) 664-5111
Circ: 20,860

Courier Times
P. O. Box 369
New Castle, IN 47362
(317) 529-1111
FAX: (317) 529-1731
Circ: 13,808

Daily Journal
Box 699
Franklin, IN 46131
(317) 736-7101
FAX: (317) 736-2713
Circ: 15,323

The Evansville Courier
201 N.W. Second St.
P. O. Box 268
Evansville, IN 47702-0268
(812) 424-7711
FAX: (812) 464-7487
Circ: 63,404

The Evansville Press
201 N.W. Second St.
P. O. Box 268
Evansville, IN 47702-0268
(812) 424-7711
FAX: (812) 464-7487
Circ: 37,398
Hartford City News Times  
123 S. Jefferson St.  
Hartford City, IN 47348  
(317) 348-0110  
Circ: 2,800

Herald Press  
Seven N. Jefferson St.  
P. O. Box 860  
Huntington, IN 46750  
(219) 356-6700  
Circ: 8,780

Herald Telephone  
1900 S. Walnut  
P. O. Box 909  
Bloomington, IN 47402-0909  
(812) 332-4401  
FAX: (812) 331-4285  
Circ: 43,000

Journal and Courier  
217 N. Sixth St.  
Lafayette, IN 47901  
(317) 423-5511  
FAX: (317) 742-5633  
Circ: 36,164

The Journal Gazette  
600 W. Main St.  
Fort Wayne, IN 46802  
(219) 461-8253  
FAX: (219) 461-8749  
Circ: 62,444

Journal Review  
119 N. Green St.  
P. O. Box 512  
Crawfordsville, IN 47933  
(317) 362-1200  
FAX: (317) 364-5247  
Circ: 10,780
LaPorte Herald-Argus
701 State St.
LaPorte, IN 46350
(219) 362-2161
Circ: 13,500

Monticello Herald-Journal
114 S. Main St.
Monticello, IN 47960
(219) 583-5121

Muncie Evening Press
High and Jackson Streets
P. O. Box 2408
Muncie, IN 47302
(317) 747-5700
FAX: (317) 747-5782
Circ: 15,366

Muncie Star
125 S. High St.
Muncie, IN 47302
(317) 747-5700
Circ: 29,574

News-Banner
125 N. Johnson St.
P. O. Box 436
Bluffton, IN 46714
(219) 824-0224
Circ: 10,900

The News Sentinel
600 W. Main St.
P.O. Box 102
Fort Wayne, IN 46801
(219) 461-8222
Circ: 57,414

Noblesville Daily Ledger
957 Logan St.
Noblesville, IN 46060
(317) 773-1210
FAX: (317) 773-3872
Circ: 9,529
Palladium-Item
1175 N. "A" St.
P. O. Box 308
Richmond, IN 47374
(317) 962-1575
FAX: (317) 966-0205
Circ: 20,733

Post-Tribune
1065 Broadway
Gary, IN 46402
(219) 881-3187
Circ: 74,498

The Republic
333 Second St.
Columbus, IN 47201
(812) 372-7811
FAX: (812) 379-5608
Circ: 20,589

The Rochester Sentinel
118 E. Eighth
Rochester, IN 46975
(219) 223-2111
Circ: 4,680

South Bend Tribune
225 W. Colfax Ave.
South Bend, IN 46626
(219) 233-6161
Circ: 92,132

Tribune-Star
721-25 Wabash Ave.
Terre Haute, IN 47808
(812) 231-4200
FAX: (812) 231-4234
Circ: 35,919

Truth
421 S. Second St.
Box 487
Elkhart, IN 46515
Weekly Newspapers
Greenwood Gazette
324 W. Main St.
Greenwood, IN 46142
(317) 882-8796
Circ: 15,000

Harrison Post
7962 Pendleton Park
Lawrence, IN 46226

Lee Paper
310 E. Main
Gas City, IN 46933
(317) 674-3336
Circ: 16,000

Monticello Sun
P.O. Box 402
Monticello, IN 47960
(317) 564-3889
Circ: 5,000

News Sun
122 S. Main St.
Fairmount, IN 46928
(317) 948-4164
Circ: 4,200

Waynedale News
2700 L. Huntington Rd.
Fort Wayne, IN 46809
(219) 747-4535

Radio
WASK-AM/FM
3575 McCarty Lane
Lafayette, IN 47905
(317) 447-2186

WBWB-FM
P.O. Box 7797
446
Bloomington, IN 47407
WEZR-AM
424 Reed Rd.
Fort Wayne, IN 46815
(219) 749-4600

WFCV-AM
909 Colisseeum Blvd, N.
Fort Wayne, IN 46805
(219) 423-2337

WHBU-FM
Suite 610, Union Bldg.
1106 Meridian Plaza
Anderson, IN 46015

WHJE-FM
520 E. Main St.
Carmel, IN 46032
(317) 846-1327

WJEF-FM
1801 S. 18th St.
Lafayette IN 47905
(317) 474-3434

WKHY-FM
P.O. Box 7093
Lafayette, IN 47905
(317) 448-1566
FAX: (317) 448-1348

WLBC-AM
800 E. 29th St.
Muncie, IN 47302
(317) 288-4403

WLHN-FM
2000 W. 53rd St.
P. O. Box 98
Anderson, IN 46015
(317) 644-1255

WLOI-AM
902 1/2 Lincolnway
LaPorte, IN 46530
WMEE-FM  
2915 Maples Rd.  
Fort Wayne, IN 46816  
(219) 447-5511

WOWO-AM/FM  
203 W. Wayne  
Fort Wayne, IN 46802  
(219) 424-2400  
FAX: (219) 422-2673

WROI-FM  
Suite 306  
100 W. Ninth St.  
Rochester, IN 46975  
(219) 223-6059

WWWO-FM  
5216 Bradburn Dr.  
Muncie, IN 47304  
(317) 289-9500

WYIC-AM  
181 S. Harbour Dr.  
Noblesville, IN 46060  
(317) 773-7444

Television  
WANE-TV (Channel 15)  
2915 W. State Blvd.  
Box 1515  
Fort Wayne, IN 46808  
(219) 424-1515

WEVV-TV (Channel 44)  
629 Walnut St.  
Evansville, IN 47708  
(812) 464-4444  
FAX: (812) 465-4559

WFWA-TV (Channel 39)  
P.O. Box 39  
Fort Wayne, IN 46801  
(219) 484-8839
WPTA-TV (Channel 21)
3401 Butler Rd.
Box 421
Fort Wayne, IN 46801
(219) 483-0584

WTVW (Channel 7)
477 Carpenter St.
Box 7
Evansville, IN 47701
(812) 422-1121
FAX: (812) 465-4365
GRISsom TARGETED FOR REALIGNMENT

GRISsom AIR FORCE BASE, IND., DATE -- Grissom was notified this morning by the Department of Defense that the active duty 305th Air Refueling Wing is slated for deactivation and the 434th Reserve Wing is slated for taking the command of a portion of the installation.

According to Secretary of Defense Dick Cheney, the closures and realignments of military installations are a result of the post-Cold War era and revised defense budgets.

The realignment of Grissom is slated for completion by October 1, 1994.

Grissom commanders are currently investigating means to ease personnel and dependents into the transition phase. The base will do everything within its power, ranging from seminars to self-help brochures, to aid Grissom members, as well as the surrounding communities, during the conversion process.

According to Col. Marc L. Drinkhahn, Grissom's 305th Air Refueling Wing commander, "During this unfortunate circumstance, we are doing our best for everyone involved. We are all victims of circumstance. As a result, we hope to make this transition as easy as possible on everyone involved."

###
Information to be Included in Pacesetter Column

As situations arise, the pertinent information and guidelines should be published as soon as possible. The information to be covered in this column is somewhat objective. However, general information to be included in the realignment update column in the Pacesetter might include:

- dates, times, and places of briefings, town meetings, special programs
- information from news releases from Air Force Headquarters and the Pentagon pertaining to the realignment
- progress made in the realignment process
- tips on planning for life after Grissom
- tips on making the transition easier on children
- news briefs on the conversion process in general
- a tip of the week pertaining to various areas and concerns of the realignment
Supplement #8

**Q-and-A for Phone Conversations**

**Q:** Who does the realignment affect?

**A:** Anyone related to Grissom, ranging from military personnel stationed here to maintenance crews responsible for the upkeep of the installation -- especially the 2,497 active duty members and 807 civilians employed at Grissom.

**Q:** Is the base closing?

**A:** No. Grissom is converting from an active duty installation to a reserve one.

**Q:** What is the difference between a reserve base and an active duty one?

**A:** An active duty base is one utilized 24 hours a day and is staffed with full time military personnel. A reserve base is one at which a few ancillary personnel are employed full time while the remainder of the reserve members work weekend shifts as well as maintaining a completely separate full time job.

**Q:** What is going to happen to the planes?

**A:** They will be sent to other installations.

**Q:** What is going to happen to the land?

**A:** Part of the land will be utilized by the 434th Reserve Wing whereas the remainder, known as the cantonment area, will be sold or leased.

**Q:** When will this realignment occur?

**A:** The conversion is to be completed by October 1, 1994. The conversion will occur in incremental stages according to orders from Air Mobility Command Headquarters.

**Q:** Why is this happening to Grissom?

**A:** The Department of Defense no longer sees the threat of communism. As a result, military installations from all branches were evaluated according to established criteria for the new post-Cold War mission. Those less essential were targeted for closure or realignment.

**Q:** Have you done anything to prepare and/or support the military members and the nearby communities affected by this?

**A:** We have implemented several programs for military personnel and civilians alike. We are working hand-in-hand with nearby businesses and schools affected by the realignment.

**Q:** Who will take over once the active duty personnel leave?

**A:** The 434th Reserve Wing.
News Conference Materials

The following are materials to be distributed to media representatives at the initial news conference announcing Grissom's realignment and the deactivation/closure of the 305th Air Refueling Wing:

A. Agenda
B. News Release
C. Backgrounder
D. Media Advisory
E. Script for Drinkhahn's speech
News Conference--
Announcement of Grissom's Realignment

The following pages are materials to be distributed to media representatives at the news conference announcing Grissom's realignment:

☐ News release
☐ Base backgrounder
☐ Media advisory
☐ Script for speech
☐ Philanthropic contributions to nearby communities.

NEWS CONFERENCE AGENDA
Introduction:
☐ Two (2) minute introduction by Capt. Tom Deall, Chief of Public Affairs
  ☐ Welcome
  ☐ Introduction of 305th Air Refueling Wing Commander --
    Col. Marc L. Drinkhahn

Statement:
☐ Fifteen (15) minute statement by Drinkhahn
☐ Fifteen (15) minute Q-and-A session

Conclusion:
☐ Deall will conclude/close conference
☐ Announcement of future plans/news conferences
United States Air Force

NEWS RELEASE
305th Air Refueling Wing Public Affairs Office/ Grissom Air Force Base, Indiana 46971
PHONE : (317) 688-2104

GRISsom TO REALIGN FROM ACTIVE DUTY TO RESERVE INSTALLATION

GRISsom AIR FORcE BASE, IND., DATE -- Grissom announced today that it is slated for realignment from an active duty installation to a reserve one by Oct. 1, 1994.

The announcement came today amidst a barrage of announcements of military installation closures and realignments by Secretary of Defense Dick Cheney.

According to Col. Marc L. Drinkhahn, 305th Air Refueling Wing commander, the Grissom administration was previously notified of the closure possibility.

"We had been notified that we were being reviewed by the Defense Closure and Realignment Commission," Drinkhahn said. "We were aware that Grissom was a likely target under the newly established criteria. However, it is a shame that some other arrangement could not have been devised."

The 305th Air Refueling Wing will completely close down while the 434th Reserve Wing will assume command of a portion of the base. The cantonement area, the area not utilized by the 434th, will be sold or leased.

# # #
THE HISTORY OF GRISSOM AIR FORCE BASE

What is now known as Grissom Air Force Base was originally opened by the United States Navy in 1942 as Bunker Hill Naval Air Station. The base soon earned the nickname of "USS Cornfield" due to its location in the farmland between Kokomo and Peru, Indiana. The Navy established the base as a training area from which pilots could take off and land on flat terrain, similar to that of the surface of an aircraft carrier.

Bunker Hill Naval Air Station existed for four years in which thousands of qualified military pilots were educated.

After World War II, the base was closed and reverted to farmland. Several buildings were left standing as a tribute to the base, including what is now one of the world's largest indoor swimming pools.

In 1951, the Korean War broke out and the Air Force needed a base from which national and global operations could be adeptly conducted. As a result, Bunker Hill Air Force Base was opened June 22, 1954 due to its somewhat isolated location and flat terrain.

The base was renamed May 12, 1968, in memory of Lieutenant Colonel Virgil "Gus" Grissom, an Indiana native who was one of the original seven astronauts.

Over the years, Grissom Air Force Base has been home to the largest aerial refueling wing in the Air Force and to the President's National Emergency Communications Plane (NECP). The base has fulfilled a key support role within the military frame.

The Secretary of Defense announced April of 1992 that Grissom is slated for realignment by Oct. 1, 1994 and that the largest air refueling wing is slated for deactivation.

# # #
In response to the announcement that Grissom Air Force Base is slated for realignment by the Department of Defense, Col. Marc L. Drinkhahn, Grissom's 305th Air Refueling Wing commander, has scheduled a news conference today at 2 p.m. Details on the situation will be released, followed by a brief question and answer period.

WHAT: News conference regarding the realignment of Grissom and the deactivation of the 305th Air Refueling Wing.

WHEN:

WHERE: Wing Command Conference Room, Bldg. 1, Grissom Air Force Base, Indiana.

WHO: Col. Marc L. Drinkhahn, 305th Air Refueling Wing Commander.

NOTE: Due to security measures, RSVP to the Public Affairs Office by 12:30 p.m. to ensure security clearance.

# # #
DATE, 2 p.m., Wing Command Section Conference Room

Good afternoon. It is with a burdened heart that I tell you that this morning we received word from the Pentagon and Air Mobility Command that Grissom has been slated for realignment. The process has already been initiated and will proceed until its completion, slated for October 1, 1994.

The Department of Defense was evaluating all military installations on established criteria in accord with the new Air Force philosophy of the post-Cold War era. Those bases costing the least to close had a strike against them to begin with. Grissom is the fourth lowest military installation to close. Thus, we were anxious to hear the outcome of the evaluation process. We entered the game with one strike against us.

Although we have been slated to deactivate our active duty 305th Air Refueling Wing, which is the largest refueling wing in the Air Force, the 434th Reserve Wing will take command of a small portion of the base. The remaining portion of the land, known as the contonement area, will be sold or leased at a later date.

We at Grissom are doing everything within our power to make the transition easier on the local communities as well as on the Grissom members. We are implementing seminars, parent-education programs, and other helpful programs to those affected by the transition.

Having stated the conditions of the realignment, I will now briefly take questions with the understanding that details are still tentative.
Supplement # 10

Commander’s Call Talking Points

WHO: Col. Marc L. Drinkhahn, 305th Air Refueling Wing commander, speaking to Grissom personnel.

WHAT: Commander’s Call on the realignment process.

WHEN:

WHERE: Base theater.

WHY: To inform military personnel of all aspects of the conversion process, how it effects them, and what programs will be enacted to help them.

I. The criteria by which Grissom was chosen to close
   A. Current/future mission requirements and impact on operational readiness of Department of Defense’s total force
   B. Availability/condition of land/facilities/associated air space at existing and potential receiving locations
   C. Ability to accommodate contingency/mobilization/associated air space at existing/potential receiving locations
   D. Cost/manpower implications
   E. Extent/timing of potential costs and savings including number of years beginning with date of completion of closure and realignment for savings to exceed the cost
   F. Economic impact on communities
   G. Ability of existing/potential receiving communities’ infrastructure to support forces/missions/personnel

II. Reasons for military downsizing
   A. Post-Cold War
   B. New revised defense mission
   C. Defense budget costs

III. What will happen
   A. Deactivation of active duty 305th Air Refueling Wing
   B. 434th Reserve Wing assumes command
   C. Contonement area will be sold/leased

IV. Programs
   A. For military personnel
   B. For military dependents
V. Estimated timeline

VI. Goals of Grissom’s wing command section in conversion
   A. Two-way communication between command section and military personnel
   B. Two-way communication between base and surrounding communities
   C. Aid local schools, communities, and businesses in adjusting to realignment and its effects
   D. Provide example for other realigning/closing installations
   E. How will handle civilian employment

VII. Questions

VIII. Conclusion
"Grissom This Week" Script
REALIGNMENT #1

NOTE: Drinkhahn will receive his questions two weeks prior to filming so he can adequately prepare for the interview himself.

SCENES
CU Front Gate
Anchor speaking
CU Anchor and Drinkhahn
LS Grissom from Interstate 69
MS Front Gate
LS Flightline
CU "Can-Do" Water Tower
MS KC-135
CU Gas station
CU BX with yellow ribbons
MS Building 1 -- Wing Command Section
CU "Team Grissom" sign

"HELLO AND WELCOME TO THIS EDITION OF 'GRISSOM THIS WEEK.'"

I'M ____________________.

THIS WEEK WE ARE GOING TO FOCUS ON THE REALIGNMENT OF
GRISSOM AND THE DEACTIVATION OF THE 305TH AIR REFUELING WING.

-82-
WE HAVE AN INTERVIEW WITH 305TH AIR REFUELING WING COMMANDER COLONEL MARC L. DRINKHAHN AS WELL AS A HISTORICAL TRIBUTE TO GRISsom. FIRST, LET'S LOOK AT WHAT COL. DRINKHAHN HAD TO SAY.

(CUT TO DRINKHAHN FOOTAGE -- INTERVIEW IN HIS OFFICE)

COL. MARC DRINKHAHN, 305TH AIR REFUELING WING COMMANDER, REALIZED GRISsom WAS BEING SCRUTINIZED AND EVALUATED AS A POTENTIAL CLOSURE INSTALLATION. THE BASE WAS SAVED FROM CLOSURE BUT WAS UNABLE TO ESCAPE THE DEACTIVATION AND REALIGNMENT PROCESSES.

COL. DRINKHAHN, CAN YOU TELL US A LITTLE BIT ABOUT THE REALIGNMENT AND WHAT IT MEANS TO GRISsom PERSONNEL AND THE SURROUNDING COMMUNITIES?

WHAT DO YOU FORESEE HAPPENING IN THE CONVERSION PROCESS?

WHAT PROGRAMS AND AID ARE AVAILABLE FOR MILITARY PERSONNEL DURING THE CONVERSION PROCESS?

WHEN DOES THE PROCESS BEGIN AND END?

AS GRISsom'S WING COMMANDER, WHAT DO YOU FORESEE AS THE HIGHEST HURDLE IN THE CONVERSION PROCESS AND HOW DO YOU PROPOSE CLEARING IT?

IS THERE ANYTHING ELSE YOU'D LIKE TO TELL US ABOUT THE REALIGNMENT PROCESS?
NOW LET'S FOCUS ON THE DEACTIVATION OF THE 305TH AIR REFUELING WING. WHY IS THE 305TH BEING DEACTIVATED?

WHAT WILL HAPPEN TO THE PLANES AND OTHER EQUIPMENT CURRENTLY STATIONED AT GRISsom THROUGH THE 305TH?

WHAT WILL HAPPEN TO THE PERSONNEL IN THE 305TH?

IS THERE ANYTHING ELSE YOU’D LIKE TO TELL US ABOUT THE DEACTIVATION OF THE 305TH AIR REFUELING WING?

THANK YOU, COL. DRINKHAHN.

WE’LL BE BACK WITH A TRIBUTE TO GRISsom AIR FORCE BASE AFTER THESE MESSAGES.

(CUT TO COMMERCIAL)

(HEAD SHOT OF ANCHOR AND THEN VOICE-OVER)

WELCOME BACK. IN TRIBUTE TO THE MEN AND WOMEN WHO HAVE SERVED AT GRISsom AIR FORCE BASE AND THE 305TH AIR REFUELING WING OVER THE YEARS, WE DECIDED TO LOOK AT THE BASE AS IF SEEING IT FOR THE FIRST TIME AND BEING AWED BY WHAT THE MEN AND WOMEN OF THIS AIR FORCE INSTALLATION DO.

GRISsom IS HOME TO THE “CAN DO” 305TH AIR REFUELING WING, WHICH IS THE LARGEST AIR MOBILITY COMMAND AIR REFUELING WING IN THE AIR FORCE. APPROXIMATELY 2,693 MILITARY MEMBERS ARE ASSIGNED TO GRISsom.

MORE THAN $2 BILLION IN WEAPON SYSTEMS ARE FOUND AT
GRISSOM.

THE KC-135 STRATOTANKER IS GRISSOM'S AERIAL REFUELING AIRCRAFT. CAPABLE OF DELIVERING LOADS OF MORE THAN 30,000 GALLONS OF JET FUEL TO RECEIVER AIRCRAFT, THE KC-135 CAN BE CONVERTED TO TROOP- AND CARGO-CARRYING MISSIONS.

TO FILL UP A KC AT THE LOCAL GAS STATION WOULD TAKE ONE PUMP GOING FOR 24 HOURS A DAY FOR 4 1/2 DAYS. A ONE-MINUTE MAXIMUM FLOW ON THE KC-BOOM COULD FUEL THE AVERAGE AUTOMOBILE FOR ONE YEAR. IF THE ENTIRE KC LOAD OF FUEL WAS RUN THROUGH THE AVERAGE CAR, IT COULD TRAVEL AROUND THE WORLD 22 TIMES.

GRISSOM HAS A RICH HERITAGE, RANGING FROM SUPPORTING MISSIONS SUCH AS DESERT SHIELD, DESERT STORM, AND DESERT CALM TO SUPPORTING PHILANTHROPIC ACTIVITIES IN SURROUNDING COMMUNITIES.

AS THE DATE OF THE COMPLETION OF THE REALIGNMENT LOOMS CLOSER, GRISSOM WILL CONTINUE ITS SUPPORT MISSION AND CONTINUE PROTECTING THE FREEDOMS AMERICANS POSSESS. 'TEAM GRISSOM' WILL REMAIN A SUPPORT UNIT EVEN WHEN THE GATES ULTIMATELY CLOSE.

THAT WRAPS IT UP FOR THIS EDITION OF 'GRISSOM THIS WEEK.' FROM MYSELF AND FROM THE 305TH AIR REFUELING WING PUBLIC AFFAIRS OFFICE, THANKS FOR WATCHING.”

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Community Bimonthly Newsletter

The following is a mock up of the bimonthly newsletter to be sent to community and business leaders pertaining to the realignment process. The primary goal of the publication is to keep community leaders informed of the conversion.

Information to be included in the newsletter consists of:
• updates on building closures on Grissom property
• prospective leasers/purchasers of the conrtoneb area
• upcoming seminars
• important dates
• advice/tips on different aspects of the conversion.
Quality Of Life Survey

A key tool in measuring the success of the proposed public relations program pertaining to the realignment process would be a “Quality of Life Survey.” This survey would measure Grissom personnel’s and residents’ feelings on the realignment process. It should be in the format of a Lichert scale in order to create quantitative analysis, which will provide a clearer view of the big picture. The following is an example of what the survey might look like.
Quality of Life Survey

Dear Grissom Member:

The following is a survey to evaluate how well Grissom management is meeting your needs. Please take a few minutes to complete the survey and return it to the Public Affairs Office in the enclosed envelope. Thank you for your time.

Sincerely,

The 305th Public Affairs Office

1. The amount of information provided pertaining to the realignment process has been sufficient for my needs.
   A. Agree
   B. Strongly Agree
   C. No opinion
   D. Disagree
   E. Strongly Disagree

2. I am happy with the help provided pertaining to the realignment.
   A. Agree
   B. Strongly Agree
   C. No opinion
   D. Disagree
   E. Strongly Disagree

3. I used the available information in planning for life after Grissom.
   A. Agree
   B. Strongly Agree
   C. No opinion
   D. Disagree
   E. Strongly Disagree
4. I have attended a:
   A. parent-education program
   B. commander’s call
   C. town meeting
   D. stressbusters seminar
   E. None of the above

5. The Grissom management is responsive to my needs during this realignment process.
   A. Agree
   B. Strongly Agree
   C. No opinion
   D. Disagree
   E. Strongly Disagree

6. Despite the conversion, my family and I regularly utilize:
   A. BX
   B. Commissary
   C. Base Gym
   D. Bowling Alley
   E. Movie Theater
   F. Child Care Center
   G. Library
   H. Community Activity Center

7. For information pertaining to the realignment, I utilize:
   A. Pacesetter
   B. Channel 19
   C. Brochures/flyers
   D. Other people
   E. A combination of the above
   F. None of the above

8. I am:
   A. Male
   B. Female

9. I am:
   A. 18-25
   B. 25-30
   C. 30-40
   D. 40-50
   E. 50 or older
10. Length of time at Grissom:
   A. less than a year
   B. 1 year
   C. 2 to 3 years
   D. 3 to 5 years
   E. more than 5 years

11. Please include any additional comments in the space below.
Grissom Air Force Base Task Force

Members:
• Grissom Wing Commander
• CARE Officer
• Public Affairs Chief
• 434th Reserve Wing Representative
• GCRA Representative
• School Superintendent
• Representatives from the three local Chambers of Commerce
• Mayors -- Peru, Kokomo, Logansport
• Media Representative
• Civilian
• Dependent

Objectives:
1. Will study and review plans and proposals pertaining to the future of the conotement area
2. To develop programs/ideas on how to aid the surrounding communities
3. To bring all the various target publics to proactively solve any problems arising from the conversion
4. To provide direction/leadership to businesses, communities and school systems affected by the conversion
5. A plan for effective communication to deal with the realignment process
6. Will explore all opportunities available as a result of the realignment process
7. Will develop and define utilization of all available facilities in the conotement area
Focus Group Guidelines

Research has proven that the most effective means of obtaining feedback is primary research. The focus group is a prime means of obtaining information from the affected publics.

The proposed focus group would be comprised of civilian and military residents of surrounding communities as well as of Grissom. The questions addressed to this focus group should focus on their needs and desires during the conversion process.

The Public Affairs Office will plan, implement, and evaluate the focus group format. It is essential to remember in implementing the focus group that the focus is on finding the needs of the people in the target public and then providing them with what they need.
Parent-Education Program

Moving is never easy on children. In order to make the conversion process as easy as possible on dependent children, a parent-education program focusing on how to make the transition easier is recommended.

To fully develop the program, flyers and advertising on Channel 19 and in the Pacesetter are essential. Following are:

• a flyer

• announcement for Channel 19/Pacesetter

• talking points for the program.
Parent-Education Program Talking Points

WHO: Capt. Tom Green, Mental Health

WHAT: Parent-Education Program on the transition for children during the conversion process

WHEN: May 5, 1992

WHERE: Family Support Center

WHY: To inform parents of ways to make the conversion process easier on children.

I. The effects of the realignment on children

II. Suggestions for parents on making the transition easier on their children

III. Available resources to help children adjust

IV. Questions

V. Conclusion
Announcement--
Parent-Education Program

The Family Support Center, in conjunction with the Grissom Clinic, is sponsoring a Parent-Education Program on May 5, 1992 at 6:30 p.m. at the Family Support Center. Guest speaker Capt. Tom Green, Mental Health, will speak on how to make the transition easier for children.

Make reservations at 688-2104 by April 30.
Do you have children who will be affected by the realignment?

Come find out how to make it easier on them!

**Parent-Education Program**

May 5, 1992
6:30 p.m.
Community Activity Center

Guest Speaker: Capt. Tom Green, Mental Health

Call 688-2104 to make reservations by April 30.
Civilian Call Talking Points

WHO: Col. Marc L. Drinkhahn, 305th Air Refueling Wing Commander, speaking to Grissom's civilian employees.

WHAT: Civilian Call on the realignment process.

WHEN: 

WHERE: Base theater.

WHY: To inform civilian employees of what will happen to their jobs due to the realignment.

I. What Will Happen
   A. Deactivation of active duty 305th Air Refueling Wing
   B. 434th Reserve Wing assumes command of the base
   C. Contonement area will be sold/leased

II. Job Outlook
   A. Decrease in 305th Air Refueling Wing civilian positions
   B. Increase in 434th Reserve Wing civilian positions

III. Aid Given by Grissom to Civilian Employees
   A. Help them maintain their job through the conversion
   B. Help them relocate from active wing to reserve wing
   C. To help them find a job in the civilian market if they so desire
   D. Possibilities of pecuniary support

IV. Estimated Timeline

V. Conclusion

VI. Questions
As you know, the date of Grissom’s realignment is looming closer. In order to ensure the realignment communication program is meeting your individual needs, we would greatly appreciate it if you could please fill out the survey below and return it in the enclosed envelope.

Sincerely,

The 305th Air Refueling Wing Public Affairs Office

1. I am happy with the amount of information provided pertaining to the realignment.
   A. Agree
   B. Strongly Agree
   C. No opinion
   D. Disagree
   E. Strongly Disagree

2. There is sufficient information provided pertaining to my job as it relates to the realignment.
   A. Agree
   B. Strongly Agree
   C. No opinion
   D. Disagree
   E. Strongly Disagree

3. I would like to see more information regarding the realignment as it pertains to my future in particular.
   A. Agree
   B. Strongly Agree
   C. No opinion
   D. Disagree
   E. Strongly Disagree
4. My information needs are being met through the communication program.
   A. Agree
   B. Strongly Agree
   C. No opinion
   D. Disagree
   E. Strongly Disagree

5. Please elaborate below on any question or issue you would like to address further.
Thank-You

This thesis would not have been possible without the cooperation, advice, and patience of many people. I have learned immensely from all of you. Thank you.

Gardi Ipema Wilks, faculty advisor

CMSgt. and Mrs. Charles Blackburn, parents

Capt. Thomas Deall, Grissom Public Affairs Chief

1st Lt. Shirley Eubanks, Grissom Public Affairs Deputy Chief

SSgt. Kathy Gandara, Grissom Public Affairs NCOIC

Department of Defense Base Closure and Realignment Commission

Ronald Wilson, Maconaquah School Superintendent

Lt. Col. Mike Moran, Grissom CARE officer

Ralph Duckwall, President of Peru's Chamber of Commerce

---Thank you!---
"God and the soldier we alike adore,  
In times of danger, not before,  
The danger passed and all things righted,  
God is forgotten, the soldier slighted."

--Contributed by Capt. Tom Deall, USAF