



**DEPARTMENT OF THE NAVY**

OFFICE OF THE SECRETARY  
1000 NAVY PENTAGON  
WASHINGTON, D.C. 20350-1000

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MN-0022-F1  
IAT/MMC  
21 August 2003

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG)  
MEETING OF 19 JUNE 2003

- Encl: (1) 19 June 03 IEG Meeting Agenda  
(2) Draft DON Policy Advisory Two – Internal Control Plan  
(3) JCSG Support Requirements for DON and Status  
(4) DASN (IA) Transformational Options memo of 3 Jun 03 w/attachment  
(5) DOD IG memo of 17 Jun 03

1. The seventh meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 1010 on 19 June 2003 in Room 4E765 at the Pentagon. The following members of the IEG were present: Mrs. Anne R. Davis, Deputy Assistant Secretary of the Navy for Infrastructure Analysis (DASN (IA)), Vice Chair; Ms. Ariane Whittemore, Assistant Deputy Chief of Naval Operations (N4) serving as Alternate for VADM Charles W. Moore Jr., USN, Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4), Member; Mr. Thomas Crabtree, Director, Fleet Training, U.S. Atlantic Fleet, serving as Alternate for VADM Albert H. Konetzn Jr., USN, Deputy and Chief of Staff, U.S. Atlantic Fleet, Member; LtGen Michael A. Hough, USMC, Deputy Commandant for Aviation (AVN), Member; Mr. Michael F. McGrath, Deputy Assistant Secretary of the Navy for Research Development Test & Evaluation (DASN (RDT&E)), Member; Dr. Russ Beland, Deputy Assistant Secretary of the Navy for Manpower Analysis and Assessment (DASN (MA&A)), Member; Mr. Ronnie J. Booth, Navy Audit Service (NAVAUDSVC) Representative; Mr. Thomas N. Ledvina, Navy Office of General Counsel (OGC) Representative; and CDR Margaret M. Carlson, JAGC, USN, Recorder. Ms. Whittemore arrived at 1120. Mr. H. T. Johnson, Assistant Secretary of the Navy, Installations and Environment (ASN (I&E)), Chair, LtGen Richard L. Kelly, USMC, Deputy Commandant for Installations and Logistics (I&L), Member and Mr. James Recasner, Senior Counsel, Infrastructure Analysis were absent. All attendees were provided enclosures (1) through (4). Enclosure (5) was briefed with enclosure (2) but not provided. Mrs. Davis opened the meeting and presented the minutes from the 29 May 03 meeting to the IEG for review. Dr. Beland noted that his name was missing. Mrs. Davis noted that this would be corrected. The IEG then approved the remainder of the minutes.

2. Mrs. Davis briefed the draft Internal Control Plan (ICP), enclosure (2), which incorporated changes that were recommended by the Inspector General for the Department of Defense (DOD IG), enclosure (5). Most changes were style oriented with the exception of page 6, paragraph 5, "Audit Access to Records", enclosure (2), which clarifies DOD IG's role with respect to Naval Audit Service (NAVAUDSVC) and the General Accounting Office (GAO). The change reflects a desire to have DOD IG and GAO work through NAVAUDSVC, and not duplicate efforts or resources. It was noted with regard to page 2, enclosure (2), that the Functional Advisory Board (FAB) might need clarification. Mrs. Da

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that she will re-work the FAB portion of the ICP to reflect the FAB's position as subordinate to the IEG and the FAB mission as informational vice deliberative.

3. Mrs. Davis continued with an update on the 6 June meeting of the Infrastructure Steering Group (ISG). The ISG reviewed the proposed selection criteria, Defense Agency assignments to the Joint Cross Service Group (JCSG), and the allocation rules. The ISG consensus as to the selection criteria was that using the statutory language was a good approach. The matrix of Defense Agencies' assignments was altered to assign lead JCSGs. The allocation rules will be formulated by the BRAC directors and presented in the August/September timeframe. Mrs. Davis reported on the 18 June FAB meeting highlighting support requirements and JCSG status, enclosure (3). Mrs. Davis has requested the FAB members provide detailed support requirements so she may route those through the leadership to provide visibility as to the level of effort that will be required for the JCSG process. As to the JCSG status, they are at various stages of growth and are taking different approaches. The JCSG Functional Assignments package is awaiting Secretary of Defense (SECDEF) approval. Mrs. Davis highlighted that the Transformational Options tasker, enclosure (4) went to both the JCSGs and the Services. She is awaiting inputs from Navy and Marine Corps. The Administrative portion of the agenda, enclosure (1), was reviewed noting that the leadership would not revisit the Joint Strike Fighter decision. The IEG agreed to cancel the proposed 11 July IEG meeting, therefore the next meeting will be 31 July.

4. The meeting adjourned at 1138.



H. T. JOHNSON  
Chairman, IEG

**TAB 1**



**TAB 2**

XXX  
XXX  
XX Jun 03

MEMORANDUM FOR DISTRIBUTION

Subj: BRAC 2005 POLICY ADVISORY TWO: INTERNAL CONTROL PLAN FOR  
MANAGEMENT OF THE DEPARTMENT OF THE NAVY 2005 BASE  
REALIGNMENT AND CLOSURE PROCESS

Ref: (a) Defense Base Closure and Realignment Act of 1990 (Sections 2901-2914 of P.L.  
101-510, as amended)  
(b) SECDEF memo of 15 Nov 02; Subj: Transformation Through Base Realignment and  
Closure  
(c) USD (AT&L) memo of 16 Apr 03; Subj: Transformation Through Base Realignment  
and Closure (BRAC 2005) Policy Memorandum One – Policy, Responsibilities, and  
Procedures  
(d) SECNAV memo of 25 Nov 02; Subj: Base Realignment and Closure (BRAC) 2005  
(e) SECNAV memo of 29 May 03; Subj: Base Realignment and Closure (BRAC) 2005 –  
Policy Advisory One

Encl: (1) DON Procedures for Certification of BRAC 2005 Information  
(2) Non-Disclosure Agreement

1. Purpose. This memorandum describes the management controls that will guide and regulate the Department of the Navy's (DON's) actions to comply with the FY 2005 requirements of reference (a) (the Act), as implemented by references (b) through (e).

2. Background. The objective of the 2005 Base Realignment and Closure (BRAC 2005) process is to allow the Secretary of Defense (SECDEF) to recommend military installations for closure and realignment on the basis of the FY 2005 Force Structure Plan and the selection criteria promulgated by the Office of the Secretary of Defense (OSD). All military installations inside the United States (and its territories and possessions) must be considered equally, without regard to whether the installation has been previously considered or proposed for closure or realignment by the Department. Under the Act, SECDEF must include with his recommendations a summary of the selection process that resulted in the recommendation for each installation and a justification for each recommendation, as well as certification of the accuracy and completeness of the information upon which the recommendation is based. Per reference (c), Department of Defense (DoD) Components are required to develop detailed record keeping procedures, which will satisfy the information and justification requirements levied upon SECDEF by the Act. Additionally, DoD Components must develop and implement an Internal Control Plan (ICP) to ensure BRAC analysis and recommendations are based on accurate and complete data, and that the process is properly documented and auditable.

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3. Internal Control Mechanisms. The objective of the internal control mechanisms employed by DON is to ensure the accuracy, completeness, and integrity of the information upon which the Secretary of the Navy's (SECNAV's) recommendations for closure and realignment will be based. The two principal mechanisms are organization and documentation.

a. Organization Controls. Under the oversight and guidance of SECNAV, there are three organizations within the DON that have primary responsibilities for the BRAC 2005 process: the Infrastructure Evaluation Group (IEG), the Infrastructure Analysis Team (IAT), and the Functional Advisory Board (FAB). The Naval Audit Service (NAVAUDSVC) has a representative that serves as technical advisor to the IEG, IAT, and FAB. This representative will not be involved in the independent audits of the DON BRAC 2005 process conducted by NAVAUDSVC. The NAVAUDSVC will perform an audit of the BRAC 2005 process independent of these non-audit services. The specific responsibilities of these organizations for ensuring internal control requirements are met are as follows:

(1) IEG. The IEG will be responsible for developing recommendations for closure and realignment of DON military installations and ensuring that operational factors of concern to the operational commanders are considered. In consultation with the Chief of Naval Operations and the Commandant of the Marine Corps, the IEG will prepare recommendations for SECNAV's approval and transmittal to SECDEF.

(2) IAT. The IAT is a subordinate organization under the control of the IEG and will be responsible for developing analytical methodologies, developing joint and cross-servicing opportunities in support of the Joint Cross Service Groups (JCSGs) and with the other Military Departments, collecting data and performing analyses, and presenting the analytical results to the IEG for evaluation.

(3) FAB. The FAB is comprised of the Navy and Marine Corps members of the six OSD-chartered JCSGs who report directly to and coordinate with the IEG in order that the DON position on common business oriented functions is clearly articulated and understood. The FAB is responsible for ensuring DON leadership is thoroughly briefed and prepared on JCSG matters that will ultimately be addressed to the Infrastructure Executive Council (IEC). The FAB will provide a mechanism to ensure our Navy and Marine Corps vision of the future, based on the Force Structure Plan, is clearly articulated, understood and supported throughout the DON BRAC 2005 process.

(4) NAVAUDSVC. A senior NAVAUDSVC representative will play an integral part in the DON BRAC 2005 process by providing technical advice to the IEG, IAT, and FAB and by independently informing the IEG and senior DON officials, as appropriate, of significant issues regarding implementation of this ICP. This representative will be assigned full time to, and in

~~residence with, the IAT. Separately, NAVAUDSVC will perform an independent audit of the DON BRAC 2005 process, will review the supporting processes, data and documentation used to~~  
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residence with, the IAT. Separately, NAVAUDSVC will perform an independent audit of the DON BRAC 2005 process, will review the supporting processes, data and documentation used to develop the Base Structure Data Base (BSDB), and will issue periodic audit reports containing the results of these reviews. Further, the NAVAUDSVC will conduct periodic audits to verify whether DON is in substantial compliance with the certification policy set out in the references. NAVAUDSVC will ensure audit standards are met and will advise the IEG and other senior DON officials of any significant issues identified during the independent audit. The NAVAUDSVC representative assigned to the IEG, IAT, and FAB will not be involved in the independent audits conducted by NAVAUDSVC.

b. Documentation Controls. All significant events in the DON BRAC 2005 process will be promptly recorded and clearly documented to ensure the accuracy and completeness of information used by the IEG in performing evaluations of DON military installations. The following elements will be strictly adhered to:

(1) BSDB. The BSDB will be the sole and authoritative DON database for making base closure and realignment recommendations. The BSDB will contain all relevant data and information, from whatever source, pertaining to all DON military installations subject to the Act, to include data elements required by the Cost of Base Realignment Actions (COBRA) model. Specific procedures will be promulgated for development and maintenance of the BSDB. Elements included in the database must have been certified in accordance with enclosure (1), and will be subject to NAVAUDSVC source validity checks and data accuracy assessments. For any information/data that is derived from an authoritative source external to DoD, e.g., a Federal, state, or local government agency, the document, which includes the certification, shall identify the source and provide adequate justification for relying on the source, to include determination of the source's accuracy by the audit community.

(2) Data Collection. Information used for BRAC 2005 analyses and/or decision making will be obtained only from the Military Departments and the Defense Agencies by means of electronic and/or hard copy information requests. DON activities will use the internal control mechanisms outlined in this document for collecting requested information and ensuring such information is accurate and complete. Only certified information will be used to develop DON BRAC 2005 recommendations.

(3) Certification. Section 2903(c)(5) of BRAC requires that the information used to develop and make closure and realignment recommendations submitted to SECDEF and/or the 2005 Defense Base Closure and Realignment Commission must be certified as accurate and complete to the best of the certifier's knowledge and belief. Enclosure (1) contains the DON policy and procedures to comply with this requirement. Any data file forwarded to the JCSGs by

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DON personnel must be certified. Only certified information and data may be used in the deliberative process to develop BRAC 2005 recommendations.

(4) Record Keeping. Reference (a) requires DoD Components participating in the BRAC 2005 analysis process to develop and keep: descriptions of how base closure and realignment policies, analyses and recommendations will be made, including minutes of all  
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deliberative meetings; all policy, data information, and analyses considered in making base closure and realignment recommendations; descriptions of how recommendations met the final selection criteria and were based on the final Force Structure Plan and infrastructure inventory; and documentation for each recommendation to the Secretary to close or realign a military installation under the law. All documents or electronic data files forwarded from other sources, generated for the BRAC 2005 process and used for analyses, and all other documents that relate to the BRAC 2005 process will be maintained in a repository with controlled access. Minutes will be prepared and maintained of all deliberative meetings which are part of the decision making process (e.g., all meetings of the IEG) in arriving at recommendations for base closure and realignment to be forwarded to SECNAV for his consideration. A record will be maintained of attendees, provide a synopsis of items discussed, and include all decisions and recommendations. Records of non-deliberative meetings are not required.

(5) Oral Briefings. From time to time, the IEG may receive formal and informal briefings from persons both in and out of the Federal government. If the IEG considers any such briefing presents relevant and useful information or data, before such information or data can be entered into the BSDB, the IEG must either (i) require the presenter (if a DON employee) to reduce such information or data to writing, or (ii) request the appropriate DON organization to replicate such information or data. In both cases, the certification required by reference (a) applies. All briefings slides and electronic presentations will be attached to the minutes recorded for the meeting.

(6) Outside Studies. During the BRAC 2005 process, studies and reports that originate outside the process may be brought to the attention of the IEG, the IAT, or the FAB. While these studies may be useful in developing policies and/or suggesting methods for making measurements or evaluations, no data from such studies or reports may be accepted for inclusion in the BSDB, unless such data is independently validated and certified in accordance with these procedures.

(7) Community Requests. Notices from local governments in the vicinity of an installation that it would approve of the closure or realignment of such installation will be

controlled and documented as required by Section 2914(b)(2) of reference (a). Responses to these representations will be recorded, as well as a description of the disposition of any information submitted.

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(8) Technical Experts. Technical experts will be utilized to support both the development and/or refinement of IAT analytical efforts and the deliberative process of the IEG. When technical experts provide information or data that the IEG considers relevant and appropriate for consideration during their deliberations, the technical experts shall be requested to submit that information or data in writing with the required certification, so that it may be  
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included in the BSDB. The technical experts used will be briefed on the sensitivity of DON BRAC 2005 data.

(9) Non-Disclosure Agreement. Each IEG, IAT and FAB member will sign a BRAC 2005 Non-Disclosure Agreement contained in enclosure (2). Additionally, all other individuals working within the process or providing support to the process (including technical experts) will be required to sign Non-Disclosure Agreements. For NAVAUDSVC personnel performing the audit of the DON BRAC 2005 process and who are required to sign the Non-Disclosure Agreement, nothing in the Non-Disclosure Agreement shall be construed to restrict or prevent NAVAUDSVC from fulfilling its responsibilities under SECNAV Instruction 7510.7E.

4. Access to DON BRAC 2005 Information. SECNAV established the DON BRAC 2005 process, as enunciated in reference (d), as the only valid means for developing recommendations for closing and realigning DON installations. To protect the integrity of the DON BRAC 2005 process, all files, data and materials relating to that process are deemed deliberative and internal to DON. All requests for release of DON BRAC 2005 files, data and materials, including those under the Freedom of Information Act, received prior to the SECDEF forwarding his closure and realignment recommendations to the Defense Base Closure and Realignment Commission shall be forwarded to the Deputy Assistant Secretary of the Navy (Infrastructure Analysis) for action. All DON BRAC 2005 documents, including electronic media, will have the following statements either as a header or footer, as appropriate:

*Draft Deliberative Document – For Discussion Purposes Only  
Do Not Release Under FOIA*

*Or*

*Deliberative Document – For Discussion Purposes Only*

*Do Not Release Under FOIA*

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5. Audit Access to Records. Full and open access to the DON BRAC 2005 process and data will be granted to NAVAUDSVC, Inspector General DOD, and General Accounting Office. ~~The General Accounting Office and the Inspector General, DoD will coordinate their audit and review efforts. The NAVAUDSVC will coordinate the General Accounting Office and the Inspector General DOD audit and review efforts~~ to avoid any duplication.
6. Responsibilities. The IEG, the IAT, the FAB, and the NAVAUDSVC will execute their responsibilities consistent with the provisions of references (d) and (e).
7. Implementation. This ICP is effective immediately and will be updated as necessary to enhance the level of management control needed to achieve the desired results of the references.

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H. T. JOHNSON  
Chair,  
Infrastructure Evaluation Group

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DEPARTMENT OF THE NAVY PROCEDURES FOR CERTIFICATION OF  
BRAC 2005 INFORMATION

1. Purpose. Under the Defense Base Closure and Realignment Act of 1990, as amended, the Secretary of the Navy is required to certify that information provided to the Secretary of Defense concerning the realignment or closure of a military installation “is accurate and complete to the best of his knowledge and belief.” As a basis for the certification by the Secretary of the Navy, individuals who provide information as part of the 2005 Base Realignment and Closure (BRAC 2005) process will be required to certify as to the accuracy and completeness of such information.

2. Requirement. Every officer or employee of the Department of the Navy, uniformed and civilian, who provides information for use in the BRAC 2005 process shall be required to provide therewith a signed certification as follows:

“I certify that the information contained herein is accurate and complete to the best of my knowledge and belief.”

The signing of such a certification shall constitute a representation that the certifying official has reviewed the information and either (1) personally vouches for its accuracy and completeness or (2) has possession of, and is relying upon, a certification executed by a competent subordinate.

In accordance with these procedures, absent certification from the point of origin of data through the chain of command, no information provided for use in the BRAC 2005 process shall become part of the Base Structure Data Base (BSDB) or be relied upon by the Infrastructure Evaluation Group (IEG) for analysis or evaluation.

3. Procedures. When information is forwarded to the next higher level in the chain of command, the transmittal document will contain a certification signed by the individual transmitting such information. Each succeeding level of the chain of command shall maintain a copy of the information transmitted and any certification received from subordinates.

a. Activities Generating Information. A certification will be executed by both the individual responsible for generating the information and by the head of the organization, in which such individual is employed (e.g., a commanding officer of a Navy or Marine Corps activity). Records shall be retained to show the source of the information provided in all certified responses.

b. Changes to Information. To the extent a higher echelon believes different data are more responsive to a particular data call, such data can be revised after receipt from the subordinate activity and prior to forwarding the final response to the IEG. Any revisions to certified data must be supported with official documentation retained by the echelon making such revisions.

Enclosure (1)

Records retained to document a revised data call response must, at a minimum, include a copy of the data call submitted as certified by a lower echelon activity with revisions clearly noted. A copy of the revised data call, annotating any changes made, shall be sent to the originator of the data, so that subordinates have a complete record of the final certified package.

c. Major Claimants. A certification will be executed by the commander of a major claimant for information provided by the claimant.

d. Headquarters. A certification will be executed by any Assistant Chief of Naval Operations (ACNO), Deputy Chief of Naval Operations (DCNO), or Deputy Commandant (DC) whose office provided information for use in the BRAC 2005 process.

e. Infrastructure Analysis Team (IAT). The Deputy Assistant Secretary of the Navy (Infrastructure Analysis)/Director, IAT will execute a certification with regard to the BSDB.

f. Infrastructure Evaluation Group (IEG). All members of the IEG will execute a certification with regard to information provided to the Secretary of the Navy.

4. Naval Audit Service. The Naval Audit Service will conduct periodic audits to verify whether the Department of the Navy is in substantial compliance with this certification process.

5. Guidance. Questions concerning this certification requirement should be directed to the Office of the Assistant General Counsel (Installations and Environment) at 703-614-1097 (DSN 224-1097) (fax number 703-614-1149).

Enclosure (1)

## Non-Disclosure Agreement

My duties include work assignments and responsibilities in which I may acquire personal knowledge of or access to information concerning the development of recommendations relating to potential closure or realignment of military installations in the Base Realignment and Closure (BRAC) 2005 process. I understand and agree that it is my duty and obligation to comply with the provisions of the agreement respecting such information, and that my violation of this agreement may result in disciplinary action.

1. I understand that the development of any BRAC 2005 information, written or oral, pursuant to the Defense Base Closure and Realignment Act of 1990, as amended, is an official, sensitive, and deliberative process. "Written" information includes all electronic and hard copy forms of communication. I further understand that the development of such information is not limited to final documents or products, but also includes all draft and feeder documents, briefings and notes, as well as any other related oral or written communication.
2. The public and all levels of federal, state, and local government have a right to expect and trust that the BRAC 2005 process will be conducted objectively and impartially. Any unauthorized disclosure of BRAC information undermines that expectation and trust and is therefore prohibited. Unauthorized disclosures may also constitute a violation of law and Department of Defense or Military Department directives, regulations, instructions, policies, or guidance. I promise not to disclose any BRAC information, except as specifically authorized.
3. I further understand that any document or any other written communication, whether draft or final, is the official property and record of the Department of Defense and shall be retained, disseminated, released, and destroyed in accordance with requirements of law and applicable Department of Defense or Military Department directives, regulations, instructions, policies or guidance.
4. I understand that the provision of this agreement bind me personally until the Secretary of Defense transmits BRAC 2005 recommendations to the Commission and Congress even if I am reassigned to other duties or stations, retire, or otherwise cease employment with any contractor, agency, or other relationship or association with the Department of Defense.

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Signature

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Date

Enclosure (2)

**TAB 3**

## **JCSG Support Requirements for DON**

### **Industrial**

Industrial JCSG support staff to be four growing to seven people with the following experience: prior BRAC, financial / budget and facility / industry management across the industrial community – ships, aircraft, weapons, electronics, etc. Navy has established a “response cell” consisting of three (3) people at the Washington Navy Yard (NAVSEA). Expect the cell to be stood up by mid July 03. Need to establish concept of ops with IAT team.

### **Supply and Storage**

The Supply and Storage JCSG has developed a work plan that consolidates material by category to facilitate review. Supply and Storage JCSG requires DON representative on working groups in the following categories: Fuel, Special, Test Measurement and Diagnostic Equipment (TMDE) - Air Force lead, Rations, Medical, Construction Material - Navy lead, Repair Parts, End Items - Army lead, and Clothing, Troup Support - USMC lead. Initially, these groups should be staffed with a DON representative (or representatives) with some degree of expertise in the business processes associated with these commodities. In addition to DON BRAC office personnel, CDR John Spicer, is developing a network of action officers within the Navy to provide their expertise and support. Our first order of business is to develop a set of capacity measurements that can be translated into objective data requirements. Initial DON participation in this methodology development phase prior to the data call would be beneficial. Meetings will be on a weekly basis once the Principals meet on 30 June for a final review and approval of the approach.

### **Technical**

Technical JCSG requires DON representative on technical working groups in the following areas: C4ISR, Land/Sea/Air/Space systems, Weapons and Armaments, Innovation Systems, and Enabling Technologies. The reps should be at the Flag/SES level but no lower than senior O-6/GS-15. Reps may be selected as the working group lead. Rep will be expected to be available for a minimum of weekly meeting thru FY04. Due to breadth of areas additional personnel (O-6/GS-15 and below) will be required – specifics to be determined.

### **Education and Training**

Support requirements under development. Commander, Naval Aviation Training will take the lead for aviation training group.

### **Headquarters and Support**

Headquarters and Support has requested eight (8) ADSW officers for support FY04 requirements. Additional support may have been submitted to the ISG by the H&S JCSG lead.

### **Medical**

Medical JCSG requires administrative support to include clerical, travel, and equipment (computers and telephone/VTC). Summary of initial support requirement is six full time equivalent (FTEs) and \$250,000. Each of the five working groups and the HQMC (HS) need at least one administrative full time equivalent (FTE) – six (6) FTEs – that is proficient in Microsoft Office. The Medical JCSG will require clerical support for deliberative meeting documentation. The five working groups consist of 25 individuals from various services. Estimated travel (for 6 trips/individual @\$1000/trip) is \$150,000. Estimate for computers is \$50,000 – two laptops per team. Travel for DON individuals on various working groups estimated at \$50,000 per year. Travel and computer costs should be allocated, as this is the total for the Medical JCSG.

Industrial JCSG

- Industrial JCSG has not met since initial discussion with OSD (AT&L). Chairman waiting further direction (SECDEF signature of the 31 March memo).
- RADM Klemm (Navy rep) initiated the following:
  - Identified eleven baseline organizations - CFFC/CPF, NAVAIR, NAVFAC, NAVSUP, SPAWAR, NSWC, MSC, SSP and ONR.
  - Established effective communication and awareness – 100% non-disclosure agreements received.
  - Solicited baseline organizations to provide:
    - Business strategy to implement the Industrial JCSG analytical approach.
    - Recommend notional metrics.
    - Goal is to provide an application model used for infrastructure analysis.
  - Establishing a Navy Industrial JCSG response cell
    - Reqs include NAVAIR, NUWC, NAVSEA 04 and IAT staff.
    - Role to support Industrial JCSG not duplicate IAT.
    - Issues – office space and timeline to establish team.
  - Potential Issues:
    - Common software tool for database knowledge management.
    - A plan for training – Legal, document control, etc.

Supply and Storage JCSG

- The Supply and Storage JCSG met on Thursday, 5 June. The next meeting is scheduled for Monday, 30 June. Meetings will be on a weekly basis once the JCSG Principals meet on 30 June for a final review and approval of the approach described below.
- The Supply and Storage JCSG has developed a work plan that consolidates material by category to facilitate review. Categories, the rationale for their grouping, and the Service that will act as lead are listed below.
  - Category 1 - Fuel, Special, Test Measurement and Diagnostic Equipment (TMDE)
    - Grouped together because of special storage requirements.
    - Lead by Air Force JCSG member.
  - Category 2 - Rations, Medical, Construction Material
    - Primarily commercial items covered under Direct Vendor Delivery (DVD).
    - Lead by Navy JCSG member.
  - Category 3 - Repair Parts, End Items
    - Traditional, generic items with common storage requirements.
    - Lead by Army JCSG member.
  - Category 4 - Clothing, Troup Support
    - Somewhat service specific (primarily ground forces).
    - Lead by USMC JCSG member.
- First order of business is to develop a set of capacity measurements that can be translated into objective data requirements. For example:
  - Material throughput is means to gauge capacity.
  - Inventory turnover is a specific way to measure throughput.
  - Cost of goods sold (or issued) and ending inventory value are the specific objective data elements that would be required.
- Issues being worked by the JCSG include:
  - Identify subject matter experts (SME) to staff and support the work groups.
  - Identify capacity measures and related objective data requirements.

Technical JCSG

- The Technical JCSG met for the second time on Friday, 13 June. Next meeting is scheduled for Thursday, 19 June. There was discussion to set up a regular meeting schedule but no decisions yet.
- Issues being worked by the JCSG include:
  - Organization and selection of leads for the subgroups. The organizational structure of the JCSG is generally agreed upon, however, the leads of each subgroup have not been named. At the next meeting, each Technical JCSG principal is asked to provide nominations of people with appropriate background to lead each subgroup.
  - Ranges. Some training ranges have a test and evaluation function and therefore cross multiple JCSGs. Technical JCSG is preparing an MOU with the Education & Training JCSG to work issues associated with ranges together. OSD has the action to draft a MOU. Medical and Technical JCSG's will also operate under an MOU for Medical Research.
  - Transformation Tasker. JCSG Principals are asked to provide inputs by 11 June but there was no discussion on this topic at the last meeting.

Education and Training JCSG

- The Education and Training JCSG met on Thursday, 12 June. Mr. Abell chaired the meeting - three agenda items:
  - BRAC 101 brief by Pete Potochney - highlights:
    - "The JCSG's Universe is everything - all is in until the JCSG's throw it out."
    - Strong JOINT and TRANSFORMATIONAL flavor.
    - "Joint" is any way you define it, but roughly "two or more services"
    - Rationalized as to how below threshold installations can be BRAC'd. It was clear that below threshold installations were to be considered.
    - "The BRAC process...insulates you from having to do a full-blown EIS."
    - Lots of discussion on ranges...including State-owned/operated police ranges
  - Brainstorming effort to get some "transformational" ideas:
    - USMC put forth 3 items:
      - Joint National Training capability.
      - Certify Service Schools for JPME and eliminate other requirements
      - Need a master database of what ranges are available.
    - USAF put forth "Center of Excellence" Schools that would put all 'common' school training together in a joint environment or contracted out (culinary skills, meteorological training, JAG, etc.) or some strategic partnering. Some discussion on bringing in enlistments with critical skills as we do some doctors and lawyers (skilled first, then "militarized").
    - USN/USAF talked briefly of Undergraduate Pilot Training and of co-locating Undergraduate and Advanced training in a single site (not JOINT, just nugget and advanced pilot training).
  - Take reports on the meetings of their various subgroups. Not a single subgroup had met, hence nothing to report on the third agenda item.
- Issues being worked by the JCSG include (in line with the May 23<sup>rd</sup> memo):
  - Think of more Transformational ideas.
  - Think of Private/Public organizations the JCSG could use for support and "out-of-the-box" ideas.
  - Compile a list of basic briefs on areas the JCSG may be involved in ('get-smart on this issue' briefs).
  - Give some thought to composition of the subgroups.

Medical JCSG

- The Medical JCSG met on Thursday, 5 June. Next meeting is scheduled for Thursday, 19 June. There was discussion to set up a regular meeting schedule but no decisions yet. Meeting convened by LtGen Taylor. Mr. Potochny attended. It appears for Navy and Marines that each Flag and General officer has tapped a 06 to assist. Meeting summary:
  - Mr. Potochny noted SECDEF has asked for a briefing on the approaches being taken by the JCSGs. He stated that homeland defense is getting teed up for the next ISG meeting.
  - Members felt the Medical JCSG needed a 2-3 day offsite, sooner rather than later
  - RADM Hufstader felt they needed a template to use when they develop their data calls. Mr. Potochny said no, not really.
  - Dr. College has asked his people (Army) to identify what resources are needed.
  - LtGen Taylor met with Dr. Sega (Technical lead). The discussion was on who determines the technical medical needs best. Medical has the lead, but later on, if the Technical JCSG needs to get involved, they will. Technical and Medical have a MOU on this issue. Similar short discussion on recruit training, if Medical does not feel the other JCSG was able to work the medical issues, then they would reapproach and see how to ensure medical was properly addressed.
  - Discussion on whether there are databases at the health affairs TMA level that should be used for data calls vice trying to get medical data down at the command level. Mr. Potochny will contact Mr. Nelson Ford, ASD HA, to discuss this further.
- IG rep noted that the Medical JCSG may want to supplement the internal control plan in two areas: get a data control plan out, and get some control on how the medical E room will work.
- Issues being worked by the JCSG include:
  - Sub groups leads to identify needed resources.
  - Identify databases that should be used for data calls.

Headquarters and Support (H&S) JCSG (Jan)

- The H&S JCSG met on Thursday, 5 June, led by Mr. Tison (still not confirmed yet). Mr. Potochony gave a BRAC 101 brief to the group on Tuesday, 10 June. H&S JCSG meetings will be held weekly, with one a month being deliberative (OSD invited). The H&S JCSG plan to meet at Army leased space (near IDA) on Seminary Road. They will set up some computers and locate fulltime people there. Meeting summary:
- Questions for OSD:
  - Has OSD approved JCSG proposal to go to 2 groups vice 3 (decision did not need to go to ISG). RADM Weaver to lead NCR group, Mr. Davidson the functional/geographic.
- Mr. Tison met with Mr. Grony. OSD says it's up to the proponents to resource JCSGS. Discussion on the resource process: JCSGs request people from the Services, and then the ISG, or the ISG directs Services to support JCSGS. Mr. Tison desires a manageable group, rather than perhaps a rep from every Defense Agency and Activity. JCSG may want a fulltime DISA and DFAS rep, and only subject matter experts (SMEs) on call for others.
- Discussion on how do you benchmark (metrics) business process reengineering. RADM Weaver noted that there may be some methods already in place, and noted that Army and Navy already have IMA which might help
- Mr. Tison has asked Mr. Ken Krieg for a listing of all current ongoing studies (in the H&S area).
- Discussed OSD taskers due 20/23 June. Liaison with OSD indicates that there should be short paragraphs of opportunities for analysis and noted that the JCSG did not have to stay in their lane.
- Requested guidance from OSD how to handle disclosure forms. Suggestion is that OSD has a read only efile, which everyone can see who's in, and who's out.
- Requested guidance from OSD about handling info. The answer was email okay for now when it is .mil to .mil type address. When analysis begins, you should hand carry, fax, etc.
- Issues being worked by the JCSG include:
  - Mr. Tison concerned about capacity data call schedule. He is holding a draft letter, but will wait until after 6 June ISG to send, and prefers to have other JCSGs send letters as well
  - Who provides resources to support JCSGs.
  - Is BRAC a footprint manager, and then does it try to improve processes and save money? How much do we reengineer?
  - Identify Marine Corps rep.

**TAB 4**



DEPARTMENT OF THE NAVY  
OFFICE OF THE ASSISTANT SECRETARY  
(INSTALLATIONS AND ENVIRONMENT)  
1000 NAVY PENTAGON  
WASHINGTON, D.C. 20350-1000

3 June 2003

MEMORANDUM FOR VICE CHIEF OF NAVAL OPERATIONS  
ASSISTANT COMMANDANT OF THE MARINE CORPS

Subj: TRANSFORMATIONAL OPTIONS FOR BASE REALIGNMENT AND  
CLOSURE (BRAC) 2005

1. On May 23, 2003, USD (Acquisition, Technology & Logistics) requested the Military Departments to identify key transformational options for stationing and supporting forces and functions that will rationalize our infrastructure consistent with defense strategy and contribute to increased efficiency and effectiveness (Attachment 1). The options approved by SECDEF must be analyzed by the Military Departments and the Joint Cross Service Group (JCSG) during their BRAC processes.
2. As the Department of Navy's focal point for BRAC 2005, my office will be consolidating the Department's input to USD (AT&L). Please provide your suggestions, in the format outlined in Attachment 1, to this office by COB 16 June 2003.
3. Should you have any questions please contact me at (703) 697-6638.

*vr*  
A handwritten signature in cursive script that reads "Anne Rathmell Davis".

Anne Rathmell Davis  
Deputy Assistant Secretary of the Navy  
(Infrastructure Analysis)

Attachment:

1. USD (AT&L) memo dtd May 23, 2003



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

MAY 23 2003

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
COMBATANT COMMANDERS  
ASSISTANT SECRETARY OF DEFENSE FOR NETWORKS  
AND INFORMATION INTEGRATION  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, FORCE TRANSFORMATION  
DIRECTOR, NET ASSESSMENT  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION  
DIRECTORS OF THE DEFENSE AGENCIES  
PRESIDENT, NATIONAL DEFENSE UNIVERSITY

Subject: Transformational Options for BRAC 2005

The Secretary of Defense, in his November 15, 2002, memorandum initiating the BRAC process, asked for a broad series of options for stationing and supporting forces and functions to increase efficiency and effectiveness. As the Secretary indicated in that memorandum, the enduring value of our BRAC effort rests largely on our ability to conduct an analysis that reaches beyond a mere capacity reduction in the status-quo configuration to one that "reconfigure[s] our current infrastructure into one in which operational capacity maximizes both warfighting capability and efficiency."

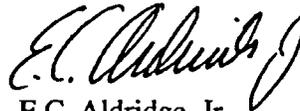
To assist this effort, we must pull together the very best suggestions to stimulate critical analysis by the Military Departments and the Joint Cross-Service Groups in support of the most comprehensive and transformational analysis possible. To that end, I request each of you to identify some key transformational options for stationing and supporting forces and functions that you judge will rationalize our infrastructure consistent with defense strategy and contribute to increased efficiency and effectiveness. Options will be reviewed by the Infrastructure Steering Group and Infrastructure Executive Council to determine their potential impact on military value before being forwarded to the Secretary for approval. These options will constitute minimum analytical frameworks upon which the Military Departments and Joint Cross-Service Groups will conduct their respective BRAC analyses.



Because of the sensitivity of BRAC and the deliberative nature of the analytical process, the BRAC analytical process is a closely held internal Department responsibility. Therefore, I ask you to shape your suggestions within the following constraints:

- Provide a brief written description for each suggested option. These options must stand on their own since there will not be an opportunity for you to provide further input. Cross-referencing to earlier studies would be helpful.
- Make your options overarching and notional. Do not identify any specific installations.
- Provide your input within 30 days.
- Please treat your response to this request as an internal deliberative document.
- Please do not seek or expect any substantive feedback on the use of your options.

Thank you in advance for your thoughtful consideration of this request. I look forward to your contribution to shaping our BRAC 2005 effort. Should you have any questions regarding this request, please contact Mr. Peter Potochney, the OSD Director for BRAC, at (703) 614-5356.



E.C. Aldridge, Jr.  
USD (Acquisition, Technology & Logistics)  
Chairman, Infrastructure Steering Group

**TAB 5**



INSPECTOR GENERAL  
DEPARTMENT OF DEFENSE  
400 ARMY NAVY DRIVE  
ARLINGTON, VIRGINIA 22202-4704

June 17, 2003

**MEMORANDUM FOR CHAIR, INFRASTRUCTURE EVALUATION GROUP**

**SUBJECT: BRAC 2005 Policy Advisory Two: Internal Control Plan for Management of the Department of the Navy 2005 Base Realignment and Closure Process**

Attached are our comments on "BRAC 2005 Policy Advisory Two: Internal Control Plan for Management of the Department of the Navy 2005 Base Realignment and Closure Process." We recommend changes to wording of the Audit Access to Records section (page 5) because the wording as set forth may raise concerns about access to information. In addition, we recommend adding wording related to the Organization Controls and Naval Audit Service sections (page 2) to avoid an independence issue. See the attachment for specific comments.

If you have questions, please contact me at (703) 604-9335.

A handwritten signature in black ink that reads "Deborah L. Culp".

Deborah L. Culp  
Program Director  
Contract Management Directorate

Attachment

**Comments on the BRAC 2005 Policy Advisory Two: Internal Control Plan  
for Management of the Department of the Navy 2005  
Base Realignment and Closure Process**

**Section 3.a. Organization Controls, pg. 2:** Suggest adding after the following statement: "The Naval Audit Service (NAVAUDSVC) has a representative that serves as technical advisor to the IEG, IAT, and FAB." "The NAVAUDSVC technical representative to the IEG, IAT, and FAB will not be involved in the independent audits conducted by NAVAUDSVC."

Adding this statement clarifies that this individual will not be involved in Naval Audit Service's review of the BRAC process. This should prevent future questions related to the independence of the Naval Audit Service in the Department of Navy BRAC process.

**Section 3.a.4, NAVAUDSVC, pgs. 2 and 3:** Suggest adding the statement, "The NAVAUDSVC representative assigned to the IAT will not be involved in the independent audit conducted by NAVAUDSVC."

Adding this statement clarifies that this individual will not be involved in Naval Audit Service's review of the BRAC process. This should prevent future questions related to the independence of the Naval Audit Service in the Department of Navy BRAC process.

**Section 3.a.4, NAVAUDSVC, pg. 3:** The acronym BSDB is not defined.

**Section 5., Audit Access to Records, pg 5:** Clarify the statement, "Full and open access to the DON BRAC 2005 process and data will be granted to NAVAUDSVC." by adding, "and the Inspector General of the Department of Defense" to the end of the sentence. The General Accounting Office and the Inspector General of the Department of Defense will coordinate their audit and review efforts to avoid duplication.

The current statement may be restrictive and prevent the Office of Inspector General of the Department of Defense from fulfilling its statutory responsibilities under the Inspector General Act of 1978, as amended, and DoD Directive 5106.1. Additionally, in the Transformation Through Base Realignment and Closure (BRAC 2005) Policy Memorandum One --- Policy, Responsibilities, and Procedures, Appendix B, OSD Internal Control Plan, dated April 16, 2003, states "Full and open access to the BRAC 2005 process and data will be granted to the Inspector General of the Department of Defense."