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

DCN:5468

MN-0197
IAT/JAN
16 September 2004

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 9 SEPTEMBER 2004

Encl: (1) 9 September 2004 IEG Meeting Agenda
(2) Conflicts of Interest and BRAC Brief of 09 September 2004
(3) Conflicts of Interest and BRAC Guidance of 09 September 2004
(4) DON Analysis Group Brief to IEG of 9 September 2004
(5) Recording Secretary's Report of IEG Deliberations on 9 September 2004

1. The thirty-ninth meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 1034 on 9 September 2004 in room 4D447 at the Pentagon. The following members of the IEG were present: Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for all matters associated with BRAC 2005 (Special Assistant for BRAC), Co-Chair; LtGen Richard L. Kelly, USMC, Deputy Commandant for Installations and Logistics (I&L) serving as alternate for Gen William L. Nyland, USMC, Assistant Commandant of the Marine Corps (ACMC), Co-Chair; ADM John B. Nathman, USN, Vice Chief of Naval Operations (VCNO), Co-Chair; VADM Justin D. McCarthy, USN, Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4), Member; VADM Kevin J. Cosgriff, USN, Deputy and Chief of Staff, U.S. Fleet Forces Command, Member; Ms. Carla Liberatore, Assistant Deputy Commandant for Installations and Logistics (I&L), Headquarters, U.S. Marine Corps, serving as alternate for LtGen Richard L. Kelly, USMC, Deputy Commandant for Installations and Logistics (I&L), Member; RMDL Mark T. Emerson, USN, Assistant Deputy Commandant for Aviation (AVN), serving as alternate for LtGen Michael A. Hough, USMC, Deputy Commandant for Aviation (AVN), Member; Dr. Michael F. McGrath, Deputy Assistant Secretary of the Navy, Research Development Test & Evaluation (DASN(RDT&E)), Member; Mr. Robert T. Cali, Assistant General Counsel, Assistant Secretary of the Navy, Manpower & Reserve Affairs (M&RA), Member; Mr. Ronnie J. Booth, Navy Audit Service (NAVAUDSVC), Representative; Mr. Thomas N. Ledvina, Navy Office of General Counsel (OGC), Representative;

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 9 SEPTEMBER 2004

Mr. David W. LaCroix, Senior Counsel, Infrastructure Strategy and Analysis; and, Capt James A. Noel, USMC, Recorder.

2. The following additional members of the DON Analysis Group (DAG) were present: Ms. Ariane Whittemore, Assistant Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4B); RADM Christopher E. Weaver, USN, Commander, Navy Installations Command/Director, Ashore Readiness Division (OPNAV N46); Mr. Thomas R. Crabtree, Director Fleet Training (N7A), U.S. Fleet Forces Command; and, Mr. Paul Hubbell, Deputy Assistant Deputy Commandant for Installations and Logistics (Facilities) Headquarters, U.S. Marine Corps.

3. The following members or representatives of the Functional Advisory Board (FAB) were present: VADM Donald C. Arthur, Jr., MC, USN, Director of Naval Medicine/ Surgeon General of the Navy, N093/ Chief, Bureau of Medicine and Surgery; VADM Gerald L. Hoewing, USN, Chief of Naval Personnel/ Deputy Chief of Naval Operations for Manpower and Personnel, N1, OPNAV; RADM Jay Cohen, USN, Chief of Naval Research; RADM(Sel) Alan S. Thompson, SC, USN, Director, Supply, Ordnance and Logistics Operations Division, N41, OPNAV; Mr. George Ryan, OPNAV 091; BGen Thomas L. Conant, USMC, Commanding General, Training Command and Deputy Commanding General, Training and Education Command; RDML Mark Hugel, USN, Deputy Director, Fleet Readiness Division, N43B, OPNAV; Ms. Claudia Clark, Deputy Director of Naval Intelligence (DDNI); Mr. Michael Rhodes, Assistant Deputy Commandant for Manpower and Reserve Affairs (M&RA), Headquarters, U.S. Marine Corps; RDML Robert D. Hufstader, MC, USN, Medical Officer of the Marine Corps; Mr. Barry Dillon, Deputy Commander, Marine Corps Systems Command; Ms. Susan C. Kinney, Deputy Director, Logistics Plans, Policies and Strategic Mobility Division, Headquarters, U.S. Marine Corps; Ms. Karin Dolan, Assistant Director of Intelligence for Intelligence Support, HQMC; Col Michael J. Massoth, USMC; CAPT William Wilcox, USN; CAPT Albert J. Shimkus, NC, USN; CAPT David W. Mathias, CEC, USN; and LT Erik Breitenbach, CEC, USN.

4. The following members of the IAT were also present: Mr. Dennis Biddick, Chief of Staff; CAPT Jason A. Leaver, USN; CAPT Christopher T. Nichols, USN; CDR Edward J. Fairbairn, USN; LtCol Teri E. Erdag, USMC; CDR Beth L. Hartmann, CEC, USN; and, Ms. SueAnn Henderson. All attendees were provided enclosures (1) through (3) and the IEG members were provided enclosure (4). Ms. Davis presented the minutes from the 5 August 2004 IEG meeting for review and they were approved.

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 9 SEPTEMBER 2004

5. Mr. LaCroix used enclosure (2) to provide a BRAC conflict of interest brief to the IEG, DAG, FAB and IAT members in attendance as listed above in paragraphs (1) through (4). Ms. Davis reiterated to the members that avoiding conflicts of interest, actual or apparent, was critical in ensuring the integrity of the DON BRAC 2005 process. The members were provided with enclosure (3) to assist them in identifying potential conflicts or appearance concerns. RADM William R. Klemm, USN, Deputy Commander, Logistics, Maintenance, and Industrial Operations, SEA-04, NAVSEASYSCOM, entered the meeting at 1047.

6. Ms. Davis used enclosure (4) to review DON BRAC roles and responsibilities, highlighting the responsibility of the IEG to develop DON recommendations for approval by SECNAV, CNO, and CMC. She reviewed the roles of the DAG, FAB and IAT as provided on page 4 of enclosure (4), and the scenario development approach as provided on page 5 of enclosure (4). Ms. Davis noted that the goal of the DON BRAC decision flow detailed on page 6 of enclosure (4) is to provide fully analyzed DON recommendations to the Infrastructure Executive Council (IEC) through a process that revolves around the IEG. She further noted that the draft scenario data call template has been provided to DON claimants to help ensure that the DON process will support the 48-hour OSD-suggested deadline for responses to scenario development data calls.

7. The IEG moved into deliberative session at 1053. See enclosure (5). The next meeting of the IEG is scheduled for 16 September 2004. The meeting adjourned at 1205.

Anne R Davis

Anne Rathmell Davis
Co-Chair, IEG

TAB 1

Infrastructure Evaluation Group

9 September 2004
1030-1200
Pentagon, Room 4D447

Meeting called by:	Chairs	Recorder:	Capt Noel

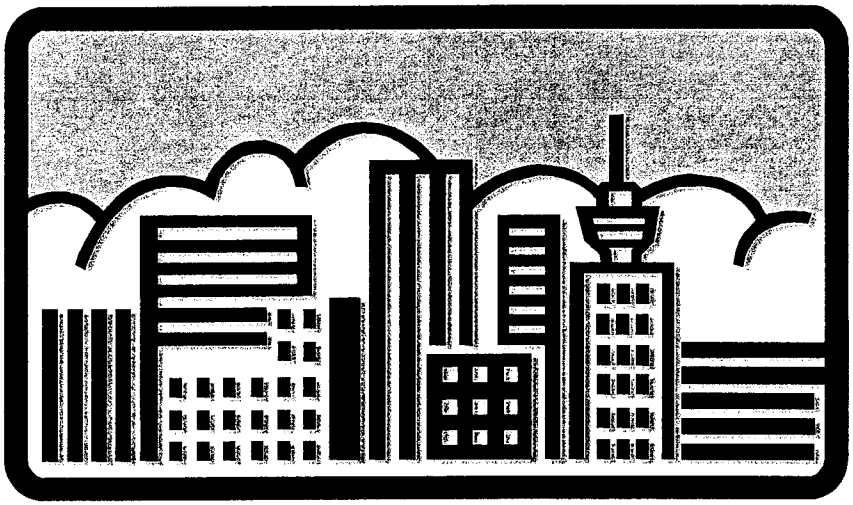
----- Agenda Topics -----

Review and approve minutes of IEG Meeting of 5 Aug 04	Ms. Davis
Ethics Brief	Mr. LaCroix
Deliberative Session :	
• DON BRAC Objectives	Ms. Davis
• Initial DON Scenarios	Ms. Davis
Administrative	
• Next meeting 16 Sep 04, 1030-1200, 4D447	

Other Information

Draft minutes of 5 Aug 04 IEG meeting provided [to IEG members only]
Report of 5 Aug 04 IEG deliberative session provided [to IEG members only]
Initial DON Scenarios provided [to IEG members only]
Other read aheads provided [to all attendees]

TAB 2



Conflicts of Interest and BRAC

Introduction

- As a member of a DOD base closure executive group, you hold a position of special trust and confidence regarding the BRAC process
- As you know, your work will result in a list of recommended base realignments and closures that will potentially impact the lives of many citizens and their communities

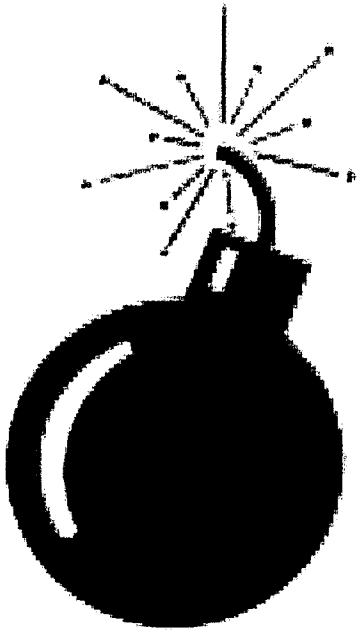
Introduction

- If the public does not have complete confidence in the fairness of our procedures, their support for the BRAC process cannot be assured
- For this reason, participants must be fair and impartial, both in reality and perception
- Also, as government employees, you must avoid conflicts of interest as you carry out your duties
- That is why you are being briefed today

Conflicts of Interest

First Issue: What is a conflict of interest?

- A conflict arises when your personal financial interests (or those of someone close to you) may be affected by the BRAC decision or recommendation



Conflicts of Interest

- A criminal statute (18 USC 208) provides as follows:
  - Employees are prohibited from participating **personally and substantially** in an official capacity in any **particular matter** in which they (or any person whose interests are imputed to them) **have a financial interest**, if the matter will have a **direct and predictable** effect on that interest

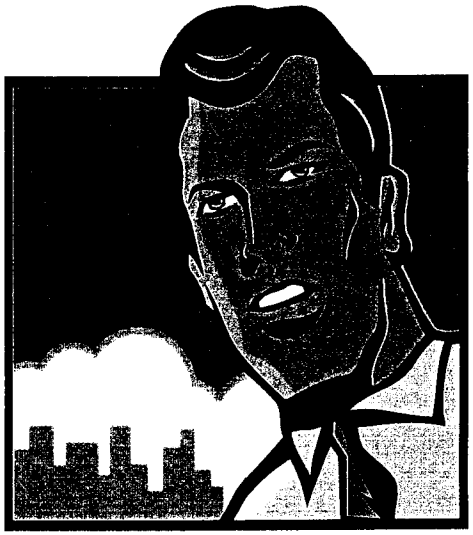
Conflicts of Interest

- Key terms:
  - **Personal and Substantial Participation**
    - Your involvement makes a difference, even if it is advice or recommendations, and not determinative
  - **In a Particular Matter**
    - Focused on an identifiable class of persons (like a certain community)
  - **Having a Direct and Predictable Effect**
    - Involves a close causal link and real possibility that any decision or action will affect the financial interest involved
  - **Financial Interest**
    - Personal financial asset, or that of someone with a certain type of relationship with you

Apparent Conflicts

Second Issue: The Appearance of a Conflict of Interest?

- This occurs when a reasonable person with knowledge of the relevant facts would question your impartiality, based on your involvement in an official action and the financial interest of a member of your household or someone with whom you have a "covered relationship"



Apparent Conflicts

- Appearance of a Conflict: This requires…
  - **Personal and Substantial Participation**
    - Your involvement makes a difference
  - **Affecting a relationship**
    - With household members, employers, private organizations in which you are "active"
  - **Having a Direct and Predictable Effect**
    - Involves a close causal link between the action and the expected effect on one's financial interest

Identifying Conflicts

- How are Conflict Situations Identified?
  - Financial Disclosure Forms
    - All of you should have a current SF 278 or OGE 450 financial disclosure report on file with your supporting ethics office
  - Self-Identification
    - You are responsible for reporting all potential conflicts of interest as you identify them
  - Supervisor's Identification
    - Your supervisor is also responsible for helping you identify and resolve any conflicts of interest in your work area

Identifying Conflicts

What Type of Financial Interests may Create a Conflict?

1. Ownership of real estate near any military installation
2. Interest in a company, including utilities, that does business with a military installation
3. Bonds issued by local governments in the vicinity of a military installation

Identifying Conflicts

What May Create a Conflict?

4. You or close relatives (spouse, children, parents, siblings) live near a military installation or work for installation contractors
5. You or close relatives are actively affiliated with a civic or private BRAC-proofing organization
6. Seeking employment with a person or business that could be affected by a base closing or realignment

Resolving Conflicts

- How are Conflict Situations Resolved?
- Options include….
  - Disqualification
  - Change of Duties
  - Waiver
  - Authorization
  - Eliminating the interest/ position that creates the conflict

Resolving Conflicts

- Disqualification
  - This means that you are disqualified – or "recused" -- from taking official action on any particular matter that could affect the covered financial interest
  - The extent of your disqualification is determined by your direct supervisor, with advice from the ethics counselor

Resolving Conflicts

- Change of Duties
  - If your official duties cannot be separated from your financial interests, or the whole of the "particular matter" is too complicated to be subdivided based on the nature of your interest, you may need to be removed from the project altogether

Resolving Conflicts

- Waiver
  - Your appointing official may determine that your financial interest is not so substantial as to require your disqualification or change of duties
  - Waivers are issued, in writing, by the appointing official, after consultation with an ethics counselor
  - Waivers must be issued prior to your taking any official action in the matter; thus, until you have a waiver, you may not act on the matter in your official capacity

Resolving Conflicts

- Authorization
  - If the situation does not present a true conflict (under 18 USC 208), but does create the *appearance* of a conflict (under 5 CFR 2635.502), your supervisor may authorize you to continue working in the area at issue
  - Authorization is granted if government needs outweigh perceptions/concerns by on-lookers
  - This requires written documentation and advance approval

Resolving Conflicts

- Eliminate Personal Interest/Position
  - For example…
    - Resign from position as a board member or officer of a private organization
    - Sell real estate or stock ownership if financial interests trigger the conflict
    - Step down from off-duty employment
    - Postpone job search with interested parties until retirement

Avoiding Conflicts

- What We Ask You To Do…..
  - **Examine** your financial situation and identify any interests that may trigger a real/apparent conflict based on your support of BRAC
  - **Advise** your BRAC supervisor of any concerns
  - **Seek guidance** from your ethics counselor
  - **Follow the guidance** worked out by the ethics counselor and your supervisor to resolve any conflicts of interest

Avoiding Conflicts – Seek Legal Guidance

- JCSGs & DOD
  - Nicole Bayert
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TAB 3

CONFLICTS OF INTEREST AND BRAC

Potential Conflicting Financial and Personal Interests

What is a conflict of interest? You will have a conflict if any of your personal financial interests, or those of someone with a relationship with you, may be affected by the BRAC decisions or recommendations. Ethics laws and regulations require personnel to avoid not only actual conflicts, but even the appearance of a conflict of interest or a loss of impartiality. Because of the importance and visibility of the BRAC process, which could potentially impact the lives of many Americans and their communities, the Department must ensure that the public has complete confidence in the fairness of the process.

As an individual participating in BRAC deliberations, you are personally and substantially participating in the BRAC process. As such, you must be concerned about potential conflicts of interest. That is why you have received the conflicts of interest training. Most, if not all of you, have already filed either a Public or Confidential Financial Disclosure Report (SF 278 or OGE 450) based on your BRAC or other official responsibilities. If you have not done so, please consult with one of your BRAC or ethics attorneys immediately. While these reports are a good starting point, you may have added interests since you filed your last report. Also, many of the interests and relationships that may be involved in the BRAC process are not reportable. For example, you do not report your personal residence or vacation property unless you rent them.

We have developed this guidance to help you identify the interests and relationships that are not reported on the disclosure forms. Please review it as soon as you can to determine whether you have any of the financial interests or relationships discussed below. If you believe that any of these interests or relationships may be affected by any potential BRAC decision, please contact your BRAC or ethics attorney to discuss as soon as possible. When you become aware that specific installations are identified in the BRAC process, please review your interests and relationships again in connection with those installations and contact your attorneys to discuss.

RELATIONSHIPS

1. **General Partners:** Do you have general partners in business ventures?

2. **Potential Employers:** Are you negotiating for, or do you have an arrangement concerning, prospective employment with an organization?

3. **Members of your Household:** Do you have members of your household in addition to those whose interests are already reported on your financial statements, i.e., someone other than your spouse or minor child?

4. **Business Relationship:** Do you have, or seek to have, a business, contractual or financial relationship with someone, other than a routine consumer transaction?

5. **Close relatives:** Do you have relatives with whom you have a close personal relationship?

6. **Previous Employers:** Have you, in the last year, served as an officer, director, trustee, general partner, agent, attorney, consultant, contractor or employee?

7. **Relative's employers:** Does your spouse, parent, or dependent child serve, or are they seeking to serve, as an officer, director, trustee, general partner, agent, attorney, consultant, contractor or employee?

8. **Organizations:** Are you an active participant in an organization, other than a political party?

Potential Conflict

If you have identified any of the relationships in the previous questions, are any of them, to your knowledge, an entity at a military installation subject to the BRAC process, or do any have a financial interest that could be "directly and predictably" affected by a BRAC decision?

> "Directly" means a close causal link between the BRAC recommendation and any expected effect on the financial interest. The effect does not have to be immediate. "Predictable" means a real, not speculative, possibility that the BRAC recommendation will affect the financial interest. The dollar amount of the gain or loss is immaterial.

For your convenience, we have developed the following list of financial interests to help you in evaluating the effect of a BRAC decision. You should also consider any other interests of which you are aware.

Financial Interests

1. Salaries from military installations or contractors at military installations

2. Ownership of real estate in the vicinity of a military installation

3. Interest in business activities, including utilities and DoD contractors, that do business with a military installation

4. Bonds issued by towns/cities in the vicinity of a military installation

5. Pensions from contractors at military installations

6. Active affiliation with a civic or private BRAC-proofing or Save-the-Base type organization

7. Potential employment interest with a person/organization that could be affected by closing or realigning a military installation

Examples of how the relationships and interests may interact follow:

1. Your sister works for a contractor whose major source of business is the military installation, and she owns her home in the vicinity.

2. Your daughter works at a restaurant that depends upon the patronage of personnel at a military installation.

3. You are actively participating in a Save-The-Base organization in your personal capacity.

4. Your son has a large investment in municipal bonds issued by a city that could be greatly affected if a major base closed.

As we discussed, if you determine that any of these interests or relationships exist, please contact your BRAC or ethics attorney so that you can discuss them in a timely fashion and take appropriate action to resolve any questions.

JCSGs and DoD

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Air Force

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TAB 4

DON Analysis Group
Brief to
Infrastructure Evaluation Group

9 September 2004

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Agenda

- **Ethics Brief – Conflicts of Interest & BRAC**
- **Executive Decision Making Process**
- **DON BRAC Objectives**
  - ***IEG Decision Item***
- **Initial DON Scenarios**
  - ***IEG Decision Item***
- **Next Steps**

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Ethics Brief

- Provided separately
- Mandatory for all BRAC decision-makers (DAG, IEG, ISG, IEC, JCSGs)

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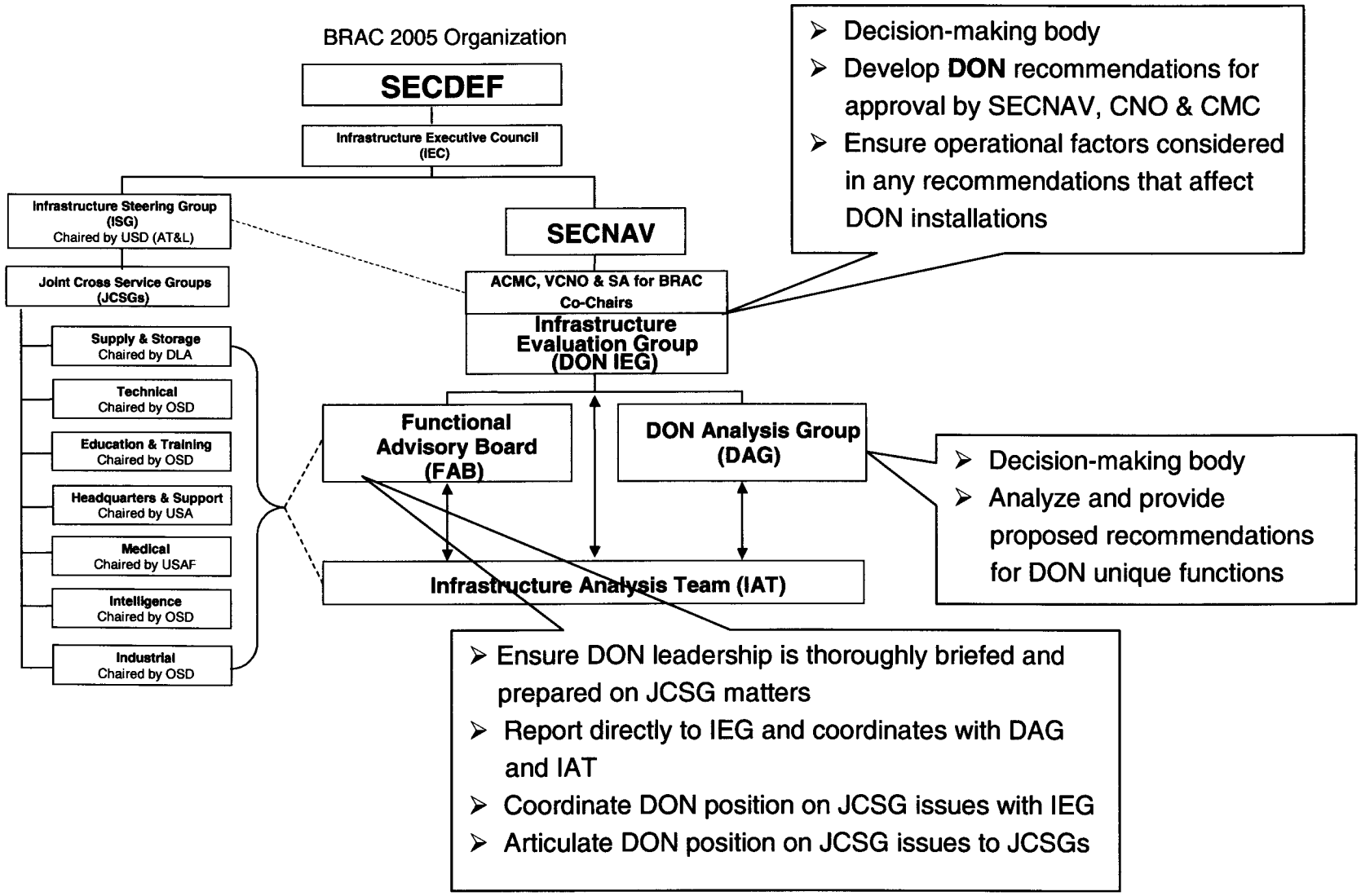
DON BRAC
Roles and Responsibilities



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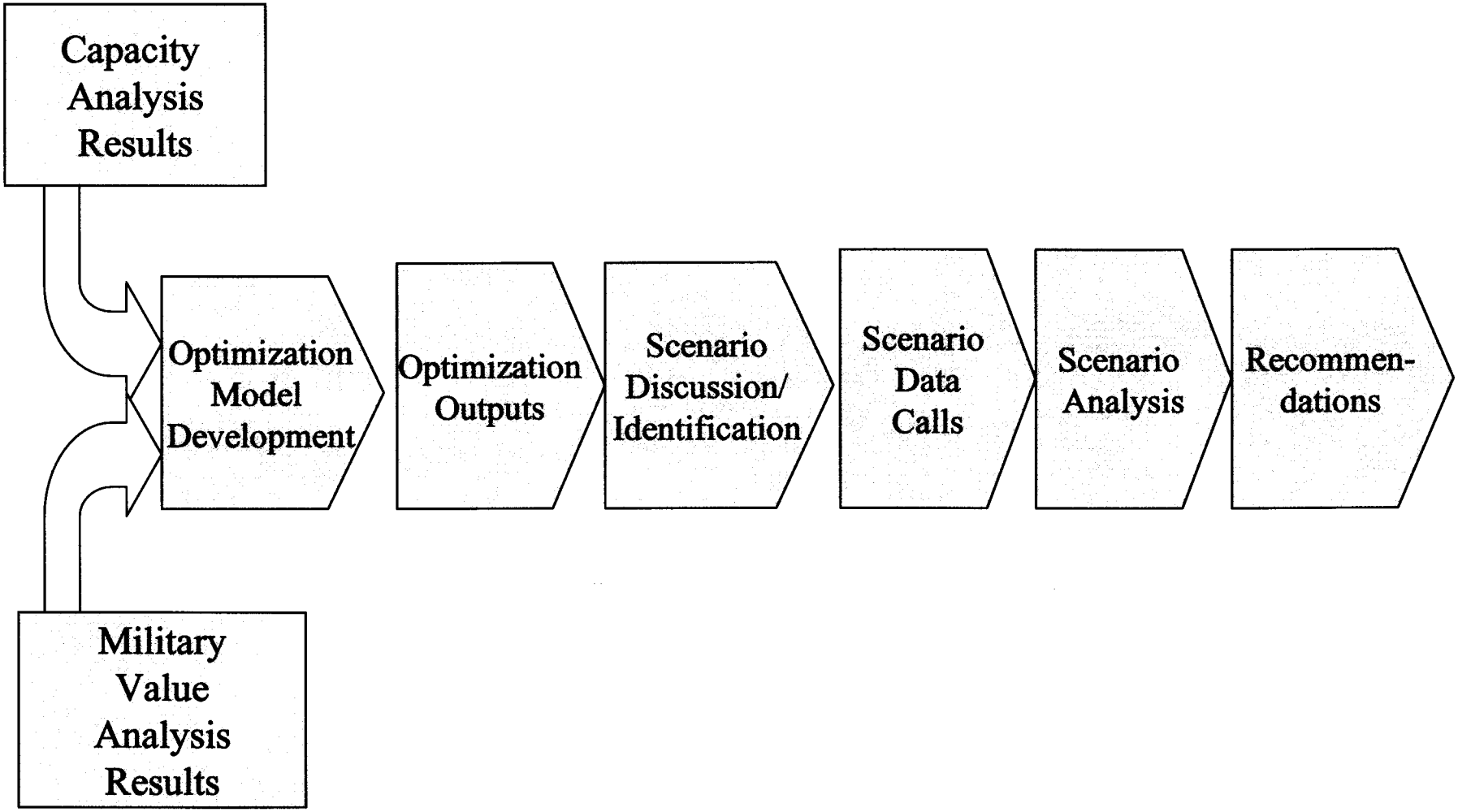
Scenario Development Approach



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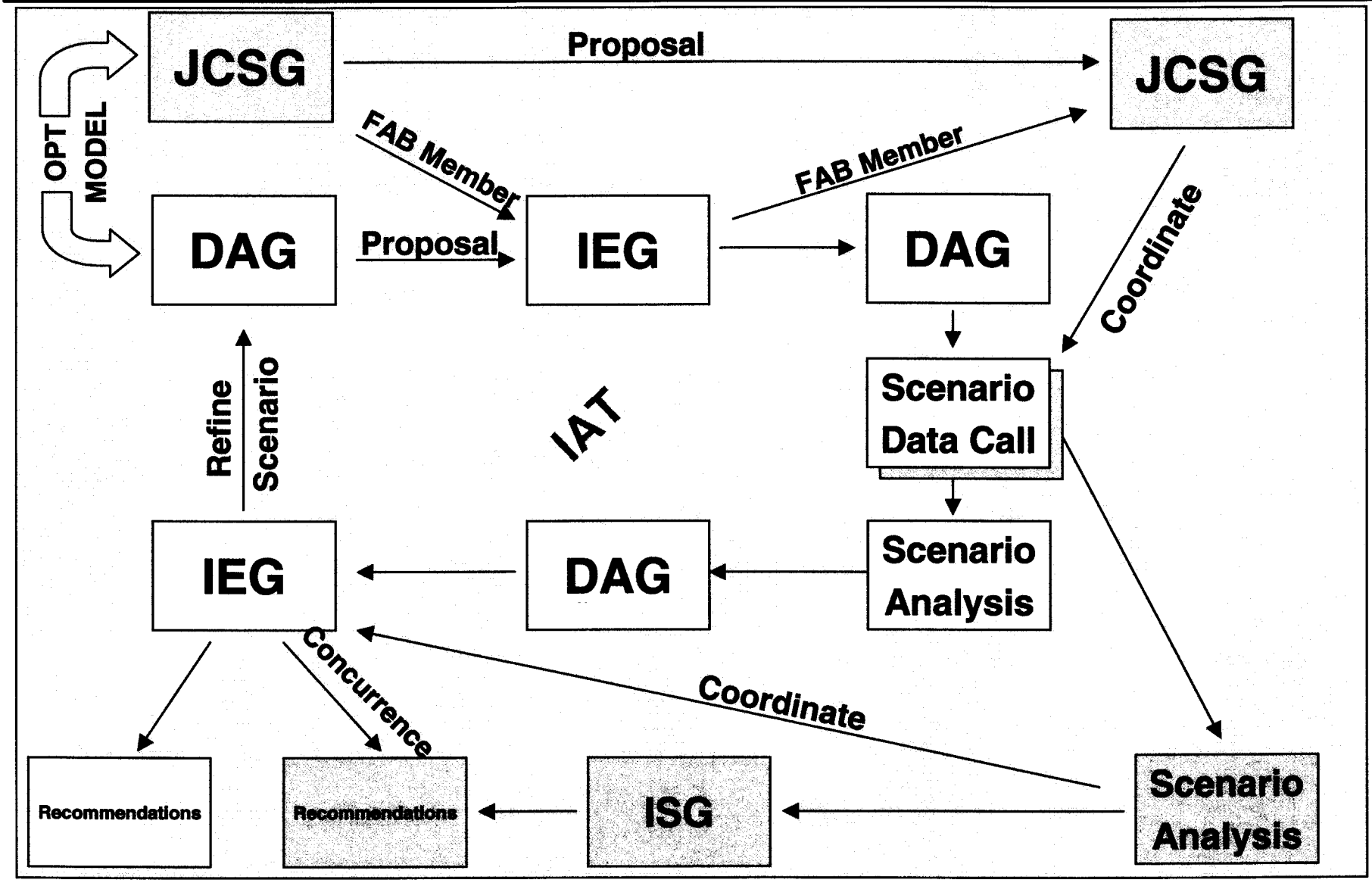
DON BRAC Decision Flow



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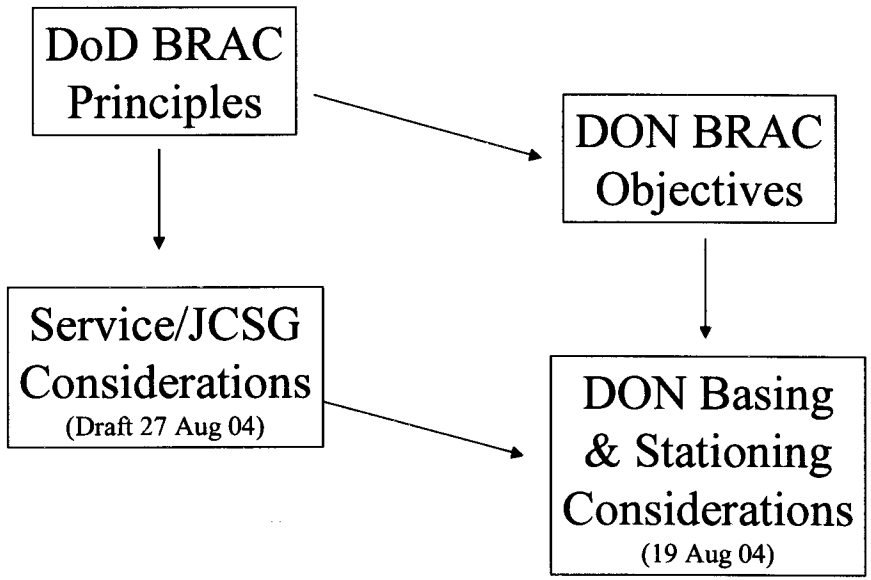
DON BRAC Objectives

- **Separate handout**

Guidance Linkages



IEG Decision Item:
Approve for use by all DON personnel involved in BRAC process

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Components of a Successful Recommendation

Scenario Development → **Scenario Analysis** → **Recommendations**

BRAC Selection Criteria 1-4

Capacity/MilVal Data Analysis

Principles, Objectives, Considerations, Transformational Options, Military Judgment, Operational Factors

Feasibility Cost Effectiveness Data Analysis

BRAC Selection Criteria 5-8

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Initial DON Scenarios: DAG Deliberations

- **Focused first on Operational Functions**
  - **Surface/subsurface, Aviation, Ground**
- **Evaluated data to assess capacity & military value**
  - **Ability of activities/bases to support these functions**
- **Applied business rules/model parameters to bound operational viability of outputs**
- **Developed initial scenario proposals**
  - **Surface/subsurface, Ground**
  - **Iterative review of Aviation model outputs; need additional parameters to assess alternatives**

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Initial DON Scenarios: Surface/Subsurface

- **Close NAVSTA PASCAGOULA MS**
  - **Forces relocate to available capacity at East Coast Bases**
- **Close NAVSTA INGLESIDE TX**
  - **Forces relocate to NAVSTA SAN DIEGO CA, NAB LITTLE CREEK VA**
- **Close SSN berthing function at SUBASE NEW LONDON CT**
  - **Forces relocate to NAVSTA NORFOLK VA**
- **Relocate NAVSTA NORFOLK VA SSNs to SUBASE NEW LONDON CT (alternative to above proposal)**
- **Close NAVSTA EVERETT WA**
  - **Forces relocate to available capacity at West Coast Bases**

IEG Decision Item:
Approve DAG release of scenario data calls

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Initial DON Scenarios: Naval Ground

- Close CBC GULFPORT MS
  - Relocate forces to MCB CAMP LEJEUNE NC
- Close NMCB Function at NAVBASE VENTURA COUNTY CA
  - Relocate forces to MCB CAMP PENDLETON CA
- Close CBC GULFPORT MS
  - Single site forces at NAVBASE VENTURA COUNTY CA
- Close NMCB Function at NAVBASE VENTURA COUNTY CA
  - Single site forces at CBC GULFPORT MS

IEG Decision Item:
Approve DAG release of scenario data calls

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Next Steps

- **DAG**
  - Issue scenario data calls
  - Continue scenario development by function (Aviation, Reserves, Recruiting, Recruit Training, Officer Accession, DON PME, Regional Support)
  - Use joint data to consider additional opportunities (e.g., USMC, SPECWAR, EOD, Aviation)
  - Evaluate scenario data; develop refined scenarios
- **FAB**
  - Develop JCSG scenarios to support DON operational scenarios
  - Prepare to brief IEG on JCSG scenarios

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TAB 5

Department of the Navy
IAT

INFRASTRUCTURE ANALYSIS TEAM
ODASN (IS&A), 2221 South Clark Street, Suite 900, Arlington, VA 22202

(703)-602-6500

RP-0198
IAT/JAN
15 September 2004

MEMORANDUM FOR THE INFRASTRUCTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 9 SEPTEMBER 2004

Encl: (1) DON Analysis Group Brief to IEG of 9 September 2004
(2) DON BRAC Principles and Corresponding DON BRAC Objectives and Considerations
(3) DON BRAC Objectives

1. The twenty-third deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 1053 on 9 September 2004 in room 4D447 at the Pentagon. The following members of the IEG were present: Ms. Anne R. Davis, Co-Chair; LtGen Richard L. Kelly, USMC, alternate for Gen William L. Nyland, USMC, Co-Chair; ADM John B. Nathman, USN, Co-Chair; VADM Justin D. McCarthy, USN, Member; VADM Kevin J. Cosgriff, USN, Member; Ms. Carla Liberatore, alternate for LtGen Richard L. Kelly, USMC, Member; RMDL Mark Emerson, USN, alternate for LtGen Michael A. Hough, USMC, Member; Dr. Michael F. McGrath, Member; Mr. Robert T. Cali, Member; Mr. Ronnie J. Booth, Navy Audit Service, Representative; and, Mr. Thomas N. Ledvina, Navy Office of General Counsel, Representative. The following additional members of the DON Analysis Group (DAG) were present: Ms. Ariane Whittemore; RADM Christopher E. Weaver, USN; Mr. Thomas R. Crabtree; and Mr. Paul Hubbell. The following members or representatives of the Functional Advisory Board (FAB) were present: VADM Donald C. Arthur, Jr., MC, USN; VADM Gerald L. Hoewing, USN; RADM Jay Cohen, USN; RADM William R. Klemm, USN; RADM(Sel) Alan S. Thompson, SC, USN; Mr. George Ryan; BGen Thomas L. Conant, USMC; RDML Mark Hugel, USN; Ms. Claudia Clark; Mr. Michael Rhodes; RDML Robert D. Hufstader, MC, USN; Mr. Barry Dillon; Ms. Susan C. Kinney; Ms. Karin Dolan; Col Michael J. Massoth, USMC; CAPT William Wilcox, USN; CAPT Albert J. Shimkus, NC, USN; CAPT David W. Mathias, CEC, USN; and LT Erik Breitenbach, USN. The following members of the IAT were also present: Mr. Dennis Biddick, Chief of Staff; Mr. Dave LaCroix, Senior Counsel; CAPT Jason A. Leaver, USN; CAPT Christopher T. Nichols, USN; CDR Edward J. Fairbairn, USN; LtCol Teri E. Erdag, USMC; CDR Beth L. Hartmann, CEC, USN; Capt James A. Noel, USMC; and Ms. SueAnn Henderson. All IEG members were

provided enclosure (1) and all attendees were provided enclosures (2) and (3).

2. Ms. Davis used slide 7 of enclosure (1) to discuss guidance linkages for the BRAC process and provided enclosures (2) and (3) to the IEG to discuss proposed DON BRAC Objectives. Enclosure (2) includes the DoD BRAC Principles, corresponding proposed DON BRAC Objectives, and DON BRAC Considerations. Enclosure (3) contains the proposed DON BRAC Objectives. The DoD BRAC Principles are strategic level statements that support the Services' Title 10 responsibilities. The DON BRAC considerations are statements of policy to help focus on critical factors concerning DON BRAC decisions. The proposed DON Objectives represent DON goals or desired outcomes from the BRAC 2005 process, i.e., what the DON hopes to accomplish in BRAC, and link the DoD BRAC Principles to the DON BRAC Considerations. The DoD BRAC Principles, proposed DON BRAC Objectives, and DON BRAC Considerations will be the official guidance for DON members and will facilitate an iterative review during the DON BRAC process to ensure compliance with applicable guidance.

3. The Marine Corps raised a concern that the proposed DON BRAC Objectives did not address an expected modest increase in Marine Corps end strength. Additionally, the Marine Corps expressed concern that as currently stated, the third proposed DON BRAC Objective corresponding to the DoD Principle: Supply, Service and Maintain, may not adequately address the ability to accommodate surge. The Office of Deputy Commandant for I&L, Headquarters, U. S. Marine Corps, and the IAT will modify the proposed DON BRAC Objectives before they are published. Subject to the revisions suggested by the Marine Corps and anticipated inputs from Deputy and Chief of Staff, U.S. Fleet Forces Command, the IEG approved the use of the proposed DON BRAC Objectives, along with the DOD BRAC Principles and DON Considerations, for use by all DON personnel involved in the BRAC process. Ms. Davis noted that the DON BRAC considerations are subject to revision pending the issuance of OSD BRAC considerations.

4. After discussing the components of a successful BRAC recommendation detailed on slide 8 of enclosure (1), Ms. Davis provided the initial proposed scenarios developed by the DAG. The DAG initially focused on Operational Functions (Surface/Subsurface, Aviation, and Naval Ground), evaluating the certified data to assess capacity and military value. The DAG applied business rules/model parameters to define the

operational viability of the optimization model's outputs to develop the initial scenario proposals.

a. Surface/Subsurface Function: Ms. Davis noted that the proposed scenarios for this function were based predominantly on the capacity data and relative military value scores, i.e., the recommendations focused on those activities that had limited capacity and low military value. The DAG applied optimization model rules for permissible site combinations and applicable constraints/restrictions to develop the following scenarios:

1. Close Naval Station Pascagoula, Mississippi and relocate forces to East Coast Bases with available capacity.

2. Close Naval Station Ingleside, Texas and relocate forces to Naval Station San Diego, California and Naval Air Base Little Creek, Virginia.

3. Close Attack Submarine (SSN) berthing function at Submarine Base New London, Connecticut and relocate forces to Naval Station Norfolk, Virginia.

4. Relocate SSNs at Naval Station Norfolk, VA to Submarine Base New London, Connecticut as an alternative to proposal "3".

5. Close Naval Station Everett, Washington and relocate forces to West Coast Bases with available capacity.

b. Aviation Function: The DAG applied optimization model rules for permissible site combinations and applicable constraints/restrictions and decided to continue an iterative review of optimization model outputs as additional parameters may be necessary to assess alternatives.

c. Naval Ground Function: The proposed scenarios for this function were based predominantly on the capacity data and relative military value scores. The DAG applied optimization model rules for permissible site combinations and applicable constraints/restrictions to develop the following scenarios:

1. Close Construction Battalion Center (CBC) Gulfport, Mississippi and relocate forces to Marine Corps Base (MCB) Camp Lejeune, North Carolina.

2. Close Naval Mobile Construction Battalion (NMCB) Function at Naval Base Ventura County, California and relocate forces to MCB Camp Pendleton, California.

3. Close CBC Gulfport, Mississippi and single site forces at Naval Base Ventura County, California.

4. Close NMCB Function at Naval Base Ventura County, California and single site forces at CBC Gulfport, Mississippi.

5. VADM Hoewing departed from the session at 1128. The IEG noted that the DAG proposed scenarios represented a good starting point for further analysis and approved further development for release of scenario data calls at the appropriate time.

6. The IEG tasked the DAG with the development of a risk assessment tool to identify consequences of BRAC actions on supporting/tenant activities and ensure conformity with DOD BRAC Principles, DON BRAC Objectives, and DON BRAC Considerations. Additionally, the IEG proposed incorporating representatives from Deputy Chief of Naval Operations for Plans, Policy and Operations (N3/N5) and Deputy Commandant for Plans, Policies, and Operations (PP&O), Headquarters, U.S. Marine Corps into the DON BRAC process to gain insight into strategic basing plans in order to better guide the infrastructure decisions of BRAC. The Navy and Marine Corps will consider designating additional members to the DAG from N3/5 and PP&O. Ms. Davis noted that as SECNAVNOTE 11000 is currently being staffed for changes, it is an ideal time to formalize any additions to the DAG membership.

7. The deliberative session adjourned at 1205.

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Recorder, IAT