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

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IAT/REV
13 November 2003

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 23 OCTOBER 2003

Encl: (1) 23 Oct 03 IEG Meeting Agenda
(2) IAT Approach to Data Calls of Oct 03
(3) Draft SECNAVNOTE 11000 (undated)
(4) IAT Staffing Report of 20 Oct 03
(5) DASN(IS&A) memo of 17 Oct 03
(6) DASN(IS&A) memo of 17 Oct 03
(7) DASN(IS&A) E-Mail of 22 Oct 03 w/encl

1. The eleventh meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 1000 on 23 October 2003 in Room 4E765 at the Pentagon. The following members of the IEG were present: Ms. Anne R. Davis, Deputy Assistant Secretary of the Navy for Infrastructure Strategy and Analysis (DASN(IS&A)), Vice Chair; CAPT Mark Anthony, USN, Deputy Director Fleet Training (N7A), U.S. Atlantic Fleet, serving as alternate for VADM Albert H. Konetzni Jr., USN, Deputy and Chief of Staff, U.S. Atlantic Fleet, Member; LtGen Richard L. Kelly, USMC, Deputy Commandant for Installations and Logistics (I&L), 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; LCDR Robert E. Vincent II, JAGC, USN, Recorder; and Capt James A. Noel, USMC, Recorder. Mr. H. T. Johnson, Assistant Secretary of the Navy, Installations and Environment (ASN(I&E)), Chair entered the meeting at 1025; 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 entered the meeting at 1015; LtGen Michael A. Hough, USMC, Deputy Commandant for Aviation (AVN), Member; and Mr. James Recasner, Senior Counsel, Infrastructure Strategy and Analysis were absent. All attendees were provided enclosures (1) through (7). Ms. Davis presented the minutes from the 11 September 2003 IEG meeting to the IEG for review and they were approved.

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Two members of the IAT, CAPT Chris Nichols, USN and CDR Margie Carlson, JAGC, USN, attended the meeting in order to provide supplemental information concerning enclosures (3) and (4).

2. Ms. Davis provided a status report of the 10 Oct 03 ISG meeting.

a. USD(AT&L) provided a process overview concerning review of JCSG final recommendations. Specifically, JCSG recommendations will be forwarded to the Services for integration and reclama prior to IEC and ISG review. IEG members, noting the lack of formal procedural guidance addressing this review, emphasized the need for regular cross-service discussions and interaction between the Services and JCSGs.

b. The Intelligence JCSG Approach Brief was provided by OSD rather than the JCSG Chairman. The Intelligence JCSG has been formed and has Service representatives. There are four functional areas: Sources, Access, Customer Needs, and Management Activities. The next ISG presentation is scheduled for 21 Nov 03 and will address capacity analysis.

c. The Education and Training (E&T) JCSG Ranges Subgroup provided a capacity analysis briefing. Simulation Centers will not be a part of E&T's capacity analysis. Rather, the Technical JCSG will collect simulation center information and provide it to the E&T Range Subgroup. Coordination process is still being formulated. The E&T Range Subgroup is addressing possible inclusion of state-owned ranges and impact of surge requirements.

Ms. Davis also informed the IEG that the JCSGs will prepare and present final reports on capacity methodology to the ISG.

3. Ms. Davis briefed the following additional issues:

a. Enclosure (2) contains the IAT approach to data calls. There will be a capacity and military value data call. The list of capacity questions should be available by the next meeting.

b. Enclosure (3) was provided to the ISG for review and comment. IEG determined it would prepare recommendations for SECNAV approval after consultation with CNO, CMC, VCNO, and

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ACMC. IEG also decided to remove completion dates from the subject SECNAVNOTE since an enclosure contains a notional timeline.

c. Enclosure (4) contains the BRAC 2005 20 Oct 03 staffing status report. Ms. Davis noted the report included JCSG organization and IAT manning information. Enclosure (5) proffers three possible responses to a USD(AT&L) memo directing the E&T JCSG to consider graduate level flight training and training for non service-specific new and emerging weapons systems. Enclosure (6) synopsizes HSA JCSG's 16 Oct 03 report and proffers three possible responses to a USD(AT&L) memo directing the HSA JCSG's scope of review. Enclosure (7) forwarded a VCNO/ACMC memo establishing a BRAC 2005 Biweekly SITREP. Finally, Ms. Davis provided a synopsis of the VCNO's attendance at the 15 Oct 03 FAB meeting.

4. The next meeting of the IEG is scheduled for Thursday, 13 November 2003. The meeting adjourned at 1207.

H T Johnson

H. T. JOHNSON
Chairman, IEG

TAB 1

Infrastructure Evaluation Group

23 Oct 2003
1000-1200
4E765

Meeting called by: Chairman **Recorder:** Capt Noel

----- Agenda Topics -----

Review and approve minutes of IEG Meeting of 2 Oct 03	Ms. Davis
Report on 10 Oct ISG meeting - Process Overview - Intel JCSG - E&T JCSG Capacity Brief on Ranges	Ms. Davis
Introduction to Capacity Analysis	Ms. Davis
SECNAV Note	Ms. Davis
Status Reports - IAT Staffing - HSA JCSG memo for VCNO/ACMC - E&T JCSG memo for VCNO/ACMC - VCNO comments to FAB on 15 Oct	Ms. Davis CAPT Nichols
Administrative	Ms Davis

Next meeting Thursday, 13 Nov 03, 1000-1200

Other Information

Draft minutes of 2 Oct 03 IEG meeting provided.

TAB 2

BRAC 2005

IAT Approach to Data Calls

Anne Rathmell Davis
DASN (Infrastructure Strategy & Analysis)

October 2003

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Approach

- **IAT Operational Branch**
  - **Coordinating overall IAT data call efforts**
  - **Expertise: surface, subsurface, air, Marine**
  - **Responsible for Navy-Marine unique questions**
    - **Operational**
    - **General installation**

- **IAT matrix organization in full support**
  - **IAT functional teams supporting JCSGs**
  - **IAT Environmental Branch dedicated to environmental and encroachment**
  - **IAT COBRA Branch working costing and impact criteria**

Methodology

- **Review BRAC 95 Data Call with CNA support**
  - **"Why were the questions asked?"**
  - **"What drove BRAC 95 to ask them?"**
  - **"Were they useful?"**
  - **"What questions were not asked?"**
  - **"Are they useful in 2005?"**
- **Parallel effort to construct hierarchal data structure**
  - **Lend organization to a massive effort**
- **Validate questions**
  - **Quantifiable**
  - **Relevant**
  - **Certifiable**
- **Vet with OPNAV N4, USMC I&L and FFC**

The Way Ahead

- **Review data set for duplicate questions**
- **Review data set for "flow" (related questions remaining in context)**
- **Incorporate feedback from N4, I&L and FFC**
- **Compare data set with Army & Air Force via DST**
- **Transmit the Data Call (Dec / Jan?)** – Test – DON BUS – SPAWAR TEST BETA

TAB 3

Canc frp: Apr 06

SECNAVNOTE 11000
IAT/MMC

XX October 2003

SECNAVNOTE 11000

From: Secretary of the Navy

Subj: BASE CLOSURE AND REALIGNMENT

Ref: (a) Defense Base Closure and Realignment Act of 1990 (Sections 2901-2914 of P.L. 101-510, as amended by Fiscal Year (FY) 2002 National Defense Authorization Act)
(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
(f) SECNAV memo of 27 Jun 03; Subj: Internal Control Plan (ICP) for Management of the Department of the Navy 2005 Base Realignment and Closure (BRAC) Process Policy Advisory Two
(g) CHINFO WASHINGTON DC 251947Z FEB 03; Public Affairs Guidance (PAG)
(h) SECNAV memo of 5 Sep 03; Subj: Department of the Navy Support to Joint Cross Service Groups in the Base Realignment and Closure (BRAC) Process

Encl: (1) BRAC 2005 Hierarchy Diagram
(2) Timeline for DON BRAC-05

1. Purpose. To establish procedures and guidance for the Department of Navy (DON) to support the Department of Defense (DoD) implementation of reference (a) (the Act), as further implemented by references (b) through (h).

2. Cancellation. SECNAVNOTE 11000 of 08 December 1993 (Canc frp: Sep 95)

3. Background. The Act establishes an equitable, analytical process that will result in the timely closure or realignment of military installations. Under this procedure, on 12 April 1991, 12 March 1993 and 28 February 1995, the Secretary of Defense (SECDEF) transmitted to the Congressional oversight committees and the Defense Base Closure and Realignment Commission (the Commission) a list of military installations recommended for closure or realignment. Per the Act, a similar procedure will be employed during the 2005 round for closure or realignment of additional military installations with a new transformational emphasis which employs a 20-year force structure plan and gives primary consideration to joint cross-functions. Joint Cross Service Groups (JCSGs) will analyze common business-oriented support functions, and each Military Department (MILDEP) will analyze service unique functions. A goal for BRAC 2005 is at a minimum to eliminate excess capacity. The larger goal is one of transformation, which envisions reconfiguration of current infrastructure so that operational capacity maximizes war-fighting capability and efficiency. This notice reflects the Act and the implementing policies listed in references (b) through (h). It builds on the experience gained within DON during the 1993 and 1995 base closure and realignment processes, particularly in view of the validation of those processes by both the General Accounting Office (GAO) and the Commission.

4. Discussion. SECDEF established, reference (b), an Infrastructure Executive Council (IEC) as the policy making and oversight body for the entire BRAC process, and a subordinate group, the Infrastructure Steering Group (ISG), to oversee the joint cross-service analyses and integrate that process with the MILDEP analyses of all other functions, see enclosure (1). The Secretary of the Navy (SECNAV), the Chief of Naval Operations (CNO) and the Commandant of the Marine Corps (CMC) are members of the IEC. The Assistant Secretary of the Navy (Installations

and Environment) (ASN(I&E)), the Vice Chief of Naval Operations (VCNO), and the Assistant Commandant of the Marine Corps (ACMC) are members of the ISG. The overall process of DON BRAC 2005 will be under the oversight and guidance of SECNAV. SECNAV will rely on the leadership of ASN(I&E), the Deputy Assistant Secretary of the Navy for Infrastructure Strategy and Analysis (DASN (IS&A)) and members of the Infrastructure Evaluation Group (IEG), supported by the Infrastructure Analysis Team (IAT), for the analyses and deliberations required to satisfy the mandates of the Act. The IEG will be responsible for developing DON recommendations for installations and ensuring that factors of concern to the operational commanders are considered. In consultation with the CNO and CMC, the IEG will prepare recommendations for SECNAV approval. Once SECNAV is satisfied that the recommendations and realignment comport with the Act, regulation and policy, SECNAV will present recommendations to SECDEF's IEC.

a. Organization. Under the authority of SECNAV, the base closure effort will be comprised of several base closure-unique entities and other standing DON organizations. To ensure a credible and comprehensive review of DON functions, installations, and facilities, one that is conducted scrupulously in accordance with the Act, DoD and DON policy, SECNAV established the IEG, IAT, and Functional Advisory Board (FAB), references (d) and (e):

(1) The IEG consists of eight members:

(a) ASN(I&E) as Chair;

(b) DASN(IS&A) as Vice Chair;

(c) Two Navy Flag officers and two Marine Corps General officers recommended by CNO and CMC, that have experience in logistics, planning, requirements, and/or operations respectively; and,

(d) Two individuals of Flag/General Officer or Senior Executive Service rank, one recommended by the Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN(RD&A)) and one recommended by the Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN (M&RA));

(e) In addition to these members of the IEG, a Navy and a Marine Corps Judge Advocate serve as the permanent Recorders for the sessions of the IEG and participate fully in IAT activities.

(2) The IAT consists of:

(a) DASN (IS&A) as Director of the IAT and Vice Chair of the IEG; and,

(b) Individuals representing a broad range of DON experience and warfare disciplines who are assigned full-time to support the BRAC 2005 efforts. Under the direction, guidance, and oversight of the DASN(IS&A) and the IEG, these individuals will include Navy and Marine Corps officers, analysts and supporting staff from throughout DON and from the Center for Naval Analyses (CNA). They shall be assigned to the IAT and will include senior officers with operational experience. The IAT shall also have access to public affairs and legislative affairs capabilities. One Navy and one Marine Corps Judge Advocate will be assigned to the IAT to serve as the permanent Recorders for the sessions of the IEG. The IAT members will be drawn from throughout DON, and will be assigned to the IAT for the duration of BRAC 2005, which, for planning purposes, will conclude on 30 September 2005.

VCNO and ACMC propose individuals for the IAT to DASN (IS&A), who recommends team composition to ASN (I&E) for approval.

(3) The FAB, reference (e), consists of:

(a) The Navy and Marine Corps principals of the seven Office of the Secretary of Defense (OSD) chartered JCSGs.

(b) Principal nominations will be presented by VCNO and ACMC to the Under Secretary of Defense (Acquisition, Technology and Logistics)(USD(AT&L)).

(4) The Office of General Counsel and the Naval Audit Service will also provide support to the Base Closure process as delineated below.

The IEG and the IAT will perform their functions per the Timeline set out in enclosure (2).

b. Responsibilities. Under the guidance and direction of SECNAV, the following DON entities will execute the responsibilities delineated below:

(1) IEG. The IEG is responsible for:

(a) Conducting analyses and developing recommendations in deliberative session regarding closure and realignment of DON military installations for approval by the SECNAV;

(b) Ensuring that an equitable and complete evaluation of all Navy and Marine Corps installations is conducted in accordance with the Act;

(c) Ensuring that the process utilized, the conduct of the deliberations, and the preparation of the report containing recommendations that are timely, thorough and in compliance with the Act, SECDEF and SECNAV policy, and this notice; and that the procedures used can be appropriately reviewed and analyzed by the Comptroller General as provided by the Act;

(d) Ensuring that factors of concern to the Navy and Marine Corps Operational Commanders are considered;

(e) Providing base closure and realignment recommendations to the Secretary of the Navy for review not later than 28 February 2005;

(f) Supporting the presentation of the base closure and realignment recommendations by the Secretary;

(g) Providing direction, guidance, and oversight to the IAT; and

(h) Protecting process integrity by ensuring that all certified data, considerations, and evaluations are treated as sensitive and internal to the process.

The Chair of the IEG may call into being special panels of the IEG to consider unique issues.

(2) IAT. The IAT is responsible for:

(a) Responding to the guidance and direction of the IEG in collecting data and performing analysis as necessary;

(b) Developing analytical methodologies and techniques for consideration by the IEG;

(c) Working with external organizations, to include the OSD base closure staff, the Commission staff, the General Accounting Office, and Congressional staff, on day-to-day issues;

(d) Providing JCSG team-support and coordinating data development with the FAB and the JCSGs, per reference (h);

(e) Controlling the development of the Department of the Navy BRAC Information Transfer System (DONBITS), previously known as the Base Structure Data Base (BSDB), and associated documentation; and,

(f) Protecting the integrity of the process by ensuring that all data, considerations, and evaluations are treated as sensitive and internal to the process.

Throughout the process, the IAT will provide staff support as requested by the Secretary and other senior DON officials in the DON BRAC 2005 process.

(3) FAB. In support of the JCSG and DON BRAC 2005 processes, SECNAV established the FAB, reference (e). The Navy and Marine Corps principal members of the seven JCSGs are assigned additional duty as members of the FAB. The DASN (IS&A) will facilitate FAB issues and support with the IEG and IAT.

The FAB is responsible for:

(a) Ensuring DON leadership is thoroughly briefed and prepared on JCSG matters that will ultimately be addressed to SECDEF's ISG and IEC;

(b) Reporting directly to the IEG and coordinating with the IAT;

(c) Coordinating with the IEG in order that the DON position on common business oriented support functions is clearly articulated and understood;

(d) Coordinating JCSG BRAC data calls with the IAT to avoid duplication of effort throughout the process; and,

(e) Providing a mechanism to ensure the Navy and Marine Corps vision of the future, based on the 20-year force structure plan, is clearly articulated, understood and supported throughout the BRAC 2005 JCSG process.

(4) Office of General Counsel, Department of the Navy (OGC DON). The General Counsel or his designee is responsible for ensuring that senior-level legal advice and counsel is present and available to the IEG and the IAT on all aspects of the closure and realignment process. The General Counsel or his designee shall be present for IEG deliberations. OGC DON shall provide all legal analysis of the process for the IEG and IAT.

(5) Naval Audit Service. The Naval Audit Service (NAVAUDSVC) will have two independent responsibilities during DON BRAC 2005. First, 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 the ICP, reference (f). This

representative will be in full time residence with the IAT. Second, NAVAUDSVC separately will perform an independent audit of the DON BRAC 2005 process, will review the supporting processes, data and documentation used to develop DONBITS, and will issue periodic audit reports containing the results of these reviews. The NAVAUDSVC will also 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.

(6) Major Claimants/DON Property Owners/Operators:

(a) Deputy Chief of Naval Operations (DCNO) (Logistics, CNO (N4)) shall:

(1) Identify and provide to DASN(IS&A) those policy issues and basic principles that either directly, or in a substantial manner indirectly, dictate Navy basing and infrastructure requirements; and,

(2) As directed by DASN(IS&A) coordinate data call dissemination to Navy chain of command and certify responses per the ICP, reference (f).

(b) Assistant Deputy Commandant (Installations and Logistics (I&L) Headquarters, U.S. Marine Corps) shall:

(1) Identify and provide to DASN(IS&A) those policy issues and basic principles that either directly, or in a substantial manner indirectly, dictate Marine Corps basing and infrastructure requirements; and,

(2) As directed by DASN(IS&A) coordinate data call dissemination to Marine Corps chain of command and certify responses per the ICP, reference (f).

(c) Office of Naval Research (ONR) shall:

(1) Identify and provide to DASN(IS&A) those Command policy issues and basic principles that either directly, or in a substantial manner indirectly, dictate Naval basing and infrastructure requirements; and

(2) As directed by N4, coordinate data call dissemination to the applicable ONR activities and certify responses per the ICP, reference (f).

(d) Echelon II Commands (including Systems Commands) shall:

(1) Identify and provide to DASN(IS&A) those Command policy issues and basic principles that either directly, or in a substantial manner indirectly, dictate Naval basing and infrastructure requirements; and

(2) As directed by N4 coordinate data call dissemination to the System Commands' activities and certify responses per the ICP, reference (f).

(e) Commander, Navy Installations (CNI) shall:

(1) Coordinate with N4 in identifying those policy issues and basic principles that either directly, or in a substantial manner indirectly, dictate Navy basing and infrastructure requirements; and

(2) As directed by DASN(IS&A) coordinate data call dissemination to Navy chain of command and certify responses per the ICP, reference (f).

(f) Commander, Atlantic Fleet and Commander, Pacific Fleet shall:

(1) Coordinate with N4 in identifying those operational policy issues and basic principles that either directly, or in a substantial manner indirectly, dictate Naval basing and infrastructure requirements; and,

(2) As directed by N4, coordinate data call dissemination to applicable Navy chain of command and certify responses per the ICP, reference (f).

(g) Marine Forces Atlantic and Marine Forces Pacific shall:

(1) Coordinate with I&L in identifying those operational policy issues and basic principles that either directly, or in a substantial manner indirectly, dictate Marine Corps basing and infrastructure requirements.

(2) As directed by I&L, coordinate data call dissemination to applicable Marine Corps chain of command and certify responses per the ICP, reference (f).

(h) Regional Commanders shall:

(1) As directed by CNI coordinate data call dissemination to Navy chain of command, assist in compilation and certify responses per the ICP, reference (f);

(2) Per reference (g), develop a public affairs plan to address questions from regional media regarding the BRAC 2005 process;

(3) Prepare regional policy in consultation with Regional Ethics Counselor, regarding attendance at state and local meetings and organizations. Although it is generally permissible to attend meetings as a representative or liaison of DON, DON representatives may not be involved in matters of management or control of any such organization or participate in voting. Of particular note, Navy and Marine Corps personnel *may not participate* in their official capacities in activities of any organization that has as its purpose, either directly or indirectly, insulating Navy and Marine Corps installations from closure or realignment, per reference (d); and,

(4) Develop a plan of action with installations in the area of responsibility (AOR) as to the appropriate handling of community/citizen requests for information regarding BRAC 2005. All such requests shall be handled under the Freedom of Information Act (FOIA) and in consultation with DASN (IS&A), per reference (d).

(i) Installation Commanders shall:

(1) Compile and certify responses to data calls per direction from the chain of command and references (c) and (f); and,

(2) Refer any media, citizen, or community requests for information to the Regional Commander.

(j) All members throughout the chain of command involved in the data collection process will adhere strictly to the ICP, references (c) and (f). Supporting documentation for data call responses must be maintained. Any changes made to data after the originating activities' input, must also be certified per the ICP and information copies passed back down to the originating activity regarding those changes.

c. Conduct of the Process. Adherence to rigorous data collection and analysis standards required in references (c) and (f) are essential for full compliance with the Act.

(1) Data Collection. Information used for BRAC 2005 analyses and/or decision making will be obtained from the DON activities through DONBITS a web-based tool, which was previously called the Base Structure Data Base (BSDB). DON activities will adhere to the ICP, reference (f), in collecting requested information and ensuring such information is accurate and complete. Only information certified in accordance with the ICP will be used to develop DON BRAC 2005 recommendations.

(a) DON Database. DONBITS will contain the sole and authoritative DON database upon which base closure and realignment recommendations will be made. The Document Repository portion of DONBITS houses the database,

containing the certified information, and the library, containing records of BRAC policy documents and correspondence. The library supports the documentation requirements of the Act. The DONBITS database will contain all certified 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 the development, use, and maintenance of DONBITS. Information included in the database must have been certified per the ICP, reference (f), and will be subject to NAVAUDSVC source validity checks and data accuracy assessments. 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 in accordance with the ICP, 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) Documentation. The Act requires DoD Components participating in the BRAC 2005 analysis process to develop and keep:

(a) Descriptions of how base closure and realignment policies, analyses and recommendations will be made, including minutes of all deliberative meetings;

(b) All policy, data information, and analyses considered in making base closure and realignment recommendations;

(c) Descriptions of how recommendations met the final selection criteria and were based on the final Force Structure Plan and infrastructure inventory; and,

(d) 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 IEG deliberative meetings which are part of the decision making process in arriving at recommendations for base closure and realignment to be forwarded to SECNAV for his consideration. A record will be maintained of IEG attendees, providing a synopsis of items discussed, and including all decisions and recommendations. Records of non-deliberative meetings are not required.

(3) Evaluation by the IEG. The IEG will use the DONBITS database as the baseline for its evaluation of DON military installations, resulting in recommendations for closure and realignment. Based on the 20-year force structure plan provided by SECDEF as required by Section 2912 of the Act, the IEG will apply the final selection criteria for selecting bases for closure or realignment provided by SECDEF per Section 2913 of reference (a) The IEG will consider all DON military installations subject to the Act on an equal basis and ensure that factors of concern to the operational commanders are considered.

Specifically, the IEG will:

(a) Endorse the DONBITS database;

(b) Identify projected future excess capacity that could be eliminated and produce savings, and determine which, if any, are to be eliminated from further study for closure or realignment at any step of the procedures as a result of capacity, cost, or impact on critical mission, reconstitution, fleet operations, support or readiness; considering concepts of joint basing and transformation that envisions reconfiguration of current infrastructure so that operational capacity maximizes war-fighting capability and efficiency;

(c) Within each base category/subcategory, evaluate all installations and activities subject to the Act under the military value criteria;

(d) Develop feasible options for closures and realignments, a cost/benefit analysis for each option, and an impact analysis for each option;

(e) As it performs the tasks noted in (a) through (d) above, solicit comments from the major owners/operators of Navy and Marine Corps installations on impacts on Fleet operations, support and readiness;

(f) As it performs the tasks noted in 4c(3)(a) through (e) above, on a recurring basis, at least monthly, starting January 2004, discuss progress with SECNAV, the Under Secretary, the Assistant Secretaries of the Navy and the General Counsel, with a particular view to ensuring conformance with Departmental policy;

(g) Develop recommendations for closure and realignment of specific installations and activities; and,

(h) Provide the support necessary so that SECNAV, in conjunction with the Chair and Vice Chair of the IEG, can present recommendations for review and approval. In the process of presenting these recommendations, the views of the major claimants/owners/Fleet operators will be articulated. The report of recommendations shall include a detailed summary of the selection process that resulted in the recommendation for each affected installation and a justification for each recommendation.

SECNAV will be responsible for providing the necessary funding for the BRAC 2005 process.

5. Relationship to other Departments and Defense Agencies. The procedures set forth in the references and this notice constitute the only valid and authorized process to develop specific recommendations for closure and realignment of DON installations subject to the Act. Planning efforts outside the established base closure process must adhere to the Act and may be submitted for consideration to the IEG. The IEG will then determine whether such efforts are relevant for use in the development of analytical methodologies, data collection, or DONBITS. These efforts may not be

incorporated into DONBITS, as they represent uncertified data.

6. Other Force Level Planning. All actions, which meet the Act's definition of a closure or realignment, must be approved under the Act. This does not obviate or alter the need to also comply with existing DON requirements or procedures relating to the establishment or disestablishment of shore activities. Any proposed changes to which the Act would not be applicable, including certain force level or force level related planning decisions (e.g., decommissioning/draw-downs for Navy and Marine Corps operating forces) shall be supported with sufficient documentation.

7. Report. The reporting requirement contained in this notice is exempt from reports controlled by SECNAVINST 5214.2B.

8. Cancellation Contigency. This notice is cancelled upon completion of DON BRAC 2005, which, for record purposes, will be 30 April 2006.

Gordon R. England
Secretary of the Navy

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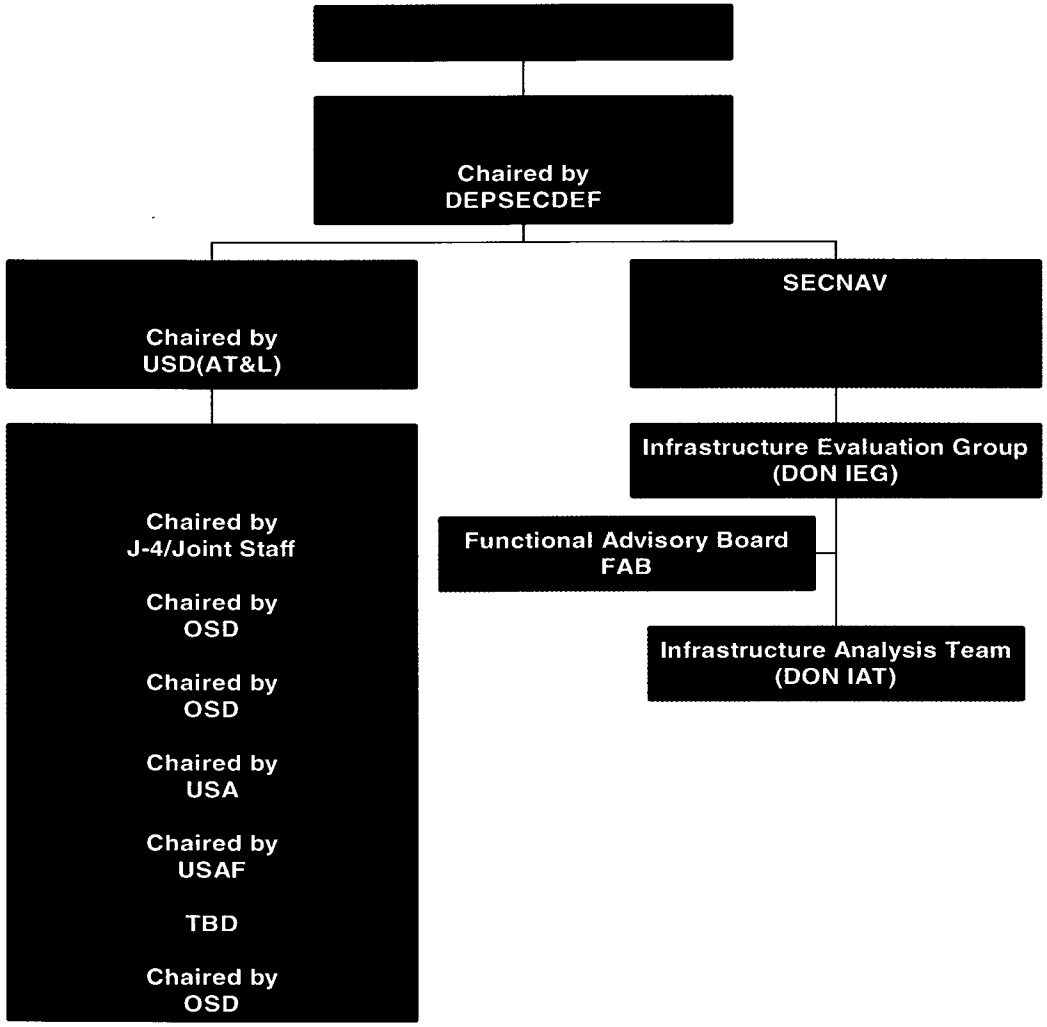
BRAC 2005 Organization



PROPOSED NOTIONAL TIMELINE
FOR DON BRAC 2005

[All dates are "not later than" dates]

Now thru 16 May 05 — DOD Deliberative Process. DOD undertakes internal data gathering and analytic process necessary to formulate recommendations and meet the statutory reporting requirements outlined below.

Now thru May 05 — IEG meetings and deliberative sessions.

Oct 03 — JCS promulgates "Interim" 20-yr Force Structure Plan.

01 Nov 03 — IAT completes the identification of the universe of the Naval installations and activities to be considered in BRAC 2005.

Mid-Nov 03 — DONBITS presentation to IEG.

Mid-Nov 03 — IAT submits universe of DON installations to IEG for approval. Provide approved universe to JCSGs for information.

DASN(IS&A) requests policy imperatives BRAC points of contact from Major Owners/Operators/Claimants, CNI, Echelon II Commands, Fleet Commanders, Regional Commanders. Due to DASN(IS&A) NLT 10 Jan 04.

31 Dec 03 — Draft Selection Criteria.

Not later than this date SECDEF "shall publish in the Federal Register and transmit to the congressional defense committees the criteria proposed to be used by SECDEF in making recommendations for the closure or realignment of military installations inside the United States." There is a 30-day public comment

period.

Jan 04 Cost of Base Realignment Actions (COBRA) model finalized (Army lead).

10 Jan 04 Policy imperatives and BRAC POCs due from Major Owners/Operators/Claimants, CNI, Regional Commanders to DASN(IS&A).

Mid-Jan 04 SECNAV/CNO/CMC BRAC 2005 Kick-off meeting with Major Owners/Operators/Claimants, CNI, Regional Commanders.

26 Jan 04 Issue DON Capacity Data Call.

Feb 04 Force Structure Plan & Infrastructure Inventory to Congress.

As part of the FY 05 Budget justification documents submitted to Congress, SECDEF shall include the following:

- A "force-structure plan for the Armed Forces based on an assessment by the Secretary of the probable threats to the national security during the 20-yr period beginning with fiscal year 2005, the probable end-strength levels and major military force units (including land force divisions, carrier and other major combatant vessels, air wings; and other comparable units) needed to meet these threats, and the anticipated levels of funding that will be available for national defense purposes during such period."
- A "comprehensive inventory of military installations world-wide for each military department, with specifications of the number and type of facilities in the active and reserve forces of each military department."
- A "description of infrastructure necessary to support the force structure described in the force structure plan."
- A "discussion of excess categories of excess infrastructure and infrastructure capacity."

- An "economic analysis of the effect of the closure or realignment of military installations to reduce excess infrastructure."
- A "certification regarding whether the need exists for the closure or realignment of additional military installations; and if such need exists, a certification that the additional round of closures and realignments would result in annual net savings for each of the military departments - beginning not later than fiscal year 2011."

16 Feb 04 Final Selection Criteria. Not later than this date SECDEF shall "publish in the Federal Register and transmit to the congressional defense committees the final criteria to be used in making recommendations for the closure and realignment of military installations inside the United States."

28 Feb 04 Installation Visualization Tool (IVT), finalized (Air Force lead).

TBD Mar 04 Major Owners/Operators/Claimants, CNI, Regional Commanders to DC for BRAC brief on Military Value/Policy Imperatives. Follow-up to Jan Kick-off.

Mid-Mar 04 DON Capacity Data Call responses due.

15 Mar 04 Deadline for Congressional disapproval of Final Selection Criterion.

Mid-Mar 04 ASN(I&E), ASN(M&RA), ASN(RD&A) present policy imperatives of their respective areas to the IEG relating to Navy and Marine Corps installations. ASN(FM) will participate to ensure that appropriate financial policies are addressed.

Apr 04 Comptroller General/GAO Evaluation. Not later than 60 days after the date on which the force-structure plan and infrastructure inventory are submitted to Congress, the Comptroller General shall prepare an evaluation of the force-structure plan, infrastructure inventory, selection criteria, and the need for the

closure and realignment of additional military installations.

15 Apr 04 Issue DON Military Value data call.

10 May 04 IEG briefs ASN(I&E) ASN(M&RA), ASN(RD&A) and ASN(FM) on the BRAC 2005 analytic approach and how it will address the policy imperatives presented in March 2004, as well as the implications of the evaluation process in satisfying those imperatives.

14 Jun 04 Naval Facilities Engineering Command, Engineering Field Divisions, and installation facilities representatives to Washington, DC to meet with IEG/IAT to discuss BRAC 2005.

Mid-Jul 04 DON Military Value data responses due.

Aug 04 IEG/IAT analysis, evaluation, and deliberations commence. FAB principals brief IEG on JCSG progress.

Sep 04 IEG and JCSG develop scenarios.

Sep 04 FAB principals brief IEG on JCSG scenario development.

Mid-Nov 04 COBRA Scenario Data Calls commence.

1 Dec 04 ASNs briefed on proposals under consideration and provide comments on conformance with policy imperatives.

1 Dec 04 VCNO/ACMC and Major Owners/Operators/Claimants, CNI, Regional Commanders briefed on proposals under consideration and provide comments on readiness/operational impacts.

Feb 05 Revisions to Force-Structure Plan and Infrastructure Inventory.
If SECDEF has made any revisions to the force-structure plan and infrastructure inventory, SECDEF shall submit those revisions to Congress as part of the FY 06 Budget justification documents.

15 Feb 05 VCNO/ACMC Briefed on proposed IEG

recommendations.

28 Feb 05 CNO/CMC forward recommendations to SECNAV.

10 Mar 05 SECNAV decision on IEG recommendations. Commence writing report. Deliver the DONBITS data to printer for reproduction.

15 Mar 05 Nomination of Commissioners. Not later than this date, the President must transmit to the Senate nominations for the appointment of new members to the Defense Base Closure and Realignment Commission.

18 Mar 05 Final report to printer for reproduction.

18 Apr 05 Report due to SECDEF.

16 May 05 SECDEF Recommendations. Not later than this date, the Secretary must publish in the Federal Register and transmit to the congressional defense committees and the Commission, a list of the military installations that the Secretary recommends for closure or realignment.

Jun-Sep 05 IAT/IEG/JCSG/ISG supports Commission.

1 Jul 05 Comptroller General/GAO Analysis. Not later than this date, the Comptroller General shall transmit to the congressional defense committees, a report containing a detailed analysis of the Secretary's recommendations and selection process.

25 Jul 05 Commission proposed changes to SECDEF recommendations published.

8 Sep 05 Commission's Recommendations. Not later than this date, the Commission must transmit to the President "a report containing its findings and conclusions based on a review and analysis of the Secretary's recommendations."

23 Sep 05 President's Approval or Disapproval of Commission Recommendations. Not later than

this date, the President shall transmit to the Commission and to the Congress, "a report containing the President's approval or disapproval of the Commission's recommendations." If the President approves the recommendations, the recommendations are binding 45 "legislative" days after Presidential transmission or adjournment sine die, unless Congress enacts joint resolution of disapproval.

20 Oct 05 Commission's Revised Recommendations. If the President disapproves the Commission's initial recommendations, the Commission must submit revised recommendations to the President not later than this date.

7 Nov 05 President's Approval or Disapproval of Revised Recommendations. The President must approve the revised recommendations and transmit approval to Congress by this date or the process ends. The recommendations become binding 45 legislative" days after Presidential transmission or adjournment sine die, unless Congress enacts joint resolution of disapproval.

Dec 05 Recommendations final if Congress does not disapprove.

15 Apr 06 Commission terminates.

TAB 4

BRAC 2005

Staffing Status Report
as of 20 October 2003

Anne Rathmell Davis
DASN (Infrastructure Strategy & Analysis)

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JCSG Organization and Manning

JCSG	# Sub Groups	# Working Groups	# IAT Personnel Assigned/On Board
Industrial	3	0	9/8
Supply & Storage	4	0	9/7
Technical	5	2	10/9
Training & Education	4	12	13/10
Headquarters & Support	3	6	10/8
Medical	5	16	7/4
Intelligence	4	0	7/4

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IAT Manning Status

	USN	USMC	Civilian	Contractor	Total
Overhead Assigned/On Board	4/4	1/1	7/5	3/1	15/11
Total Assigned/On Board	50/41	15/7	15/13	11/9	91/70

USN:

- All UNFILLED Navy Billets remaining (9) are ADDITIONAL billets requested in September '03

USMC:

- 8 ADSW billets funded for two years
- Screening and assignment process underway and due to complete by 31 October
- Personnel planned to be on board NLT 1 December

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Infrastructure Analysis Team

LEGEND

- Navy Billet Filled
- USMC Billet Filled
- Navy Billet Unfilled
- USMC Billet Unfilled
- Dual Hat Position
- Additional Support

Ms Davis
DASN IS&A

- **LCDR Robert Vincent** — Recorder
- **CDR Ginger Rice** — Executive Assistant
- **Capt James Noel (USMC)** — Recorder
- **Daphne Johnson** — Administrative Assistant
- **Tina Donbeck** — Administrative Assistant
- **Contractor TBD** — Administrative Assistant
- **Jack Leather** — Lead COBRA
- **CDR Margie Carlson** — Lead Environmental

Additional Support

- Ron Booth — Auditor
- TBD — GAO Rep
- TBD — Senior Lawyer
- James Recasner — Lawyer
- TECH 1 2 — DONBITS CNTR

CAPT Al Banks
Deputy

	Operational Capt Chris Nichols	Industrial Andrew DeMott	Supply & Storage CAPT Eric Myhre	Technical Col Walt Hamm	Education & Training CAPT Gene Summerlin	HQ & Support CAPT Matt Beebe	Medical CDR Rick Morrison	Intelligence CAPT Jan Rivenburg
SEA CAPT Chris Nichols	CDR Steve Cincotta 1120 [Data Stan] CDR Ed Fairbairn 1110 [redacted]	Robert Graham NAWC AD Susan Peters NSWC IH CDR Jepsen 1110	CDR Sullivan 1110 LCDR Doug Thompson 3100	Mark Shiffler NAVSEA Tom Carroll NUWC LCDR Chris Ceniceros 1110 (Nov 03)	CDR Greg Hilscher 1120 CDR Phil Black 1110 (Dec 03) Catherine Oaxacahoote NAVSEA CDR Joe Arleth 1110	CAPT David Foy USNR 1620/1320 [Onsite?] CDR Cheryl Manning 1200 LCDR Jaenichen 1110 (Nov 03)	[redacted]	[redacted]
AIR [redacted]	LTCOL Paul Warbola 7563 [Optimization] CDR Carl Deputy 1310	LCDR Paul Neuzil 1310	[redacted] CDR Kevin Goodwin 3100 (Jan 04)	CDR Jim Hogan 1310 Eileen Shibley NAWCWD	Laura Knight SPAWAR [redacted]	CAPT David Foy USNR 1620/1320 [Onsite?] [redacted] LCDR Jennifer Flather 3100	LCDR Daniel Frost 1320 [redacted]	LCDR Billingsly 1310 [redacted]
GROUND Col Walt Hamm	[redacted] LtCol Terri Erdag 0402	LtCol Noele Patterson 0402	[redacted]	[redacted]	LtCol Mark Murphy 0802 [DataStan] [redacted]	[redacted] Maj Stanley Sober USMCR 3002	USMC Maj/LtCol 3002 UNFILLED	[redacted]
COBRA Jack Leather	LCDR Chris Sosa 3100 (Feb 04)	[redacted]	LCDR Tim Stark 3100	LCDR Jim Melone 3100 (Jan 04)	[redacted]	Maj Stanley Sober USMCR 3002	[redacted]	Navy LCDR/CDR 1630 UNFILLED
Environmental CDR Margie Carlson	LCDR Tim Cowan 5100	CDR Rob Tye 5100	LCDR Beth Hartmann 5100	CDR Dave Faulk 5100	LCDR Kris Nielsen 5100 (Nov 03)	LCDR Ray Mardini 5100	Lt Tiffiana Cross 5100	LCDR Charles Witta 5100 (Nov 03)
CNA Ron Nickel	Ron Nickel Analyst Igor Mikolic Analyst	Brent Bonning Analyst	Dave Kelly Analyst	Omer Alper Analyst	Steve Belcher Analyst	Michael Bowes Analyst	Steve Rose Analyst	Igor Mikolic Analyst

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TAB 5

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

17 October 2003

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

Subj: BRAC 2005 GUIDANCE FOR THE EDUCATION AND TRAINING (E&T) JOINT CROSS SERVICE GROUP (JCSG)

Attachments (1) and (2) are USD (AT&L) responses to DoN and USAF letters concerning recommendations on graduate level flight training.

USD (AT&L) directs in Attachment (3) that, "Your JCSG should review all undergraduate pilot training, undergraduate navigator training/naval flight officer training, and graduate level rotary wing flight training. You should also review fixed wing graduate level flight training, but focus your analysis on the facilities and basing aspects of that function, leaving to the Services any doctrinal issues. Additionally, the JCSG should include if not otherwise captured by the above categories, training for new and emerging weapons systems that are not Service specific, such as Joint Strike Fighter, the V-22, and the H-60."

ASN (I&E) memo, Attachment (4), recommended that the Flight Training subgroup's function be limited to undergraduate level training only and assign graduate level training to the Services. The Air Force memo, Attachment (5), recommended that Service-unique graduate level flight training be excluded in the JCSG's analysis.

The result of USD (AT&L) direction will expand the JCSG's scope of analysis for potentially little gain and may affect operational bases. The following options are available to respond to the USD (AT&L) direction.

a. Accept the guidance.
b. Send a letter to USD (AT&L) requesting reconsideration of the issue by the ISG or that the issue be raised to the IEC.
c. Issue a non-concur for the final E&T report due to the next ISG meeting on 24 October.

I am available to discuss at your convenience.

v/r

Anne R Davis

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

Attachments:
(1) USD (AT&L) memo to ASN (I&E) of 14 Oct 2003
(2) USD (AT&L) memo to USAF (IE&L) of 14 Oct 2003
(3) USD (AT&L) memo to Chairman, E&T JCSG of 14 Oct 2003
(4) ASN (I&E) memo to USD (AT&L) of 06 Oct 2003
(5) USAF (IE&L) memo to USD (AT&L) of 29 Sep 2003

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OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

ACQUISITION, TECHNOLOGY AND LOGISTICS

OCT 14 2003

MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY (INSTALLATIONS & ENVIRONMENT)

SUBJECT: BRAC 2005 Guidance for the Education and Training Joint Cross-Service Group

Thank you for your recommendation that graduate level flight training and training for new and emerging weapons systems be excluded from analysis by the Education and Training Joint Cross-Service Group (E&T JCSG). I have carefully considered your views, as well as similar views expressed by the Assistant Secretary of the Air Force for Installations, Environment, and Logistics. While I appreciate that to the extent such functions involve service-specific and/or single sited training facilities, they may present less consolidation potential, review of these functions by the JCSG fosters treatment of training facilities as national assets, which meets both the spirit and letter of the Secretary's direction for a comprehensive cross-service BRAC analysis. Accordingly, I have advised the E&T JCSG that it should review all undergraduate pilot training, undergraduate navigator training/naval flight officer training, and graduate level rotary wing flight training. I have also advised it to review fixed wing graduate level flight training, but focus its analysis on the facilities and basing aspects of that function, leaving to the Services any doctrinal issues. Additionally, the JCSG should include if not otherwise captured by the above categories, training for new and emerging weapons systems that are not Service specific, such as the Joint Strike Fighter, the V-22, and the H-60. I have asked the E&T JCSG to provide a final report for ISG approval by October 24, 2003.

Because the Secretary has established a decision making structure that is joint at every level, the Services will be involved in the analysis of the above functions and will have the opportunity to review the JCSG's recommendations as members of the ISG and IEC.

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OCT 14 2003

MEMORANDUM FOR ASSISTANT SECRETARY OF THE AIR FORCE
(INSTALLATIONS, ENVIRONMENT, & LOGISTICS)

SUBJECT: BRAC 2005 Guidance for the Education and Training Joint Cross-Service Group

Thank you for your recommendation that graduate level flight training be excluded from analysis by the Education and Training Joint Cross-Service Group (E&T JCSG) because the vast majority of graduate training is service-specific and conducted at single sites. I have carefully considered your views, as well as similar views expressed by the Assistant Secretary of the Navy for Installations and Environment. While service-specific and/or single sited training facilities may present less consolidation potential, review of this function by the JCSG fosters treatment of training facilities as national assets, which meets both the spirit and letter of the Secretary's direction for a comprehensive cross-service BRAC analysis. Accordingly, I have advised the E&T JCSG that it should review all undergraduate pilot training, undergraduate navigator training/naval flight officer training, and graduate level rotary wing flight training. I have also advised it to review fixed wing graduate level flight training, but focus its analysis on the facilities and basing aspects of that function, leaving to the Services any doctrinal issues. Additionally, the JCSG if not otherwise captured by the above categories, training for new and emerging weapons systems that are not Service specific, such as the Joint Strike Fighter, the V-22, and the H-60. I have asked the E&T JCSG to provide a final report for ISG approval by October 24, 2003.

Because the Secretary has established a decision making structure that is joint at every level, the Services will be involved in the analysis of the above functions and will have the opportunity to review the JCSG's recommendations as members of the ISG and IEC.

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OCT 14 2003

MEMORANDUM FOR CHAIRMAN, EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP

SUBJECT: Follow On to Education Training Approach to Capacity Analysis

Thank you for your presentations to the Infrastructure Steering Group (ISG) on your group's approach to capacity analysis. The ISG appreciates the work that you and the members of your group are devoting to the base realignment and closure effort.

At your briefing, the ISG discussed whether the scope of your group's review should include fixed-wing graduate flight training and training for new and emerging weapons systems. Let me clarify the intent of the Department with respect to the flight training functions that should receive joint cross-service analysis. Your JCSG should review all undergraduate pilot training, undergraduate navigator training/naval flight officer training, and rotary wing graduate level flight training. You should also review fixed wing graduate level flight training, but focus your analysis on the facilities and basing aspects of that function, leaving to the Services any doctrinal issues. Additionally, if not otherwise captured by the above categories, training for new and emerging weapons systems that are not Service specific, such as the Joint Strike Fighter, the V-22, and the H-60.

Please provide your final report (including the section on Ranges) for the ISG's approval by October 24th. Your report should reflect the above and include your final data call questions.

If you have any questions, please direct them to Mr. Pete Potochney, Director, BRAC. He can be reached at (703) 614-5356.

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

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

October 6, 2003

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY AND LOGISTICS)

Subj: BRAC 2005 GUIDANCE FOR THE EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP

At the 24 September ISG meeting, concerns were raised about the functions for analysis of the Flight Training Subgroup. In response, the Department of the Navy offers the following proposals:

1. Limit the Flight Training Subgroup's function to undergraduate level training only. Assign graduate level training to the Services.

   a. Graduate level flight training is predominately for service specific aircraft located at a single site (B-1, B-2, U-2, P-3, F-15E, etc). This type of training falls under the function of "One-Station Unit Training," a function excluded from JCSG analysis as reported in the E & T JCSG memo of July 2, 2003, and approved by the ISG in their memo dated July 16, 2003.

   b. An analysis effort by the Education and Training JCSG would likely yield very few, if any, workable recommendations to combine or integrate graduate level flight training. "One-Station Unit Training" is described as "Service unique training, Service prerogative to train." The DoN feels that the individual Services are better equipped to examine their respective graduate level flight training programs. If a Service has more than one training site for a particular airframe, the Service should be expected to look for efficiencies.

   c. In the cases where more than one Service flies a similar aircraft, graduate training has already been combined where practicable. For example, USAF E-3 and USN E-6 (same aircraft, different configuration) are co-located at Tinker AFB. For the H-60 helicopter, the Services train to different tactics in different environments, making consolidation and integration more difficult.

2. Flight training for new and emerging weapons systems, JSF, V-22, is already programmed to be joint through initial training and it will be too early to address joint graduate level training.

   a. In order to conduct a complete analysis, the training requirements for new and emerging weapons systems must be known. At this point, many of the training requirements are immature or have not been developed by the Services, and it is unlikely they will be complete in time to be included in BRAC 2005. This may require the Services to ensure there is sufficient flexibility in their basing strategy to accommodate new or replacement platforms.

   b. To the extent that training requirements can be defined, the Services are in the best position to determine whether joint use of facilities or consolidation of activities will meet mission requirements.

I recognize this represents a departure from the subordinate functional areas approved by the Deputy Secretary of Defense for this JCSG, and recommend the ISG seek his approval of this reduced scope.

Should you require further assistance, my point of contact is Deputy Assistant Secretary of the Navy (Infrastructure Strategy & Analysis), Ms. Anne Davis, (703) 697-6638.

H T Johnson

H. T. Johnson

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DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

29 Sep 03

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY AND LOGISTICS)

FROM: SAF/IE
1665 AF Pentagon
Washington DC 20330-1665

SUBJECT: Education and Training (Ed & Tng) Joint Cross Service Group (JCSG)

Reference the 24 Sep 03 ISG meeting wherein you requested Service input on the content of the Ed & Tng JCSG briefing to the ISG.

Strongly recommend that Service-unique graduate level flight training be excluded in the JCSG's analysis. USD(AT&L)'s 16 Jul 03 memorandum defined functions that fall under the JCSG's scope. In this memo, the Flight Training subgroup was directed to analyze Undergraduate Pilot Training, Undergraduate Navigator/Naval Flight Officer Training, Graduate Level Rotary Wing Training, and Other Flight Training. The Flight Training subgroup should restrict its analysis to only those common (e.g., common between 2 or more Services) flight-training activities.

The inclusion of all graduate level flight training within the scope of JCSG analysis is outside the JCSG's directed purview. Clearly the vast majority of AF graduate level flight training is Service specific, i.e., B-1, C-17 or F-15 weapon system training, and is limited to a single site. The Service's own analysis process is better able to handle graduate level flight training realignment actions.

NELSON F. GIBBS
Assistant Secretary
(Installations, Environment & Logistics)

cc:
SAF/MR

TAB 6

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

17 October 2003

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

Subj: BRAC 2005 GUIDANCE FOR THE HEADQUARTERS AND SUPPORT ACTIVITIES (HSA) JOINT CROSS-SERVICE GROUP (JCSG)

Attachments (1) and (2) are USD (AT&L) responses to DoN and USAF letters concerning recommendations on limiting the scope of the HAS JCSG review.

USD (AT&L) directs in Attachment (3) "...please revise your report to focus your group's analysis on those functions with the greatest potential to result in decisions that will significantly affect the footprint and the throughput of the functions within your area of responsibility."

Acting SECNAV memo, Attachment (4), recommended that the JCSG efforts be limited to footprint analysis of Washington, DC and throughput and footprint analysis of the seven Defense agencies, with other administrative and Headquarters activities being assigned to the Services. The Air Force memo, Attachment (5), recommended that JCSG efforts should be limited to footprint analysis of Joint Combatant Command Headquarters, regional command operations, and Washington, DC activities, and throughput and footprint analysis of the seven Defense agencies.

We have reviewed the revised report submitted by the HSA JCSG on 16 Oct 03, which they believe is consistent with the USD (AT&L) guidance. The report includes in its scope of review the following areas which Acting SECNAV recommended be reviewed at the service level with collaboration between services when appropriate:

- Geographic Clusters. Footprint and functional analyses of common headquarters, administration and business related functions.
- Administrative and C2 Headquarters outside DC area. Footprint analysis of combatant commands, service component commands and supporting activities; Reserve Component headquarters; and recruiting headquarters commands for possible co-location or relocation.
- Financial Management Transactional Services. Footprint and functional analyses of activities DoD-wide.
- Corrections Activities. Footprint and functional examination of multiple levels of correctional facilities DoD wide.
- Civilian Personnel Centers. Footprint and functional analyses may yield opportunities to consolidate and/or co-locate Centers
- Military Personnel Centers. Footprint and functional analyses may produce possibilities for co-location and consolidation of military personnel centers.

- Mobilization. Review of common/central mobilization sites. This includes the subordinate functions of pre-deployment (post-mobilization) processing and qualification, and training; and components of the functions of storage, staging, and equipping.
- DoD Installations with Shared Boundaries. Footprint and functional analyses of common headquarters, administration and business related functions for duplication and redundancy at installations that share boundaries.

The HSA JCSG report also included the following areas that Acting SECNAV indicated DoN did not need to review because of significant ongoing initiatives:

- Installations that are part of a geographic cluster or share boundaries.
  - o Communications/Information Technology. Review of functions for duplication and redundancy. DoN has already made significant investment in the Navy & Marine Corps Intranet program as a best business practice.
  - o Installation Management. Analyses of Base Operating functions. Significant reengineering has and continues to take place within DoN to consolidate and regionalize services. BRAC may negatively impact ongoing initiatives within DoN.
- Reserve Force Management Organizations. Footprint analysis of U.S. based Reserve Force management organizations for possible co-location/relocation. - DoN is already in the process of restructuring and realigning its reserve force structure.

As reflected in the revised report, the USD (AT&L) direction results in an extremely broad scope of review for the HSA JCSG for potentially little gain. The following options are available to respond to the USD (AT&L) direction.

a. Accept the guidance
b. Send a letter to USD (AT&L) requesting reconsideration of the issue by the ISG or that the issue be raised to the IEC.
c. Issue a non-concur for the final HSA report when it is formally staffed to the ISG.

I am available to discuss at your convenience.

v/r

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

Attachments:
(1) USD (AT&L) memo to ASN (I&E) of 14 Oct 2003
(2) USD (AT&L) memo to ASAF (IE&L) of 14 Oct 2003
(3) USD (AT&L) memo to Chairman, HSA JCSG of 14 Oct 2003
(4) Acting SECNAV memo to USD (AT&L) of 24 Sep 2003
(5) ASAF (IE&L) memo to USD (AT&L) of 29 Sep 2003

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OCT 14 2003

MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS & ENVIRONMENT)

SUBJECT: BRAC 2005 Guidance for the Headquarters and Support Activities Joint Cross-Service Group

Thank you for your recommendations regarding the scope of functions that the Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG) should review. I share the concern of Infrastructure Steering Group (ISG) members that the breadth of functions the HSA JCSG proposed to analyze will negatively impact that group's ability to focus on areas with the highest potential for transforming infrastructure, given finite time and resources. I also agree that efforts to reengineer the business processes of functions that have limited impact on facilities can be best accomplished outside the BRAC process. However, I am also cognizant of the Secretary's unequivocal direction in his BRAC Kickoff Memo that functions that are common across the Services must be analyzed on a joint basis.

Therefore, rather than direct the HSA JCSG to narrowly limit its analysis to the two areas you suggest, I have asked the Chairman of the HSA JCSG to revise his group's report to focus their analysis on those functions with the greatest potential to result in decisions that will significantly affect the footprint and the throughput of the functions within his area of responsibility. The Chairman is expected to provide the final report for the ISG's approval by October 15th, at which time, all ISG members will have the opportunity to review the manner in which they have incorporated this guidance.

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OCT 14 2003

MEMORANDUM FOR ASSISTANT SECRETARY OF THE AIR FORCE
(INSTALLATIONS, ENVIRONMENT, & LOGISTICS)

SUBJECT: BRAC 2005 Guidance for the Headquarters and Support Activities Joint Cross-Service Group

Thank you for your recommendations regarding the scope of functions that the Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG) should review. I share the concern of Infrastructure Steering Group (ISG) members that the breadth of functions the HSA JCSG proposed to analyze will negatively impact that group's ability to focus on areas with the highest potential for transforming infrastructure, given finite time and resources. I also agree that efforts to reengineer the business processes of functions that have limited impact on facilities can be best accomplished outside the BRAC process. However, I am also cognizant of the Secretary's unequivocal direction in his BRAC Kickoff Memo that functions that are common across the Services must be analyzed on a joint basis.

Therefore, rather than direct the HSA JCSG to limit its analysis to the areas you suggest, I have asked the Chairman of the HSA JCSG to revise his group's report to focus their analysis on those functions with the greatest potential to result in decisions that will significantly affect the footprint and the throughput of the functions within his area of responsibility. The Chairman is expected to provide the final report for the ISG's approval by October 15th, at which time, all ISG members will have the opportunity to review the manner in which they have incorporated this guidance.

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OCT 14 2003

MEMORANDUM FOR CHAIRMAN, HEADQUARTERS AND SUPPORT ACTIVITIES JOINT CROSS-SERVICE GROUP

SUBJECT: Revision to Report on Approach to Capacity Analysis

Thank you for your presentation to the Infrastructure Steering Group (ISG) on your group's approach to capacity analysis. The ISG appreciates the work that you and the members of your group are devoting to the base realignment and closure effort.

As discussed at your briefing, the ISG is concerned that the wide breadth of functions proposed for analysis will negatively impact your group's ability to focus on areas with the highest potential for transforming infrastructure, given finite time and resources. Efforts to reengineer the business processes of functions that have limited impact on facilities can be best accomplished outside the BRAC process. To that end, please revise your report to focus your group's analysis on those functions with the greatest potential to result in decisions that will significantly affect the footprint and the throughput of the functions within your area of responsibility.

Please provide your final report for the ISG's approval by October 15th. Your report should reflect the above and contain a comprehensive set of common definitions for your functions, common metrics to measure throughput capacity and your methodology for determining surge requirements. In particular, your report should demonstrate how your analysis will answer the three questions contained in my July 16, 2003, memo regarding the inventory of facilities performing your functions, the percentage of the throughput capacity for current and surge workloads, and the percentage, if any, of capacity excess to current workload plus surge requirements. Additionally, your final report should include your data call questions.

My BRAC team and the Service BRAC offices stand ready to assist you in refining your report. Please do not hesitate to seek their advice.

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

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

September 24, 2003

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY AND LOGISTICS)

Subj: BRAC 2005 GUIDANCE FOR THE HEADQUARTERS AND SUPPORT ACTIVITIES JOINT CROSS-SERVICE GROUP

In response to your tasking at the Infrastructure Steering Group (ISG) meeting of 16 Sep 2003, the Department of the Navy (DoN) offers the following recommendations for the Headquarters and Support Activities (HSA) Joint Cross-Service Group (JCSG):

- Limit the Group's efforts to the following two areas:
  1) Footprint analysis of Washington, DC (100 mile radius) focusing on assessing the need to be located in the DC area, eliminating the use of leased space and examining the potential to further consolidate installation management service providers.
  2) Throughput and footprint analysis of the seven Defense Agencies addressed in your memorandum of 30 Jul 2003 (DFAS, DSS, DeCA, DCAA, DLSA, DSCA, PFPA). The throughput analysis would consist of an examination of capacity (manpower and footprint) and duplicity.

- DoN will address the following functional areas as indicated:
  1) Major Administrative and Headquarters Activities outside Washington, DC - The Secretary of Defense approved analysis of activities in the NCR and other regions, joint command and control headquarters and activities, Service major command headquarters, and Reserve administrative and headquarters facilities. Other than the footprint analysis of the NCR noted above, recommend the Military Departments include analysis of the remaining administrative and headquarters activities in their BRAC processes. Joint command and control headquarters should be assessed by the designated Executive Agent. My memo to you of 21 Jul 2003 concerning transformation opportunities addressed improving component integration and assessing the value of locating reserve facilities within the community. Because Navy and Marine Corps reserve organizations are considerably different than the other Services in terms of size, employment and affiliation with local governments, this subject should remain with the Services. DoN will approach the other Services when collocation or geographic

consolidation opportunities arise in any of these administrative/headquarters activities.

2) Installation Management - Significant reengineering has and continues to take place within DoN to consolidate/regionalize services and take advantage of best business practices. Installation Management changes are very much dependent on other BRAC decisions and will be addressed accordingly. Additional functional analysis within the BRAC process is not recommended.
3) Communications/IT - DoN has made a significant investment in the Navy and Marine Corps Intranet program as a best business practice. Additional functional analysis within the BRAC process is not recommended.
4) Financial Management - Recommend financial accounting and pay services be reviewed as part of the DFAS throughput analysis addressed above. Planning, programming and budgeting must remain a Service issue and does not represent significant opportunity.
5) Manpower and Personnel Management - Much of the proposed scope must remain with the Services such as Military Manpower Management. The balance does not offer significant opportunity. Additional functional analysis within the BRAC process is not recommended.
6) Mobilization - Navy and Marine Corps mobilization functions are performed predominantly at active duty installations and will be analyzed as part of their review. DoN will approach the other Services when joint use of facilities appears feasible.

I recognize this represents a departure from the subordinate functional areas approved by the Secretary of Defense for this JCSG, and recommend the ISG seek his approval of this reduced scope.

Should you require further assistance, my point of contact is Deputy Assistant Secretary of the Navy (Infrastructure Strategy & Analysis), Ms. Anne Davis, (703) 697-6638.

Hansford T. Johnson

Hansford T. Johnson
Secretary of the Navy
Acting

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DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

29 Sep 03

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY AND LOGISTICS)

FROM: SAF/IE
1665 Air Force Pentagon
Washington DC 20330-1665

SUBJECT: Headquarters and Support Activities (Hq & Spt Act) Joint Cross-Service Group (JCSG)

Reference the 16 Sep 03 Infrastructure Steering Group (ISG) meeting wherein you requested Service input on the content of the Hq & Spt Act JCSG briefing presented to the ISG.

The Group's effort should be limited to the following areas:

- Review Joint Combatant Command Headquarters and regional command operations based on the Commander's validated infrastructure requirements. Joint operational design should support how the Department fights today, yet be flexible enough to be reshaped to support tomorrow's fighting force
- Validate the need for activities to be located in the DC area to maximize reduction of leased space in the DC area and increase efficiencies through consolidated installation management contract services
- Analyze capacity of DFAS, DSS, DeCA, DCAA, DLSA, DSCA, and PFPA

NELSON F. GIBBS
Assistant Secretary
(Installations, Environment & Logistics)

cc:
SAF/AA

[redacted]

TAB 7

Rice, Ginger B

From: Davis, Anne R
Sent: Wednesday, October 22, 2003 8:40 AM
To: Alan S. Thompson (E-mail); Edward Usher (E-mail); Flynn, George(E-mail); Fred Frederickson (E-mail); Gerald Hoewing (E-mail); Jan Gaudio (E-mail); Jay Cohen (E-mail); Michael Ennis (E-mail); Michael L Cowan (E-mail); Michael Rhodes (E-mail); Robert Hufstader (E-mail); William D. Catto (E-mail); William Klemm (E-mail); Willie J. Williams (E-mail)
Cc: Beebe, Matthew; Nichols, Christopher T; Hubbell SES04 Paul C; Sienicki, David J; Rice, Ginger B; Albert Konetzni (E-mail); Charles Moore (E-mail); H T. Johnson (E-mail); Michael F McGrath (E-mail); Michael Hough (E-mail); Richard L. Kelly (E-mail); Russell W Beland (E-mail)
Subject: BRAC SITREP

Gentlemen,

At our last FAB meeting on 15 Oct, the VCNO spoke quite plainly of his need to stay informed of events as they occur in JCSGs. Attached is a letter signed by both the VCNO and ACMC that calls for a bi-weekly "sitrep" from the Principals in the JCSG. The letter is self-explanatory, but the VCNO has expressed his desire to keep the update to one page. If you can envision "one-seventh" of a page and keep your inputs to that, we can meet that goal. If there is editing to be done, I will do my best, then return it to you for approval. Bottom line is both VCNO and ACMC want the "unfiltered" word from those closest to the JCSGs. The Bi-Weekly Sitrep is not meant to preempt the either VCNO's and ACMC's desires to made aware of events that require their immediate attention.

My staff will work closely with you to ensure we get this to the VCNO and ACMC in a timely manner. I propose we inaugurate the SITREP with Issue Number One on their desks Thursday, 30 October. If I could have your inputs to Capt Matt Beebe (beebe.matthew@hq.navy.mil) by 1200 on Tuesday, 28 October, I will compile and, if no changes, forward them on (with back copy to you and to the IEG).

Please don't hesitate to call me if you have questions.

v/r Anne

BIWEEKLYSIT
REP.pdf

Anne Rathmell Davis
Deputy Assistant Secretary of the Navy
(Infrastructure Strategy & Analysis)
Pentagon 4A668, (703) 697-6638

DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, D. C. 20350-2000

and

Headquarters United States Marine Corps
2 Navy Annex
Washington, DC 20380-1775

IN REPLY REFER TO
20 Oct 03

MEMORANDUM FOR PRINCIPAL REPRESENTATIVES TO THE JOINT CROSS SERVICE GROUPS (JCSG)

Subj: ESTABLISHMENT OF A BRAC 2005 BIWEEKLY SITREP

On March 15, 2003 each of you were designated as a principal member of a specific Joint Cross Service Group (JCSG) chartered by the Office of the Secretary of Defense. In that role you are the primary touch points for the Navy and Marine Corps as the JCSG work through their analysis. Since the Vice Chief of Naval Operations and the Assistant Commandant of the Marine Corps are members of the Infrastructure Steering Group (ISG), the body to which the JCSGs report, it is imperative we be made aware of such developments evolving within the JCSGs as they impact the Navy and Marine Corps team.

With that in mind, we want to establish a BRAC 2005 bi-weekly SITREP for each of you to highlight the critical issues you are dealing with routinely in conducting JCSG business. This will prove invaluable to us as we prepare for the ever-increasing rounds of ISG meetings.

We have asked the Deputy Assistant Secretary of the Navy (Infrastructure Strategy & Analysis), the Department of Navy BRAC 2005 designated focal point, to collect your unfiltered inputs and present them to us, along with other pertinent BRAC information, on a bi-weekly basis. This will be your forum to keep us abreast of the progress and challenges in your respective JCSG, and to alert us to issues that require further guidance or discussion.

Thank you for your continued support in shaping the future Navy-Marine Corps team. We look forward to your inputs.

M. G. MULLEN
Admiral, U. S. Navy
Vice Chief of Naval Operations

W. L. NYLAND
General, U. S. Marine Corps
Assistant Commandant of the Marine Corps