

## MISSION BRIEF | INITIAL OPERATING PICTURE

# SHADOW MOSES AIR FIELD REACTIVATION BRIEF

Operation NORTHERN LANTERN | Opening Situation

**To:** Shadow Moses Base Reactivation Working Group

**From:** Shadow Moses Installation Activation Office

**As of:** Program Month 3

**Subject:** Deliberate reactivation of Shadow Moses Air Field

**Status:** Routine peacetime program; no emergency or contingency designation is in effect

---

**CURRENT PICTURE.** Shadow Moses is moving from caretaker status to initial operating capability on a deliberate twelve-month schedule. The installation remains only partly functional, and several independent facility, airfield, utility, security, and quality-of-life projects will proceed at the same time.

## 1. Strategic setting and purpose

Shadow Moses Air Field occupies a remote island in the Fox Archipelago, immediately south of the western Alaska Peninsula. Its position lies near the junction of the North Pacific air routes, the Aleutian logistics corridor, and the approaches to the Bering Sea. Severe weather and distance limit nearby diversion options, while its long runway and cargo pier give it value beyond its small population.

Operation NORTHERN LANTERN is a planned posture initiative intended to restore Shadow Moses as a dispersed operating and logistics location rather than a permanent combat base. It will receive transient aircraft, support periodic exercises, relay communications, stage search-and-rescue or maritime-surveillance support, and recover aircraft unable to continue to larger Alaskan hubs.

## 2. Mission and desired end state

- **Airfield and distributed operations.** Maintain a safe divert and recovery location for air mobility, patrol, and support aircraft during routine activity and scheduled exercises.
- **Logistics and communications.** Restore enough fuel, cargo handling, warehousing, communications, and command-and-control capacity to sustain an advance operating cadre.
- **Installation support.** Reopen essential administrative, emergency-response, lodging, dining, recreation, and community-support functions for a projected population of approximately 950 personnel.

### 3. Current installation condition

The air field was built during the late Cold War and operated intermittently before entering reduced caretaker status fifteen years ago. A small workforce has preserved the runway, power plant, fire station, fuel area, and selected buildings, but most facilities have received only minimum maintenance. Condition assessments are still being completed, and the reliability of legacy drawings and maintenance records varies by facility.

| Functional area                | Current operating picture                                                                                                             | Planned end state                                                               |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| <b>Airfield</b>                | 9,200-foot runway is usable in daylight under restrictions. Lighting, markings, drainage, and parts of the apron require restoration. | Limited all-weather operations and safe parking for transient aircraft.         |
| <b>Command and control</b>     | Command Post and antenna sites are intact. Internal systems, perimeter features, and emergency access need modernization.             | A secure node able to support exercises and routine alert functions.            |
| <b>Mission support</b>         | Campbell Hall, warehouses, motor pool, and communications spaces are partly usable; some areas remain closed.                         | Administrative, communications, supply, and maintenance capacity for the cadre. |
| <b>Quality of life</b>         | One dormitory and the FOXHOUND Recreation Center have limited use. Dining and community services occupy temporary spaces.             | Lodging, food, recreation, and essential services for the initial population.   |
| <b>Utilities and logistics</b> | Power and water have limited redundancy. The cargo pier, roads, fuel systems, and storage areas operate with restrictions.            | Reliable utilities and predictable sea-and-air resupply.                        |

Reference: M-02 provides a simplified installation map and facility locations.

### 4. Reactivation sequence

The Installation Activation Office is using a phased program that restores only the capacity required for the next population and mission milestone. The dates below are planning targets rather than authority to accelerate, combine, or direct any individual contract action.

| Program point            | Planned condition                                                                                               |
|--------------------------|-----------------------------------------------------------------------------------------------------------------|
| <b>Month 0</b>           | Reactivation directive issued; caretaker operations continue.                                                   |
| <b>Month 3 - current</b> | Condition assessments and initial acquisition actions underway; no operational expansion yet.                   |
| <b>Month 6</b>           | Advance cadre of approximately 180 personnel begins arriving.                                                   |
| <b>Month 8</b>           | Limited flight operations and routine cargo reception begin.                                                    |
| <b>Month 10</b>          | Initial operating capability: airfield, command, emergency response, and essential support functions available. |
| <b>Month 15</b>          | Full planned operating capability for approximately 950 personnel and recurring exercises.                      |

### 5. Acquisition and construction environment

Reactivation is not a single construction project. It is a portfolio of separately funded and separately administered actions at different stages. Some files were developed by the activation team; others were inherited. The work includes airfield systems, facility repairs, utility restoration, Command Post protection, recreation improvements, roofing, temporary services, and material-handling support.

- **Normal authorities.** Ordinary peacetime acquisition, funding, safety, environmental, and installation processes apply.
- **Remote logistics.** Most construction materials arrive by seasonal sealift or scheduled cargo aircraft; local commercial capacity is limited.
- **Shared spaces.** Contractors, caretaker personnel, and activation teams may share roads, loading points, utilities, buildings, and work areas.
- **Records and integration.** Current surveys and approved contract documents control their actions. Historical records vary in reliability, and the Activation Office maintains portfolio-level milestone and facility-coordination records.

*Reference: M-03 provides the current contracting workload register.*

## 6. Principal stakeholders

**Installation Activation Office - Roy Campbell, Director.** Sets reactivation priorities, integrates mission milestones, and resolves cross-functional installation decisions.

**Mother Base Civil Engineering - Dr. Hal Emmerich, Chief Facilities Engineer.** Leads facility assessments, design coordination, construction surveillance support, and technical acceptance.

**Mother Base Contracting Office.** Plans, awards, and administers the contracts and orders supporting reactivation. Only properly authorized contracting personnel may bind the Government.

**Operational offices.** Meryl Silverburgh leads Airfield Operations. FOXHOUND Security controls installation and flightline access, while Shadow Moses Fire and Emergency Services reviews fire protection, life safety, and emergency access.

**Installation support offices.** Diamond Dogs Logistics coordinates resupply, warehousing, fuel, vehicles, material handling, and Government property. Mei Ling leads lodging, dining, recreation, and community-support planning.

## 7. Operating conditions

- **Weather.** High winds, salt exposure, freezing rain, and fog are normal; the primary outdoor construction season is short.
- **Access.** Visitors and contractor personnel require installation approval; some airfield and Command Post areas have additional controls.
- **Continuity.** Caretaker functions and limited tenant operations will continue during construction, so utilities and occupied spaces cannot be treated as abandoned.
- **Environment and staging.** Coastal habitat, legacy fuel sites, stormwater, waste handling, temporary lodging, indoor storage, and protected laydown space require coordination.