DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON, DC 20350-1000

DCN:5463

MN-0223
IAT/JAN
14 October 2004

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 30 SEPTEMBER 2004

Encl: (1) 30 September 2004 IEG Meeting Agenda
(2) DON Analysis Group Brief to IEG of 30 September 2004
(3) USD (AT&L) memo of 23 September 2004
(4) Recording Secretary's Report of IEG Deliberations on 30 September 2004

1. The forty-second meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 1034 on 30 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; Gen William L. Nyland, USMC, Assistant Commandant of the Marine Corps (ACMC), Co-Chair; VADM Justin D. McCarthy, USN, Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4), Member; Mr. Thomas R. Crabtree, Director Fleet Training (N7A), U.S. Fleet Forces Command, serving as alternate for 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; RDML Mark 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; Mr. David W. LaCroix, Senior Counsel, Infrastructure Strategy and Analysis; CDR Robert E. Vincent II, JAGC, USN, Recorder; and, Capt James A. Noel, USMC, Recorder. ADM John B. Nathman, USN, Vice Chief of Naval Operations (VCNO), Co-Chair, was absent.

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 30 SEPTEMBER 2004

2. The following members of the DON Analysis Group (DAG) were present: MajGen Emerson N. Gardner Jr., USMC, Assistant Deputy Commandant for Programs and Resources and Deputy Commandant for PP&O; RADM Christopher E. Weaver, USN, Commander, Navy Installations Command/Director, Ashore Readiness Division (OPNAV N46); Ms. Ariane Whittemore, Assistant Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4B); Mr. Paul Hubbell, Deputy Assistant Deputy Commandant for Installations and Logistics (Facilities) Headquarters, U.S. Marine Corps; and, Ms. Debra Edmond, Director, Office of Civilian Human Resources, Assistant Secretary of the Navy, Manpower & Reserve Affairs (M&RA).

3. The following members or representatives of the Functional Advisory Board (FAB) were present: RADM William R. Klemm, USN, Deputy Commander, Logistics, Maintenance, and Industrial Operations, SEA-04, NAVSEASYSCOM; RADM Richard B. Porterfield, USN, Director of Naval Intelligence, N2, OPNAV; RADM Jay Cohen, USN, Chief of Naval Research; RADM Kathleen L. Martin, NC, USN, Deputy Chief, Bureau of Medicine and Surgery; RADM(sel) Alan S. Thompson, SC, USN, Director, Supply, Ordnance and Logistics Operations Division, N41, OPNAV; Mr. Michael Rhodes, Assistant Deputy Commandant for Manpower and Reserve Affairs (M&RA), Headquarters, U.S. Marine Corps; Mr. George Ryan, OPNAV 091; BGen Thomas L. Conant, USMC, Commanding General, Training Command and Deputy Commanding General, Training and Education Command; RDML Robert D. Hufstader, MC, USN, Medical Officer of the Marine Corps; RDML Jan C. Gaudio, USN, Commandant, Naval District Washington; Ms. Claudia Clark, Deputy Director of Naval Intelligence (DDNI); 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. Shanna Poole, Deputy, Logistics Chain Management Center, Installations and Logistics (I&L), Headquarters, U.S. Marine Corps; Col Michael J. Massoth, USMC; CAPT William Wilcox, USN; CAPT Albert J. Shimkus, NC, USN; CAPT Nancy Hight, MSC, USN; CAPT Thomas R. Cullison, USN; LtCol David Benhoff, USMC; and, Mr. Thomas B. Grewe.

4. The following members of the IAT were also present: CAPT Jason A. Leaver, USN; Col Walter B. Hamm, USMC; CAPT Gene A. Summerlin, USN; CAPT Jan G. Rivenburg, USN; CAPT Christopher T. Nichols, USN; CDR Robert A. Dews, USN; CDR Edward J. Fairbairn, USN; and LCDR Paul V. Neuzil, USN. All attendees were provided enclosures (1) through (3). Ms. Davis presented the minutes from the 16 September 2004 IEG meeting for review and they were approved.

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 30 SEPTEMBER 2004

5. Ms. Davis used enclosure (2) to provide status updates to the IEG on the following matters:

a. OSD Considerations. OSD has repackaged BRAC Imperatives as OSD Considerations to further guide the BRAC process. DON will determine whether additions or amendments are necessary to the DON Considerations in light of the OSD Considerations.

b. Timeline. The IEG reviewed enclosure (3) and used slide 3 of enclosure (2) to discuss the OSD revised timeline. DON remains on track to have its candidate recommendations ready by the 20 December 2004 due date for JCSG candidate recommendations.

c. Scenario tracking tool. The JCSGs and the Services have begun posting scenarios into the OSD tracking tool. In many cases the initial postings have not been sufficiently descriptive to allow for de-confliction of potential scenarios from the various JCSGs and the Services.

6. The IEG moved into deliberative session at 1039. See enclosure (4). The next meeting of the IEG is scheduled for 14 October 2004. In lieu of a formal meeting of the IEG on 7 October 2004, the DAG will provide the IEG with the draft 8 October 2004 brief to the ISG for review and comment. The meeting adjourned at 1207.

Anne R Davis

Anne Rathmell Davis
Co-Chair, IEG

TAB 1

Infrastructure Evaluation Group

30 September 2004
1030-1200
Pentagon, Room 4D447

Meeting called by:	Chairs	Recorder:	Capt Noel

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

Review and approve minutes of IEG Meeting of 23 Sep 04	Ms. Davis
Status Updates: • Scenario Schedule	Ms. Davis

Deliberative Session :
• DAG Update & Scenario Brief
  o Recruiting
  o Education & Training
  o Surface/Subsurface
  o Ground
  o Aviation
	Ms. Davis

• JCSG Scenario Briefings
  o Education & Training
  o Technical
  o Medical
  o Intel
	JCSG Principals or Reps

Administrative • Next meeting 14 Oct 04, 1030-1200, 4D447 (7 Oct 04 "paper" IEG – ISG Briefing to be provided for information on 5 Oct)	

Other Information

Draft minutes of 23 Sep 04 IEG meeting provided [to IEG members only]
Report of 23 Sep 04 IEG deliberative session provided [to IEG members only]

TAB 2

DON Analysis Group Brief to Infrastructure Evaluation Group

30 September 2004

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Agenda

- Status Updates
  - Scenario Schedule
- DAG Update & Scenario Brief
  - Recruiting
  - Education & Training
  - Surface/Subsurface
  - Naval Ground
  - Aviation
- JCSG Scenario Briefings
  - Education & Training
  - Technical
  - Medical
  - Intel

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OSD Revised Timeline

20 Sep 2004	First batch of scenarios into ISG BRAC Scenario Tracking tool, first update due 24 Sept, and every Friday thereafter.
24 Sep 2004, 1 Oct, and 8 Oct 2004	JCSGs brief overarching strategy and first batch of scenarios to ISG
1 Nov 2004	Vast majority of scenarios declared by JCSGs and MilDeps
8 Nov 2004	Estimated completion of scenario deconfliction. Begin release of scenario specific data calls
15 Nov 2004	JCSGs brief the status of their scenario analysis to the ISG. JCSGs should have completed all the analysis they could without scenario specific data.
20 Dec 2004	JCSG candidate recommendations due to the ISG
20 Jan 2005	Military Department candidate recommendations due to the ISG for information and conflict identification only, not approval
25 Feb 2005	ISG completes review of candidate recommendations
25 Feb – 25 Mar 2005	IEC review of candidate recommendations
25 Mar – 25 Apr 2005	Report writing
25 Apr – 6 May 2005	Report coordination
16 May 2005	Secretary transmits recommendations to Commission

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Scenario Process

Phase One

DAG Outbrief
IEG Concurrence

Phase Two

DAG Outbrief
IEG Approval

DAG Review of
Scenario Description

Post To
OSD Tracking Tool

DAG Outbrief
IEG Approval
of Amended
Consolidated Scenarios

Coordination / Deconfliction / Consolidation

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Recruiting Status

- **Phase One DAG Deliberations on 21 Sep**
  - **Evaluated data to assess capacity & military value**
  - **Applied business rules/model parameters to bound operational viability of model outputs**
  - **Developed initial scenario proposals – Close 4 NRDs and 5 MCRSs**
    - **NRD scenarios are consistent with Navy recruiting transformational plan**

IEG Decision Item:
Approve scenarios subject to further refinement

- **Phase Two**
  - **Continue to examine data/options/effects of scenarios**
  - **Seek opportunities to co-locate**

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Current DON Scenarios Recruiting

- **Close**
  - NRD Indianapolis
  - NRD Omaha
  - NRD Buffalo
  - NRD Montgomery
  - MCRS Detroit
  - MCRS Ft. Worth
  - MCRS Frederick
  - MCRS Jacksonville
  - MCRS Louisville

IEG Decision Item:
Approve scenarios subject to further refinement

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DON Specific E&T Status

- Phase One & Phase Two DAG Deliberation on 27 Sep
  - Focused on DON Specific E&T Functions
  - Recruit Training, Officer Accession Training, DON Specific Professional Military Education
- Evaluated data to assess capacity & military value
  - Ability of activities/bases to support these functions
- Applied business rules/parameters to bound viability of outputs
- Reviewed possible scenario alternatives
- Phase Two Action Remaining
  - Applying Alignment Assessment
- Scenario will then be entered in OSD tracker for JCSG/MILDEP visibility and Phase Three coordination

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DON Specific E&T DAG Deliberations

- **USN Recruit Training**
  - RCT remains at Great Lakes
  - Should influence E&T JCSG to return follow-on training there
- **MCRDs**
  - Selected options appearing viable based on capacity data only
  - See if additional alternatives when review Army & Air Force bases
  - MCT remains with School of Infantry in proximity to operational forces
- **Officer Accession Training**
  - USN: Tabled...
  - USMC: Remain at Quantico
- **DON Specific Professional Military Education**
  - Present locations suitable

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Current DON Scenarios
Recruit Training

- **Close MCRD San Diego CA**
  - **Consolidate all USMC recruit training at MCRD Parris Island SC**
- **Close MCRD San Diego CA and MCRD Parris Island SC**
  - **Consolidate all USMC recruit training at MCB Camp Lejeune NC**

IEG Decision Item:
Approve DAG release of scenario data calls

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Surface Subsurface Status

- **Phase Two DAG Deliberations on 21 Sep**
  - Refined IEG approved scenarios
    - Pending CFFC / OPNAV input on East Coast SSN disposition
    - Discussed CVN Homeporting capability on West Coast
  - Added SUBASE SAN DIEGO scenario
    - Pending CFFC / OPNAV input on West Coast SSN disposition for receiving location and East / West force rebalance
  - Initiated discussion on movement of CSG to Pacific Fleet per IGPBS
    - Await CFFC / OPNAV input on escort ship options and East/West force rebalance
- **Phase Two action remaining – refine scenarios as necessary after:**
  - Applying CFFC / OPNAV input
  - Applying Alignment Assessment
- **Scenarios will then be entered in OSD tracker for JCSG/MILDEP visibility and Phase Three coordination**

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Current DON Scenarios Surface/Subsurface

- **Close NAVSTA PASCAGOULA MS**
  - Forces relocate to available capacity at NS Norfolk or NS Mayport
- **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 NS Bremerton and NS San Diego

- **New: Close NAVSUBASE SAN DIEGO CA**
  - Forces relocate to NAVSTA PEARL HARBOR or NAVSTA SAN DIEGO

IEG Decision Item:
Approve DAG release of scenario data calls

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Naval Ground Status

- **Phase Two DAG Deliberations on 27 Sep**
  - **Refined one approved scenario**
  - **Recommend deleting three other scenarios**
- **Phase Two action remaining**
  - **Applying Alignment Assessment**
  - **Analyze data from Army and USAF bases**
- **Scenario will be entered in OSD tracker for JCSG/MILDEP visibility and Phase Three coordination**

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Current DON Scenarios Naval Ground

- ✘ Relocate 4 NMCBs from NB Ventura Cty to Camp Pendleton
  - Does not close NB Ventura Cty
  - CamPen ability to receive is limited (acreage, environmental)
  - Recommend removal from scenario development
- ✘ Single site Seabees at NB Ventura Cty
  - NB Ventura Cty's ability to receive is limited (acreage)
  - Concentration of capabilities may increase load on APOE/SPOE, transit time and costs to support ops/exercises
  - Recommend removal from scenario development
- ✘ Single site Seabees at CBC Gulfport
  - Does not close NB Ventura Cty
  - Gulfport lacks capacity
  - Concentration of capabilities may increase load on APOE/SPOE, transit time and costs to support ops/exercises
  - Recommend removal from scenario development
- ✓ Close CBC Gulfport – relocate assets to Camp Lejeune
  - Retains two Seabee sites, equal East/West split
  - Maximizes multi-function base

IEG Decision Item:

Approve DAG release of scenario data call for one scenario

Aviation Status

- **Phase Two DAG Deliberations on 28 Sep**
  - Completed functional/type model assessment for future basing
  - Approved new Optimization Model inputs and rules
  - Model run for 2009, 2014 and 2024 requirements to ensure ultimate base laydown meets transition requirements
  - Reviewed Optimization Model output:
    - Initial model output led to DAG considering closing or realigning seven reserve aviation sites
    - DAG tasked IAT to write scenarios for discussion at next week's DAG meeting (need to assess Reserve demographics)
- **Phase Two action remaining**
  - Look at additional laydown options
  - Applying Alignment Assessment

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Back Up

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Capacity Conclusions

Recruiting Category	Future Capacity
Navy Districts	26-35% excess
Marine Corps Stations	21-29% excess

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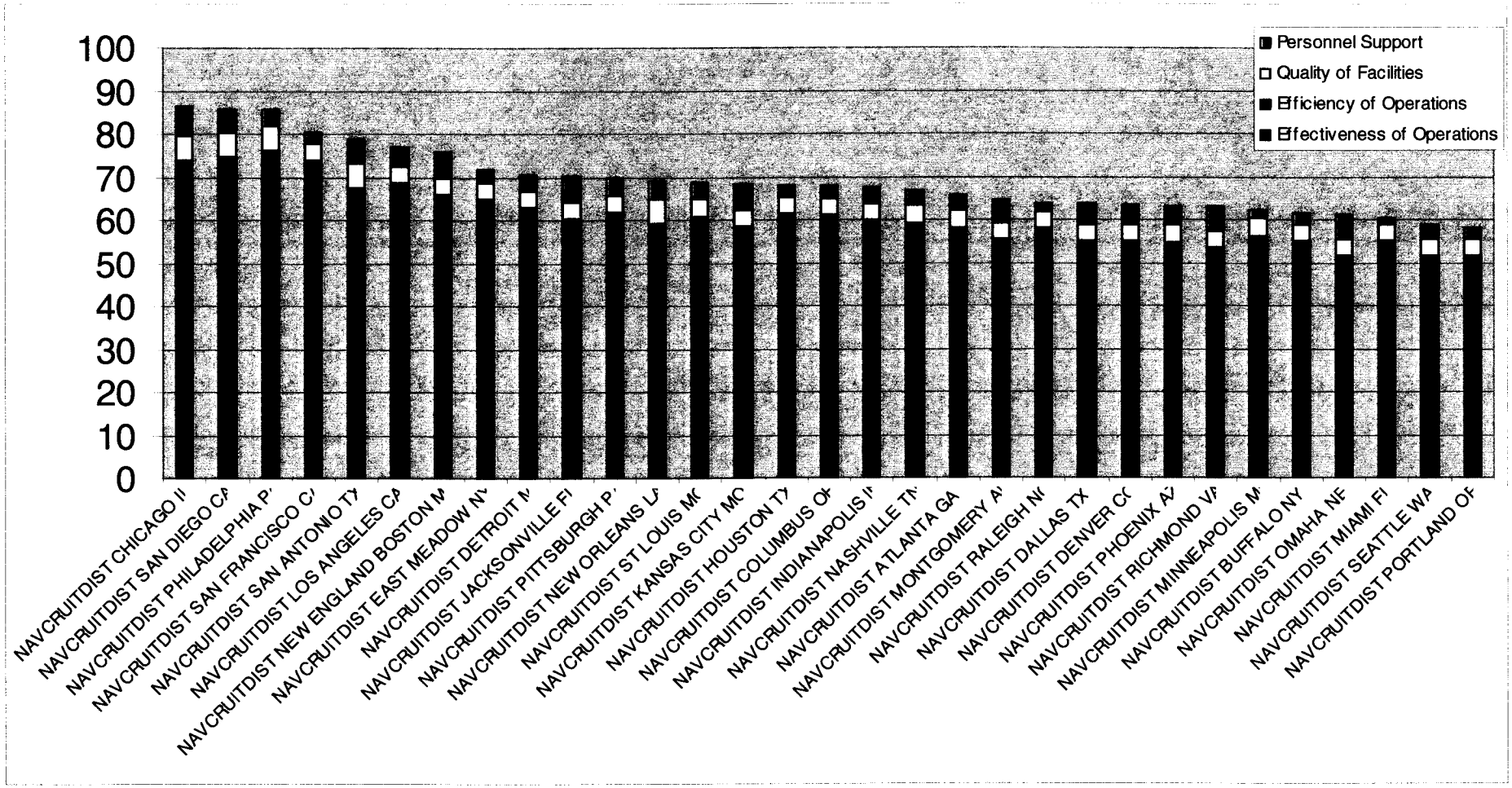
USN Recruiting MILVAL Scores



Recruiting Districts

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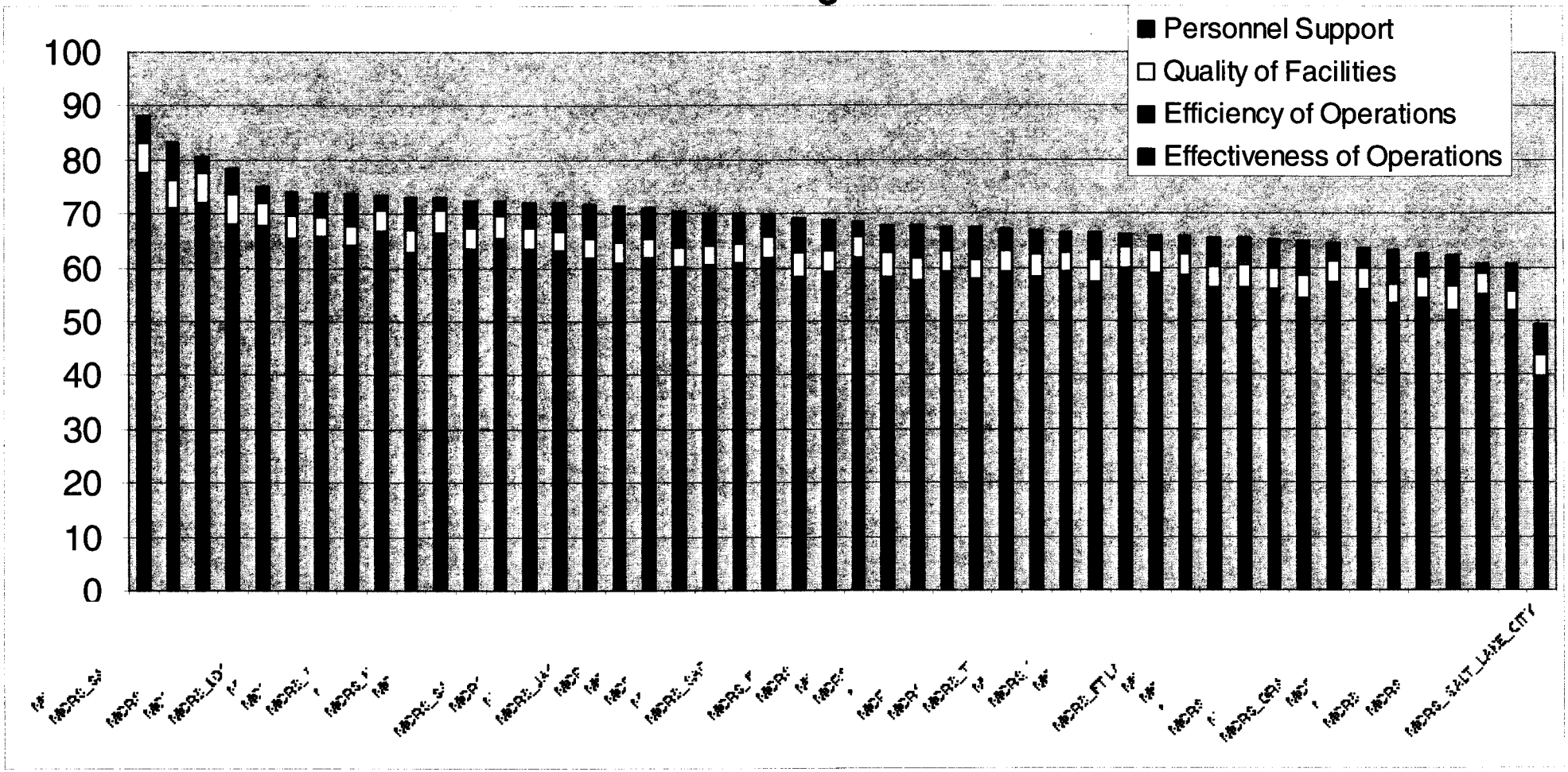
USMC Recruiting MILVAL Scores



Recruiting Stations

Phase Two Aviation

- **Pending Proposals**
  - Stewart, NY
  - Johnstown, PA
  - NAS Atlanta
  - NAS JRB Ft. Worth
  - NAS JRB Willow Grove
  - NAF Washington
  - NAS JRB New Orleans

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TAB 3

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

SEP 23 2004

MEMORANDUM FOR INFRASTRUCTURE STEERING GROUP MEMBERS
CHAIRMEN JOINT CROSS-SERVICE GROUPS

SUBJECT: BRAC 2005 Scenario Data Calls and Revised BRAC Timeline

As we discussed at the September 10, 2004 Infrastructure Steering Group (ISG) meeting, the analysis of scenarios requires evaluation of a scenario against all eight selection criteria. While some of this analysis utilizes data already collected as a part of the capacity and military value analyses, scenario specific data calls are required for information related to specific closing or realigning decisions (e.g., cost and environmental impact data), on a potentially large number of scenarios. Mindful of the burden this can place on our data collection and analytical resources, I want to ensure we conduct our process in a way that encourages creativity in developing scenarios, but still focuses resources on areas with the most potential.

To that end, except as approved by the Infrastructure Steering Group (ISG), we will not issue scenario specific data calls until the ISG has completed the scenario deconfliction process. The bulk of the supporting effort will be performed by the DASs in coordination with the JCSGs. This approach will enable us to focus our attention over the next couple of months on a rigorous scenario development and deconfliction process and thereby help ensure that we collect data only on those scenarios that have been fully considered for conflicts.

In order to ensure we all fully understand the tasks ahead of us, the attachments set out a timeline to accommodate this approach and definitions of a number of important terms. The timeline assumes we can complete scenario deconfliction by early November, but it can be adjusted as we deem necessary.

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

Attachment: As Stated

Key Terms

Idea – A concept for stationing and supporting forces and functions that lacks the specificity of a proposal. A transformational option is an idea.

Proposal – A description of one or more potential closure or realignment actions that have not been declared as a scenario for formal analysis by either a JCSG or a Military Department. Normally includes detail on the transfer of units, missions or other work activity; facilities or locations that would close or lose such effort; facilities or locations that would gain from the losing locations; tenants or other missions or functions that would be affected by the action. A proposal can come from Ideas or options derived from Optimization Tools. Proposals must be catalogued at the JCSG or MilDep level for tracking

Scenario – A proposal that has been declared for formal analysis by a Military Department/JCSG deliberative body. The content of a scenario is the same as the content of a proposal. The only difference is that it has been declared for analysis by a deliberative body. Once declared, a scenario is registered at the ISG by inputting it into the ISG BRAC Scenario Tracking Tool.

Scenario Analysis – The process to formally evaluate a scenario against all eight selection criteria.

Candidate Recommendation - A scenario that a JCSG or Military Department has formally analyzed against all eight selection criteria and which it recommends to the ISG and IEC respectively for SecDef approval. A JCSG Candidate Recommendation must be approved by the ISG, IEC, and SecDef before it becomes a Recommendation. A Military Department Candidate Recommendation must be approved by the IEC and SecDef before it becomes a Recommendation.

Recommendation- A Candidate Recommendation approved by the SecDef.

Key Dates

20 Sep 2004	First batch of scenarios due into ISG BRAC Scenario Tracking tool, first update 24 Sept, and every Friday thereafter
24 Sep 2004, 1 Oct 2004, and 8 Oct 2004	JCSGs brief overarching strategy and first batch of scenarios to ISG
1 Nov 2004	Vast majority of scenarios declared by JCSGs and MilDeps
8 Nov 2004	Estimated completion of scenario deconfliction. Begin release of scenario specific data calls
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25 Feb – 25 Mar 2005	IEC review of candidate recommendations
25 Mar – 25 Apr 2005	Report writing
25 Apr – 6 May 2005	Report coordination
16 May 2005	Secretary transmits recommendations to Commission

TAB 4

Department of the Navy
IAT

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

(703)-602-6500

RP-0224
IAT/JAN
14 October 2004

MEMORANDUM FOR THE INFRASTRUCTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 30 SEPTEMBER 2004

Encl: (1) DON Analysis Group Brief to IEG of 30 September 2004
(2) Education & Training JCSG Brief to DON IEG of 30 September 2004
(3) Technical JCSG Brief to DON IEG of 30 September 2004
(4) Medical JCSG Brief to DON IEG of 30 September 2004
(5) Intelligence JCSG Brief to DON IEG of 30 September 2004

1. The twenty-sixth deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 1039 on 30 September 2004 in room 4D447 at the Pentagon. The following members of the IEG were present: Ms. Anne R. Davis, Co-Chair; Gen William L. Nyland, USMC, Co-Chair; VADM Justin D. McCarthy, USN, Member; Mr. Thomas R. Crabtree, alternate for VADM Kevin J. Cosgriff, USN, Member; Ms. Carla Liberatore, alternate for LtGen Richard L. Kelly, USMC, Member; RDML 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 members of the DON Analysis Group (DAG) were present: MajGen Emerson N. Gardner, USMC; RADM Christopher E. Weaver, USN, Ms. Ariane Whittemore, Mr. Paul Hubbell; and Ms. Debra Edmond. The following members or representatives of the Functional Advisory Board (FAB) were present: RADM William R. Klemm, USN; RADM Richard B. Porterfield, USN; RADM Kathleen L. Martin, NC, USN; RADM(sel) Alan S. Thompson, SC, USN; Mr. Michael Rhodes; Mr. George Ryan; BGen Thomas L. Conant, USMC; RMDL Robert D. Hufstader, MC, USN; RDML Jan C. Gaudio, USN; Ms. Claudia Clark; Mr. Barry Dillon; Ms. Susan C. Kinney; Ms. Shanna Poole; Col Michael J. Massoth, USMC; CAPT William Wilcox, USN; CAPT Albert J. Shimkus, NC, USN; CAPT Nancy Hight, MSC, USN; CAPT Thomas R. Cullison, USN; LtCol David Benhoff, USMC; and, Mr. Thomas B. Grewe. The following members of the IAT were also present: Mr. Dave LaCroix, Senior Counsel; CAPT Jason A. Leaver, USN; Col Walter B. Hamm, USMC;

CAPT Gene A. Summerlin, USN; CAPT Jan G. Rivenburg; CAPT Christopher T. Nichols, USN; CDR Edward J. Fairbairn, USN; CDR Robert E. Vincent II, JAGC, USN; CDR Robert A. Dews, USN; LCDR Paul V. Neuzil, USN; and, Capt James A. Noel, USMC. All attendees were provided enclosures (1) through (5).

2. Ms. Davis used slide 4 of enclosure (1) to review the DON Scenario Analysis Process. During Phase One, the DAG outbriefs the IEG on proposed scenarios and seeks its concurrence to proceed with further refinement of the scenarios. During Phase Two, the DAG refines proposed scenarios previously approved by the IEG and briefs the results to the IEG seeking approval to post the scenarios in the OSD Tracking Tool. The DAG will review the scenario descriptions to ensure appropriate specificity before posting them to the OSD Tracking Tool. This will initiate the coordination/de-confliction/consolidation efforts with the JCSGs and the Services. During Phase Three, the DAG will outbrief the IEG and seek its approval on the revised/consolidated scenarios.

3. Ms. Davis used slide 5 of enclosure (1) to update the IEG on the analysis for the DON HSA Recruiting Function. At its 21 September 2004 deliberative session, the DAG evaluated data to assess capacity and military value, applied business rules/model parameters to bound the operational viability of model outputs, and developed initial scenario proposals for closing four Navy Recruiting Districts (NRDs) and five Marine Corps Recruiting Stations (MCRSs): NRD Indianapolis, NRD Omaha, NRD Buffalo, NRD Montgomery, MCRS Detroit, MCRS Ft Worth, MCRS Frederick, MCRS Jacksonville, and MCRS Louisville. See slide 6 of enclosure (1). The IEG noted that the proposed scenarios for closing the four NRDs are purely a function of excess capacity and are consistent with Commander, Navy Recruiting Command Transformation Plans. The IEG approved the proposed scenarios for the Navy Recruiting function subject to further refinement. Additionally, the IEG concurred with the DAG's recommendation that it should consult with Commanding General, Marine Corps Recruiting Command to ensure potential Marine Corps Recruiting function scenarios comport with current recruiting transformation plans. Ms. Davis informed the IEG that Phase Two analysis for this function will continue to examine data, the options and effects of scenarios, and apply the Scenario Alignment Assessment Tool. Phase Two analysis will also seek opportunities to co-locate Navy Recruiting Districts and Marine Corps Recruiting Stations as well as opportunities to relocate from leased commercial locations to active duty or reserve military installations.

4. Ms. Davis used slide 7 of enclosure (1) to update the IEG on the Phase One and Phase Two analyses of the DON Specific E&T Functions, i.e., Recruit Training, Officer Accession, and Professional Military Education (PME). At its 27 September 2004 deliberative session, the DAG evaluated the certified data to assess the capacity and military value, applied business rules and optimization model parameters to bound the viability of outputs, and reviewed possible scenario alternatives. Ms. Davis informed the IEG that remaining Phase Two actions for this function include application of the Scenario Alignment Assessment Tool before entering the proposed scenarios into the OSD scenario tracking tool for JCSGs and MilDep visibility and Phase Three coordination.

5. The DAG recommended that the USN Recruit Training function remain at Recruit Training Command (RTC) Great Lakes and the E&T JCSG should be encouraged to retain follow-on training at Great Lakes. Ms. Davis noted that consolidation of follow-on training with recruit training is consistent with a stated DON Consideration. Scenario options for Marine Corps Recruit Depots (MCRDs) are those that appeared viable based solely on capacity data. The DAG will identify additional alternatives for MCRDs if supported by analysis of Army and Air Force installation data. The IEG approved the DAG recommendation that Marine Combat Training remain with the School of Infantry, in proximity to operational forces. For the Navy Officer Accessions Function, the IEG concurred with the DAG recommendation to table any discussions of potential scenarios in this functional area pending additional information clarifying the conditions at NAS Pensacola. For the Marine Corps Officer Accessions and DON Specific PME Functions, the IEG agreed with the DAG evaluation that relocation of these functions was not supportable.

6. The IEG reviewed the following proposed scenarios for the MCRDs:

a. Close MCRD San Diego and consolidate all Marine Corps recruit training at MCRD Parris Island. The IEG approved the proposed scenario subject to further refinement but noted that consolidation of Marine Corps Recruit Training has the inherent risk of a single point of failure, as highlighted by recent cessation of training due to the effects of hurricanes on the East Coast.

b. Close MCRD San Diego and MCRD Parris Island and consolidate all Marine Corps recruit training at MCB Camp Lejeune. The IEG decided to delete this proposed scenario from

further consideration since it is inconsistent with military judgment that separates recruit training from operational unit basing and training.

7. Ms. Davis used slide 10 of enclosure (1) to discuss the status of the Surface/Subsurface Operations Function Phase Two analysis. At its 21 September 2004 deliberative session, the DAG refined the IEG approved scenarios, discussed nuclear carrier (CVN) home porting capability on the West Coast, and was awaiting CFFC/OPNAV input on the disposition of East Coast nuclear submarines (SSNs). Additionally, the DAG added a scenario to close SUBASE San Diego, based on its low capacity and military value, and the apparent absorption capability of activities with higher military value. The DAG informed the IEG that it is awaiting input from CFFC/OPNAV on the potential for East Coast/West Coast force rebalance to determine potential receiving locations for the West Coast SSNs. Additionally, the DAG discussed movement of the carrier strike group (CSG) to the Pacific Fleet per the Integrated Global Presence and Basing Strategy (IGPBS) requirement. The DAG informed the IEG that it is awaiting input from CFFC/OPNAV on options for escort ships and possible East Coast/West Coast force rebalance. Ms. Davis informed the IEG that remaining Phase Two actions for this function include refining scenarios as necessary after applying CFFC/OPNAV input, and applying the Scenario Alignment Assessment Tool before entering the proposed scenarios into the OSD scenario tracking tool for JCSGs and MilDep visibility and Phase Three coordination.

8. The IEG noted that potential conflicts with the Education and Training JCSG concerning treatment of the Mine Warfare Training Center at NAVSTA Ingleside and the Naval Submarine School at SUBASE New London would require Phase Three coordination. The IEG approved the posting of the following proposed scenarios to the OSD scenario tracking tool subject to further refinement:

a. Close NAVSTA Pascagoula and relocate forces to available capacity at NAVSTA Norfolk or NAVSTA Mayport.

b. Close NAVSTA Ingleside and relocate forces to NAVSTA San Diego and NAB Little Creek.

c. Close SSN berthing function at SUBASE New London and relocate forces to NAVSTA Norfolk.

d. Relocate NAVSTA Norfolk SSNs to SUBASE New London.

e. Close NAVSTA Everett and relocate forces to available capacity at NAVSTA Bremerton and NAVSTA San Diego.

f. Close NAVSUBASE San Diego and relocate forces to available capacity at NAVSTA Pearl Harbor or NAVSTA San Diego. The IEG discussed the potential for COMNAVMARIANAS to act as a receiver for submarine forces. CFFC is assessing this potential and will provide an update to the DAG at a future deliberative session.

9. Ms. Davis used slide 12 of enclosure (1) to discuss the status of the Naval Ground Function Phase Two analysis. The DAG had refined one approved scenario and recommended deleting three scenarios previously approved by the IEG. The IEG discussed the following proposed scenarios:

a. Close CBC Gulfport and relocate forces to MCB Camp Lejeune. This proposed scenario retains two Seabee sites with an equal East Coast/West Coast split while maximizing MCB Camp Lejeune as a multi-function base. The IEG approved the DAG recommendation to release a data call for this scenario.

b. Relocate four NMCBs from NAVBASE Ventura County and relocate forces to MCB Camp Pendleton. The relocation of four NMCBs from NB Ventura to Camp Pendleton does not close NB Ventura County. Additionally, Camp Pendleton has limited ability as a receiver because of limited available acreage and environmental concerns. The IEG approved the DAG recommendation to remove this proposed scenario from further consideration.

c. Close CBC Gulfport and single site the Seabees at NAVBASE Ventura County. NAVBASE Ventura County has limited ability as a receiver because of its limited acreage. Additionally, concentration of capabilities at NAVBASE Ventura County may increase the burden on Aerial Ports of Embarkation (APOE) and Sea Ports of Embarkation (SPOE), lengthen transit times, and increase costs to support operations and exercises. Accordingly, the IEG approved the DAG recommendation to remove this proposed scenario from further consideration.

d. Close the NMCB function at NAVBASE Ventura County and single site Seabee forces at CBC Gulfport. The relocation of four NMCBs from NAVBASE Ventura to CBC Gulfport does not close NAVBASE Ventura County and CBC Gulfport does not have apparent adequate capacity to act as a receiver. Additionally, concentration of capabilities at CBC Gulfport may increase the

burden on APOE/SPOE, lengthen transit times, and increase costs to support operations and exercises. Accordingly, the IEG approved the DAG recommendation to remove this proposed scenario from further consideration.

10. Ms. Davis indicated that the remaining actions for the Naval Ground Operations Function include the application of the Scenario Alignment Assessment Tool before entering the proposed scenario into the OSD scenario tracking tool for visibility by the JCSGs and MilDep, analysis of data from Army and Air Force, and Phase Three coordination.

11. Utilizing slide 14 of enclosure (1), Ms. Davis discussed the status of the Aviation Operations Function Phase Two analysis. At its 28 September 2004 deliberative session, the DAG completed functional/type model assessment for future basing and approved new Optimization model inputs and rules. The DAG reviewed model runs for 2009, 2014, and 2024 requirements to ensure ultimate base laydown meets transition requirements. The DAG reviewed the Optimization Model output, which led to consideration of closure or realignment of seven reserve aviation sites. The DAG tasked the IAT to write scenarios for discussion at the 12 October 2004 DAG deliberative session, taking into consideration Reserve demographics. Phase Two actions remaining include reviewing additional laydown options and applying the Scenario Alignment Assessment Tool.

12. CAPT Wilcox used enclosure (2) to update the IEG on the E&T JCSG's scenario development. He provided the BRAC Principles applicable to this JCSG and the overarching strategy of each of the JSCG's four subgroups, Flight Training, Professional Development Education, Specialized Skills Training, and Ranges. The IEG expressed concern that co-location of advanced undergraduate flight training with Flight Training Units/Fleet Replacement Squadrons could be a doctrinal conflict. CAPT Wilcox provided the developed scenario proposals with drivers and assumptions, the justification and impact, and potential conflicts.

13. RADM Cohen used enclosure (3) to update the IEG on the Technical JCSG's scenario development. He noted that the JCSG is organized into five analytic teams: Command, Control, Communication, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR); Air, Land, Sea, Space Systems; Weapons and Armaments; Enabling Technology; and, Innovative Systems. RADM Cohen provided the overarching strategy of the JSCG and the

developed scenario proposals with drivers and assumptions, the justification and impact, and potential conflicts.

14. RADM Martin used enclosure (4) to update the IEG on the Medical JCSG's scenario development. She described the four strategies of the JCSG and presented twelve of the 44 developed scenario proposals with drivers and assumptions, the justification and impact, and potential conflicts.

15. RADM Porterfield used enclosure (5) to update the IEG on the Intelligence JCSG's scenario development. He provided the JCSGs apparent overarching strategy, the Intelligence Principle approved by DEPSECDEF, and the Intelligence Principle recommended by the JCSG. RADM Porterfield provided the JCSGs analytical frameworks and presented the developed scenario proposals with drivers and assumptions, the justification and impact, and potential conflicts. He noted that analysis of capacity and military value data may lead to additional or revised scenarios.

16. The deliberative session adjourned at 1207.

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