DCN 13636

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

STAFF SUPPORT

HANDBOOK

2006

As of April 2006

April 2006

The Defense Base Closure and Realignment Commission established by Public Law 101-510 has built a solid reputation for fair, objective, and factual review and analysis of those bases recommended by the Secretary of Defense for closure or realignment based on the selection criteria, force-structure plan, and infrastructure inventory. It is the duty and responsibility of the Commission's staff to uphold those standards and to continue in an open and independent environment.

This handbook reflects that used by the 2005 Commission and incorporates revisions and lessons learned during and after the Commission process. It provides examples, guidelines, policies, and procedures to assist the Commission staff in understanding the breadth and depth of their responsibilities during the course of the review and analysis process. The volume of work to be performed in such a short period of time dictates that each analyst must operate with limited supervision yet be an integral component of our overall process. The in-depth review and independent analysis become the final factual basis for decisions and, if challenged in court, the back-up information used in defense of whatever lawsuits may be initiated.

This is not meant to alarm you but to make you aware of the importance and seriousness of the Defense Base Closure and Realignment Commission's work. The final decisions of the Commission represent a foundation for tomorrow's defense infrastructure; however, they could be devastating to many communities. Therefore, our work must be as thorough and accurate as humanly possible.

Our analysis and oversight are greatly enhanced by the concerned communities most affected by the closures and realignments. We encourage their involvement in the process, which actually broadens and strengthens our own analysis. In fact, we consider the communities' work to validate or present factual information about the bases as an extension of our staff's work. For this reason, it is critical that all Commission staff members understand and support the openness and thoroughness of the review and analysis process.

Our finished products and back-up documentation are an open book for all to see. Let's uphold the high standards set by the review and analysis work of the 1991, 1993, 1995, and 2005 Commissions.

Charles Battaglia
Executive Director
2005 Commission

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SECTION A 2005 COMMISSION TIMELINE

SECTION A

2005 COMMISSION TIMELINE (Actual)

Commission conducts investigative hearings, base visits, and regional hearings
May 3 – July 15

Secretary of Defense delivers recommendations to the Commission
May 16

Comptroller General submits report analyzing Secretary of Defense recommendations and the selection process to the Congressional Defense Committees
July 1

Commission provides list of installations to be considered for addition to Secretary of Defense for comment
July 5

Secretary of Defense submits reasons why installations considered for addition were not included in initial recommendations
July 20

Commission conducts hearing on Comptroller General's July 1 report
July 20

Commission conducts hearing to add installations to be considered for closure or realignment
July 21

Commission submits list of added installations to *Federal Register*
July 21

Congressional testimony on recommended closures and realignments
July 28-29

Commission conducts base visits and regional hearings as required for added installations
August 1 – August 12

Hearing with Secretary of Defense on the Commission's list of added installations
August 17

Commission conducts final deliberations hearings
August 24 – August 27

Commission report sent to printer
September 2

Commission delivers final report to the President
September 8

President considers and forwards his certification of Commission's report to Congress or returns the report to the Commission for further consideration
September 8 – September 23 *

Commission considers comments and resubmits report to the President (N/A)
October 20

President transmits approval and certification of resubmitted report to Congress (N/A)
November 7

Congress has 45 days (excluding recesses) to enact a Resolution of Disapproval
November 9

* The President did not return the report to the Commission for further consideration but forwarded it to the Congress without comment on September 15.

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SECTION B COMMISSION REVIEW & ANALYSIS

SECTION B

COMMISSION REVIEW & ANALYSIS

Purpose: To provide a synopsis of the processes used by the Service and Joint Cross-Service Teams in analyzing the recommendations from the Military Departments and Joint Cross-Service Groups

Discussion: The Commission established five teams within its **Directorate of Review and Analysis** (R&A) – one team to review each respective Service application of the military value criteria to the base closure process, an Interagency Issues Team that reviewed Criteria Five through Eight, and a Joint Cross-Service Team to review the application of military value by the recommendations issued by the seven Joint Cross-Service Groups (JCSGs). Each team analyzed the services' and JCSGs' methodology to ensure general compliance with the law, to confirm accuracy of data, and to determine if base-specific recommendations were properly offered by the Secretary of Defense. In addition, the Interagency Issues Team analyzed the final four criteria – Return on Investment, Economic Impacts, Community Infrastructure, and Environmental Impacts—across all services. The Interagency Issues Team also provided analysis on airspace issues when applicable.

Attachments:

1. Army Team Process
2. Navy/Marine Corps Process
3. Air Force Team Process
4. Joint Cross-Service Process

ARMY TEAM PROCESS

The Army Team's process for analyzing each DoD recommendation was to assess its justification against established Military Value selection criteria. In accordance with the statute, Army Team analysts sought to confirm for each recommendation the consistency of basing and organization plans with final selection criteria and DoD's Force Structure Plan. Each recommendation's justification was analyzed for effects on operational readiness, training, and jointness. All Army rebasing and closure initiatives were assessed to verify the basing potential for each gaining and losing location, and to ensure that potential operating and training space, and existing and proposed facilities, supported each recommendation's objectives. Every Army-related recommendation was assessed to identify its compatibility with ongoing and planned reorganizations of Army units, rebasing units from overseas into the US, and strategic repositioning of forces inside the US to support both operational readiness, training, mobilization, surge, and deployment considerations. DoD's estimates for costs and manpower resources to support each realignment or closure action were adjusted for new information, recomputed, and compared to DoD's assumptions to confirm or correct characterizations of each recommendation's effect.

For each military value criteria, community concerns about possible DoD deviations were also evaluated by the Army Team for accuracy, validity, relevancy, and magnitude. The Commission found that the Army generally followed established Military Value Selection Criteria in developing its BRAC recommendations. The Army's Reserve Component-related recommendations were recognized DoD-wide as properly developed and coordinated in a way that increased the military value of Reserve Component units nationwide. As the Army developed its BRAC recommendations, it was also waging war in Iraq and Afghanistan as part of the Global War on Terrorism, restructuring its units into modular forces to increase the number of combat brigades, and rebasing units from Germany and Korea into the US. Consequently, the Army matched its base structure to its force structure to support plans for both current and future training, operations, and deployment missions. Examples of recommendations that achieved increases in military value include consolidating Infantry and Armor training at a single base, consolidating human resources functions at a single base, restationing overseas units to US bases from which they can readily deploy, and creating new combat brigades with force structure generated from realignments to reduce soldier assignments to base support functions. On occasion, correctly locating a command to better perform its mission meant relocating it to a lower ranked installation and exercising military judgment. The Commission found this was the case for a major Army command that could better perform its command and control mission from a central US location because of its nationwide mission focus.

Although the vast majority of Army recommendations adhered to the Military Value Selection Criteria, the Army Team's analysis did find some errors and substantial deviations. For example, an aviation logistics recommendation miscalculated the cost of operations and manpower implications, prompting the Commission to amend and correct the deviation. In addition, the use of 2003 for a workload base year proved particularly troublesome in the area of depots because current vehicle maintenance workload due to wartime wear-and-tear had increased. Although Army industrial and depot recommendations to reduce excess capacity appeared reasonable on their face, the Commission chose to proceed cautiously due to statutorily mandated surge assessments and a 20-year force structure analytic horizon, and limited several depot closings during this time of war and uncertain future workload.

NAVY/MARINE CORPS PROCESS

The Navy-Marine Corps Team first evaluated each DoD recommendation, in accordance with the Base Closure Law, against the approved military value criteria and the Force Structure Plan to ensure that no proposals would degrade operational readiness. The potential affect on future mission growth was then assessed to ensure that proposed actions did not limit growth in any area, whether force structure, training, or support capability. Finally, the potential impact on jointness (war fighting, training, and readiness) was analyzed to ensure that there were no unintended limitations on future mission flexibility. The team then assessed the status of facilities slated to be closed, realigned, and gain forces and functions, to determine if the recommendations would enhance or degrade the capacity of the Navy and Marine Corps to sustain, train, and operate its forces. Similarly, future capacity was analyzed taking into consideration future uncertainties that could require surges in geographic areas or mobilizations to meet some future crisis. Finally, the Navy-Marine Corps Team assessed the ramifications of the recommended changes on the cost of operating the force in the changed environment and the effects on personnel.

For each military value criteria, community concerns about possible DoD deviations were also evaluated by the Navy/Marine Corps Team for accuracy, validity, relevancy, and magnitude. The Commission's conclusion was that in general, the Department of the Navy was consistent in its application of quantifiable data in each of the military value criteria. For example, the Commission found that in the case of Portsmouth Naval Shipyard, while some excess capacity would exist even if closed, the margin of 8 percent was insufficient to provide enough flexibility for surge or future force structure growth. Hence the Commission voted to retain the shipyard. In another example, the Department's analytic case for closing Submarine Base New London was valid; however, the Commission determined that decoupling and displacing long-standing collocation relationships with undersea centers of excellence, the Submarine School, and a nearby submarine construction company could adversely affect operational readiness. In addition, the Commission found the argument of overall economic impact compelling. Further, the Commission's analysis found serious doubts about the threat assessment and resultant Force Structure Plan basis for the number of required Fast Attack Submarines. These factors combined to present an inherently unknowable and therefore unacceptable security risk to national security if the base were to close.

AIR FORCE TEAM PROCESS

The Air Force Team focused on assessing the DoD justification against the military value selection criteria and the DoD Force Structure Plan, as required by law. The accuracy of installations' Air Force's Mission Compatibility Index scores was a key component of this analysis. Each recommendation was also analyzed for effects on operational readiness, training, and joint warfighting. The Air Force Team also considered the ability of installations to support mobilization, surge operations, and deployments. All proposed Air Force closure and realignments were assessed to verify the ability of receiving locations, including land, facilities, airspace and ranges, to accommodate the forces it was to receive. Finally, the Air Force Team evaluated the accuracy of cost and manpower implications of each recommendation.

In the case of the Air National guard, the Commission's recommendations were based on the military value criteria; the Air Force's objective of creating optimally-sized flying squadrons in light of the availability of fewer total aircraft; the interests of States in using Air National Guard resources for certain missions, such as homeland security; and the geographic distribution of units across the United States with special consideration to areas of strategic interest.

In making recommendations on each Guard and Reserve Component installation, the Commission did not direct the relocation of a specific number of aircraft from one to another. The Commission believes that decision is best made by the Secretary of Defense and that the Secretary must have full authority to move weapon systems, and their directly associated manpower, within the parameters of Commission recommendations. To this end, the Commission's recommendations, rather than citing specific aircraft movements from "losing" to "gaining" bases, instead established an end-state at "gaining" bases in terms of the number of primary aircraft authorized.

JOINT CROSS-SERVICE TEAM PROCESS

The Joint Cross Service Team confirmed current and future mission capabilities and the impact of DoD's recommendations on military value, operational readiness, including the impact on joint war fighting, training, and readiness with DoD's Force Structure Plan, as required by law. Rebasing and closure initiatives were assessed to ensure the gaining and losing locations had available land, facilities and associated requirements to ensure that existing and proposed facilities supported the recommendation's objectives. Joint Cross Service Team-related recommendations, for both existing and potential receiving locations, were assessed to ensure the recommendations adequately considered contingency, mobilization, and surge requirements. DoD's cost of operations and manpower estimates were reviewed and adjusted when required to reflect current cost data and manpower information. Additionally, DoD's cost and savings estimates were clarified when individual components within a broad recommendation required visibility.

The Joint Cross Service Team analysts applied the military value criteria to DoD's recommendations. The team found that, generally, DoD followed the established Military Value Selection Criteria in developing its BRAC proposals.

In the Headquarters and Support Activities recommendations, the military values dealing with leased space appeared biased because DoD's assumptions concerning leased space led to a predetermined outcome.

The Industrial recommendations followed military value selection criteria except when similar functions were grouped together or were evaluated separately without regard to the collective mission value or operational costs of the affected organization. For example, DoD analysis of three recommendations affecting the Cryptologic Systems Group at Lackland Air Force Base evaluated military value of individual elements of the Cryptologic Systems Group, and the collective military value of the Group was not captured. Taken separately, the recommendations did not represent fairly the costs associated with individual or collective costs. The team also found instances of infrastructure problems severely limiting the ability to accomplish mission, facilities undervalued, and errors resulted in excessive manpower savings.

The Commission observed a lack of depot consolidation recommendations within the Air Force. DoD recommendations recognized and encouraged centers of excellence within individual military services such as the Fleet Readiness Centers in the Navy but did not propose the same for Defense-wide centers of excellence, especially within DoD aircraft depot maintenance.

Overall, DoD's Supply and Storage recommendations followed military value principles, but military judgment took precedence over military value when the Army established three life cycle centers of excellence to provide the best possible support to the war fighters. In that case, one chosen center ranked lower than the losing center. Additionally, the numbers of positions identified to transfer were incorrect, which resulted in understated cost estimates.

The Commission found that the Technical Joint Cross-Service Group (TJCSG) generally followed established military value selection criteria in developing its recommendations. However, the Commission overturned three of the TJCSG recommendations because of substantial deviation from BRAC military value criteria. One of the recommendations attempted to combine facilities with dissimilar functions, thereby limiting gains in efficiency and military

readiness at the receiving activity. Another recommendation, if implemented, would have resulted in a significant mission impact and loss of existing synergy because the receiving installation did not have the mission. While collocation would have been achieved, the overall efficiency gains would have been limited. Last, another recommendation was rejected by the Commission because of the potential loss of highly experienced personnel supporting electronic warfare systems currently in use and scheduled to be phased out in the near future.

The Commission found that the Education and Training, Intelligence, and Medical Joint Cross-Service Group (TJCSG) generally followed established military value selection criteria in developing its recommendations.

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SECTION C COMMUNITY/CONGRESSIONAL/DEPARTMENT OF DEFENSE MEETINGS

SECTION C

COMMUNITY/CONGRESSIONAL/DEPARTMENT OF DEFENSE MEETINGS

Purpose: The Commission staff meets with community groups to explain the Commission's process, to facilitate the exchange of information, and to meet the Commission's requirement to foster a completely open process. For purpose of this section, the term "community meeting" includes meetings with members of Congress. Community involvement is a vital and dynamic part of the overall base closure and realignment process. The community can be an invaluable source of information on such matters as identifying flaws in DoD's analysis and potential alternatives to DoD recommended actions. In addition to meeting with communities, there will several occasions where staff and/or Commissioners will meet with DoD officials and analysts to better understand the Secretary's recommendations. The DoD meetings also serve to discuss issues raised by the communities and those questions developed by the Commission.

Discussion: Throughout the process, the staff will meet with various community groups. Often these groups will be from areas with installations nominated for closure or realignment by the Secretary of Defense. Prior to the release of the Secretary's list, communities merely want to learn the Commission's process because they are apprehensive that their local installation may be added to the Secretary's list and be considered for closure/realignment by the Commission. Some groups will visit the Commission numerous times during the process, often with consultants. On many occasions, elected representatives (federal, state and/or local) and their staffs may attend. It is the express policy of the Commission to accommodate, to the extent possible, such requests by community groups and to be responsive to their needs and requests. Separately, the Commission will meet with DoD personnel as noted above.

Procedures: Requests for visits by community groups will, in all cases, be directed to the **Office of the Director of Legislative and Intergovernmental Affairs** which will maintain a master schedule of visits and conference room availability. The **Office of the Director of Legislative and Intergovernmental Affairs** will either take the call directly or, if not available, return the call to the community contact as quickly as possible. After coordination with the appropriate staff members to ensure availability, the **Office of the Director of Legislative and Intergovernmental Affairs** will schedule the meeting and publish a *Memorandum of Meeting* (sample attached). During the meeting, the representative of the **Office of the Director of Legislative and Intergovernmental Affairs** will distribute the *Memorandum of Meeting* and update the list of attendees. A **Review and Analysis (R&A) Analyst**, designated by the asterisk on the *Memorandum of Meeting*, will take notes and write a short summary emphasizing the concerns raised by the community. Within 24 hours after the meeting, the completed summary will be provided to the **Office of the Director of Legislative and Intergovernmental Affairs**, which will complete the *Memorandum of Meeting* and make appropriate distribution, including the Director of Administration and Operations. The *Memorandum of Meeting* should be placed on the Commission's website no later than 72 hours after the meeting. On the other hand, meetings with DoD personnel will be handled entirely by the **Review and Analysis staff**, to include scheduling and preparing the *Memorandum of Meeting*.

Responsibilities and Suspenses:

- **R&A Staff**:

  - Direct all requests for community meetings to the Office of the Director of Legislative and Intergovernmental Affairs.
  - If the Office of the Director of Legislative and Intergovernmental Affairs and Team Leaders cannot readily determine which Team Leader should be responsible for a community meeting, the **Director of R&A** will designate the appropriate team leader.
  - The **responsible R&A Team Leader** will designate an individual, normally the analyst responsible for analyzing the installation that is the subject of the meeting, to take notes during the meeting and, in the case of community meetings, inform the Office of the Director of Legislative and Intergovernmental Affairs of the person's name.
  - Other staff members will attend meetings as appropriate.
  - The **R&A Staff Analyst** designated to take notes will prepare a meeting summary and, in the case of community meetings, forward the summary to the Office of the Director of Legislative and Intergovernmental Affairs within 24 hours of the meeting.
  - Staff members will provide any requested follow-up to the Office of the Director of Legislative and Intergovernmental Affairs for further distribution to the community.
  - In the case of DoD meetings, the **R&A Staff Analyst** is responsible for all aspects of the meeting to include scheduling, preparing and filing the *Memorandum of Meeting*.
  - After DoD meetings, update the list of attendees on the *Memorandum of Meeting*, incorporate the meeting summary from designated staff member into the *Memorandum of Meeting*, and distribute the *Memorandum of Meeting* to appropriate staff members within 48 hours of the meeting.
  - Publish *Memorandum of Meeting* for DoD meetings within 48 hours of the meeting and ensure that the Commission attendees are listed and an asterisk denotes the person responsible for note taking and summary preparation.
  - Ensure that the Director of Administration and Operations receives a copy of the *Memorandum of Meeting* for DoD meetings within 48 hours of the meeting.

- **Director of Legislative and Intergovernmental Affairs**:

  - Provide direct contact with community groups that request meetings.
  - Schedule community meetings and reserve conference room.
  - Coordinate with R&A Team Leaders and/or the Director of R&A to determine which R&A Team will assume responsibility for community meetings.
  - Coordinate with the designated R&A Team Leader to ensure an R&A staff member is designated to take notes and prepare the community meeting summary.
  - Publish *Memorandum of Meeting* within 48 hours of community meetings and ensure that the Commission attendees are listed and an asterisk denotes the person responsible for note taking and summary preparation.
  - Attend community meetings, distribute the *Memorandum of Meeting* to all attendees, and update list of attendees.
  - After community meetings, update the list of attendees on the *Memorandum of Meeting*, incorporate the meeting summary from designated staff member into the *Memorandum of Meeting*, and distribute the *Memorandum of Meeting* to appropriate staff members within 48 hours of the meeting.

- Ensure that the Director of Administration and Operations receives a copy of the *Memorandum of Meeting*, which will be the official Commission record of the meeting.
- Provide any required follow-up to the community group.

- **Director of Administration and Operations**:

  - File official copy of *Memorandum of Meeting* in the library and e-library within 72 hours of the meeting.
  - Distribute copies of *Memorandum of Meeting* to the Executive Director, Director of Communications, General Counsel, Director of Legislative and Intergovernmental Affairs, Director of Review and Analysis, and the responsible R&A Team Leader.
  - Assure all meeting material, whether commission, Department of Defense or community prepared, is documented in the e-library.

Attachment:

1. Memorandum of Meeting Shell

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
2521 CLARK STREET, SUITE 600
ARLINGTON, VIRGINIA 22202
(703) 699-2950

MEMORANDUM OF MEETING

DATE:

TIME:

MEETING WITH:

SUBJECT:

PARTICIPANTS:

Name/Title/Phone Number:

Commission Staff:

Charles Battaglia, Executive Director
David Hague, General Counsel
Diane Carnevale, Director of Administration and Operations
Christine Hill, Director of Legislative and Intergovernmental Affairs
Frank Cirillo, Director of Review & Analysis
*** Gary Dinsick, Army Team Leader**
Jim Hanna, Navy Team Leader
Ken Small, Air Force Team Leader
Bob Cook, Interagency Issues Team Leader
Dave Van Saun, Joint Cross-Service Team Leader

MEETING SUMMARY:

* Denotes individual responsible for completing the memorandum

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SECTION D INVESTIGATIVE HEARINGS

SECTION D

INVESTIGATIVE HEARINGS

Purpose: To provide Commissioners the opportunity to question responsible DoD and other relevant officials on the process and procedures for selection of installations for closure and realignment. In addition, these hearings enable the Commissioners to question experts in specific areas on the potential impacts of recommended closures and realignments. Some of these Investigative Hearings can be held prior to the release of the Secretary's list to assist the Commissioners with establishing a framework for some factors leading up to the Secretary's decisions. Examples of earlier hearings might be related to the results of the latest Quadrennial Review, National and International Threat Assessments, and the latest Force Structure. Other Investigative Hearings may be held immediately after the release of the Secretary's list and at phases throughout the process as the Commission better understands the events and issues within the Secretary's process and recommendations.

Discussion: The investigative hearings initiate the Commission's process, which leads to submission of the report to the President by the date established by law. At a minimum and upon release of the Secretary's list, the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Secretaries of the Military Departments, and the leaders of each Joint Cross-Service study group will be requested to testify concerning the recommendations of the Secretary of Defense for closures and realignments. Subjects for other hearings, together with the names of appropriate witnesses, will be recommended by the R&A staff, endorsed by the Executive Director, and approved by the Chairman and Commissioners.

Procedures: Prior to receipt of the report of the Secretary of Defense, the R&A staff, in conjunction with the Executive Director, will recommend the general time frame and subjects for the investigative hearings. The Chairman and the Commissioners will approve the final list and schedule. Most hearings will be held either just prior to or within the first month after receipt of the report of the Secretary of Defense. The Secretary of Defense, the Chairman of the Joint Chiefs of Staff, the Service Secretaries, and the Joint Cross-Service study group leaders will normally be the witnesses at those hearings to be held immediately after receipt of the report of the Secretary of Defense. Prior to the Adds Hearing in mid-July and the Final Deliberation Hearings in late-August, the Service Secretaries and the Joint Cross-Service study group leaders and decision makers may be asked to return for hearings to answer questions generated as a result of base visits and regional hearings. A letter from the Chairman will invite each prospective witness at least two weeks before the scheduled hearing. Hearings will normally be held on Capitol Hill. At least two days before the scheduled hearing, the Commission staff will prepare read-ahead books that will be sent to each Commissioner and provided to the principal staff. The read-ahead books will include the agenda for the hearing; the names and position titles for each witness; the prepared statements of each witness; and proposed questions for the Commissioners to ask. The **Executive Director, General Counsel, Director of Review & Analysis, and all R&A Team Leaders** are required to attend each investigative hearing. Designated Commission staff members and R&A analysts may attend based on their availability. Transcripts for each hearing will be available within one week after the hearing. The Commission staff will not edit transcripts. The Chairman may have a "press availability" after each hearing. Other Commissioners may participate at their discretion.

Responsibilities and Suspenses:

- **Director of R&A**:

  - Recommend subjects for hearings and proposed witnesses to the Executive Director no later than early May.
  - Designate a responsible R&A Team Leader for R&A input for each hearing.

- **Responsible R&A Team Leader**:

  - Provide requested information to Director of Legislative and Intergovernmental Affairs for preparation of invitation letters to witnesses.
  - Coordinate agenda with Director of Legislative and Intergovernmental Affairs at least five days prior to the hearing.
  - Consolidate proposed questions prepared by each R&A Team and provide 21, three-hole punched copies to Director of Legislative and Intergovernmental Affairs by COB three days before the hearing.
  - Respond to Commissioners' questions and requests for information.
  - Attend hearings.

- **Designated Federal Officer (Office of General Counsel)**:

  - Provide notice to the *Federal Register* at least one month prior to the hearing, but in no event later than 15 days before the hearing if the Federal Advisory Committee Act is determined to be applicable.

- **Director of Legislative and Intergovernmental Affairs**:

  - Dispatch letters inviting witnesses at least two weeks prior to the hearing.
  - Schedule hearing room.
  - Notify "Super 24" (see Attachment 1).
  - Arrange for hearing reporter/recorder no later than seven days prior to the hearing.
  - Draft hearing agenda in coordination with responsible R&A Team Leader no later than five days prior to the hearing.
  - Make luncheon arrangements for Commissioners and appropriate staff no later than five days prior to the hearing.
  - Provide hearing schedule to the Commissioners' executive secretaries no later than four days prior to the hearing.
  - Prepare opening remarks for the Chairman, in coordination with the Director of Review & Analysis, no later than three days prior to the hearing.
  - Inform the Chairman and Executive Director of Commissioner attendance no later than three days prior to the hearing.
  - Prepare 21 read-ahead books by COB three days before each hearing and distribute them as follows: one copy to each Commissioner, the Executive Director, General Counsel, Director of Communications, and Director of Legislative and Intergovernmental Affairs; six copies to Review & Analysis; and two copies to the Director of Administration and Operations.

- Send read-ahead books to Commissioners by over-night mail at least two days before each hearing.
- Provide record copy of read-ahead book to Director of Administration and Operations.
- Take all necessary materials to hearing room.
- Set-up and clean-up hearing room.
- Prepare and submit travel vouchers for Commissioners as soon as possible after the hearing.
- Prepare thank you letters and follow-up questions for appropriate witnesses and give to Director of Administration and Operations for dispatch no later than two days after hearing.

- **Director of Administration and Operations**:

  - Arrange Commissioners' travel no later than five days prior to the hearing.
  - Assure all hearing material, whether Commission or community prepared, is documented in the e-library.

- **Director of Communications**:

  - Prepare appropriate press releases no later than five days prior to hearing.
  - Obtain copies of prepared statements of witness as soon as they are available.
  - Make copies of the Chairman's statement available to the attending press and public.
  - Arrange and organize post-hearing press availability for Chairman and/or Commissioners.

Attachments:

1. Super 24
2. Sample Agenda

Appendix:

3. Suggested Commissioner Questions

Super 24
(2005 Commission)

Congressional Leadership
Senator Bill Frist – Senate Majority Leader
Senator Harry Reid – Senate Minority Leader
Representative Dennis Hastert – Speaker of the House
Representative Nancy Pelosi – House Minority Leader

Senate Armed Services Committee
Senator John Warner – Chairman
Senator Carl Levin – Ranking Member
Senator John Ensign – Chairman, Readiness Subcommittee
Senator Daniel Akaka – Ranking Member, Readiness Subcommittee

House Armed Services Committee
Representative Duncan Hunter – Chairman
Representative Ike Skelton – Ranking Member
Representative Joel Hefley – Chairman, Readiness Subcommittee
Representative Solomon Ortiz – Ranking Member

Senate Appropriations Committee
Senator Thad Cochran – Chairman
Senator Robert Byrd – Ranking Member
Senator Ted Stevens – Chairman, Defense Subcommittee
Senator Daniel Inouye – Ranking Member, Defense Subcommittee
Senator Kay Bailey Hutchison – Chairman, Military Construction Subcommittee
Senator Diane Feinstein – Ranking Member, Military Construction Subcommittee

House Appropriations Committee
Representative Jerry Lewis – Chairman
Representative David Obey – Ranking Member
Representative C.W. Bill Young – Chairman, Defense Subcommittee
Representative John Murtha – Ranking Member, Defense Subcommittee
Representative James Walsh – Chairman, Quality of Life Subcommittee (includes MILCON)
Representative Chet Edwards – Ranking Member, Quality of Life Subcommittee

HEARING AGENDA
DATE
ROOM AND BUILDING

9:00AM – 11:30AM MORNING SESSION

Witnesses:	The Honorable _____ Secretary of Defense
	General _____ Chairman, Joint Chiefs of Staff
	The Honorable _____ Deputy Secretary of Defense
11:30AM	Press Availability
12:00PM – 1:30PM	Lunch: SD-124

1:30PM – 4:00PM AFTERNOON SESSION

Witness:	The Honorable _____ Assistant Secretary of Defense (Economic Security)
4:30PM	Press Availability

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SECTION E BASE VISITS

SECTION E

BASE VISITS

Purpose: Base visits provide an opportunity for Commissioners and staff to view a base directly and to investigate first-hand many of the issues related to that base. They also provide an opportunity for direct contact with base personnel.

Discussion: Each major installation proposed for closure or realignment will have a base visit by one or more Commissioners. It would be useful to try to schedule visits to bases that are on the list and are likely to lead to potential "adds" as early in the process as possible. The **R&A Team Analyst** responsible for the analysis of the base will: prepare input for the Commissioner Base Visit Book; coordinate the visit schedule with other Commission staff and base personnel; arrive at the base prior to the Commissioner's visit to confirm arrangements; accompany and assist the Commissioner(s) during their visit; and prepare the *Base Visit Report*. In many cases, the analyst will arrive at the base the day prior to Commissioner's visit and will meet with base and employee representatives to help ensure a meaningful Commissioner visit. In most cases the analyst will meet the Commissioner(s) at the airport and escort them to the base. It may be useful for the analyst to briefly discuss with the Commissioner(s) what level of participation by the analyst is desired. In some cases, there may be a "press availability" after the official portion of the visit, and typically the analyst will position him/herself behind and to the side of the Commissioner(s) to assist in answering questions, where needed.

Many of the base visits will be of short duration, often four hours or less, and usually will be the only opportunity for Commissioners and staff to directly view a base's facilities. The visit itinerary should be carefully coordinated with base personnel to maximize those activities that can best be done while on the base. This is a particular benefit of visiting the base the day prior to a Commissioner's visit. Sometimes base officials allow time for community leaders to present their positions during the visit. Since the community has other opportunities to do this during regional hearings and meetings with Commissioners and staff in Washington, taking time away from the important physical look at base infrastructure and operational attributes detracts from the visit's purpose. An option would be to suggest to base personnel that community leaders attend the base visit but not be part of the visit agenda. Discretion should be exercised in the case of United States Senators, Congressmen, and Governors.

Procedures: As soon as a Commissioner base visit is scheduled, the responsible **R&A Team Leader** will assign an analyst to accompany the Commissioner. This will be the analyst responsible for the base unless other travel conflicts with the visit schedule. The **R&A Team Analyst** will assist, as required, the **Military Assistant** who will make the base visit arrangements for the official base visit prior to the regional hearing for that base.

At least one week prior to the base visit, the **R&A Team Analyst** responsible for the base's analysis will provide input for the Commissioner Base Visit Book to the R&A Director's Associate Analyst. The input will include the items listed in Attachment 1. Item 1 of this list, *Base Summary Sheet*, will be in the format shown in Attachment 2. The **R&A Director's Associate Analyst** will coordinate distribution with the Director of Legislative and Intergovernmental Affairs.

Whenever possible, the **R&A Team Analyst** will request a travel itinerary from the Director of Administration and Operations that will allow for a walk-through with base personnel of the base visit plans on the day prior to the Commissioner's visit. If the analyst needs to visit any facilities or discuss any issues with base personnel that are not on the Commissioner's schedule, then this activity will be performed prior to or after the Commissioner's visit. After the Commissioner arrives, the R&A Team Analyst's job is to provide whatever support is required or requested by the Commissioner. Attachment 3 provides guidance concerning base visit support to Commissioners.

After the base visit, the **R&A Team Analyst** will prepare a draft trip report in the format shown in Attachment 4. No later than the second workday after returning, the **R&A Team Analyst** will provide the draft report for comment to his team leader and the most senior Commission staff member at the base visit (if other staff attended). After including all comments, the **R&A Team Analyst** will then fax or e-mail the draft trip report with a personal note to both the lead Commissioner on the base visit and the R&A Team Leader. The note should include a request for any changes or additions to the trip report to be included prior to distribution. After incorporation of any Commissioner comments, the **R&A Team Analyst** will deliver the final trip report to the R&A team leader and the **R&A Director's Associate Analyst**, who will provide it to the Director of Administration and Operations for final distribution. If the Commissioner declines to comment on the final trip report, that should be noted in the report.

Responsibilities and Suspenses:

- **Responsible R&A Team**:

  - Assign analyst to assist with Commissioner base visit.
  - Analyst prepares input to the Commissioner Base Visit Book, including *Memorandum of Meeting*, and provides to the R&A Director's Associate Analyst at least one week prior to scheduled visit.
  - Analyst tells Military Assistant those items/areas that must be included on the base visit.
  - Analyst travels to base prior to scheduled visit (if schedule permits) and confirms arrangements for Commissioner's visit.
  - Analyst accompanies and provides support to Commissioner(s) during visit.
  - Analyst must be aware that competing/opposing/rival community groups may compete for Commissioner's time and should keep the Commissioner(s) focused on base assets and assessment of military value – communities make their case at regional hearings.
  - Analyst prepares draft base visit trip report, obtains and incorporates Commission staff comments, and sends final draft by facsimile to the senior Commissioner on the visit for comments within five workdays after return from the base visit.
  - Analyst incorporates Commissioner's comments and provides final trip report to the R&A Director's Associate Analyst.
  - Collect and hand carry or mail any handout materials to Director of Administration and Operations.
  - Prepare thank you letters to base personnel and provide to Director of Administration and Operations for dispatch.

- **R&A Director's Associate Analyst**:

  - Distribute input to Commission Base Visit books and base visit trip reports in coordination with Director of Legislative and Intergovernmental Affairs and Director of Administration and Operations.
  - Retain a copy of final base visit trip reports in the Base Reference Books.

- **Director of Administration and Operations**:

  - Arrange for Commissioner and staff travel.
  - File official copy of *Base Visit Report.*
  - Distribute copies of *Base Visit Report* to the Executive Director, Director of Communications, General Counsel, Director of Legislative and Intergovernmental Affairs, Director of Review and Analysis, and the responsible R&A Team Leader.
  - Assure all base visit material, whether Commission, base or community prepared, is documented in the e-library.

- **Director of Legislative and Intergovernmental Affairs**:

  - Notify all involved Members of Congress of base visit schedules.
  - Prepare Base Visit Books.
  - Distribute Base Visit Books to Commissioners and accompanying Commission staff members.

- **Director of Communications**:

  - Contact base public affairs officer to coordinate local press involvement during base visit.

- **Military Assistant**:

  - Make base visit arrangements with base personnel with technical assistance from R&A staff.
  - Ensure items identified by R&A analyst are included in base visit.

Attachments:

1. Table of Contents – Commissioner Base Visit Book
2. Base Summary Sheet
3. Helpful Hints for Base Visits
4. Base Visit Report

NAME OF INSTALLATION, STATE
COMMISSION BASE VISIT
DATE OF BASE VISIT

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

(INSTALLATION NAME)

INSTALLATION MISSION

•

DoD RECOMMENDATION

- (Outline main points of Secretary of Defense recommendation)

DoD JUSTIFICATION

- (Outline Secretary of Defense rationale for recommendation)

COST CONSIDERATIONS DEVELOPED BY DoD

- One-Time Costs: $____ million
- Net Savings (Cost) during Implementation: $____ million
- Annual Recurring Savings: $____ million
- Return on Investment Year: Calendar Year (Number of Years)
- Net Present Value over 20 Years: $____ million

MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)

	Military	**Civilian**	**Students**
Baseline			
Reductions			
Realignments			
Total			

MANPOWER IMPLICATIONS OF ALL RECOMMENDATIONS AFFECTING THIS INSTALLATION (INCLUDES ON-BASE CONTRACTORS AND STUDENTS)

	Out		**In**		**Net Gain (Loss)**	
	Military	**Civilian**	**Military**	**Civilian**	**Military**	**Civilian**
This Recommendation						
Other Recommendation(s)						
Total						

ENVIRONMENTAL CONSIDERATIONS

- (Include pertinent items, e.g., on NPL list)

REPRESENTATION

Governor:
Senators:

Representative:

ECONOMIC IMPACT

- Potential Employment Loss: ___ jobs (____ direct and ____ indirect)
- MSA Job Base: ___ jobs
- Percentage: ___ percent decrease
- Cumulative Economic Impact (Year-Year): ___ percent decrease

MILITARY ISSUES

- (Include pertinent items)

COMMUNITY CONCERNS/ISSUES

- (Include pertinent items. This will be your initial opportunity to document and start analysis on community concerns. This list will be refined as additional inputs are gained through the actual visit, regional hearings, and community visits to the Commission office. These community concerns/issues along with R&A staff identified issues will be the basis for the adds and final deliberation hearings. These issues will be validated or rejected after consultation with the appropriate experts.)

ITEMS OF SPECIAL EMPHASIS

- (Include pertinent items)

Analyst's Name/Team/Date

HELPFUL HINTS FOR BASE VISITS

****

1. Before leaving for your trip, review all material and then verbally walk through the trip with Advance, the Military Assistant, and the R&A Team Leader.

2. When picking up the Commissioner(s), discuss their desires as to the extent of your involvement.

3. Stay physically close to your Commissioner at all times. During the tour or public meeting sit with him/her. Stand within prompting distance during the "press availability." You may be able to give some direction "from the wings" if you are right there and it is appropriate. Close proximity to the Commissioner will allow you to discretely pass notes at any time.

4. Make sure that you keep all of your notes in one bound notebook. It is just too easy to lose papers if you are jotting notes all over the place.

5. Carry spare folders for any documents that either the base or the community at large may give to you or the Commissioner during the visit. (Have at least 3 or 4.)

6. Carry a stack of note cards to pass notes back and forth from either you to/from the Commissioner or to/from base personnel during the visit.

7. You should have extra copies of the DoD report, the statute, and the Commission timeline.

8. Bring copies of closure info for host base (they are usually out of the political loop and can also offer clarification on your data).

9. Get with the press person on base to ensure the Commissioner's press availability stops on time. If the press person doesn't, you do it.

10. Attention to detail is important. Getting bags, checking in, escorting Commissioners to quarters, etc. can only result in a win/win situation.

11. Make sure that you get a quiet moment alone with your Commissioner before he/she leaves and ask if there are any special issues they want brought out in the base visit report you will draft or if there are any special tasks relative to the visit that they would like you to follow up on.

BASE VISIT REPORT

INSTALLATION NAME

DATE

LEAD COMMISSIONER:

ACCOMPANYING COMMISSIONER:

COMMISSION STAFF:

LIST OF ATTENDEES:

BASE'S PRESENT MISSION:

SECRETARY OF DEFENSE RECOMMENDATION:

SECRETARY OF DEFENSE JUSTIFICATION:

MAIN FACILITIES REVIEWED:

KEY ISSUES IDENTIFIED:

INSTALLATION CONCERNS RAISED:

COMMUNITY CONCERNS RAISED:

REQUESTS FOR STAFF AS A RESULT OF VISIT:

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SECTION F REGIONAL HEARINGS

SECTION F

REGIONAL HEARINGS

Purpose: Regional Hearings provide an opportunity for community representatives to present information about their base and community support infrastructure directly to a group of Commissioners. These hearings are open to the public.

Discussion: A series of regional hearings will be scheduled by the Commission to provide an opportunity for communities to present their comments to a group of Commissioners. Regional hearings will be planned for locations central to a group of bases being considered for realignment or closure. Regional hearings will be scheduled at locations based upon the original list of bases submitted by the Secretary of Defense; additional regional hearings will be scheduled if the Commission adds bases to the Secretary's list. **R&A Team Analyst** attendance at the regional hearings is required to provide direct exposure to the community-raised issues; provide technical staff support to the Commissioners attending the hearing; and prepare a summary of the key issues presented by community representatives for the Commissioners' use.

Procedures: After the list of bases scheduled for discussion at a regional hearing is published, each **R&A team** will schedule one or more analysts to attend the hearing. If travel schedules for other hearings/base visits permit, the analyst(s) for the major bases being discussed at the hearing should attend the hearing. During community presentations for bases analyzed by their R&A team, the analyst will sit in the staff seating behind the Commissioners. This will allow the analyst to observe the complete presentation and also be available to assist Commissioners, if required.

The **R&A Team Analyst** will prepare a draft *Regional Hearing Issue Summary* of the key issues discussed by the community during their presentations. This draft summary will be in the bullet format shown in Attachment 1 and will be provided to their team leader no later than two days after the hearing. Handwritten faxes are appropriate if the analyst is still on travel. The *Regional Hearing Issue Summary* will be finalized by the R&A team and provided for distribution to the R&A Director's Associate Analyst within one week of the hearing.

Each issue on the *Regional Hearing Issue Summary* will be explained briefly to provide a list of the most significant issues presented by the community. Complete documentation of the community position is provided in the hearing transcript and by the handout and presentation materials used by the communities and does not need to be included in the issues summary. Past experience indicates that about five key issues will be presented for a typical base. However, the analyst should carefully follow the community presentation and include all the key issues presented. Issues identified will add to or be duplicates of those already identified by the analyst as a result of their independent analysis or base visit.

Responsibilities and Suspenses:

- **Executive Director**:

  - Designate a Commissioner to chair each hearing.

- **Director of Review and Analysis**:

  - Assure the Director of R&A, the Deputy Director of R&A, or a designated Team Leader attends each regional hearing and coordinates the best time and place with Advance to pre-brief Commissioners on the specific issues expected from each delegation. The session usually takes place in the holding room about one-hour prior to the hearing. The basis of the pre-brief is dependent on the states expected to testify and using, as a minimum, a regional hearing pre-brief report prepared as explained below.
  - The Director of R&A must delegate an individual(s) to be responsible for recording and distributing the "Regional Hearing Issue Summary" sheets.

- **Responsible R&A Team Leader**:

  - Assign analyst(s) to attend Regional Hearings.
  - Provide, as necessary, base visit data (see E-2-1) to the R&A Director's Associate Analyst at least one week prior to the hearing for use in preparing Commissioners' Regional Hearing books.
  - Attend Regional Hearings and assist Advance in the collection of community handout materials. Return materials to Director of Administration and Operations.
  - Prepare the *Regional Hearing Issue Summary* within one week of hearing date.

- **R&A Director's Associate Analyst**:

  - Assemble base visit data (see Section E, Attachment 1) for use in regional hearing books and provide to Advance to incorporate into the Commissioners' Regional Hearing books.
  - Retain file copy of *Regional Hearing Issue Summaries*.
  - Distribute *Regional Hearing Issue Summaries* in coordination with Director of Administration and Operations.
  - Prepare a regional hearing pre-brief report for the Director of Review and Analysis, or attending representative, in conjunction with the Cost of Base Realignment Actions (COBRA) manager. This report is to be the basis of the Regional Hearing pre-brief and at a minimum should be sorted by states testifying; inclusive of manpower impacts for all included bases and also show the names of the Commissioner or Commissioners that attended those bases visited.

- **Designated Federal Officer (Office of General Counsel)**:

  - Provide notice to the *Federal Register* at least one month prior to the hearing, but in no event later than 15 days before the hearing if the Federal Advisory Committee Act is determined to be applicable.

- **Director of Legislative and Intergovernmental Affairs**:

  - Coordinate community attendee list with Members of Congress.
  - Arrange for regional hearing site.

- Detail "Advance" staff to assure the Regional Hearing accommodations are readied, using the attached checklist as a guide.
- Assemble and distribute Regional Hearing Books including schedules, opening statements, bios, statements of witnesses, background data, etc.
- Provide a copy of the expected regional hearing agenda to the R&A Director and Associate Analyst not later than three days prior to the hearing, to enable preparation of a regional hearing pre-brief report.
- Attend hearing. Assure a time is scheduled for the Director of Review and Analysis or designate to pre-brief the Commissioners on expectations and recommendations to be covered during the hearing.
- Return all handout materials received at hearings to Director of Administration and Operations by the most expeditious means.

- **Director of Administration and Operations**:

  - Arrange for travel for Commissioners and staff attending hearing.
  - Assure all hearing material, whether Commission or community prepared, is documented in the e-library.
- **Director of Communications**:

  - Provide opening remarks for lead Commissioner.
  - Arrange press availabilities.
  - Attend hearing to support Commissioners.

- **General Counsel**:

  - Attend hearing to support Commissioners.

Attachment:

1. Regional Hearing Issue Summary

Appendix:

2. Advance Staff/Congressional Affairs Regional Hearing Checklist

REGIONAL HEARING ISSUE SUMMARY
BASE, STATE

REGIONAL HEARING LOCATION/DATE

- Witness:
  - Issue #1:
  - Issue #2:
  - Issue #3:
  - Issue #4:
  - Issue #5 – N:
- Witness:
  - Issue #1:
  - Issue #2:
  - Issue #3:
  - Issue #4:
  - Issue #5 – N:
- Witness:
  - Issue #1:
  - Issue #2:
  - Issue #3:
  - Issue #4:
  - Issue #5 – N:

Analyst's Name/Team/Date

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SECTION G ADDS HEARING

SECTION G
ADDS HEARING

Purpose: To conduct a hearing for the Commission to identify additional bases for consideration as alternatives or additions to the recommendations of the Secretary of Defense. This is often referred to as the Adds Hearing and is normally held on Capitol Hill.

Discussion: The Adds Hearing is a major public forum in the Commission's process leading to its report to the President by the date established by law. Under Public Law 101-510, Section 2903(d)(2), the Commission is authorized to change the recommendations of the Secretary of Defense under certain conditions. Section 2914(d)(3) limits this authority by requiring the Commission to provide the Secretary of Defense with at least a 15-day period, before adding a base for consideration, in which to submit an explanation of the reasons why the installation was not included on the closure or realignment list. After considering the Secretary's input, the Commissioners vote at the Adds Hearing on the proposed additions. Seven Commissioners must vote in favor of adding a base for Commission consideration. In order to inform potentially impacted communities and DoD of any additions, the Commission must publish a notice of proposed additions in the *Federal Register* not less than 45 days before transmitting its recommendations to the President. At least two Commissioners must conduct base visits and public hearings on proposed additions. The Adds Hearing will be scheduled to allow sufficient time for the Commission's review of the recommendations of the Secretary of Defense, community input, and staff analysis. Additionally, the Commissioners will need to review the Secretary's reasons why the installation was not included in the list.

Procedures: The **Executive Director**, with the advice of the Director of R&A and the General Counsel, will recommend the general time frame for the Adds Hearing. Additionally, the Executive Director will assess the need of a preliminary investigative hearing to afford the Secretary of Defense the opportunity to comment on potential additions to the Secretary's list. The Chairman and the Commissioners will approve the final schedule. Candidates for consideration to be presented at this hearing will be identified solely by Commissioners based on input gathered to that point in the analysis.

Transcripts for the hearing will be available within one week after the hearing. The Commission staff will not edit transcripts.

Responsibilities and Suspenses:

- **R&A Staff**:
  - Receive input from Commissioners in consultation with the General Counsel for presentation and discussion.
  - Present the data to facilitate an orderly review and discussion.
  - Prepare a document to consolidate the Commissioner's recommendations of candidates for consideration to be forwarded to the Secretary of Defense through the Executive Director.
  - Upon receipt, provide the Secretary's comments to the Commissioners by the most expeditious means available.

- Support the Executive Director, General Counsel and Director of Legislative and Intergovernmental Affairs in consideration and execution of any hearing or session deemed necessary to afford the Secretary of Defense the opportunity to testify prior to Adds Hearing.
- Prepare read-ahead books that will be sent to each Commissioner and provided to the key staff personnel at least two days before the hearing. The read-ahead books will include the agenda for the hearing and a summary of potential candidates to be considered for review.

- **R&A Team Leaders**, as directed by the Executive Director and the Director of Review & Analysis:

  - Present the potential candidates in such a manner as to facilitate comparisons within service categories to allow Commissioners to discuss and select candidates for further consideration.
  - Participate in the hearing as directed by the appropriate Team Leader.

- **Responsible R&A Team**:

  - Respond to queries from Commissioners regarding bases to be considered for discussion.
  - Make available to Commissioners all community input and proposals regarding bases to be considered.
  - Prepare a list of installations proposed for consideration by the Commissioners so that list may be forwarded through the Executive Director to the Secretary of Defense at least 15 days prior to the Adds Hearing.
  - Using the attached formats, prepare all appropriate presentation material for discussion with senior staff no later than three days prior to the hearing.
  - Prepare read-ahead material and provide 16, three-hole punched hard copies to Director of Legislative and Intergovernmental Affairs by COB three days before the hearing.
  - Assure the comments of the Secretary of Defense on each installation considered for addition are included in the Adds Hearing presentation.
  - Provide 16 copies of the final presentation material to Director of Legislative and Intergovernmental Affairs no later than COB the day prior to the hearing to ensure inclusion in the read-ahead books prior to the start of the hearing.
  - Respond to Commissioners' questions and requests for information.

- **General Counsel**:

  - Work with the R&A Teams and the Commissioners in acquiring and formulating the list of bases to be reviewed for further consideration.
  - Work with the R&A Teams to prepare the list to be forwarded to the Secretary of Defense.
  - Coordinate with DoD General Counsel to review and research all potential conflicts of interest regarding the bases to be reviewed.
  - Provide counsel to Commissioners on an attorney-client basis regarding any conflicts and subsequent recusals.

- **Executive Director**:

- Assure the Commissioners are not opposed to the installations being considered for addition prior to forwarding those considerations to the Secretary of Defense.

- **Designated Federal Officer (Office of General Counsel):**

  - Provide notice to the *Federal Register* at least one month prior to the hearing, but in no event later than 15 days before the hearing if the Federal Advisory Committee Act is determined to be applicable.
  - Provide notice in sufficient time so that the list of installations added for consideration as alternatives or additions to the recommendations of the Secretary of Defense is published in the *Federal Register* at least 45 days prior to the Commission's report being submitted to the President.

- **Director of Legislative and Intergovernmental Affairs:**

  - Schedule hearing room.
  - Notify "Super 24" (see D-1-1).
  - Arrange for stenographer no later than seven days prior to the hearing.
  - Make luncheon arrangements for Commissioners and appropriate staff no later than five days prior to the hearing.
  - Provide hearing schedule to each Commissioners' personal secretary no later than three days prior to the hearing.
  - Inform the Chairman and Executive Director of Commissioner attendance no later than three days prior to the hearing.
  - Send read-ahead books to Commissioners by over-night mail at least two days before each hearing if available.
  - Prepare 16 read-ahead books by COB two days before each hearing.
  - Insert final presentation material in the books before the hearing.
  - Take all necessary materials to hearing room.
  - Set-up and clean-up hearing room.
  - Support as above for potential preliminary hearing for Secretary of Defense testimony.

- **Director of Administration and Operations:**
  - Arrange Commissioner's travel no later than five days prior to the hearing.
  - Prepare and submit travel vouchers for Commissioners as soon as possible after the hearing.
  - Assure all hearing material, whether Commission or community prepared, is documented in the e-library.

- **Director of Communications:**

  - Prepare appropriate press releases no later than five days prior to hearing.
  - Prepare opening remarks for the Chairman no later than two days prior to the hearing.

- Arrange for copies of press availability presentation packages in coordination with R&A and the Director of Administration and Operations as soon as they are available.
- Prepare a press release summarizing hearing results.

Appendix:

1. Hearing Slides – 2005 Commission

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SECTION H DELIBERATION POLICY & PROCEDURE

SECTION H

DELIBERATION POLICY & PROCEDURE

Purpose: To establish a deliberative procedure that the Commissioners will use to effect Commission actions during deliberative hearings. To mark-up or vote on the Secretary of Defense's recommendations and the Commission adds. The deliberative process will consist of staff development of motions. These motions will be prepared after extensive analysis and with direct guidance and input from Commissioners.

Discussion: A major point in the Commission process is the final deliberations during which the Commissioners present motions to actually close or realign installations. Virtually all of the Commission staff actions are directed toward this event. During final deliberations, the Chairman will require that Commissioners wishing to initiate action to close or realign an installation first make the recommendation in the form of a motion. Another Commissioner must second the original motion and, after appropriate discussion, the Commissioners vote on the motion. It is imperative that the draft motions available for Commissioner's use are prepared in advance, address as many potential options as possible, and be legally sufficient. Legal sufficiency relates to deviations by the Secretary of Defense from the selection criteria, force-structure plan, and the infrastructure inventory. These deviations, if "substantial," are the basis for making changes to the Secretary's list. It is extremely important that the motions are developed as a direct result of Commissioner input and are written with assistance from the R&A Team Leaders and General Counsel. Do **NOT** solicit or accept suggestions from anyone outside the Commission staff.

All motions must be developed with full recognition of the effect, if any, one closure/realignment action may have on other such actions. These interrelated actions must be clearly understood by the analyst and all aspects of any action's dependency on separate actions must be clearly revealed to senior Commission staff, the General Counsel, the Executive Director, and Commissioners. A clear delineation of dependent actions is critical to properly ordering votes and subsequently presenting only viable remaining options/motions to Commissioners for consideration.

During final deliberations, the motions that are favorably considered by the Commissioners, and result in closure/realignment action, will be published verbatim in the final report as the "Commission's Recommendations" to the President, having the force of law if adopted. Therefore, **THESE MOTIONS MUST BE ABSOLUTELY PRECISE**. The **R&A Team Analyst** who analyzes a given installation is responsible to support Commissioners in writing all recommended options which, in turn, will be developed into draft motions relating to that installation. In the final analysis, however, Commissioners are ultimately responsible for developing options; R&A staffers are merely the conduits for generating those options into motions.

Procedures: As analysis progresses, various options for closure and realignment will become apparent. These options will normally be based on the results of the entire analysis process, to include discussions with Commissioners, previously identified community requests, and direct R&A analysis. Dependent relationships between these options will also become apparent. These relationships are extremely important and the impact of any individual action must be viewed and presented in the overall context of that action as it relates to any and all other actions. After thorough discussions among the staff and Commissioners, the responsible **R&A Team Analyst**

will generate a list of various options and forward them to the **General Counsel** who will develop the appropriate formal motions in draft form. As an optional or additional process, the **General Counsel** might elect to use a "legislative model" approach for final deliberations which would include developing a full legislative bill such as used by the 2005 Commission (an extract is shown as an appendix) and related legislative model motion sets (2005 examples are included as an attachment to this section). Please note that the legislative model "bill" to be used for mark-up is essentially a verbatim yet reformatted extraction of the Secretary's recommendations.

It is possible to have four or five motions for an individual installation (e.g. closure, various realignments, or rejection of the recommendation of the Secretary of Defense). Again, the dependent nature that one action has on other actions must be clear. The **General Counsel** will have final approval over the completeness and legal sufficiency of any motion. All motions must be developed in sufficient time to allow for thorough review by the senior staff, but most importantly by the General Counsel. Accordingly, **R&A Team Analysts** should develop recommended options as comprehensively as possible in order to eliminate any ambiguities. Every effort should be made to have options completed and to the General Counsel at least four days prior to deliberations so that adequate time exists to develop specific motions. Questions should be discussed and resolved with the R&A Team Leader and General Counsel. The Commission should establish in its rules that motions by Commissioners in the form of amendments should be in writing and provided to all Commissioners within 24 hours of each day's deliberation. Motions not filed within 24 hours prior to that day's deliberation would be out of order.

Responsibilities and Suspenses:

- **Responsible R&A Team Analyst**:

  - Develop options to the Secretary's list of recommendations.
  - Ensure all senior staff are aware of any dependent actions associated with various options.
  - Forward approved options to the General Counsel who will develop draft motions – options should be provided to the General Counsel at least four days prior to deliberations.
  - Review draft motions with the General Counsel for appropriate intent and comprehensiveness.
  - Assist the General Counsel in developing motions during deliberations, as required.

- **General Counsel**:

  - Be aware of various options under discussion including any which are dependent on other related options.
  - Upon receipt of options from the R&A staff, develop draft motions for Commissioners' use at least two days prior to deliberations.
  - Review draft motions with responsible R&A staff to ensure appropriate intent and comprehensiveness.
  - Develop and prepare a legislative model approach if deemed necessary, following the attached and appended samples from the 2005 Commission.
  - During deliberations, develop motions, in concert with the R&A staff, as required.

Attachment:

1. Motion Shell
2. Legislative Model Sample

Appendix:

3. Extract of 2005 Commission Bill (prior to mark-up)

MILITARY DEPARTMENT

Installation Category

Installation Name:

Accept DoD Recommendation [Synopsis of recommendation]

I move that the Commission find that the Secretary of Defense did not deviate substantially from the force-structure plan and final criteria and, therefore, that the Commission adopts the following recommendation of the Secretary of Defense: (Verbatim statement of DoD recommendation.)

	Chairman Principi	Commissioner Bilbray	Commissioner Coyle	Commissioner Gehman	Commissioner Hansen	Commissioner Hill	Commissioner Newton	Commissioner Skinner	Commissioner Turner
Motion									
Second									
"AYE"									
"NAY"									

Alternative motion [Synopsis of alternative recommendation]

I move that the Commission find that the Secretary of Defense deviated substantially from the force-structure plan and criteria ___, ___, and ___, (as appropriate) and, therefore, that the Commission reject the Secretary's recommendation on (installation name) and adopt the following recommendation: (Specific statement of the recommendation.) The Commission finds this recommendation is consistent with the force-structure plan and final selection criteria.

	Chairman Principi	Commissioner Bilbray	Commissioner Coyle	Commissioner Gehman	Commissioner Hansen	Commissioner Hill	Commissioner Newton	Commissioner Skinner	Commissioner Turner
Motion									
Second									
"AYE"									
"NAY"									

Motion # G-1-1

A Motion to Approve
Army Recommendation 5,
Fort Wainwright, Alaska,
Army Recommendation 8,
Fort McPherson, Georgia,
Army Recommendation 19,
Fort Monroe, Virginia,
Army Recommendation 106,
U.S. Army Garrison Michigan (Selfridge),
appearing at Chapter I, Sections 1, 3, 8 and 51, respectively, of the Bill.

Global motion to approve recommendations Army 5, 8, 19 and 106 and H&SA 46, Chapter I, Sections 1, 3, 8 and 51, respectively, of the Bill.

Offered by: _____

Seconded by: _____

Approved Disapproved

I move that the Commission find that Army Recommendation 5, Fort Wainwright, Alaska, Army Recommendation 8, Fort McPherson, Georgia, Army Recommendation 19, Fort Monroe, Virginia, and Army Recommendation 106, U.S. Army Garrison Michigan (Selfridge), are consistent with the Final Selection Criteria and Force Structure Plan.

Motion # 7-4A

A Motion to Amend
Army Recommendation 16,
Red River Army Depot, Texas,
appearing at Chapter 1, Section 7 of the Bill.

Deletes the realignment of depot level maintenance of a variety of items, including combat vehicles, powertrains, construction equipment, tactical vehicles and associated storage and distribution functions.

Offered by: _____

Seconded by: _____

Approved Disapproved

I move:

- that the Commission find that when the Secretary of Defense made Army Recommendation 16, Red River Army Depot, Texas, he substantially deviated from Final Selection Criteria 1, 2, 3 and 6 and the Force Structure Plan;
- that the Commission strike the language "**Close Red River Army Depot, TX.** Relocate the depot maintenance of Armament and Structural Components, Combat Vehicles, Depot Fleet/Field Support, Engines and Transmissions, Fabrication and Manufacturing, Fire Control Systems and Components, and Other to Anniston Army Depot, AL. Relocate the depot maintenance of Powertrain Components, and Starters/Generators to Marine Corps Logistics Base Albany, GA. Relocate the depot maintenance of Construction Equipment to Anniston Army Depot, AL, and Marine Corps Logistics Base Albany, GA. Relocate the depot maintenance of Tactical Vehicles to Tobyhanna Army Depot, PA and Letterkenny Depot, PA." and replace it with the language "**Realign Red River Army Depot, TX.**";
- that the Commission strike the language "Relocate the storage and distribution functions and associated inventories of the Defense Distribution Depot to the Defense Distribution Depot, Oklahoma City, OK.", and;
- that the Commission find this change and the recommendation as amended are consistent with the Final Selection Criteria and Force Structure Plan.

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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SECTION I DELIBERATION HEARING PROCESS

SECTION I

DELIBERATION HEARING PROCESS

Purpose: The Commission conducts Deliberation Hearings to determine those bases to be recommended for closure or realignment to the President by the date established by law.

Discussion: The Deliberation Hearing is the final major public forum in the Commission's process. It will be conducted over a period of days during the final two weeks leading up to the completion of the Final Report. During the Deliberation Hearing, the Commission reviews all data collected and analyzed by R&A relating to bases under review. These include bases recommended by Secretary of Defense and those added for further consideration by the Commission.

Procedures: At the direction of the Commissioners, the **Director of Review & Analysis**, in conjunction with the Executive Director, the General Counsel, and the Director of Administration and Operations, will recommend the general time frame and the order for presentations at the Deliberation Hearing. Hearings will normally be held on Capitol Hill but may be held in other venues chosen by the Commission. The Commission staff will prepare read-ahead books that will be sent to each Commissioner and provided to key staff personnel at least two days before the scheduled hearing. The read-ahead books will include the agenda for the hearing, base visit reports, regional hearing summaries, and the charts to be used in discussing closure and realignment alternatives, if available. Should the alternative "legislative model" procedure be adopted, the General Council will provide a copy of the draft legislative bill. All Commissioners can be expected to attend each session of the Deliberation Hearing. The responsible R&A Team, assisted by the Executive Director and the Director of Review and Analysis, will present the results of its independent analysis of all data to include major issues, cost comparisons, data based scoring, service provided military value ranking, etc. Where appropriate and if applicable, presentations must facilitate comparisons within Service categories and enable the Commissioners to select bases for recommendation to the President for realignment or closure. The attached representative presentation formats should be considered dependent upon the level of category related comparisons being considered. R&A analysts will participate in the hearing as directed by the appropriate team leader. Transcripts for the hearing will be available within two weeks after the hearing. Although the Commission staff will not edit transcripts, the Director of Legislative and Intergovernmental Affairs will coordinate a factual review for names and locations prior to certification of transcripts. The Chairman will normally have a "press availability" after each hearing. Other Commissioners may participate at their discretion.

Responsibilities and Suspenses:

- **Responsible R&A Team**:

  - Make available to Commissioners all pertinent information regarding bases to be considered.
  - Using the attached formats as models, prepare all appropriate presentation material for discussion with senior staff no later than three days prior to the hearing.
  - Prepare read-ahead material and provide 16, three-hole punched hard copies to Director of Legislative and Intergovernmental Affairs by COB three days before the hearing.

- Prepare 16 copies of hearing books containing the final presentation material and provide to Director of Legislative and Intergovernmental Affairs no later than COB the day prior to the hearing to ensure availability to the Commissioners prior to the respective Deliberation Hearing.
- Respond to Commissioners' questions and requests for information.

- **General Counsel**:

  - Provide counsel to Commissioners on an attorney-client basis regarding any conflicts and subsequent recusals.
  - Prepare and provide motions and draft bill formatted documents for Commission use and action during the final deliberations.
  - Manage the recusal process for each recommendation, on an as-required basis.
  - Support the Chairman as required assuring all votes are tallied and recorded.
  - Complete legal review of transcripts, motions, and bills in coordination with the Directors of Administration and Operations, Review and Analysis, and Legislative and Intergovernmental Affairs.

- **Director of Administration and Operations**:

  - Arrange Commissioner's travel no later than five days prior to the hearing.
  - Support the General Council in the recording of all vote tallies.
  - Assure all votes, motions, and recusals are properly documented in the e-library.
  - Assure all hearing material, whether Commission or community prepared, is documented in the e-library.

- **Designated Federal Officer (Office of General Counsel)**:

  - Provide notice to the *Federal Register* at least one month prior to the hearing, but in no event later than 15 days before the hearing if the Federal Advisory Committee Act is determined to be applicable.
  - Conduct all required witness oaths.

- **Director of Legislative and Intergovernmental Affairs**:

  - Schedule hearing room.
  - Notify "Super 24" (see D-1-1).
  - Monitor and control dais visits.
  - Arrange for stenographer no later than seven days prior to the hearing.
  - Make luncheon arrangements for Commissioners and appropriate staff no later than five days prior to the hearing.
  - Provide hearing schedule to each Commissioners' personal secretary no later than three days prior to the hearing.
  - Inform the Chairman and Executive Director of Commissioner attendance no later than three days prior to the hearing.
  - Prepare 16 read-ahead books by COB two days before each hearing.

- Coordinate read-ahead material consisting of such items as base visit and regional hearing summaries and the latest DoD and community correspondence.
- Send read-ahead books to Commissioners by over-night mail at least two days before each hearing if available.
- Insert final presentation material in Commissioners' books prior to the hearing.
- Take all necessary materials to hearing room.
- Set-up and clean-up hearing room.
- Prepare and submit travel vouchers for Commissioners as soon as possible after the hearing.

- **Director of Communications**:

  - Prepare appropriate press releases no later than five days prior to hearing.
  - Prepare opening remarks for the Chairman no later than two days prior to the hearing.
  - Arrange for copies of "press availability" presentation packages as approved by the Chairman.

Appendix:

1. Hearing Slides – 2005 Commission

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SECTION J FINAL REPORT

SECTION J

FINAL REPORT

Purpose: The Commission's efforts culminate with the preparation and publication of its findings and recommendations in the final report transmitted to the President by the date established by law.

Discussion: The **Executive Director**, in coordination with the Chairman and Commissioners, determines the number of sections in the final report. There were nine sections in the 1995 final report: the cover letter to the President signed by all Commissioners; the map and list of major closures and realignments; the executive summary; the Commission's findings and recommendations; life after base closures; issues for further consideration; previous base closure rounds; the 1995 process and procedures; and appendices. Prior to publication, it is imperative that R&A analysts ensure that all input to the final report is stamped **DRAFT**. Upon publication, all computer files containing draft versions will be erased and hard-copy drafts will be destroyed.

Procedures: The analysis performed by each person within R&A serves as the basis for the most important chapter of the final report, ***Commission Findings and Recommendations***. **R&A Teams** are responsible for drafting sections dealing with installations of their respective service. The **Interagency Issues Team** is responsible for Defense Agencies in coordination with the service team responsible for the affected installation. The **Joint Cross-Service Team** is responsible for those recommendations that lead to interservicing of functions. The attached format provides the source of information for each portion of this section. Analysts should start drafting the ***Commission Findings and Recommendations*** chapter as soon as the DoD report is received. They must write the initial draft of the ***Community Concerns*** section after completing the base visit and the relevant regional hearing. The ***Commission Findings*** and ***Commission Recommendation(s)*** sections should be drafted as potential recommendations become apparent. The initial draft of the ***Commission Findings and Recommendations*** chapter for a Commission endorsement of the recommendation of the Secretary of Defense must be completed one week before the Deliberation Hearing. This will permit adequate time for review by the Director of R&A and the Executive Director. Immediately after the Deliberation Hearing, the appropriate analyst on the responsible team must complete the ***Commission Findings*** and ***Commission Recommendation(s)*** sections based on the Commissioners' discussions and vote. Drafts will be provided to the **Director of Administration and Operations** who is responsible for coordinating them with the General Counsel and Executive Director. The drafts will be returned to the appropriate R&A Team for incorporation of relevant comments. The responsible **R&A Team** will provide the computer files of this section to the Director of Administration and Operations. The office of primary responsibility for other sections of the final report is shown under Responsibilities and Suspenses.

Responsibilities and Suspenses:

- **R&A Staff**:

  - Recommend subjects to be included in the ***Issues for Further Consideration*** chapter no later than June 1.

- Draft narratives for the ***Issues for Further Consideration*** chapter as assigned.

- **Responsible R&A Team**:

  - Draft ***Commission Findings*** and ***Commission Recommendation(s)*** sections for each alternative recommendation for which a motion has been developed prior to the Deliberation Hearing.
  - Finalize ***Commission Findings*** and ***Commission Recommendation(s)*** sections for each recommendation no later than one day following the applicable Deliberation Hearing.
  - Make necessary changes resulting from staff review immediately upon receipt.

- **Director of Administration and Operations**:

  - Edit all R&A-drafted materials; write and edit all remaining sections of the final report.
  - Coordinate and manage all aspects of preparing and producing the final report.

Attachment:

1. Format for ***Commission Findings and Recommendations***

Format for ***Commission Findings and Recommendations***

NAME OF INSTALLATION, STATE

RECOMMENDATION # __ (ARMY __)

ONE-TIME COST: $____M

ANNUAL RECURRING COSTS/(SAVINGS): ($____M)

20-YEAR NET PRESENT VALUE: ($____M)

PAYBACK PERIOD: ___ YEARS

SECRETARY OF DEFENSE RECOMMENDATION

(Verbatim copy from the Report of the Secretary of Defense to the Commission)

SECRETARY OF DEFENSE JUSTIFICATION

(Verbatim copy from the Report of the Secretary of Defense to the Commission)

COMMUNITY CONCERNS

(Synopsis developed by service team analyst and editor from base visit trip report and regional hearing issue summary)

COMMISSION FINDINGS

(Developed by service team analyst and editor based on presentation at deliberation hearing and discussion of Commissioners–it must provide the rationale for the recommendation)

COMMISSION RECOMMENDATION

(Verbatim copy of recommendation approved by Commissioners)

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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SECTION K DOCUMENTATION MAINTENANCE & RETIREMENT

SECTION K

DOCUMENTATION MAINTENANCE & RETIREMENT

Purpose: All aspects of maintaining Commission documents including collection, recording, filing, and archiving are extremely important and are the responsibility of each analyst. Each analyst will ensure that all documents used in analysis are ready for final archiving prior to termination of employment.

Discussion: Throughout the course of the Commission proceedings a great amount of documentation is received, generated, and used by R&A analysts. It is essential that this documentation is always readily accessible to the Commission, the Congress, DoD, and the general public. **R&A Team Analysts** must become conversant with the attached guidance memorandum regarding maintaining government information. All "records" meeting the definition of a record given in the memorandum must be maintained and later archived in an orderly manner to allow access during and after the Commission proceedings. **R&A Team Analysts** involved in collection, generation, and filing of these records must consider that all records will be eventually archived through the library. Data systems information will be maintained in individual directories with awareness that this information is system accessible and should be maintained to allow access and use by other staff during the process. The records will ultimately be archived by the **Chief Librarian/Archivist** and could be available for "discovery" in the case of a lawsuit. In short, the individual **R&A Team Analysts**, prior to termination of employment, will organize all documentation, data, and hard copies for central archive.

Procedures: Certain philosophies should be the basis of all documentation maintenance and retirement.

- **R&A Team Analysts** will ensure that one copy of all information received from any source, including DoD, industry, the public, Congress, etc., is presented to the Chief Librarian/Archivist immediately upon receipt.

- A copy of all FAXED material (in and out) should be provided to the Chief Librarian/Archivist.

- **R&A Team Analysts** must be familiar with the library system and structure to facilitate access for all concerned and to better understand the eventual procedures for archiving.

- All draft and internal working documents will be marked with a "**DRAFT**" heading. Revisions will be accomplished on the same "draft" document so at the end of the process only one copy – the final copy – survives in the analysts file.

- Again, follow the guidance in the attached memorandum.

- Keep in mind the certification and availability requirements of Public Law 101-510, Section 2903(c)(1)-(6). In short, certain data require certification by DoD personnel; these data must be given to the Commission and must be submitted to the Congress by DoD personnel.

- Upon completion of the Commission report to the President by the date established by law, each **R&A Team Analyst** will ensure that all hard copy and data files are prepared for archive as reviewed by the respective team leader and in accordance with instructions provided by the Chief Librarian/Archivist.

Responsibilities:

- **Each R&A Team Analyst:**

  •• Be aware of Chief Librarian/Archivist archiving guidelines.

- **Chief Librarian/Archivist:**

  •• Develop archiving guidelines for staff in accordance with the General Records Schedule 26 (Temporary Commissions, Boards, Councils and Committees) or current schedule. Section 2a applies to the permanently retained records submitted to the National Archives. Check with the National Archives for current electronic record requirements and include this information in your archiving guidance to the staff.

Attachment:

1. Requirements for Maintaining Government Information

MEMORANDUM

Requirements for Maintaining Government Information

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44 U.S.C. § 3301 Definition of records

"As used in this chapter, 'records' includes all books, papers, maps, photographs, machine readable materials, or other documentary materials, regardless of physical form or characteristics, made or received by an agency of the United States Government under Federal law or in connection with the transaction of public business and preserved or appropriate for preservation by that agency or its legitimate successor as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the Government or because of the informational value of data in them. Library and museum material made or acquired and preserved solely for reference or exhibition purposes, extra copies of documents preserved only for convenience of reference, and stocks of publications and of processed documents are not included." For the most part, the Commission's library is not a traditional reference library, and would not, therefore fit within this exclusion.

In maintaining records for the Commission, the following should be considered:

1. Was the information gathered in the course of agency business, as directed by agency superiors, in an official capacity of the employee, on agency time, or is it merely personal, i.e., log or calendar information for "memory jogging purposes?" Notes on a calendar are not an agency record unless used by the agency in course of business. For example, if the Director of Administration and Operations has a master calendar that is used by the staff it would be an agency record. An analyst's personal calendar would not be an agency record if it was used only as a memory jogger and contained internal matters of a relatively trivial nature and of no significant public interest, i.e., lunch schedules, parking spaces, etc.

2. Is the information draft or a final product? If a final product, it must be maintained. If it is clearly a draft, and we have the same data on later copies, it may be discarded. However, if the draft shows the decision making process (not merely edits) and is discussed by the Commission, it could possibly provide information valuable to the public and therefore, it has value and should be maintained. If a draft is simply a preliminary staff-working document, it may be destroyed. If drafts or notes are circulated to or among Commissioners, check with your supervisor before destroying them. Documents including drafts, which are part of the Commission decision-making process, are agency records that should be maintained.

3. Maintaining duplicate information is not necessary.

4. The computer format for any computer information is at the discretion of the agency.

5. Any information prepared by an attorney or under his/her direction should be maintained under the attorney-client privilege, should be marked accordingly, and provided to the General Counsel's office for cataloguing.

6. Any records under the definition of section 3301, that are to be destroyed by an agency, must be first submitted to the Archivist for review.

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SECTION L GAO SUPPORT

SECTION L

GAO SUPPORT

Purpose: The GAO, including its field offices, provides the Commission R&A staff with additional analysis support for work that requires field visits.

Discussion: During the limited time available for the R&A staff to perform its analysis, there are situations where field visits are required. When possible these visits will be performed by the responsible R&A analyst. However, when time and travel constraints or the requirement for special skills preclude performance by the analyst, a request can be made for GAO assistance.

Procedures: As soon as the **R&A Team Analyst** recognizes the potential need for GAO assistance, he will discuss the requirements with his/her team leader. Together they will formulate a request in the format shown in Attachment 1. After completion of the request, they will discuss it with the designated GAO detailee on the R&A staff who will assign it to the appropriate GAO office for accomplishment. The designated **GAO detailee** will coordinate with the field organization so that the GAO analyst(s) assigned to perform the work understands the request. He will also monitor the GAO analyst's activities to ensure that the required schedule is met.

It is very important that the request for GAO assistance be carefully prepared. The request must be very clear and specific. The GAO field analyst is not intended to replace the R&A analyst, only to assist the Commission staff on specific tasks that require on-site investigation.

Responsibilities and Suspenses:

- **Responsible R&A Team**:

  - Analyst prepares GAO Field Request form and finalizes with Team Leader.
  - Analyst and Team Leader discuss request with designated GAO detailee to finalize scope and schedule.
  - Discuss scope with assigned GAO field analyst.

- **Designated GAO Detailee**:

  - Finalize request with R&A team.
  - Assign work to appropriate GAO office and ensure understanding of requirements and schedule.
  - Monitor performance of GAO field analysts.

Attachment:

1. GAO Request Form

GAO REQUEST FORM

BASE: (Base Name, City, State)

R&A POC: (Name, Phone)

BASE POC: (Name, Phone)

REQUEST: (Thorough description of work requirements)

SCHEDULE: (Required due date)

ATTACHMENTS: (Any appropriate documents that support work request)

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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SECTION M COMMISSION ETHICS RULES AND PROCEDURES

SECTION M

COMMISSION ETHICS RULES AND PROCEDURES

Purpose: To provide a synopsis of the rules, processes, forms, and guidance documents used by the Commission's Ethics Official to comply with the Ethics in Government Act, and other applicable laws and regulations.

Discussion: The **Associate General Counsel** was the designated Ethics official and consulted with the Office of Government Ethics (OGE), the Department of Defense Office of General Counsel's ethics officer, and the White House Counsel's office on an as needed basis in order to ensure full compliance with all applicable ethics requirements.

In addition, the Ethics Official managed and trained all Commissioners and staff employees on ethics requirements and processed the various financial disclosure forms required to be filed by Commissioners and staff. Specifically, the financial disclosure forms that were used (SF-450 and SF-278, respectively) were sourced from OGE and are not included in this section since the forms are publicly available and may change over time.

Further, ethics opinions, where required, were issued by memoranda written by the Ethics Official. Compliance with ethics requirements was tracked by the Ethics Official on an excel spreadsheet that is not being provided in these materials in order to preserve the privacy of the individuals named on the sheet. However, creating a tracking mechanism is strongly urged.

Finally, responding to Freedom of Information Act requests for ethics materials was also handled by the Ethics Official. Ethics materials, forms, opinions, etc. were archived by the Commission in coordination with the Washington Headquarters Service (WHS) in compliance with all applicable ethics laws and regulations.

Appendix:

1. Delegation of Authority Designating the Ethics Official
2. Acknowledgement of the Standards of Ethical Conduct for Employees of the Executive Branch
3. Financial Disclosure Forms, Standards of Ethical Conduct Acknowledgment, and Foreign Activities Questionnaire
4. Ethics Guidance Materials Issued to the Chairman and Commissioners
5. Ethics Rules for BRAC Commissioners
6. Post-Employment Rules for BRAC Commissioners
7. Information Memorandum for the General Counsel Re: SGE Pay and Status
8. Nondisclosure Agreement for ANSER (federal contractor)
9. Conflicts of Interest and BRAC (guidance materials)
10. BRAC Ethics Briefing
11. Post-Employment Ethics Briefing

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

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APPENDIX

APPENDIX

- SECTION D INVESTIGATIVE HEARINGS – Suggested Commissioner Questions
- SECTION F REGIONAL HEARINGS – Advance Staff/Congressional Affairs Regional Hearing Checklist
- SECTION G ADDS HEARING – Hearing Slides – 2005 Commission
- SECTION H DELIBERATION POLICY & PROCEDURES – Extract of 2005 Commission Bill
- SECTION I DELIBERATION HEARING PROCESS – Hearing Slides – 2005 Commission
- SECTION M COMMISSION ETHICS RULES AND PROCEDURES
  - = Delegation of Authority Designating the Ethics Official
  - = Acknowledgement of the Standards of Ethical Conduct for Employees of the Executive Branch
  - = Financial Disclosure Forms, Standards of Ethical Conduct Acknowledgment, and Foreign Activities Questionnaire
  - = Ethics Guidance Materials Issued to the Chairman and Commissioners
  - = Ethics Rules for BRAC Commissioners
  - = Post-Employment Rules for BRAC Commissioners
  - = Information Memorandum for the General Counsel Re: SGE Pay and Status
  - = Nondisclosure Agreement for ANSER
  - = Conflicts of Interest and BRAC
  - = BRAC Ethics Briefing
  - = Post-Employment Ethics Briefing
- HEARING SLIDES – 1995 COMMISSION
  - = Adds Hearing
  - = Final Deliberation Hearing

APPENDIX
SECTION D INVESTIGATIVE HEARINGS

Suggested Commissioner Questions
Base Closure and Realignment Commission

Panel I
The Honorable Donald Rumsfeld, Secretary of Defense
and
General Richard Myers, Chairman of the Joint Chiefs of Staff
May 16, 2005

PROCESS

1. As I understand it, the Infrastructure Executive Council (IEC), chaired by the Deputy Secretary of Defense, has played an important role in overseeing the BRAC process. Please outline for us the role of the IEC in BRAC and how often it has met within the past year.

    a. To what extent did you or the Chairman participate in the meetings of the Infrastructure Executive Council as it deliberated over specific BRAC recommendations?

    b. How often were you otherwise briefed on progress of the BRAC process within the past year?

    c. To what extent did you and/or the members of the IEC take an action either adding or deleting specific bases as candidates for closure or realignment within the past 2-3 weeks? To the extent you did act in this regard, what was the basis for those individual actions? To what extent did you or the IEC change any candidate closure actions to a realignment action instead? If so, what was the basis for those decisions?

2. The November 2002 BRAC kick-off memo outlined several goals for BRAC 2005 including reducing infrastructure and achieving savings, maximizing jointness among the military services, and furthering transformation efforts.

    a. Could you briefly describe how well you think the proposed recommendations achieve your goals, particularly in the areas of maximizing jointness and furthering transformation?

b. What were the various metrics that you established to help you determine the extent to which the goals would be achieved?

3. We get very mixed signals when we look at the Department's BRAC list this year. On one hand, we see the Department is proposing what appear to be over 200 recommendations but, within that number, the number of proposed closures and realignments are much, much larger—over 800 recommended closures and realignments--a number that dwarfs all other BRAC rounds combined. Yet, the overwhelming majority of them are minor closures and realignments. Then, on the other hand, if we exclude the reserve BRAC actions and other below threshold actions from the Department's list of BRAC closures, it seems that some of the services are limited players in this BRAC round in terms of active bases—this is particularly interesting considering your earlier projections of nearly 25 percent excess capacity.

   a. Are you satisfied with the Army's and Air Force's consideration of active component bases for this BRAC round? What percent of the active component excess capacity is being reduced?

   b. To what extent do you think an additional BRAC round will be needed in the future? If so, when?

   c. Given that significant savings are realized through complete closures; and given that there are many realignments but relatively few closures, the anticipated BRAC savings seem somewhat high. Would you care to comment?

4. To further jointness, we understand that you established 7 joint cross service groups to analyze common support functions across the department.

   a. How successful do you think the groups were in developing recommendations, and the recommendations being accepted by the military services?

   b. Could you highlight the most significant recommendations that were proposed by these groups and what impact they might have on transformation and jointness?

5. A number of your recommendations seem to suggest some degree of jointness is to be achieved through implementation of the recommendations. To what

extent will those recommendations achieve meaningful breakthroughs toward joint operations or simply reflect collocation of activities with business as usual? How much progress are we really making in terms of jointness in your recommendations?

6. More so than in prior BRAC rounds, this year's round appears to shift various organizations and bodies of work from one base to another without closing many active component bases. How does emptying space on a base that remains open create savings in overall costs of maintaining those facilities, particularly when we know that when there is vacant space on base, someone will usually fill it?

7. Your recommendations include a reduction in the number of Air National Guard bases and aircraft and the realignment of others.

    a. What are your plans for the Guard's current end-strength?

    b. What analysis was done to examine the most efficient unit size in the active and reserve component?

    c. Given the fact that Guard units are often less expensive to operate than active units partly because they often operate at civilian or state-owned facilities, will the consolidation of Guard units achieve enough savings to justify the personnel turmoil associated with consolidating units?

    d. To what extent do the proposed BRAC realignments and closures retain sufficient flexibility in reserve and guard facility capacity to meet unanticipated future needs?

    e. What plans does the Department have for utilizing the personnel that are going to be without a mission as a result of these recommendations?

8. As you know, there has been some resistance to BRAC given today's security environment and at a time when the U.S military is involved in two major operations.

    a. How can we ensure that BRAC decisions in CONUS do not negatively affect ongoing operations in Iraq and Afghanistan?

b. How will any potential risks be mitigated?

9. As we discussed at a previous hearing with a member of your staff (Principal Deputy of Defense for Policy, Ryan Henry), the ongoing QDR and BRAC are interrelated. We are concerned that there is a possibility that decisions made as a result of the ongoing QDR may contradict some of your BRAC recommendations to the Commission.

   a. Did you attempt to integrate QDR and BRAC analyses and decisions?

   b. How can we ensure that decisions made in the ongoing QDR do not contradict?

   c. Can you or your staff keep us routinely informed on QDR activities and whether any QDR recommendations may appear to contradict your BRAC recommendations?

10. In testimony before the Senate Armed Services Committee on 23 Sep 04, Secretary Rumsfeld noted that "U.S. forces in the next century must be agile...[and] readily deployable...[and] must be able to project our power over long distances, in days or weeks, rather than months."

   a. Has DOD's BRAC submission accounted for results of the recent department-wide Mobility Capabilities Study? If so, how?

   b. If not, how can we ensure that our decisions on base closure and realignment do not conflict with these studies findings?

11. Mr. Secretary, we cannot review and analyze your recommendations for base closures and realignments without the certified data on which they were based. We have yet to receive that data from you. Time is of the essence since we have so much to accomplish between now and September 8th when our report must be submitted to the President. When can we expect that data from you?

12. If all the BRAC 2005 recommendations are implemented, can you tell us what the overall capacity reduction is projected to be for the Department of Defense, in terms of actual operational forces reduced, military and civilian

support personnel positions reduced, square miles of bases and training ranges reduced, storage space eliminated, etc?

13. Until shortly before the report was issued, we and the rest of the country understood that the BRAC would close 20-25% of the bases, yet only about one-third of the amount is reported to be the current figure. What changed?

14. After optimum base realignment scenarios were run and costs developed, were the Services allowed to adjust the final recommendations by removing, adding or realigning their base infrastructures? If so, what were those changes and what was the rationale for allowing them?

15. The initial DOD BRAC impact by state report shows fewer than 15,000 personnel, including 668 civilians, returning from Germany and Korea while we read in the papers about European reductions ranging from 50,000 to 70,000. Is this apparent inconsistency valid? If so, please explain.

FORCE STRUCTURE

16. DOD recently provided Congress with an updated 20-year force structure plan to be used in developing BRAC recommendations.

    a. What key assumptions was the Air Force's force structure plan based on?

        i. For example, what assumption does it make regarding replacement of existing aircraft—one for one replacement, or something smaller?

        ii. What assumption does it make regarding the future of UAVs relative to other aircraft?

    b. Does the force structure plan submitted in March 2005 reflect OSD's decision to reduce the number of F-22s that will be bought?

    c. To what extent is the force structure likely to change as a result of the QDR and how much flexibility will the Air Force have to

accommodate a different and potentially larger force structure under the proposed BRAC closing and realignment plan?

COST

17. Your report indicates that the level of projected annual recurring savings from this BRAC round is almost as much as the last four rounds combined. What are the major areas of savings?

    a. To what extent are those savings related to reductions in costs of facility maintenance and repair and recapitalization?

    b. To what extent are those savings related to civilian personnel reductions?

    c. To what extent are those savings related to reductions in military personnel end-strength levels? To what extent will authorized military personnel end-strength levels be reduced? If not, why not?

18. With the cost of implementing BRAC, overseas rebasing, the global war on terrorism, and the cost of several big-ticket acquisition items such as F22, JSF, and Army modularity competing for funding, how does the Department plan to pay for all of these investment needs?

19. Historically, one way of measuring the magnitude of savings expected from BRAC is the net present value of savings for a 20-year period. In that regard, the Department seems to be making two different 20-year savings projections from this BRAC round, one of which suggests the savings are about $ 50 billion and another which suggests the figure would be $64.2 billion if you include anticipated savings from overseas basing realignments around the world. Given what appear to be significant uncertainties regarding the level of costs and savings from yet to be finalized changes planned in overseas basing, I'm wondering if it is realistic to be trying to add $14 billion more to your projected domestic BRAC savings.

RECOMMENDATION / FUNCTION SPECIFIC

APPENDIX
SECTION D INVESTIGATIVE HEARINGS

20. So many of your recommendations pertain to reserve component activities, where the applicable personnel levels would seem to be below the personnel threshold levels (i.e. 300 authorized civilians) where closure action under the BRAC law would be required. In fact, the number of reserve actions proposed is so great one is almost inclined to call this the "2005 Reserve BRAC Round."

    a. Why are you proposing these reserve component actions under BRAC when BRAC is not needed to authorize them? If we were to look closely at each of these reserve actions, how many of them actually save money?

    b. To what extent have you assessed the potential impact of these reserve component recommendations on recruiting and retention of reserve personnel?

21. Your Headquarters Cross-Service Group has proposed creation of a number of joint bases whereby a single military service is being given responsibility for installation management functions for two or more bases located in close proximity to each other. How do you envision this working and where do you see savings occurring?

    a. Historically, the Air Force has been known for maintaining a higher standard of living, services, etc. on its bases than the other military services. That aside, will the joint service bases use the standards of the service that has the lead in managing the facilities of the other military services and will this result in the quality and standards being upgraded or possibly degraded for everyone? If so, what are the impacts on savings?

    b. For those instances where installation management for an Air Force base will be the responsibility of the Army or Navy, how will the Air Force standard be upheld or will the level of services be equivalent to existing practices of the Army or Navy?

22. There are many BRAC recommendations that would relocate military activities out of leased space and onto military bases where new construction will be required. To some extent these relocations are being justified in terms of meeting new force protection requirements.

a. To what extent has this been coordinated with GSA in terms of impact on their costs and impact on their portfolio of facilities?

b. To what extent do your intelligence assessments indicate a greater threat to DOD tenants in leased space compared with other government civilian tenants given today's threat environment? Would GSA and the Department of Homeland Security agree with your assessment?

c. How realistic is it to expect that force protection requirements would be enacted at the affected sites in the absence of BRAC?

23. Your recommendations also include the closure of the Portsmouth Naval Shipyard. With Portsmouth being only 1 of 4 remaining major Navy shipyards that perform depot maintenance work—primarily on nuclear–powered submarines--we want to be assured that the closure of this non-reconstitutable asset is in the best interest of DOD. We further understand that Portsmouth is considered by many to be one of the more efficient of the Navy shipyards.

a. In your analysis of realigning Portsmouth's projected workload to other shipyards, what is your assessment of the amount of overall surge capability you have in the short and long term if you close this facility?

b. What is your assessment of the impact of losing Portsmouth workers who are experienced in the highly technical field of maintaining nuclear-powered Navy vessels and how quickly do you thing it would take to train personnel or acquire the needed capability at the other shipyards?

24. Your package of recommendations includes a realignment of Walter Reed Army Hospital. Yet, for all intents and purposes, it looks like a closure to us. Would you care to comment?

25. There are several BRAC recommendations that support Joint and Cross-Service objectives. Was consolidating the Service Senior War Colleges into a Joint Center of Excellence for War Colleges considered?

ENVIRONMENTAL

26. In authorizing the 2005 BRAC round, Congress required the department to consider the impact of environmental restoration costs in its BRAC decision-making process. Could you please explain how these costs were considered in the decision-making process, particularly in assessing costs and savings, and whether those costs affected any BRAC decisions?

ECONOMIC

27. To what extent were considerations of economic impact, or regional impact in general, factors in final decisions of which bases would be recommended for closure or realignment?

APPENDIX
SECTION F REGIONAL HEARINGS

City, State
DBCRC REGIONAL HEARING
Advance Staff/Congressional Affairs Checklist

NLT TWO WEEKS PRIOR – Legislative

- ☐ Contact Senior Senator's office from host state
  - Establish a single point of contact for host state delegation/local task force
    - Name:
  - Determine location of venue
    - Address:
  - Establish a single point of contact for venue advance
    - Name:

- ☐ Contact Senior Senator's office from each state slated to participate in hearing
  - Inform Senior Senator's office on role in orchestrating the delegation testimony
  - Establish a single point of contact for each delegation providing testimony
    - State:
      - Name:
    - State:
      - Name:
    - State:
      - Name:

- ☐ Provide basic hearing details to Senior Senator POC:
  - Other states participating in hearing
  - Start and end times
  - Time allocated to each delegation

- ☐ Contact Governor's office, Junior Senator's office, and Congressional Member's office and inform them of Senior Senator role and other basic hearing details

- ☐ Provide Advance team with venue and POC information

- ☐ Ensure FACA notice is issued and corrected as necessary

TWO WEEKS PRIOR – Advance

- ☐ Contact hearing venue POC
  - Provide POC with contact information for full Advance team
  - Ask POC for hotel recommendations – request that POC inquire about the availability of a block of rooms (10-20)
  - Request that POC provide venue layout and location details
  - Request suggestions for catering options – coffee, beverage, possible food requirements

- ☐ Travel Arrangements:
  - Contact the DBCRC Travel Office and define travel needs (plane, hotel, car)

- Ensure that all hotel rooms are blocked in the same hotel for the Commissioners and staff
- Provide a list of all Commissioners and staff – Advance, Legislative Affairs, Communications, Legal Counsel, R&A – that will be attending the hearing to the DBCRC Travel Office

☐ Obtain Commissioner emergency contact information from Executive Assistant to Chairman

☐ Contact ANSER (or other contractor, or in-house) and arrange/schedule:
- Court reporter
- Signer for hearing impaired
- Signs:
  - Commission Regional Hearing
  - Commission Materials
  - Community Materials
  - Press Check-In

☐ Contact Commission Communications representative:
- Press Release / Media Advisory
- Press Credential – will media call DC with their credential info??? Website check-in?

SET-UP REQUIREMENTS

☐ Forward to local POC suggested set-up needs for hearing to include:
- Hearing room set-up
- Commissioner Hold Room
- Staff Office
- Security for hearing
- Reserved parking for Commissioners & staff at hearing site
- Press Briefing Room
- Volunteers – if needed to assist
- Signer / Hearing Impaired Services set-up

☐ Hearing Room Set-Up:
- Decide whether to use "V" set-up, with Commissioners on one side of stage, and witnesses on other (with podium in center) or more traditional Congressional hearing set-up
- Stage at front of room for traditional or "V":
  - Commissioner Table
    - Table size is dependent on number of Commissioners attending hearing – 1 - 8' table accommodates 2 Commissioners
    - Table should to be clothed and skirted; recommended color: black
    - Request a gavel for the hearing
  - DBCRC staff seating behind Commissioners
    - Number of seats is dependent on number of staff attending the hearing
  - Backdrop behind Commissioner table and staff seating
    - Dark velvet drape – minimum 14' height
    - One US flag

        - Backdrop needs to extend fully behind main stage and diagonally out (for cut shot)
    - Cut Shot (if able)
        - US flags (state flags allowed – do not request)
    - Witness Table (check with delegation to determine preference)
        - 8' table accommodates 2-3 witnesses
        - Table should be clothed and skirted
        - Recommended color: black
        - Timer
    - Court Reporter Table
        - Table should be skirted and clothed
        - Recommended color: black
    - Space for stills in well of hearing room
    - Space designated for signer/hearing impaired assistance
- Remainder of room (recommended – as able):
    - Press Cut Riser
        - Make sure placement of riser is near electrical outlets
        - It is the responsibility of the press to provide their own extension cords to reach electrical power outlets
        - Rope and stanchions to control access to this area
    - Technical Specifications for Stage:
        - Recommended height for riser is no more than 2' high
        - Press cut riser has to be same height at main stage
    - Theater style seating for attendees – as available
        - Number of seating depends on size of room
        - Estimated number of seats is between 1,000-1,500
    - Press Riser
        - No more than 60' from Commissioner table
        - Same height at main stage – if able
        - Length –
        - Should be two tier – first tier same height as main stage
        - Center of press riser reserved for national media
        - Needs access to electrical outlets
            - It is the responsibility of the press to provide their own extension cords to reach electrical outlets
            - Tables and chairs to each side of riser for writers
            - Rope and stanchion to control access to this area
    - Audio-visual equipment
        - Table microphones for **each** Commissioner
        - Table microphones for witness table
            - Number of microphones is dependent on number of witnesses
            - Witnesses may need to share
        - Mult box(es)
        - Lighting – as required to support presentations
        - Timer (if able – LED visible to **all**)
        - Screen (if required by delegation – delegation may provide)
        - LCD projector (if required by delegation – delegation may provide)
        - Laptop (if required by delegation – delegation may provide)

        - Large screen TVs – each venue will vary
    - Miscellaneous Equipment
        - Easels for presentations

- ☐ Commissioner Hold Room
    - This room needs to be located near the main stage – with access separated from public entrance
    - This room and area of transit from room to stage requires security that allows access to only Commissioners and staff
    - Set-up:
        - Seating for Commissioners
        - Conference table
        - Water
        - Coffee
        - Continental breakfast (if hearing starts in the morning or is an all day hearing)
        - Lunch arrangements (if hearing is all day)
    - Private restrooms need to be located near hold room
    - Telephone available in room; with conference call/speakerphone – if able
    - Room to store luggage if needed

- ☐ Staff Office – This office should be located near the Commissioner Hold Room (may be combined with Commissioner Hold Room)
    - Set-up:
        - 4 - 8' tables – clothed and skirted (this is for office workspace)
        - Chairs – number is dependent of number of staff attending hearing
        - Telephone access and electrical outlets
        - Broadband Internet access - if able in room or within proximity
        - Photocopy machine - if able in room or within proximity
        - Printer for computers - if able or within proximity
        - Office supplies

- ☐ Press Briefing Room
    - Toast color lectern with attached microphone
    - Velvet drape – 12' height
    - US flags (may add state flags)
    - DBCRC seal on lectern
    - 2 Mult boxes
    - Tables and chairs – no need to cloth and drape these tables
    - Room should be able to accommodate media requests for installation of telephone/internet lines – any cost of installing such lines is the responsibility of the media organization
        - This room should be adjacent or within a short walking distance from the hearing room as the Commissioners will be going directly to this room at the conclusion of the hearing for press avail

- ☐ Outside Hearing Room
    - Commission table for materials

- Community table for materials
- Press check-in table
- Easels for signage indicating tables (**NOTE**: ANSER is able to produce and FedEx signs)

☐ Volunteers:
- Man tables to assist with press check-in
- Man table to monitor material distribution
- Position outside venue and at doorways to assist public

☐ Outside the Venue:
- Reserved Parking Spaces for:
  - Commissioners
  - Staff
  - Press satellite trucks (these spaces need to be reserved on the south – southwest side of the hearing location)

ONE WEEK PRIOR

☐ Prepare Regional Hearing briefing books and mail to attending Commissioners:
- One for **each** Commissioner in attendance
- Legislative Affairs
- Communications
- Legal Counsel
- R&A (1 each, depending on the number of R&A staff in attendance)
- Library
- Advance
- 2 extra copies

☐ Hearing Books will include:
- Covers
- Spine
- Table of Contents
- Meeting Agenda
  - Sequence of events w/times listed
  - State delegation agendas
- Chairman's opening statement
- Designated Federal Officer oath
- State information
  - Witness line-up
  - Witness biographies (if able to obtain)
  - Base visit data (if base visits have occurred prior to hearing start)
- Questions (only if suggested for regional hearings)
- Local information
- Press briefing materials
- Diagrams of hearing location – need to include:
  - Entrance for Commissioners

- Route to hold room
- Hold room location
- Staff office location
- Restrooms for Commissioners
- Hearing room set-up
- Press briefing room for press availability
- Exit for Commissioners

☐ Pack supply box (and ship if not taking on the plane). Make sure you have the appropriate materials for your trip:
- Commissioner name plates
- DBCRC podium logo
- Pads of paper for Commissioner table
- Pens and pencils for Commissioner table
- Reserved seat signs for appropriate parties
  - Check with Legislative Affairs to determine what reserved seats are required for **each** witness panel
  - Staff
  - Press
- Witness placards
- Press check-in sheet
- Press credentials
- Staff and volunteer credentials
- DoD Report
- BRAC Statue
- Commission timeline

DAY OF ADVANCE ARRIVAL IN CITY

☐ Meet with venue POC and walk through hearing location to review set-up and dress rehearsal
- Attempt with POC to set-up "satellite mini-DBCRC office" either at hotel, hearing site, or other location suggested by POC (this mini-office may serve as DBCRC headquarters for a few days)

☐ Check to make sure the Commissioners hotel is adequate (hopefully same hotel as staff)

☐ Drive all travel routes to estimate times

☐ Diagram hearing location

☐ Complete line-by-line of Commissioner movements from their arrival to departure

☐ Prepare city information folder for hotel rooms of Commissioners and staff (hand this information to staff upon their arrival):
- Map of city
- Restaurant listings
- Location of pharmacies

- Location of laundry/dry cleaners
- Weather

☐ Reconfirm arrival times of staff with travel

☐ Brief staff upon arrival of hearing location and itinerary

☐ Provide staff with hearing books

DAY PRIOR TO COMMISSIONERS' ARRIVAL

☐ Confirm Commissioners arrival time

☐ Confirm transportation for Commissioners

☐ Reconfirm itineraries of all Commissioners

DAY OF COMMISSIONERS' ARRIVAL

☐ Meet Commissioners' at airport and escort to hotel/hearing location

☐ If able, check-in Commissioner to room prior to their arrival

☐ Place city information folder in Commissioner's room, if able, or provide as a package for check-in pickup at front desk

☐ Provide Commissioners with hearing books – if not previously mailed (last-minute changes and installation visits will usually require assembly by advance, in consultation with R&A and press, while physically in regional hearing city)

DAY OF HEARING

SET-UP NEEDS TO BE COMPLETED AND FINALIZED 2 HOURS PRIOR TO HEARING START TIME

☐ Oversee Hearing Room Set-Up:
- Set AC to low temperature to cool room
- Main stage
  - Backdrop
  - 12' pipe and drape
  - US flag
- Commissioner table (clothed & skirted)
  - Name plates
  - Table microphones (check each microphone)
  - Paper, pen, pencil
  - Water pitchers and glasses
  - Gavel – at chairman's seat
- Staff seating behind Commissioner table

- Witness table (clothed & skirted if able)
  - Witness tent cards
  - Table microphones (check each microphone)
  - Water pitchers and glasses
- Court reporter table (clothed & skirted)
  - Power supply
  - Provide reporter with:
    - Agenda
    - Chairman's opening statement
    - Other materials (perhaps extra briefing binder)
  - Signer for hearing impaired – location determined; seating
  - Screen, LCD, laptop (if required)
  - Lighting adjusted for media – accommodate press but ensure Commissioners will not be blinded or made too uncomfortable by lights
  - Press cut riser – in assigned area
  - Main press riser and tables - center reserved for national media
  - Reserved seat signs for attendees
    - Witnesses
    - Elected officials
    - Designated staff
  - Set up tables outside hearing room:
    - DBCRC Commission materials
    - Community materials
    - Press check-in
    - Easels for signage
  - Set up Commissioner Hold Room
  - Set up Staff Office
    - Place office supplies from travel supply box in room
  - Set up Press Briefing Room
  - If you are able to secure hallway/area behind the stage to the Commissioner hold room, place signs in this area with arrows pointing to the location of the:
    - Hearing Room
    - Hold Room
    - Staff Office
    - Restrooms

☐ Security in Place:
- Commissioner arrival area
- Commissioner hold room
- Public entrance to hearing room / general hearing security

<u>1 HOUR PRIOR TO HEARING START TIME</u>

☐ Doors open to attendees

☐ Commissioner arrival for hearing pre-brief

- Meet Commissioners at arrival location/reserved parking with security and escort to hold room

☐ Tables at entrance manned
- Have one individual tasked to collect any items designated for delivery to the Commission

HEARING START/END TIME

☐ Advance staff seated near witness table to:
- Work timing device (in consultation with General Counsel)
- Switch out witness tent cards (witnesses likely to do on own)
- Witnesses responsible for the timing of own speakers during individual presentations; Advance staff times only the overall time block allotted to each delegation
- During hearing, monitor all backstage and venue activity

CONCLUSION OF HEARING

☐ Press Avail – then immediate transport of Commissioners

☐ Pack all supplies – assist venue POC in Commission area clean-up

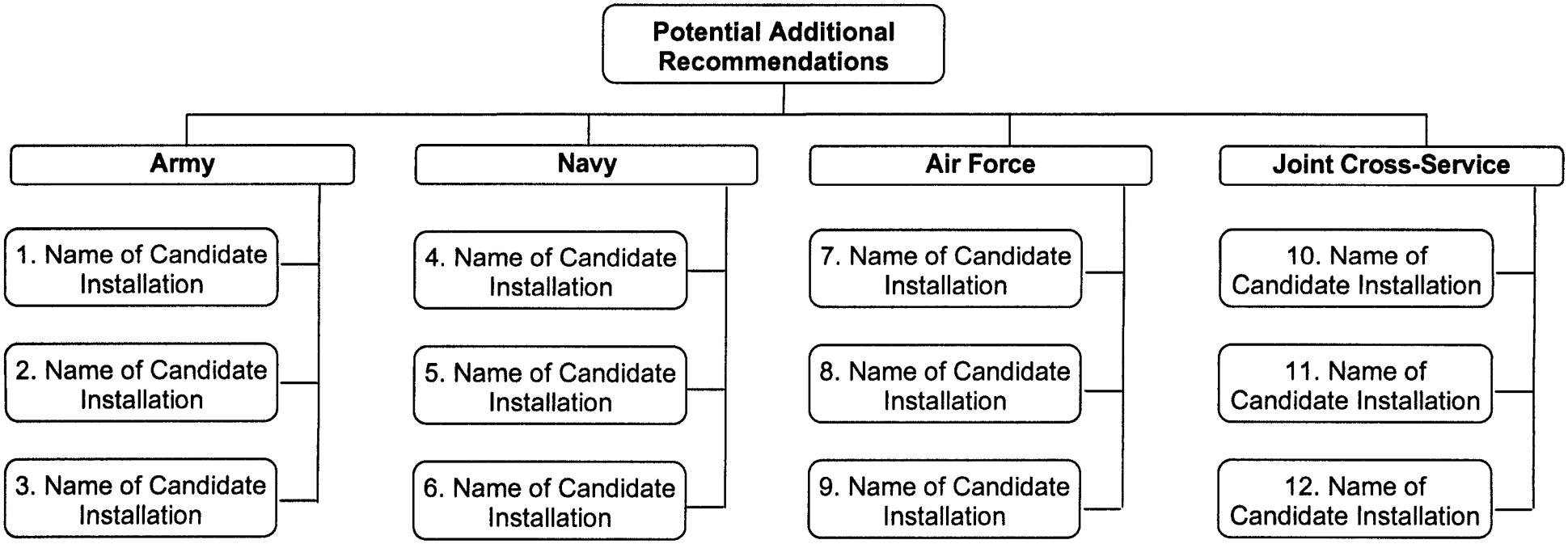
☐ Collect copies of **all** community materials and any materials designated for delivery to the Commission
- Collect Commissioners' hearing books (if they are not retaining)
- Collect any R&A materials that need to be returned to the DC office
- Collect any press items that need to be retained

☐ Mail or hand-carry all items and ensure they are delivered to the DBCRC library (or designated individual is specified otherwise)

Defense Base Closure & Realignment Commission

Hearing on
Proposed Additional Considerations
for Closure or Realignment
(Date)

Defense Base Closure & Realignment Commission



Defense Base Closure & Realignment Commission

1. Name of Candidate Installation

Action under Consideration:

(State action in complete detail)

Title of Recommendation

Close:

- Installation, State

Gain at:

- Installation, State
- Installation, State

Requirements:

- State which units will be relocated.

Associated DoD Recommendations

- Note any DoD recommendation affecting any of the installations noted above.

Reasons for Consideration

- State rationale for adding installation to DoD's recommendations

Title of Recommendation

INSTALLATION	TABLE OF PERSONNEL CHANGES									
	OUT		IN		ELIM.		NET GAIN/(LOSS)		CONT	TOTAL DIRECT
	MIL	CIV	MIL	CIV	MIL	CIV	MIL	CIV		
Name of Installation										

Title of Recommendation

COBRA DATA		
	DoD COBRA Data Date	Commission COBRA Data Date
One Time Cost	$___M	$___M
Net Implementation Cost	$___M	$___M
Annual Recurring (Savings)	($___M)	($___M)
Payback Period/Year	__ Years/20__	__ Years/20__
Net Present Value at 20__	($___M)	($___M)

Staff Analysis

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS

Title of Recommendation

DoD Response:

- Pending DoD Letter

GAO Comment:

- None

Defense Base Closure & Realignment Commission

1. Name of Candidate Installation

Action under Consideration:

(State action in complete detail)

APPENDIX
SECTION H DELIBERATION POLICY & PROCEDURES
EXTRACT OF 2005 COMMISSION BILL

A Bill to Make Recommendations to the President
Under the Defense Base Closure and Realignment Act of 1990

APPENDIX
SECTION H DELIBERATION POLICY & PROCEDURES
EXTRACT OF 2005 COMMISSION BILL

Extract from the Defense Base Closure and Realignment Act of 1990, as amended.

Section. 2913. Final selection criteria for additional round of base closures and realignments.

(a) Final selection criteria. The final criteria to be used by the Secretary in making recommendations for the closure or realignment of military installations inside the United States under this part in 2005 shall be the military value and other criteria specified in subsections (b) and (c).

(b) Military value criteria. The military value criteria are as follows:

(1) [**Criterion 1**] The current and future mission capabilities and the impact on operational readiness of the total force of the Department of Defense, including the impact on joint warfighting, training, and readiness.

(2) [**Criterion 2**] The availability and condition of land, facilities, and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.

(3) [**Criterion 3**] The ability to accommodate contingency, mobilization, surge, and future total force requirements at both existing and potential receiving locations to support operations and training.

(4) [**Criterion 4**] The cost of operations and the manpower implications.

(c) Other criteria. The other criteria that the Secretary shall use in making recommendations for the closure or realignment of military installations inside the United States under this part in 2005 are as follows:

(1) [**Criterion 5**] The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.

(2) [**Criterion 6**] The economic impact on existing communities in the vicinity of military installations.

(3) [**Criterion 7**] The ability of the infrastructure of both the existing and potential receiving communities to support forces, missions, and personnel.

(4) [**Criterion 8**] The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

(d) Priority given to military value. The Secretary shall give priority consideration to the military value criteria specified in subsection (b) in the making of recommendations for the closure or realignment of military installations.

(e) Effect on Department and other agency costs. The selection criteria relating to the cost savings or return on investment from the proposed closure or realignment of military installations shall take into account the effect of the proposed closure or realignment on the costs of any other activity of the Department of Defense or any other Federal agency that may be required to assume responsibility for activities at the military installations.

APPENDIX
SECTION H DELIBERATION POLICY & PROCEDURES
EXTRACT OF 2005 COMMISSION BILL

Chapter I. Department of the Army Recommendations

1. Fort Wainwright, Alaska (Army 5).

a. **Realign Fort Wainwright, AK**, by relocating the Cold Regions Test Center (CRTC) headquarters from Fort Wainwright, AK, to Fort Greely, AK.

2. Fort Gillem, Georgia (Army 6).

a. **Close Fort Gillem, GA**. Relocate the Headquarters, 1st US Army to Rock Island Arsenal, IL. Relocate the 2d Recruiting Brigade to Redstone Arsenal, AL. Relocate the 52d Explosive Ordnance Disposal (EOD) Group to Fort Campbell, KY. Relocate the 81st RRC Equipment Concentration Site to Fort Benning, GA. Relocate the 3d US Army Headquarters support office to Shaw Air Force Base, SC. Relocate the Headquarters US Forces Command (FORSCOM) VIP Explosive Ordnance Support to Pope Air Force Base, NC. **Close the Army-Air Force Exchange System (AAFES) Atlanta Distribution Center** and establish an enclave for the Georgia Army National Guard, the remainder of the 81st RRC units and the Criminal Investigation Division (CID) Forensics Laboratory.

3. Fort McPherson, Georgia (Army 8).

a. **Close Fort McPherson, GA**. Relocate the Headquarters US Army Forces Command (FORSCOM), and the Headquarters US Army Reserve Command (USARC) to Pope Air Force Base, NC. Relocate the Headquarters 3d US Army to Shaw Air Force Base, SC. Relocate the Installation Management Agency Southeastern Region Headquarters and the US Army Network Enterprise Technology Command (NETCOM) Southeastern Region Headquarters to Fort Eustis, VA. Relocate the Army Contracting Agency Southern Region Headquarters to Fort Sam Houston.

4. Fort Bragg, North Carolina (Army 10).

a. **Realign Fort Bragg, NC**, by relocating the 7th Special Forces Group (SFG) to Eglin AFB, FL, and by activating the 4th Brigade Combat Team (BCT), 82d Airborne Division and relocating European-based forces to Fort Bragg, NC.

5. Fort Monmouth, New Jersey (Army 11).

6. Fort Hood, Texas (Army 15).

7. Red River Army Depot, Texas (Army 16).

8. Fort Monroe, Virginia (Army 19).

9. Maneuver Training (Army 20).

10. RC Transformation in Alabama (Army 25).

11. Reserve Component Transformation in Arizona (Army 28).

APPENDIX
SECTION H DELIBERATION POLICY & PROCEDURES
EXTRACT OF 2005 COMMISSION BILL

12. Reserve Component Transformation in Arkansas (Army 30).

13. Reserve Component Transformation in California (Army 33).

14. Reserve Component Transformation in Connecticut (Army 35).

15. Reserve Component Transformation in Delaware (Army 37).

16. Reserve Component Transformation in Georgia (Army 39).

17. Reserve Component Transformation in Hawaii (Army 40).

18. Reserve Component Transformation in Illinois (Army 42).

19. Reserve Component Transformation in Indiana (Army 44).

20. Reserve Component Transformation in Iowa (Army 46).

21. Reserve Component Transformation in Kentucky (Army 48).

22. Reserve Component Transformation in Louisiana (Army 50).

23. Reserve Component Transformation in Maryland (Army 52).

24. Reserve Component Transformation in Massachusetts (Army 54).

25. Reserve Component Transformation in Michigan (Army 55).

26. Reserve Component Transformation in Minnesota (Army 57).

27. Reserve Component Transformation in Missouri (Army 58).

28. Reserve Component Transformation in Montana (Army 60).

29. Reserve Component Transformation in Nebraska (Army 62).

30. Reserve Component Transformation in New Hampshire (Army 65).

31. Reserve Component Transformation in New Jersey (Army 66).

APPENDIX
SECTION H DELIBERATION POLICY & PROCEDURES
EXTRACT OF 2005 COMMISSION BILL

32. Reserve Component Transformation in New Mexico (Army 68).

33. Reserve Component Transformation in New York (Army 69).

34. Reserve Component Transformation in North Carolina (Army 72).

35. Reserve Component Transformation in North Dakota (Army 73).

36. Reserve Component Transformation in Ohio (Army 75).

37. Reserve Component Transformation in Oklahoma (Army 77).

38. Reserve Component Transformation in Oregon (Army 80).

a. Close Sears Hall United States Army Reserve Center in Portland, OR, close Sharff Hall United States Army Reserve Center in Portland, OR, and relocate units to a new Armed Forces Reserve Center on Camp Withycombe, OR. The new Armed Forces Reserve Center (AFRC) shall have the capability to accommodate Oregon National Guard units currently on Camp Withycombe and from the following Oregon ARNG Armories: Lake Oswego Armory, Maison Armory, and Jackson Band Armory, OR, if the state decides to relocate those National Guard units.

39. Reserve Component Transformation in Pennsylvania (Army 82).

40. Reserve Component Transformation in Puerto Rico (Army 85).

41. Reserve Component Transformation in Rhode Island (Army 87).

42. Reserve Component Transformation in Tennessee (Army 89).

43. Reserve Component Transformation in Texas (Army 91).

44. Reserve Component Transformation in Vermont (Army 95).

45. Reserve Component Transformation in Washington (Army 97).

46. Reserve Component Transformation in West Virginia (Army 99).

47. Reserve Component Transformation in Wisconsin (Army 102).

48. Reserve Component Transformation in Wyoming (Army 103). Single Drill Sergeant School (Army 105).

APPENDIX
SECTION H DELIBERATION POLICY & PROCEDURES
EXTRACT OF 2005 COMMISSION BILL

49. Single Drill Sergeant School (Army 105).

50. U.S. Army Garrison Michigan (Selfridge) (Army 106).

51. USAR Command and Control New England (Army 107).

52. USAR Command and Control – Northeast (Army 109).

53. USAR Command and Control – Northwest (Army 112).

54. USAR Command and Control – Southeast (Army 115).

55. USAR Command and Control – Southwest (Army 117).

a. **Realign the Joint Force Training Base Los Alamitos, CA** by disestablishing the 63d Regional Readiness Command (RRC) Headquarters, Robinson Hall, USARC and activating a Southwest Regional Readiness Command headquarters at Moffett Field, CA in a new AFRC.
b. **Realign Camp Pike Reserve Complex, Little Rock, AR** by disestablishing the 90th RRC and activating a Sustainment Brigade.
c. **Close the Major General Harry Twaddle United States Armed Forces Reserve Center, Oklahoma City, OK**, and relocate the 95th DIV (IT) to Fort Sill, OK.
d. **Realign Camp Parks Reserve Forces Training Area, CA**, by relocating the 91st DIV (TSD) to Fort Hunter Liggett, CA

APPENDIX
SECTION H DELIBERATION POLICY & PROCEDURES
EXTRACT OF 2005 COMMISSION BILL

Chapter II. Department of the Navy Recommendations

56. Marine Corps Logistics Base, Barstow, CA (DoN 6)

a. **Realign Marine Corps Logistics Base Barstow, CA**. Disestablish the depot maintenance of Aircraft Other Components, Aircraft Rotary, and Strategic Missiles. Consolidate depot maintenance of Engines/Transmissions, Other Components, and Small Arms/Personal Weapons at Anniston Army Depot, AL. Consolidate the depot maintenance of Conventional Weapons, Engines/Transmissions, Material Handling, Powertrain Components, Starters/Alternators/Generators, Test Measurement Diagnostic Equipment, and Wire at Marine Corps Logistics Base Albany, GA. Consolidate depot maintenance of Electronic Components (Non-Airborne), Electro-Optics/Night Vision/Forward-Looking-Infrared, Generators, Ground Support Equipment, Radar, and Radio at Tobyhanna Army Depot, PA. Consolidate depot maintenance of Tactical Missiles at Letterkenny Army Depot, PA. Realign Fleet Support Division Maintenance Center Barstow and Marine Corps Logistics Base Barstow operations to increase efficiencies and reduce infrastructure.

57. Naval Support Activity Corona, CA (DoN 7)

a. **Close Naval Support Activity Corona, CA**. Relocate Naval Surface Warfare Center Division Corona, CA to Naval Base Ventura County (Naval Air Station Point Mugu), CA.

58. Naval Weapons Station Seal Beach Detachment, Concord, CA (DoN 9)

59. Submarine Base New London, CT (DoN 10)

60. Officer Training Command, Pensacola, FL (DoN 12)

61. Naval Air Station Atlanta, GA (DoN 13)

62. Navy Supply Corps School Athens, GA (DoN 14)

63. Naval Support Activity New Orleans, LA (DoN 15)

64. Naval Air Station Brunswick, ME (DoN 18)

65. Marine Corps Support Activity Kansas City, MO (DoN 19)

66. Naval Station Pascagoula, MS (DoN 20)

67. Naval Air Station Joint Reserve Base Willow Grove, PA, and Cambria Regional Airport, Johnstown, PA (DoN 21)

68. Naval Shipyard Portsmouth, Kittery, ME (DoN 23)

69. Naval Station Newport, RI (DoN 25)

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70. Engineering Field Division/Activity (DoN 28)

71. Naval Station Ingleside, TX and Naval Air Station Corpus Christi, TX (DoN 26)

72. Navy and Marine Corps Reserve Centers (DoN 29)

73. Navy Recruiting Districts (DoN 34)

74. Navy Regions (DoN 35)

75. Navy Reserve Centers (DoN 37)

76. Navy Reserve Readiness Commands (DoN 44)

a. **Realign Naval Air Station Joint Reserve Base Fort Worth, TX**, by consolidating Navy Reserve Readiness Command South with Naval Reserve Readiness Command Midwest at Naval Station Great Lakes, IL.

b. **Realign Naval Station Newport, RI, and the Washington Navy Yard, Washington, DC**, by consolidating Naval Reserve Readiness Command Northeast with Naval Reserve Readiness Command Mid-Atlantic and relocating the consolidated commands to Naval Station, Norfolk, VA.

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Chapter III. Department of the Air Force Recommendations

77. Birmingham International Airport Air Guard Station, AL (AF 5)

a. **Realign Birmingham International Airport Air Guard Station (AGS), AL.** Distribute the 117th Air Refueling Wing's (ANG) KC-135R aircraft to the 101st Air Refueling Wing (ANG), Bangor International Airport AGS, ME (two aircraft); the 134th Air Refueling Wing (ANG), McGhee-Tyson Airport AGS, TN (four aircraft); and the 161st Air Refueling Wing (ANG), Phoenix Sky Harbor International Airport AGS, AZ (two aircraft). The 117th Air Refueling Wing's firefighter positions will move to Dannelly Field AGS, AL, and the remaining expeditionary combat support (ECS) will remain in place.

78. Eielson Air Force Base, AK, Moody Air Force Base, GA, and Shaw Air Force Base, SC (AF 6)

a. **Realign Eielson Air Force Base, AK.** The 354th Fighter Wing's assigned A-10 aircraft will be distributed to the 917th Wing Barksdale Air Force Base, LA (three aircraft); to a new active duty unit at Moody Air Force Base, GA (12 aircraft); and to backup inventory (three aircraft). The 354th Fighter Wing's F-16 aircraft will be distributed to the 57th Wing, Nellis Air Force Base, NV (18 aircraft). The Air National Guard Tanker unit and rescue alert detachment will remain as tenant on Eielson.
b. **Realign Moody Air Force Base**, by relocating base-level ALQ-184 intermediate maintenance to Shaw Air Force Base, SC, establishing a Centralized Intermediate Repair Facility (CIRF) at Shaw Air Force Base, SC for ALQ-184 pods.
c. **Realign Shaw Air Force Base**, relocating base-level TF-34 engine intermediate maintenance to Moody Air Force Base, establishing a CIRF at Moody Air Force Base for TF-34 engines.

79. Kulis Air Guard Station, AK, and Elmendorf Air Force Base, AK (AF 7)

a. **Close Kulis Air Guard Station (AGS), AK.** Relocate the 176th Wing (ANG) and associated aircraft (eight C-130Hs, three HC-130Ns, and five HH-60s) and Expeditionary Combat Support (ECS) to Elmendorf Air Force Base, AK.
b. **Realign Elmendorf Air Force Base.** With the addition of four aircraft from another installation (see Air Force recommendation for Ellsworth Air Force Base and Dyess Air Force Base), the 176th Wing at Elmendorf will form an ANG/active duty association with 12 C-130H aircraft. The 3d Wing at Elmendorf Air Force Base will distribute 24 of 42 assigned F-15C/D aircraft to the 1st Fighter Wing, Langley Air Force Base, VA.

80. Fort Smith Air Guard Station, AR, and Luke Air Force Base, AZ (AF 8)

81. Beale Air Force Base, CA, and Selfridge Air National Guard Base, MI (AF 10)

82. March Air Reserve Base, CA (AF 11)

83. Onizuka Air Force Station, CA (AF 12)

84. Bradley International Airport Air Guard Station, CT, Barnes Air Guard Station, MA, Selfridge Air National Guard Base, MI, Shaw Air Force Base, SC, and Martin State Air Guard Station, MD (AF 14

85. New Castle Airport Air Guard Station, DE (AF 15)

86. Robins Air Force Base, GA (AF 16)

87. Boise Air Terminal Air Guard Station, ID (AF 17)

88. Mountain Home Air Force Base, ID, Nellis Air Force Base, NV, and Elmendorf Air Force Base, AK (AF 18)

89. Capital Air Guard Station, IL, and Hulman Regional Airport Air Guard Station, IN (AF 20)

90. New Orleans Air Reserve Station, LA (AF 22)

91. Andrews Air Force Base, MD, Will Rogers Air Guard Station, OK, Tinker Air Force Base, OK, and Randolph Air Force Base TX (AF 23)

92. Martin State Air Guard Station, MD (AF 24)

93. Otis Air National Guard Base, MA, Lambert St. Louis International Airport Air Guard Station, MO, and Atlantic City Air Guard Station, NJ (AF 25)

94. W.K. Kellogg Airport Air Guard Station, MI (AF 27)

95. Duluth International Airport Air Guard Station, MN (AF 28)

96. Key Field Air Guard Station, MS (AF 28A)

97. Great Falls International Airport Air Guard Station, MT (AF 30)

98. Reno-Tahoe International Airport Air Guard Station, NV (AF 31)

99. Cannon Air Force Base, NM (AF 32)

a. **Close Cannon Air Force Base, NM.** Distribute the 27th Fighter Wing's F-16s to the 115th Fighter Wing, Dane County Regional Airport, Truax Field Air Guard Station, WI (three aircraft); 114th Fighter Wing, Joe Foss Field Air Guard Station, SD (three aircraft); 150th Fighter Wing, Kirtland Air Force Base, NM (three aircraft); 113th Wing, Andrews Air Force Base, MD (nine aircraft); 57th Fighter Wing, Nellis Air Force Base, NV (seven aircraft), the 388th Wing at Hill Air Force Base, UT (six aircraft), and backup inventory (29 aircraft).

100. Niagara Falls Air Reserve Station, NY (AF 33)

101. Schenectady County Airport Air Guard Station, NY (AF 34)

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102. Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA, and Yeager Air Guard Station, WV (35)

103. Grand Forks Air Force Base, ND (AF 37)

104. Hector International Airport Air Guard Station, ND (AF 38)

105. Mansfield-Lahm Municipal Airport Air Guard Station, OH (AF 39)

106. Springfield-Beckley Municipal Airport Air Guard Station, OH (AF 40)

107. Portland International Airport Air Guard Station, OR (AF 41)

108. Ellsworth Air Force Base, SD and Dyess Air Force Base, TX (AF 43)

109. Nashville International Airport Air Guard Station, TN (AF 44)

110. Ellington Air Guard Station, TX (AF 45)

111. Lackland Air Force Base, TX (AF 46)

112. Hill Air Force Base, UT, Edwards Air Force Base, CA, Mountain Home Air Force Base, ID, Luke Air Force Base, AZ, and Nellis Air Force Base, NV (AF 47)

113. Langley Air Force Base, VA (AF 49)

114. Richmond Air Guard Station, VA, and Des Moines International Airport Air Guard Station, IA (AF 50)

115. Fairchild Air Force Base, WA (AF 51)

116. General Mitchell Air Reserve Station, WI (AF 52)

117. Air Force Logistics Support Centers (AF 53)

118. F100 Engine Centralized Intermediate Repair Facilities (AF 55)

a. **Realign Langley Air Force Base, VA; Tyndall Air Force Base, FL; and Jacksonville International Airport Air Guard Station, FL.** Establish a Centralized Intermediate Repair Facility (CIRF) for F100 engines at Seymour Johnson Air Force Base, NC by realigning base-level F100 engine intermediate maintenance from Langley Air Force Base. Establish a CIRF for F100 engines at New Orleans Air Reserve Station, LA (Air National Guard unit) by realigning base-level F100 engine intermediate maintenance from Tyndall Air Force Base and Jacksonville Air Guard Station.

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Chapter IV. Education and Training Joint Cross Service Group Recommendations

119. Aviation Logistics School (E&T 5)

a. **Realign Fort Eustis** by relocating the Aviation Logistics School and consolidating it with the Aviation Center and School at Fort Rucker.

120. Combat Service Support Center (E&T 6)

121. Joint Center for Consolidated Transportation Management Training (E&T 7)

122. Joint Center of Excellence for Culinary Training (E&T 8)

123. Joint Center of Excellence for Religious Training & Education (E&T 9)

124. Joint Strike Fighter Initial Joint Training Site (E&T 10)

125. Net Fires Center (E&T 12)

126. Prime Power to Fort Leonard Wood, MO (E&T 13)

127. Undergraduate Pilot and Navigator Training (E&T 14)

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Chapter V. Headquarters and Support Activities Joint Cross Service Group Recommendations

128. Co-locate Miscellaneous Air Force Leased Locations and National Guard Headquarters Leased Locations (H&SA 3)

129. Co-locate Defense/Military Department Adjudication Activities (H&SA 5)

130. Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency (H&SA 8)

a. **Close 1919 South Eads Street, and 1801 South Bell Street, leased installations in Arlington, VA; 1340 Braddock Place, a leased installation in Alexandria, VA; and 938 Elridge Landing, a leased installation in Linthicum, MD**. Relocate all components of the Counterintelligence Field Activity (CIFA) and Defense Security Service (DSS) to Marine Corps Base Quantico, VA.

b. **Realign Crystal Square 2, Crystal Square 4, and 251 18th Street South, leased installations in Arlington, VA; and 6845 and 6856 Deerpath Road, leased installations in Elkridge, MD; 1 World Trade Center, a leased installation in Long Beach, California; 2300 Lake Park Drive, a leased installation in Smyrna, GA; and 2780 Airport Drive, a leased installation in Columbus, OH**, by relocating all components of CIFA and DSS to Marine Corps Base Quantico, VA.

c. **Realign 121 Tejon, a leased installation in Colorado Springs, CO**, by relocating all components of CIFA to Peterson Air Force Base, CO.

d. **Disestablish CIFA and DSS**, and consolidate their components into the newly created Department of Defense Counterintelligence and Security Agency.

e. **Realign Washington Navy Yard, Washington, DC**, by relocating the Naval Criminal Investigation Service (NCIS) to Marine Corp Base Quantico, VA.

f. **Realign Andrews Air Force Base, MD** by relocating the Air Force Office of Special Investigations (AFOSI) to Marine Corps Base Quantico, VA.

g. **Realign Fort Belvoir, VA**, by relocating the Army Criminal Investigation Command (CID) to Marine Corp Base Quantico, VA.

131. Co-locate Miscellaneous Army Leased Locations (H&SA 10)

132. Co-locate Miscellaneous OSD, Defense Agency, and Field Activity Leased Locations (H&SA 12)

133. Co-locate Missile and Space Defense Agencies (H&SA 15)

a. **Close the Suffolk Building, a leased installation in Falls Church, VA**. Relocate all Missile Defense Agency (MDA) functions, except the Ballistic Missile Defense System Sensors Directorate, to Redstone Arsenal, AL.

b. **Close the Space and Missile Defense Command (SMDC) Building, a leased installation in Huntsville, AL**. Relocate all functions of the Missile Defense Agency to Redstone Arsenal, AL.

c. **Realign Federal Office Building 2, Arlington, VA**, by relocating a Headquarters Command Center for the Missile Defense Agency to Fort Belvoir, VA, and by relocating all other

functions of the Missile Defense Agency, except the Command and Control Battle Management and Communications Directorate, to Redstone Arsenal, AL.

d. **Realign Crystal Square 2, a leased installation in Arlington, VA**, by relocating all functions of the Missile Defense Agency and the Headquarters component of the USA Space and Missile Defense Command to Redstone Arsenal, AL.

e. **Realign Crystal Mall 4, a leased installation in Arlington, VA**, by relocating the Headquarters component of the USA Space and Missile Defense Command to Redstone Arsenal, AL.

134. Co-locate Navy Education and Training Command and Navy Education and Training Professional Development & Technology Center (H&SA 17)

135. Consolidate Army Test and Evaluation Command (ATEC) Headquarters (H&SA 18)

136. Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies (H&SA 19)

137. Consolidate Correctional Facilities into Joint Regional Correctional Facilities (H&SA 22)

138. Consolidate Defense Commissary Agency Eastern, Midwestern Regional, and Hopewell, VA Offices (H&SA 26)

139. Consolidate Defense Information Systems Agency and Establish Joint C4ISR D&A Capability (H&SA 27)

140. Consolidate Media Organizations into a New Agency for Media and Publications (H&SA 30)

141. Consolidate Transportation Command Components (H&SA 31)

142. Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force (H&SA 33)

143. Create Joint Mobilization Sites (H&SA 35)

144. Defense Finance and Accounting Service (H&SA 37)

145. Joint Basing (H&SA 41)

a. **Realign McChord Air Force Base (AFB), WA**, by relocating the installation management functions to Fort Lewis, WA, establishing Joint Base Lewis-McChord.

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b. **Realign Fort Dix, NJ, and Naval Air Engineering Station Lakehurst, NJ**, by relocating the installation management functions to McGuire AFB, NJ, establishing Joint Base McGuire-Dix- Lakehurst.
c. **Realign Naval Air Facility Washington, MD**, by relocating the installation management functions to Andrews AFB, MD, establishing Joint Base Andrews-Naval Air Facility Washington, MD.
d. **Realign Bolling AFB, DC**, by relocating the installation management functions to Naval District Washington at the Washington Navy Yard, DC, establishing Joint Base Anacostia-Bolling-Naval Research Laboratory (NRL), DC.
e. **Realign Henderson Hall, VA**, by relocating the installation management functions to Fort Myer, VA, establishing Joint Base Myer-Henderson Hall, VA.
f. **Realign Fort Richardson, AK**, by relocating the installation management functions to Elmendorf AFB, AK, establishing Joint Base Elmendorf-Richardson, AK.
g. **Realign Hickam AFB, HI**, by relocating the installation management functions to Naval Station Pearl Harbor, HI, establishing Joint Base Pearl Harbor-Hickam, HI.
h. **Realign Fort Sam Houston, TX, and Randolph AFB, TX**, by relocating the installation management functions to Lackland AFB, TX.
i. **Realign Naval Weapons Station Charleston, SC**, by relocating the installation management functions to Charleston AFB, SC.
j. **Realign Fort Eustis, VA**, by relocating the installation management functions to Langley AFB, VA.
k. **Realign Fort Story, VA**, by relocating the installation management functions to Commander Naval Mid-Atlantic Region at Naval Station Norfolk, VA.
l. **Realign Andersen AFB, Guam**, by relocating the installation management functions to Commander, U.S. Naval Forces, Marianas Islands, Guam.

146. Relocate Air Force Real Property Agency (AFRPA) (H&SA 44)

147. Relocate Army Headquarters and Field Operating Agencies (H&SA 46)

148. Relocate Miscellaneous Department of Navy Leased Locations (H&SA 49)

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SECTION H DELIBERATION POLICY & PROCEDURES
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Chapter VI. Industrial Joint Cross Service Group Recommendations

149. Naval Weapons Station Seal Beach, CA (Ind 4)

a. **Realign Naval Weapons Station Seal Beach, CA**, as follows: relocate the depot maintenance of Electronic Components (Non-Airborne), Fire Control Systems and Components, Radar, and Radio to Tobyhanna Army Depot, PA; relocate the depot maintenance of Material Handling to Marine Corps Logistics Base Albany, GA; relocate the depot maintenance of Other Components to Anniston Army Depot, AL; and relocate the depot maintenance of Tactical Missiles to Letterkenny Army Depot, PA.

150. Riverbank Army Ammunition Plant, CA (Ind 5)

a. **Close Riverbank Army Ammunition Plant, CA**. Relocate the artillery cartridge case metal parts functions to Rock Island Arsenal, IL.

151. Sierra Army Depot, CA (Ind 6)

a. **Realign Sierra Army Depot, CA**. Relocate Storage to Tooele Army Depot, NV and Demilitarization to Crane Army Ammunition Activity, IN, and McAlester Army Ammunition Plant, OK.

152. Rock Island Arsenal, IL (Ind 7)

153. Newport Chemical Depot, IN (Ind 8)

154. Kansas Army Ammunition Plant, KS (Ind 9)

155. Lima Tank Plant, OH (Ind 10)

156. Mississippi Army Ammunition Plant, MS (Ind 11)

157. Hawthorne Army Depot, NV (Ind 12)

158. Watervliet Arsenal, NY (Ind 13)

159. Umatilla Chemical Depot, OR (Ind 14)

160. Lackland Air Force Base, TX (Ind 15)

161. Lone Star Army Ammunition Plant, TX (Ind 16)

162. Deseret Chemical Depot, UT (Ind 17)

163. Ship Intermediate Maintenance Activity Norfolk, VA (Ind 18)

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164. Fleet Readiness Centers (Ind 19)

165. Naval Shipyard Detachments (Ind 26)

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Chapter VII. Intelligence Joint Cross Service Group Recommendations

166. Defense Intelligence Agency (A classified version of this recommendation identifies specific functions to be moved.) (Int 3)

167. National Geospatial-Intelligence Agency Activities (Int 4)

a. Close National Geospatial-Intelligence Agency (NGA) Dalecarlia and Sumner sites, Bethesda, MD; Reston 1, 2 and 3, leased installations in Reston, VA; Newington buildings 8510, 8520, and 8530, Newington, VA; and Building 213 a leased installation at the South East Federal Center, Washington, DC. Relocate all functions to a new facility at Fort Belvoir, VA. Realign the National Reconnaissance Office facility, Westfields, VA, by relocating all NGA functions to a new facility at the Fort Belvoir, VA. Consolidate all NGA National Geospatial-Intelligence College functions on Fort Belvoir into the new facility at Fort Belvoir, VA.

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Chapter VIII. Medical Joint Cross Service Group Recommendations

168. Walter Reed National Military Medical Center, Bethesda, MD (Med 4)

a. **Realign Walter Reed Army Medical Center, Washington, DC**, as follows: relocate all tertiary (sub-specialty and complex care) medical services to National Naval Medical Center, Bethesda, MD, establishing it as the Walter Reed National Military Medical Center Bethesda, MD; relocate Legal Medicine to the new Walter Reed National Military Medical Center Bethesda, MD; relocate sufficient personnel to the new Walter Reed National Military Medical Center Bethesda, MD, to establish a Program Management Office that will coordinate pathology results, contract administration, and quality assurance and control of DoD second opinion consults worldwide; relocate all non-tertiary (primary and specialty) patient care functions to a new community hospital at Ft Belvoir, VA; relocate the Office of the Secretary of Defense supporting unit to Fort Belvoir, VA; disestablish all elements of the Armed Forces Institute of Pathology except the National Medical Museum and the Tissue Repository; relocate the Armed Forces Medical Examiner, DNA Registry, and Accident Investigation to Dover Air Force Base, DE; relocate enlisted histology technician training to Fort Sam Houston, TX; relocate the Combat Casualty Care Research sub-function (with the exception of those organizational elements performing neuroprotection research) of the Walter Reed Army Institute of Research (Forest Glen Annex) and the Combat Casualty Care Research sub-function of the Naval Medical Research Center (Forest Glen Annex) to the Army Institute of Surgical Research, Fort Sam Houston, TX; relocate Medical Biological Defense Research of the Walter Reed Army Institute of Research (Forest Glen Annex) and Naval Medical Research Center (Forest Glen Annex) to Fort Detrick, MD, and consolidate it with US Army Medical Research Institute of Infectious Diseases; relocate Medical Chemical Defense Research of the Walter Reed Army Institute of Research (Forest Glen Annex) to Aberdeen Proving Ground, MD, and consolidate it with the US Army Medical Research Institute of Chemical Defense; and **close the main post**.

169. Brooks City Base, TX (Med 6)

170. McChord Air Force Base, WA (Med 9)

171. San Antonio Regional Medical Center, TX (Med 10)

172. Convert Inpatient Services to Clinics (Med 12)

173. Joint Centers of Excellence for Chemical, Biological, and Medical Research and Development and Acquisition (Med 15)

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Chapter IX. Supply and Storage Joint Cross Service Group Recommendations

174. Commodity Management Privatization (S&S 5)

a. **Realign Detroit Arsenal, MI**, by relocating the supply contracting function for tires to the Inventory Control Point at Defense Supply Center Columbus, OH, and disestablishing all other supply functions for tires.

b. **Realign Hill Air Force Base, UT**, as follows: relocate the supply contracting function for tires to the Inventory Control Point at Defense Supply Center Columbus, OH; disestablish all other supply functions for tires; and disestablish the storage, and distribution functions for tires, packaged petroleum, oils, and lubricants, and compressed gases.

c. **Realign Naval Support Activity, Mechanicsburg, PA**, by relocating the supply contracting function for packaged petroleum, oils, and lubricants to the Inventory Control Point at Defense Supply Center, Richmond, VA, and disestablishing all other supply functions for packaged petroleum, oils, and lubricants.

d. **Realign Defense Supply Center, Richmond, VA** by disestablishing storage and distribution functions for tires, and the supply, storage, and distribution functions for packaged petroleum, oils, and lubricants, and compressed gases. Retain the supply contracting function for packaged petroleum, oils, and lubricants, and compressed gases.

e. **Realign Defense Supply Center Columbus, OH, Tobyhanna Army Depot, PA, Defense Distribution Depot Susquehanna, PA, Naval Station Norfolk, VA, Marine Corps Air Station Cherry Point, NC, Marine Corps Logistics Base, Albany, GA, Robins Air Force Base, GA, Anniston Army Depot, AL, Naval Air Station Jacksonville, FL, Tinker Air Force Base, OK, Corpus Christi Army Depot, TX, Naval Station Bremerton, WA, Naval Station San Diego, CA, Defense Distribution Depot Barstow, CA, Defense Distribution Depot San Joaquin, CA, and Naval Station Pearl Harbor, HI**, by disestablishing storage and distribution functions for tires, packaged petroleum, oils, and lubricants, and compressed gases at each location.

175. Depot Level Reparable Procurement Management Consolidation (S&S 7)

176. Supply, Storage, and Distribution Management Reconfiguration (S&S 13)

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Chapter X. Technical Joint Cross Service Group Recommendations

177. Co-locate Extramural Research Program Managers (Tech 5)

a. **Close the Office of Naval Research facility, Arlington, VA; the Air Force Office of Scientific Research facility, Arlington, VA; the Army Research Office facilities, Durham, NC, and Arlington, VA; and the Defense Advanced Research Project Agency facility, Arlington, VA.** Relocate all functions to the National Naval Medical Center, Bethesda, MD.

b. **Realign Fort Belvoir, VA**, by relocating the Army Research Office to the National Naval Medical Center, Bethesda, MD.

c. **Realign the Defense Threat Reduction Agency Telegraph Road facility, Alexandria, VA**, by relocating the Extramural Research Program Management function (except conventional armaments and chemical biological defense research) to the National Naval Medical Center, Bethesda, MD.

178. Consolidate Air and Space C4ISR Research, Development & Acquisition, Test & Evaluation (Tech 6)

a. **Realign Wright-Patterson Air Force Base, OH, Maxwell Air Force Base, AL, and Lackland Air Force Base, TX**, by relocating Air & Space Information Systems Research and Development & Acquisition to Hanscom Air Force Base, MA.

b. **Realign Eglin Air Force Base, FL**, by relocating Air & Space Sensors, Electronic Warfare & Electronics and Information Systems Test & Evaluation to Edwards Air Force Base, CA.

179. Consolidate Ground Vehicle Development & Acquisition in a Joint Center (Tech 7)

180. Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation (Tech 9)

181. Consolidate Navy Strategic Test & Evaluation (Tech 12)

a. **Realign Patrick Air Force Base, Cape Canaveral, FL**, by relocating Nuclear Test and Evaluation at the Naval Ordnance Test Unit to Strategic Weapons Facility Atlantic, Kings Bay, GA.

182. Consolidate Sea Vehicle Development & Acquisition (Tech 13)

183. Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test & Evaluation Center (Tech 15)

184. Create an Air Integrated Weapons & Armaments Research, Development & Acquisition, Test & Evaluation Center (Tech 18

185. Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition (Tech 19)

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186. Defense Research Service Led Laboratories (Tech 22)

187. Establish Centers for Fixed Wing Air Platform Research, Development & Acquisition, Test & Evaluation (Tech 24)

188. Establish Centers for Rotary Wing Air Platform Development & Acquisition, Test & Evaluation (Tech 26)

189. Navy Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, Test & Evaluation (Tech 28)

a. **Realign Naval Air Warfare Center, Weapons Division, Point Mugu, CA.** Relocate the Sensors, Electronic Warfare (EW), and Electronics Research, Development, Acquisition, Test & Evaluation (RDAT&E) functions to Naval Air Warfare Center, Weapons Division, China Lake, CA.

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Chapter XI. Additional Recommendations of the Commission

190. Reserved

191. Reserved

192. Reserved

193. Reserved

194. Reserved

195. Reserved

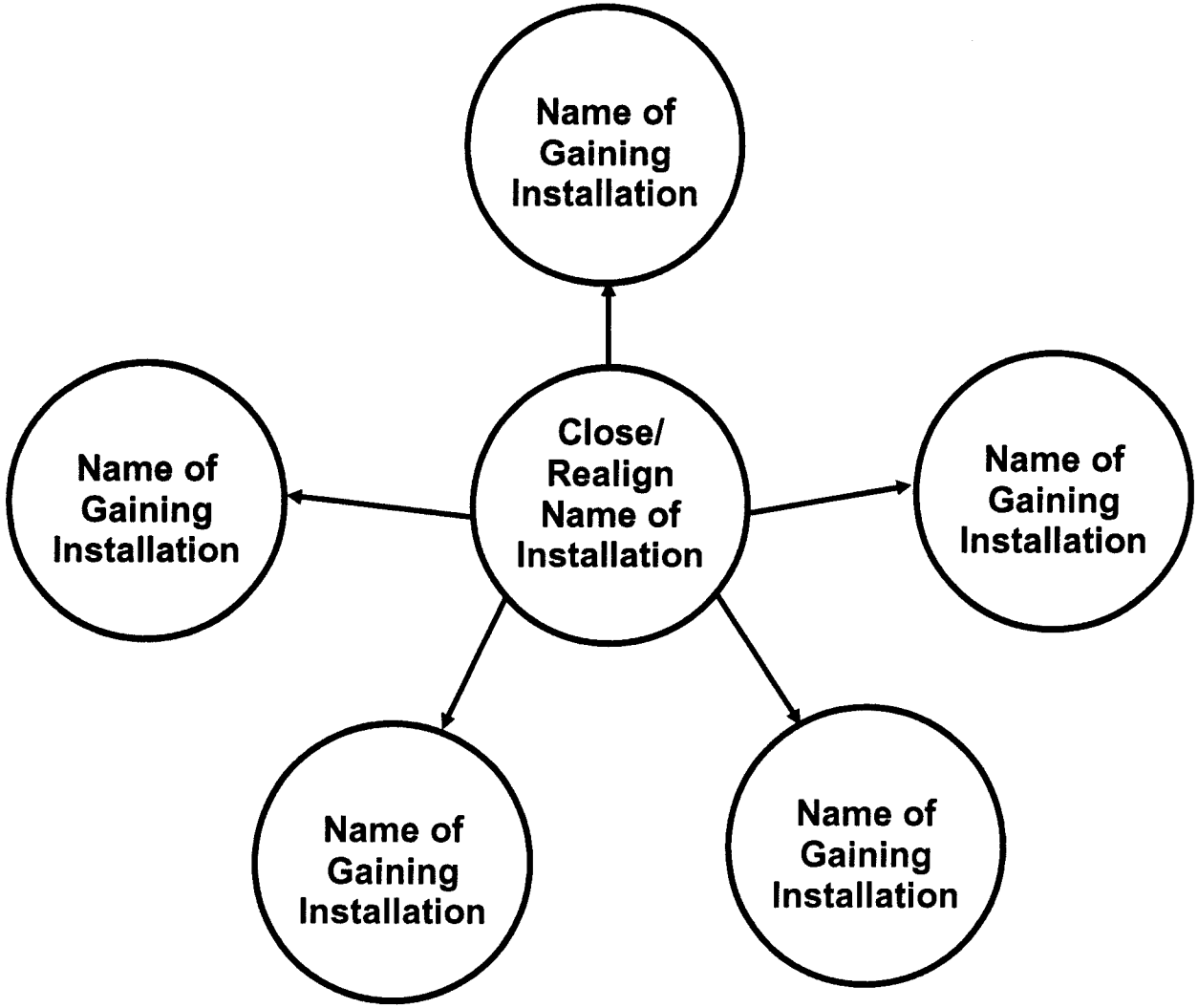
196. Reserved

197. Reserved

Sec. __: Name of Installation DoD Recommendation

a. Close (or Realign) (Name of Installation)

Sec. __: Name of Installation Associated Installations



Sec. __: Name of Installation DoD Justification

- (Outline justification from DoD report)
-
-

COBRA:

- $____M One -Time Costs
- Payback – ___ Years
- $____M Net Present Value Savings
- Relocates ___ Military and ___ Civilians
- Eliminates ___ Military and __ Civilians

Environmental: None

Sec. __: Name of Installation Issues Raised

C__. & C__. (Put criteria number in blank)

- (Statement of issue associated with criteria number)
- (Statement of issue associated with criteria number)
- (Statement of issue associated with criteria number)

C__.

- (Statement of issue associated with criteria number)
- (Statement of issue associated with criteria number)

Sec. __: Name of Installation DoD Recommendation

a. Close (or Realign) (Name of Installation)

Supporting Slides

For Commission Discussion & Questions During Final Deliberation

Staff Assessment

Deviation from Final Selection Criteria								
	Military Value				Other			
Criterion	C1	C2	C3	C4	C5	C6	C7	C8
Deviation								

X = Deviation (Put X in block where there is a deviation from a criterion)

Sec. __: Name of Installation
C__. (Statement of Issue)

DoD Position:

- (Statement of DoD position associated with criteria)
-

Community Position:

- (Statement of community position associated with criteria)
-

R&A Assessment:

- (Statement of R&A staff assessment associated with criteria)
-

(Use as many slides as necessary to cover all issues)

Sec. __: Name of Installation
C5. Costs and Savings

COBRA DATA		
	DoD Baseline	Commission COBRA Run
One Time Cost	$___M	$___M
Net Implementation Cost/Savings	($___M)	($___M)
Annual Recurring Cost/Savings	($___M)	($___M)
Payback Period	___ Years	___ Years
Net Present Value at 2025 Cost/Savings	($___M)	($___M)

Note: Use this table if costs and savings are an issue

APPENDIX
SECTION M COMMISSION ETHICS RULES AND PROCEDURES

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
2521 SOUTH CLARK STREET, SUITE 600
ARLINGTON, VA 22202
TELEPHONE: 703-699-2950
FAX: 703-699-2735

May 23, 2005

Chairman:
The Honorable Anthony J. Principi
Commissioners:
The Honorable James H. Bilbray
The Honorable Philip E. Coyle III
Admiral Harold W. Gehman, Jr., USN (Ret.)
The Honorable James V. Hansen
General James T. Hill, USA (Ret.)
General Lloyd W. Newton, USAF (Ret.)
The Honorable Samuel K. Skinner
Brigadier General Sue Ellen Turner, USAF (Ret.)

Executive Director:
Charles Battaglia

DELEGATION OF AUTHORITY

TO: Files

FROM: Chairman, Anthony J. Principi

SUBJECT: Designation of the Ethics Official

As the Chairman of the Base Closure and Realignment (BRAC) Commission, I have previously delegated the authority to act as Ethics Official to General Counsel, David C. Hague. As of May 21, 2005, I am hereby delegating this authority to Associate General Counsel, Ms. Rumu Sarkar. She shall have the authority to serve as the Commission's Ethics Official and, in that capacity, to provide legal counsel and guidance concerning ethics and related issues for all aspects of the Commission's activities, as needed.

The delegation may be further redelegated in writing, as necessary.

ANTHONY J. PRINCIPI
Chairman

Acknowledgment of the Standards of Ethical Conduct for Employees of the Executive Branch

Title 5, Volume 3 of the Code of Federal Regulations (5 CFR 2635)
http://www.usoge.gov/pages/laws_regs_fedreg_stats/oge_regs/5cfr2635.html

Public service is a public trust, requiring employees of the Federal Government to place loyalty to the Constitution, the laws and ethical principles above private gain.

- Employees shall not hold financial interests that conflict with the conscientious performance of duty.
- Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.
- An employee shall not, except as permitted by applicable standards of ethical conduct, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee's agency, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.
- Employees shall put forth honest effort in the performance of their duties.
- Employees shall not knowingly make unauthorized commitments or promises of any kind purporting to bind the Government.
- Employees shall not use public office for private gain.
- Employees shall act impartially and not give preferential treatment to any private organization or individual.
- Employees shall protect and conserve Federal property and shall not use it for other than authorized activities.
- Employees shall not engage in outside employment or activities, including seeking or negotiating for employment that conflict with official Government duties and responsibilities.
- Employees shall disclose waste, fraud, abuse, and corruption to appropriate authorities.
- Employees shall satisfy in good faith their obligations as citizens, including all just financial obligations, especially those - such as Federal, State, or local taxes - that are imposed by law.
- Employees shall adhere to all laws and regulations that provide equal opportunity for all Americans regardless of race, color, religion, sex, national origin, age, or handicap.
- Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards set forth in this part. Whether particular circumstances create an appearance that the law or these standards have been violated

shall be determined from the perspective of a reasonable person with knowledge of the relevant facts.

I acknowledge that public service is a public trust. I have a responsibility to the United States Government and its citizens to place loyalty to the Constitution, laws and ethical principles above private gain. To ensure that every citizen can have complete confidence in the integrity of the Federal Government, I will respect and adhere to the principles of ethical conduct.

_____
Sign

_____
Print

_____
Date

Financial Disclosure Forms, Standards of Ethical Conduct Acknowledgment, and Foreign Activities Questionnaire

Financial Disclosure Forms

- SF 278

SF 278 (Rev. 01/2000)
5 C.F.R. Part 2634
U.S. Office of Government Ethics

Executive Branch Personnel PUBLIC FINANCIAL DISCLOSURE REPORT

Form Approved:
OMB No. 3209-0001

	Reporting Status (Check Appropriate Boxes)	Incumbent ☐ Calendar Year Covered by Report	New Entrant, Nominee, or Candidate ☐ Termination Filer ☐ Termination Date (If Applicable)
Reporting Individual's Name	Last Name	First Name and Middle Initial	
Position for Which Filing	Title of Position	Department or Agency (If Applicable)	
Location of Present Office (Use Separate Sheet if Additional Space)	Address (Number, Street, City, State, and ZIP Code)	Telephone No. (Include Area Code)	
Position(s) Held with the Federal Government During the Preceding 12 Months (If Not Same as Above)	Title of Position(s) and Date(s) Held		
Presidential Nominees Subject to Senate Confirmation	Name of Congressional Committee Considering Nomination	Do You Intend to Create a Qualified Diversified Trust? ☐ Yes ☐ No	
Certification I hereby certify that the statements I have made on this form and all attached schedules are true, complete and correct to the best of my knowledge.	Signature of Reporting Individual	Date (Month, Day, Year)	
Other Review (If Desired by Agency)	Signature of Other Reviewer	Date (Month, Day, Year)	
Agency Ethics Official's Opinion On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (subject to the comments below).	Signature of Designated Agency Ethics Official/Reviewing Official	Date (Month, Day, Year)	
Office of Government Ethics Use Only	Signature	Date (Month, Day, Year)	

Comments of Reviewing Officials (If additional space is required, use the reverse side of this sheet)

(Check box if filing extension granted & indicate number of days _____) ☐

(Check box if comments are continued on the reverse side) ☐

Fee for Late Filing
Any individual who is required to file this report and does so more than 30 days after the date the report is required to be filed, or, if an extension is granted, more than 30 days after the last day of the filing extension period, shall be subject to a $200 fee.

Reporting Periods
Incumbents The reporting period is the preceding calendar year except Part II of Schedule C and Part I of Schedule D where you must also include the filing year up to the date you file. Part II of Schedule D is not applicable.

Termination Filers the reporting period begins at the end of the period covered by your previous filing and ends at the date of termination. Part II of Schedule D is not applicable.

Nominees, New Entrants and Candidates for President and Vice President:

Schedule A - The reporting period for income (BLOCK C) is the preceding calendar year and the current calendar year up to the date of filing. Value assets as of any date you choose that is within 31 days of the date of filing.

Schedule B - Not applicable.

Schedule C, Part I (Liabilities) - The reporting period is the preceding calendar year and the current calendar year up to any date you choose that is within 31 days of the date of filing.

Schedule C, Part II (Agreements or Arrangements) - Show any agreements or arrangements as of the date of filing.

Schedule D - The reporting period is the preceding **two** calendar years and the current calendar year up to the date of filing.

Agency Use Only

OGE Use Only

Suggestions to Improve this Form to: Office of Government Ethics, Suite 500, 1201 New York Ave., NW, Washington, DC 20005-3917

278 Rev. 01/2000

NSN 7540-01-370-8444

Financial Disclosure Forms

- OGE 450

OGE Form 450, 5 CFR Part 2634, Subpart I
U.S. Office of Government Ethics (5 USC)
(Replaces 450 editions)

Form Approved
OMB No. 3209-0006

Executive Branch CONFIDENTIAL FINANCIAL DISCLOSURE REPORT

Page Number

Employee's Name (last, first, middle initial)	Position/Title	Grade	Reporting Status: ☐ New entrant ☐ Annual
Agency	Bureau/Unit and Address	Work Phone	If New Entrant, Date of Appointment
Check box if Special Government Employee (SGE) ☐	If not SGE, Home Address (Number, Street, City, State and ZIP Code)		
I certify that the statements I have made on this form and all attached statements are true, complete, and correct to the best of my knowledge.	Signature of Employee		Date

Date Received by Agency	*On the basis of information contained in this report, I conclude that the filer is in compliance with applicable laws and regulations (except as noted in "Comments" box below).*	Signature and Title of Supervisor/Other Attendant Reviewer (if agency requires)	Date
Signature of Agency Ethics Reviewing Official and Date	Date	Comments of Reviewing Official	(Check box if continued on reverse) ☐

Part I: Assets and Income

None ☐

Identify for you, your spouse, and dependent children: (1) assets with fair market value greater than $1,000 at the close of the reporting period or producing an income over $200; and (2) sources from which income such as interest, dividends, rents, royalties, fees, salaries, and other earned income (including honoraria) exceeding $200 in aggregate during the reporting period. Earned income sources of spouses must be reported if greater than $1,000 (greater than $200 for honoraria). Unearned income needs to be reported for dependent children.

Assets include but are not limited to: stocks, bonds, business or real estate, mutual funds, pensions, annuities, IRAs, assets accumulated from trades and businesses, and personal property.

Exclude your personal residence unless you rent it out on a substantial basis as a business venture. See instructions for additional exclusions.

Attach additional sheets if needed.

Assets and income sources (*Identify specific employer, business, stock, bond, mutual fund, type/location of real estate, etc.*)		(A) Top range, if any	Source of income over $200 (*Rent, interest, dividends, capital gains, salary, etc.*)	Date (*Mo/Yr*) for honoraria
Example	Rental Condo, Anchorage, Alaska		Rent	
	Doe Jones & Smith, Hometown, USA	A	Salary	
	US Alexandria Medical Group, Alexandria, VA		Salary	
	Franklin Equity Mutual Fund		Dividends/Capital Gains	
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

Standards of Ethical

Acknowledgment of the Standards of Ethical Conduct for Employees of the Executive Branch

Title 5, Volume 3 of the Code of Federal Regulations (5 CFR 2635)
http://www.usoge.gov/pages/laws_regs_fedreg_stats/oge_regs/5cfr2635.html

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- Employees shall not engage in financial transactions using nonpublic Government information or allow the improper use of such information to further any private interest.
- An employee shall not, except as permitted by applicable standards of ethical conduct, solicit or accept any gift or other item of monetary value from any person or entity seeking official action from, doing business with, or conducting activities regulated by the employee's agency, or whose interests may be substantially affected by the performance or nonperformance of the employee's duties.
- Employees shall put forth honest effort in the performance of their duties.
- Employees shall not knowingly make unauthorized commitments or promises of any kind purporting to bind the Government.
- Employees shall not use public office for private gain.
- Employees shall act impartially and not give preferential treatment to any private organization or individual.
- Employees shall protect and conserve Federal property and shall not use it for other than authorized activities.
- Employees shall not engage in outside employment or activities, including seeking or negotiating for employment, that conflict with official Government duties and responsibilities.
- Employees shall disclose waste, fraud, abuse, and corruption to appropriate authorities.

Foreign Activities Questionnair

- DD Form 2859

FOREIGN ACTIVITIES QUESTIONNAIRE *(Continued)*

1. NAME *(Last, First, Middle Initial)*	2. COMMITTEE
3. DAYTIME TELEPHONE NUMBER *(Include Area Code)*	4. MAILING ADDRESS *(Include ZIP Code)*
5. E-MAIL ADDRESS *(Optional)*	

6. Describe any activities you are currently undertaking, or expect to undertake, during your tenure on a Federal advisory committee, involving a foreign government, including a foreign public university or government owned corporation. Such activities include consulting work, receipt of grants or contracts (directly or through your domestic employer), faculty appointments, lectureships, or the holding of an office, title, or position.

☐ IF NONE, X HERE.

7. If any activity described above is with a foreign public university and consists of a faculty appointment, describe whether the university is independent of the foreign government with respect to decisions regarding the terms and conditions of faculty employment. (You may have to consult with the foreign university to obtain such information.)

8. Describe any tangible or intangible gift, including travel reimbursement or other items of value, that you anticipate that you, your spouse, or your dependent children will receive from a foreign government during your tenure on a Federal advisory committee.

☐ IF NONE, X HERE.

9. SIGNATURE OF REPORTING INDIVIDUAL	10. DATE *(YYYYMMDD)*

DD FORM 2859 (BACK), FEB 2003

Reset

APPENDIX
SECTION M COMMISSION ETHICS RULES AND PROCEDURES

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
2521 SOUTH CLARK STREET
ARLINGTON, VA 22202
TELEPHONE: (703) 699-2950

Chairman: The Honorable Anthony J. Principi
Commissioners: The Honorable James H. Bilbray • The Honorable Philip E. Coyle III • Admirable Harold W. Gehman, Jr., USN (Ret.) • The Honorable James V. Hansen
General James T. Hill, USA (Ret.) • General Lloyd W. Newton, USAF (Ret.) • The Honorable Samuel K. Skinner • Brigadier General Sue Ellen Turner, USAF (Ret.)
Executive Director: Charles Battaglia

May 23, 2005

Chairman:
The Honorable Anthony J. Principi
Commissioners:
The Honorable James H. Bilbray
The Honorable Philip E. Coyle III
Admiral Harold W. Gehman, Jr., USN (Ret.)
The Honorable James V. Hansen
General James T. Hill, USA (Ret.)
General Lloyd W. Newton, USAF (Ret.)
The Honorable Samuel K. Skinner
Brigadier General Sue Ellen Turner, USAF (Ret.)

Executive Director:
Charles Battaglia

MEMORANDUM

TO: Chairman and Commissioners

FROM: Rumu Sarkar, Associate General Counsel

SUBJECT: Ethics Guidance Materials

As the Ethics Official for the BRAC Commission, I am providing you with certain ethics materials for your review and use. First, a letter of conflict of interest determination issued by David C. Hague, General Counsel to the BRAC Commission, and an accompanying Ethics Conflict of Interest Analysis Sheet that provides waivers and/or recusals, as appropriate, have been sent to each of you individually. Secondly, a short memorandum entitled, "Ethics Rules for BRAC Commissioners," a document entitled, "Post-Employment Rules for BRAC Commissioners," and an Office of Government Ethics (OGE) publication, "The Revolving Door," have also been included. The last three items provide guidance on post-employment issues, and electronic copies of them have been attached to this message. Hard copies of all these materials are being sent to you via U.S. mail.

Please be advised that all travel will be scheduled by the BRAC Commission's travel office, and you will be issued a government credit card to facilitate your travel needs. Further, Section 1116 of the National Defense Authorization Act for Fiscal Year 2002 (P.L. 107-107), permits a federal traveler who receives a promotional item such as frequent flyer miles, upgrades, or access to carrier clubs or facilities received as a result of using travel or transportation services obtained at federal government expense, or accepted under section 1353 of title 31, United States Code, to retain the promotional item for personal use, if the promotional item is obtained under the same terms as those offered to the general public and at no additional cost to the federal government. This includes all benefits earned, including those earned before enactment of the Act. These mileage points may be used to obtain upgrades (including to first class) at your discretion. Please note, however, that first-class upgrades for uniformed personnel are not permitted.

Please feel free to contact me at the office at (703) 699-2973, or at my blackberry number of (703) 901-7843 if you have any ethics questions.

APPENDIX
SECTION M COMMISSION ETHICS RULES AND PROCEDURES

ETHICS RULES FOR BRAC COMMISSIONERS

OFFICE OF THE GENERAL COUNSEL
BRAC COMMISSION
MAY 23, 2005

APPENDIX
SECTION M COMMISSION ETHICS RULES AND PROCEDURES

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APPENDIX
SECTION M COMMISSION ETHICS RULES AND PROCEDURES

ETHICS RULES FOR BRAC COMMISSIONERS

Introduction

This summary has been prepared for members appointed to serve on the 2005 Base Realignment and Closure (BRAC) Commission. If you have questions on any of the topics covered in this guidance, attorneys in the General Counsel's Office are always available to answer them.

Definition of a Special Government Employee (SGE)

As a Commissioner, you have been appointed as an SGE. An SGE is an officer or employee in the executive branch of the Federal Government who is appointed to perform temporary duties, with or without compensation, for a period not to exceed 130 days during any period of 365 consecutive days. 18 U.S.C. 202(a).

Even if you exceed the 130 days, you will still be considered to be an SGE for the remainder of that 365-day period. All days you work (whether paid or unpaid), and even if you do not work the entire day, count towards the 130-day limit. The 365-day period begins the day you start working (not the day you were appointed to the BRAC Commission). The SGE status is important because the ethics rules for SGEs are somewhat less restrictive than the rules for other Federal employees and officials.

Financial Disclosure Reporting Requirements

All BRAC Commissioners have been appointed as SGEs and are required under the Ethics in Government Act, as amended by the Ethics Reform Act of 1989, and 5 C.F.R. Part 2634, to file a financial disclosure report (SF-278 form) when first appointed.

The information reported is used to determine the matters for which a Commissioner must be disqualified under the criminal financial conflict of interest statute, 18 U.S.C. 208(a), and the matters for which a Commissioner may be granted a waiver under 18 U.S.C. 208(b). Complete reporting is essential to protect the Commissioner from inadvertently violating any of the criminal conflict of interest statutes, and to assure the public that the advice provided by the BRAC Commission is free from any real, or perceived, conflicts of interest.

The information reported by Commissioners is confidential. However, once you have worked for 60 days or more for the BRAC Commission in any period of 365 consecutive days, this SF-278 form may be released upon an appropriate request. However, the SF-278 form may not be released under Freedom of Information (FOIA) requests.

I. Criminal Conflict of Interest Statutes

The following criminal conflict of interest statutes (18 U.S.C. 201-216) apply to SGEs:

- ***18 U.S.C. 201.*** Section 201, commonly known as the "bribery and illegal gratuities" statute, prohibits Federal employees, including SGEs, from seeking, accepting, or agreeing to receive anything of value in return for being influenced in the performance of an official act.

- ***18 U.S.C. 203.*** Section 203 prohibits an SGE from receiving compensation for representational services rendered by the employee or another person before the BRAC Commission or another Federal agency or other specified entity (such as a court or commission) in any particular matter involving a specific party (i) in which the SGE has participated personally and substantially as a Government employee, or (ii) which is pending in the Government agency in which the SGE is serving if the SGE has served for 60 days or more during the immediately preceding 365 days.

  Exempted from this rule are representations required in the proper discharge of official duties. Also exempted are representations required in the performance of work under a grant, contract or other agreement with or for the benefit of the Government.

  A particular matter involving specific parties is a matter that is focused upon the interests of specific persons, or a discrete and identifiable class of persons. Particular matters may include, but are not limited to, reviews of grant proposals or contract applications, other funding decisions, studies or approvals of scientific studies or projects, and other actions that involve deliberation, decision, or action.

  Representational services include communications (written or oral) and appearances made on behalf of someone else, generally with the intent to influence or persuade the Government.

  An inquiry as to the status of a pending matter is not necessarily a representation, although depending upon the context of the inquiry, it could give rise to the appearance of a prohibited representation.

  To avoid appearance problems, during the period in which a the BRAC Commission is in session, Commissioners are advised not to contact BRAC staff concerning any matters pending before the BRAC Commission, or as to which the Commission has an interest.

- ***18 U.S.C. 205.*** Section 205 prohibits an SGE from representing a party, with or without compensation, before the BRAC Commission or another Federal agency or other specified entity (such as a court or commission) in any particular matter involving a specific party in which the United States is a party or has a direct and substantial interest: (i) that the SGE participated in personally and substantially as a Government employee; or (ii) which is pending in the agency in which the SGE is serving, if the SGE has served for 60 days or more during the immediately preceding 365 days.

- ***18 U.S.C. 207.*** Section 207, the "post-employment" statute, imposes a lifetime ban on a former SGE from representing another person or entity to the BRAC Commission or another Federal agency or other specified entity (such as a court or commission) in any particular matter involving a specific party in which the former SGE participated personally and substantially while serving in the Government. In addition, for two years after terminating Federal employment, an SGE may not make such representational communications to the Government regarding specific party matters that were pending under his or her official responsibility during the last year of Government service.

Moreover, "senior employees" who are paid at an annual rate equivalent to 86.5% of Level II of the Executive Service or $140,216.50, are subject to a one-year "cooling-off" period which precludes any contacts with their former agency on any matter for which official action is sought, even if the former employee had no involvement with the matter while in Government service. For SGEs, this one-year "cooling-off" period does not apply if the SGE served less than 60 days in the one-year period prior to termination of senior employee status.

- ***18 U.S.C. 208.*** Section 208(a), the main conflict of interest statute, prohibits an SGE from participating personally and substantially in any particular matter that could affect the financial interests of the SGE, the SGE's spouse, minor child, general partner, an organization in which the SGE serves as an officer, director, trustee, general partner, or employee, or an organization with which the SGE is negotiating or with which the SGE has an arrangement for prospective employment.

A *waiver* for Commissioners may be granted under 18 U.S.C. 208(b)(3). Section 208(b)(3) authorizes issuance of a waiver to an SGE who serves on a commission subject to the Federal Advisory Committee Act if the official responsible for the individual's appointment, as delegated to the General Counsel, certifies in writing that the need for the individual's services outweighs the potential for a conflict of interest created by the particular financial interest involved.

The waiver granted is considered a "general" waiver, in that it allows participation in matters that affect all institutions, or types of institutions, similarly. Even with a general waiver, however, SGEs must disqualify themselves from participation in all matters that specifically and uniquely affect their financial interests. The Ethics Official or the Designated Federal Official is available to further explain the procedures for disqualification.

In addition, under regulations issued by the Office of Government Ethics, a regulatory (i.e., automatic) waiver of the disqualification requirement of 18 U.S.C. 208 is available under certain circumstances, including instances involving the following classes of financial interests:

- interests held in broadly diversified investment funds;
- publicly traded securities of $5,000 or less;
- publicly traded securities of $25,000 or less if the matter is a general policy matter and the total value of all investments in the affected industry sector is no more than $50,000;

In addition, there is an automatic exemption which allows SGEs serving on Federal advisory commissions to participate in matters of general applicability where the otherwise-disqualifying financial interest arises solely from the Commissioner's federal employment or prospective employment, provided that the matter will not have a special or distinct effect on the employee or employer other than as part of a class.

II. Standards of Ethical Conduct

APPENDIX
SECTION M COMMISSION ETHICS RULES AND PROCEDURES

The following are some of the major Standards of Ethical Conduct regulations (5 C.F.R. Part 2635) that may pertain to BRAC Commissioners during the term of their appointment:

1. Teaching, Speaking and Writing in a Personal Capacity (Other Than as a Government Employee)

Generally, during their term of appointment, BRAC Commissioners may continue to receive fees, honoraria, and other compensation for teaching, speaking and writing undertaken in their personal or non-Governmental capacities. However, there are some limitations:

(1) An SGE is prohibited from receiving compensation for teaching, speaking, and writing that "relates to the employee's official duties." 5 C.F.R. 2635.807. The "relatedness" test is met for an SGE if:

(1) the activity is undertaken as an official Government duty;

(2) the circumstances indicate that the invitation to engage in the activity was extended to the SGE primarily because of the employee's position in the Government rather than the employee's expertise on the particular subject matter;

(3) the invitation to engage in the activity or the offer of compensation for the activity was extended to the employee, directly or indirectly, by a person who has interests that may be affected substantially by the performance or nonperformance of the employee's official duties; or

(4) the information conveyed through the activity draws substantially on ideas or official data that are confidential or not publicly-available.

(2) Additionally, if a Commissioner serves for 60 days or less during a one-year period, the SGE may not accept compensation for teaching, speaking, and writing if the subject matter of the teaching, speaking or writing concerns a particular matter, involving specific parties, in which the SGE participated or is participating personally and substantially as a Government employee.

(3) If a Commissioner serves for more than 60 days, the SGE is additionally prohibited from receiving compensation for teaching, speaking, and writing if the subject of the activity deals in significant part with any matter to which the SGE is presently assigned or was assigned during the previous one-year period.

EXCEPTIONS:

1. This rule does not preclude a Commissioner from receiving compensation for teaching, speaking, or writing on a subject within the Commissioner's discipline or inherent area of expertise based on the SGE's educational background or experience. The outside activity must not be about or distinctly related to the work the SGE is providing to the Government.

2. These restrictions also do not apply to teaching a course requiring multiple presentations that is part of the regularly established curriculum of an institution of higher education, an elementary or secondary school, or a program of education or training sponsored and funded by the Federal, State, or local government.

III. Gifts

Any gift given to a Commissioner because of the member's service on the BRAC Commission will raise concerns. The Ethics Official or the Designated Federal Official should be consulted should this situation arise. Gifts given to a Commissioner because of their position or achievements in the private (non-Government) sector may be permitted, depending on the circumstances. (Under the Foreign Gifts and Decorations Act, 5 U.S.C. Sec. 7342, gifts from foreign governments of a minimal value of $305.00 or less may be accepted, but please consult the Ethics Official concerning this.)

IV. Impartiality

Although Commissioners are prohibited under 18 U.S.C. 208(a) from participating in matters in which they have a financial interest, there may be other circumstances in which a Commissioner's participation in a particular matter involving specific parties would raise a question regarding the Commissioner's impartiality in the matter. For example, a Commissioner's impartiality may be questioned if he or she has business ties to a contractor near a base scheduled for closure or realignment, or has a close personal or professional relationship with such a business concern. In such circumstances, the Commissioner should discuss the relationship with the Ethics Official or the Designated Federal Official so that a determination may be made as to whether the Commissioner in question should be disqualified from participation in the matter, or should be granted an "authorization" to permit the Commissioner to participate in the matter. 5 C.F.R 2635.502.

V. Misuse of Position

Commissioners are also subject to a number of prohibitions intended to address the use, or appearance of use, of "public office for private gain." 5 C.F.R. Part 2635, Subpart G. These prohibitions include:

(1) Using their BRAC or DoD titles or referring to their Government positions for their own private gain, the private gain of friends, relatives, or anyone with whom they are affiliated in a non-Governmental capacity (including nonprofit organizations which they serve as officers, members, employees, or in any other business relationship), or for the endorsement of any product, service, or enterprise.

(2) Using their official titles or Government positions to coerce or induce another person to provide any benefit to themselves or another person.

(3) Using non-public Government information in a financial transaction to further their private interests or those of another, or disclosing confidential or non-public information without authorization.

(4) Using Government property for unauthorized purposes.

VI. Employment by, or Gifts from, Foreign Governments

There are Constitutional limitations on a Commissioner's employment by a foreign government, including political subdivisions of a foreign government. For SGEs, this provision has particular relevance to positions with foreign universities that are government-operated rather than private institutions. United States Constitution, art. I 9, cl. 8. There are also statutory provisions restricting acceptance of gifts from foreign governments. 5 U.S.C. 7342. Commissioners should consult with the Ethics Official or the Designated Federal Official for details about these restrictions.

VII. Lobbying Activities

In their official capacities or as a group, Commissioners are prohibited from engaging in any activity which directly or indirectly encourages or directs any person or organization to lobby one or more members of Congress. 18 U.S.C. 1913. When authorized, Commissioners may appear before any individual or group for the purpose of informing or educating the public about a particular policy or legislative proposal.

Commissioners also may communicate to Members of Congress at the request of any Representative or Senator. Communications to Members of Congress initiated by individual Commissioners, in their official capacity as members of the BRAC Commission, should be coordinated through the Office of the Chairman.

As private citizens, Commissioners may express their personal views (but not the views of the BRAC Commission) by stating their affiliation with the Commission, by factually stating the Commissioner's official position on the matter (to the extent that non-public information is not used). However, Commissioners may not take new positions and represent those views as the BRAC's position on the matter. Moreover, in expressing their private views, as with all other personal (non-Governmental) activities, Commissioners are not permitted to use Government computers, copiers, telephones, letterhead, staff resources, or other appropriated funds. All personal activities must occur "off duty time."

In addition, Commissioners are prohibited in their personal capacities from making representations on behalf of others, to the Government, on particular matters involving specific parties in which they were involved as Government employees. (See discussion above under 18 U.S.C. 203 & 205.)

VIII. Political Activities

The Hatch Act (5 U.S.C. 7321-7328) prescribes the restrictions on certain political activities of Federal employees. Unlike the criminal statutes and most of the other ethics rules which are fully applicable to an SGE throughout the SGE's entire term of appointment, the Hatch Act restrictions apply only during the period of any day in which the SGE actually is performing Government business. For example, if an SGE attends a BRAC Commission meeting from 8:00 am - 1:00 pm, at 3:00 pm, the SGE could attend a political fundraiser and even solicit political

contributions from the attendees. Please note that there are also criminal political statutes that apply at all times and prohibit coercion and intimidation regarding political activities.

If you are considering engaging in political activities, please contact the Ethics Official or the Designated Federal Official for guidance before agreeing to or accepting any participation in political activities.

APPENDIX
SECTION M COMMISSION ETHICS RULES AND PROCEDURES

POST-EMPLOYMENT ETHICS RULES FOR BRAC COMMISSIONERS APPOINTED AS SPECIAL GOVERNMENT EMPLOYEES (SGEs)

Personal Lifetime Ban	After you leave Government service, you may not represent someone else to the Government regarding *particular matters* that you worked on while in Government service.
Official Responsibility: 2 Year Ban	For *2 years* after leaving Government service, you may not represent someone else to the Government regarding *particular matters* that you did not work on yourself, but were pending under your responsibility during your last year of Government service.
Compensation Ban on Representation by Others	After you leave Government service, you may not accept compensation for representational services, which were provided by anyone while you were a Government employee, before a Federal agency or court regarding particular matters in which the Government was a party or had a substantial interest. This prohibition may affect personnel who leave the Government and share in the proceeds of the partnership or business for representational services that occurred before the employee terminated Federal service. (Examples: Lobbying, consulting, and law firms). (18 U.S.C. 203).
Additional Restrictions for Retired Military Personnel and Reservists (Foreign Employment)	Unless you receive prior authorization from your Service Secretary, you may forfeit your military pay during the time you perform compensated services for a foreign government.
Administrative Reminders	Even though you have left Government service, you still may not use nonpublic information to further your own private interests, or those of another, including your subsequent employer. Nonpublic information includes classified information, source selection data, information protected by the Privacy Act, proprietary information, information protected by the Trade Secrets Act, and other information that has not been made available to the public and is exempt from disclosure.

APPENDIX
SECTION M COMMISSION ETHICS RULES AND PROCEDURES

July 12, 2005

INFORMATION MEMORANDUM FOR THE GENERAL COUNSEL

FROM: Associate General Counsel, Rumu Sarkar

SUBJECT: SGE Pay and Status

This memorandum will memorialize legal research completed on two related questions: first, whether Commissioners serving on the Base Closure and Realignment Commission (the "Commission") are entitled to a daily rate of pay, and second, what is their status as Special Government Employees after they have served 130 days.

The BRAC statute, Section 2902((g)(1)(B), authorizes the Chairman to be "paid at a rate equal to the *daily equivalent* of the minimum annual rate of basic pay payable for level III of the Executive Schedule under section 5315, United States Code, for each day (including travel time) during which the member is engaged in the actual performance of duties vested in the Commission." (Emphasis supplied.) The GSA publishes the rates for Level III salary, and the current level is $149,200.

The daily rate is calculated by following these steps: (1) $149,200 is divided by 2087 for executive branch commissions (N.B. for legislative branch commissions, the salary is divided by 2080); (2) $71.50 hourly rate results; (3) $71.50 multiplied by eight equals the daily rate of $572.00. Thus, the Chairman is entitled to a daily rate of $571.92. The way in which the hours are coded in by the payroll agent depends on the way in which the commissions direct them. For example, if a Commissioner works one hour, then he or she would be paid $571.92. An hourly rate is paid until eight hours (the daily rate) is reached. If eight hours are exceeded, then the daily rate of $571.92 is calculated. No extra payment (on an hourly or any other basis) is calculated for hours worked beyond the eight hours/daily rate. Commissioners, other than the Chairman, are paid at the daily rate equivalent to Level IV of the Executive Schedule (i.e., $140,300). (See Section 2902(g)(1)(A)). The math works out to $67 hourly rate, and $537.76 daily rate.

As far as the 130-day limit on Special Government Employees (SGEs) is concerned, the expectation is that an SGE will work for 130 days or less during a consecutive 365-days period. However, OGE recognizes that SGEs may actually work more than 130 days, but this does not affect their SGE status. (See OGE's Public Financial Disclosure, A Reviewer's Reference, 2d ed., page 2-6.) Therefore, contrary to the suggestion that Commissioners may not work beyond the 130 days, this does happen on occasion, and has been anticipated as a matter of law. This may mean, however, that the Commissioner in question may need to file an annual SF-278 financial disclosure report, and there may be certain tax consequences. These issues may be addressed at a later time, as necessary.

APPENDIX
SECTION M COMMISSION ETHICS RULES AND PROCEDURES

Nondisclosure Agreement for ANSER

My duties include work assignments and responsibilities in which I may acquire personal knowledge of or access to information concerning the development of recommendations relating to potential closure or realignment of U.S. military installations during the deliberation of the BASE CLOSURE AND REALIGNMENT COMMISSION (the "BRAC Commission"). I understand and agree that it is my duty and obligation to comply with the provisions of this Agreement respecting such information and that my violation of this Agreement may result in disciplinary action, including termination from my position, and possible criminal penalties.

1. I understand that the development of any U.S. military installation closing or realignment information, written or oral, pursuant to the BRAC Commission's deliberations is an official and sensitive deliberative process. "Written" information includes all electronic and hard copy forms of communication to or from the BRAC Commission whether public, official, non-official, confidential, privileged, sensitive or classified. I further understand that the development of such information is not limited to final document or products, but also, includes all draft and feeder documents, briefings and notes, as well as any other related oral or written communication.

2. The general public and all levels of federal, state, and local government have a right to expect and trust that the BRAC process will be conducted objectively and impartially. Any unauthorized disclosure of BRAC-related information undermines that expectation and trust and therefore, is prohibited. Unauthorized disclosures may also constitute a violation of law, and a violation of Department of Defense (or other agency) directives, regulations, policies or guidance. **I hereby promise not to disclose any BRAC-related information, except as specifically authorized.**

3. I further understand that any document or any other written communication whether draft or final, is the official property and record of the BRAC Commission and shall be retained, disseminated, released, and destroyed in accordance with requirements of law and applicable laws, directives, regulations, instructions, policies or guidance.

4. I understand that the provisions of this Agreement bind me personally until the Chairman of the BRAC Commission transmits the final recommendations, as may be amended, to the President even if I am reassigned to other duties or stations, retire, or otherwise cease employment or any contract, agency, or other relationship or association with ANSER and/or the BRAC Commission.

_____ _____

Signature Date

_____

Printed Name

APPENDIX
SECTION M COMMISSION ETHICS RULES AND PROCEDURES

CONFLICT OF INTEREST AND BRAC

Potential Conflicting Financial and Personal Interests

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

As individuals participating in BRAC deliberations, you are participating personally and substantially in the BRAC process. As such, you must be concerned about potential conflicts of interest. You will need to file either a Public or Confidential Financial Disclosure Report (SF 278 or OGE 450). The report is due within 30 days of reporting for duty with BRAC, but please complete and provide it to the BRAC General Counsel as soon as possible. These forms are available on the S drive in the folder titled Standards of Conduct Materials and on the internet at http://www.usoge.gov/pages/forms_pubs_otherdocs/forms_pubs_other_pg3.html#Anchor-Miscellaneou-47916. We recommend that you copy the fillable forms to your directory, prepare the report on your PC, and save the file for when you submit a termination report (and when you are required to file again).

While the SF 278 and OGE 450 are a good starting point, you have interests and relationships that may be involved in the BRAC process that are not reportable on them. For example, you do not report your personal residence or vacation property on the SF 278 and OGE 450 unless you rent them.

We have developed this guidance to help you identify the relationships and interests that are not reported on the disclosure forms. Please review this guidance 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 the BRAC General Counsel as soon as possible to discuss them. 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.

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 our financial statement, i.e., someone other than your spouse or minor children?

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? (Yes, of course.)

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:** Is your spouse, parent, or dependent child serving, 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, do any of them, to your knowledge, involve 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 a BRAC recommendation and any expected effect on a financial interest. The effect does not have to be immediate. "Predictable" means a real, not speculative, possibility that a 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 INTERSTS

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. You sister works for a contactor 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 thee interests or relationships exist, please contact the BRAC General Counsel so that you can discuss them in a timely fashion and take appropriate action to resolve any questions.

BRAC Ethics Briefing

I. Conflicts of Interest and Impartiality

- Conflicts of Interest --18 U.S.C. § 208(a)

- Appearance/Impartiality Concerns—Standards of Ethical Conduct, Subpart E (5 CFR section 2635.502)

- Resolving Conflicts and Appearance Concerns

II. Representation in Claims Against the U.S.

- Representational Bar --18 U.S.C. § 205

III. Gifts and Travel

- Gifts from Outside Sources—Standards of Ethical Conduct, Subpart B (5 CFR 2635.202)

- Travel and Other Benefits

IV. Resources for Further Information

- OGE website—www.usoge.gov
- See especially "Forms, publications and other ethics documents" for OGE pamphlets, brochures and financial disclosure forms.

2005 Defense Base Closure and Realignment Commission Post-Employment Ethics Briefing

Today's discussion will focus on:

- Seeking New Employment (Job searches)
- Post-Employment Ethical Restrictions
- Use of Confidential (Non-Public) Information
- Teaching, Speaking and Writing
- The Use of Official Positions or Titles

2005 Defense Base Closure and Realignment Commission Post-Employment Ethics Briefing

SEEKING EMPLOYMENT:

- An employee may not take official action by participating personally and substantially in a particular matter which can affect the financial interest of an organization with whom she is negotiating with or has an arrangement for future employment.

- REMEDY: Disqualification from the matter.

- SOURCE: 18 U.S.C. § 208
  5 CFR 2635.601, 2635.604

2005 Defense Base Closure and Realignment Commission Post-Employment Ethics Briefing

SEEKING EMPLOYMENT:

- An employee may have to disqualify herself from working on a matter where she is "seeking employment" as well as when she is actually "negotiating for a job."

2005 Defense Base Closure and Realignment Commission Post-Employment Ethics Briefing

SEEKING EMPLOYMENT:

- What is "seeking employment?" Examples include:
  - Sending a resume to a company (but not like posting her resume on monster.com);
  - The employee is approached by someone in the company about future employment, and she expresses interest;
  - Using a headhunter who tells you the specific name of a prospective employer.

- REMEDY: Disqualification. But if she receives no response after two (2) months from a prospective employer, she is no longer disqualified. However, postponing employment discussions until she has finished working on a particular matter does not eliminate the ethical conflict.

2005 Defense Base Closure and Realignment Commission Post-Employment Ethics Briefing

SEEKING EMPLOYMENT:

- Travel expenses from a prospective employer is a "gift" from an outside source which may be accepted (without approval by the BRAC Commission) by the employee based on her outside business relationship with that entity.

- However, if the amount of the travel reimbursement or advance exceeds $260.00, you must report it on your financial disclosure form (SF-450 or SF-278).

2005 Defense Base Closure and Realignment Commission Post-Employment Ethics Briefing

POST-EMPLOYMENT RESTRICTIONS:

➢ 18 U.S.C. § 207, a criminal statute, imposes three post-employment ethical restrictions: (1) a lifetime ban; (2) a two-year ban; and (3) a one-year ban.

➢ **LIFETIME BAN**: An employee is prohibited from representing anyone before the U.S.G. on a particular matter involving specific parties in which she participated personally and substantially. ***(Behind-the scenes assistance and counseling are permitted.)***

➢ **TWO-YEAR BAN**: An employee is prohibited for two years from representing another person on a particular matter involving specific parties that was pending under her responsibility during her last year of government service (e.g., length of term of service with BRAC).

➢ **ONE-YEAR BAN**: Senior Employees paid at more than $140,216.50 as of 09 January 2005, are prohibited from representing anyone before the BRAC for one year.

2005 Defense Base Closure and Realignment Commission Post-Employment Ethics Briefing

POST-EMPLOYMENT RESTRICTIONS:

➢ FOREIGN EMPLOYMENT FOR RETIRED MILITARY PERSONNEL AND RESERVISTS:

➢ Unless you receive prior written authorization from your Service Secretary, you may forfeit your military pay during the time you perform compensated services for a foreign government, including corporations owned or controlled by foreign governments.

SOURCE: Art. I, sec. 9, cl. 8 (U.S. CONST.); 18 U.S.C. § 219.

➢ Former Senior and Very Senior Employees are restricted for one year after leaving Government service from representing, aiding or advising a foreign government or foreign political party with the intent of influencing a department or agency, and may be barred from representing a foreign entity before Congress.

2005 Defense Base Closure and Realignment Commission Post-Employment Ethics Briefing

DISCLOSURE OF NON-PUBLIC INFORMATION:

- A BRAC employee may not disclose privileged, classified or confidential material protected under the Privacy Act, or information that is not authorized to be made available to the public on request, without prior consultation with the Office of the General Counsel.
- An employee may NOT engage in a financial transactions using nonpublic information, or allow the improper use of nonpublic information for her own private interests.
- Nonpublic information is information that an employee learns of by reason of her employment with the federal government and that she reasonably knows is not available to the general public.

SOURCE: 5 CFR § 2635.703.

2005 Defense Base Closure and Realignment Commission Post-Employment Ethics Briefing

TEACHING, SPEAKING AND WRITING

- A BRAC employee is not prohibited from receiving compensation for teaching, speaking or writing on a subject within her area of expertise based on her educational and professional experience even though the subject-matter may deal with the 2005 BRAC or BRAC-related issues.

- On the other hand, any BRAC employee, including the Commissioners who are all Special Government Employees, may not accept compensation from a non-government source for teaching, speaking and writing that relates to her "official duties."

2005 Defense Base Closure and Realignment Commission Post-Employment Ethics Briefing

- Teaching, speaking and writing relates to her "official duties" if:
  - The activity is undertaken as part of her official duties; or
  - The invitation is extended primarily because of her official position rather than her expertise; or
  - The invitation is extended (directly or indirectly) by a person/entity who may be substantially affected by the performance or non-performance of her official duties; or
  - The presentation draws substantially on official data that is nonpublic information.

2005 Defense Base Closure and Realignment Commission Post-Employment Ethics Briefing

TEACHING, SPEAKING AND WRITING

- Commissioners (who are all Special Government Employees) may not, during the term of their appointment, receive compensation for teaching, speaking and writing about BRAC decisions that they developed or contributed to, even if no nonpublic information is revealed.

- However, Commissioners may, along with other BRAC staff members, receive compensation for teaching, speaking and writing about the 2005 BRAC process generally.

2005 Defense Base Closure and Realignment Commission Post-Employment Ethics Briefing

REFERENCE TO YOUR OFFICIAL POSITION:

- While engaged in teaching, writing and or speaking, a BRAC Commission employee may not use her title or official position in connection with an oral or written presentation, except as a biographical detail that is given no more prominence than other biographical details; and,
- If publishing a work, a disclaimer should be added stating that the employee is expressing views that do not necessarily represent the views of the BRAC Commission.
- For Commissioners holding a military, ambassadorial or other official rank, the honorary term of address such as "The Honorable" or military rank such as "General" may be used in connection with her teaching, speaking and writing.

2005 Defense Base Closure and Realignment Commission Post-Employment Ethics Briefing

- **OTHER QUESTIONS OR COMMENTS?**

APPENDIX
HEARING SLIDES – 1995 COMMISSION
ADDS HEARING

(Service) Categories

CATEGORY	NUMBER

HIGHLIGHTED CATEGORIES HAVE COMMISSIONER CANDIDATES FOR FURTHER CONSIDERATION.

APPENDIX
HEARING SLIDES – 1995 COMMISSION
ADDS HEARING

(CATEGORY)

MILITARY VALUE	INSTALLATION	
1	FORT SOLDIER	
2	**FORT SWAMPY**	**(C)**
3	**FORT MUD**	**(R)**
N	***FORT HERO***	**(*)**

(C) = DoD recommendation for closure
(R) = DoD recommendation for realignment
(X) = Joint Cross Service Group alternative for closure
(*) = *Candidate for further consideration*

APPENDIX
HEARING SLIDES – 1995 COMMISSION
ADDS HEARING

BASE ANALYSIS
CATEGORY:

DoD RECOMMENDATION: Close Fort Swampy. (Outline recommendation). Realign Fort Mud. (Outline recommendation).

FOR CONSIDERATION: Study _____ **FOR CLOSURE.**

SECRETARY OF DEFENSE'S COMMENTS:

CRITERIA	FORT SWAMPY (C)	FORT MUD (R)	*FORT HERO* (*)
MILITARY VALUE			
FORCE STRUCTURE			
ONE-TIME COSTS ($ M)	From COBRA Summary Report	From COBRA Summary Report	From COBRA Summary Report
ANNUAL SAVINGS ($ M)	From COBRA Summary Report	From COBRA Summary Report	From COBRA Summary Report
RETURN ON INVESTMENT	From COBRA Summary Report	From COBRA Summary Report	From COBRA Summary Report
BASE OPERATING BUDGET ($ M)			
PERSONNEL ELIMINATED (MIL / CIV) PERSONNEL REALIGNED (MIL / CIV)	From COBRA Summary Report	From COBRA Summary Report	From COBRA Summary Report
ECONOMIC IMPACT (BRAC 05 / CUM)	From Interagency Team	From Interagency Team	From Interagency Team
ENVIRONMENTAL			

(C) = DoD recommendation for closure
(R) = DoD recommendation for realignment
(X) = Joint Cross Service Group alternative for closure
(*) = *Candidate for further consideration*

APPENDIX
HEARING SLIDES – 1995 COMMISSION
ADDS HEARING

BASE ANALYSIS CATEGORY:

ISSUE	FORT SWAMPY (C)	FORT MUD (R)	*FORT HERO* (*)

(C) = DoD recommendation for closure
(R) = DoD recommendation for realignment
(X) = Joint Cross Service Group alternative for closure
(*) = *Candidate for further consideration*

APPENDIX
HEARING SLIDES – 1995 COMMISSION
FINAL DELIBERATION HEARING

(SERVICE) CATEGORIES

CATEGORY	NUMBER	CATEGORY	NUMBER

Highlighted categories have installations DoD has recommended for closure or realignment or Commission has added for further consideration for closure or realignment.

APPENDIX
HEARING SLIDES – 1995 COMMISSION
FINAL DELIBERATION HEARING

(SERVICE) (CATEGORY)

MILITARY VALUE	INSTALLATION	
1	FORT SOLDIER	
2	**FORT SWAMPY**	**(C)**
3	**FORT MUD**	**(R)**
N	***FORT HERO***	**(*)**

(C) = DoD recommendation for closure
(R) = DoD recommendation for realignment
(X) = Joint Cross Service Group alternative for closure or realignment
(*) = *Commission add for further consideration*

APPENDIX
HEARING SLIDES – 1995 COMMISSION
FINAL DELIBERATION HEARING

BASE ANALYSIS
NAME OF INSTALLATION, STATE

DoD RECOMMENDATION: Outline recommendation

CRITERIA	DoD RECOMMENDATION	COMMISSION ALTERNATIVE
MILITARY VALUE		
FORCE STRUCTURE		
ONE-TIME COSTS ($ M)	From COBRA Summary Report	From COBRA Summary Report
ANNUAL SAVINGS ($ M)	From COBRA Summary Report	From COBRA Summary Report
RETURN ON INVESTMENT	From COBRA Summary Report	From COBRA Summary Report
NET PRESENT VALUE ($M)	From COBRA Summary Report	From COBRA Summary Report
BASE OPERATING BUDGET ($ M)	From COBRA Screen 4	From COBRA Screen 4
PERSONNEL ELIMINATED (MIL / CIV) PERSONNEL REALIGNED (MIL / CIV)	From COBRA Summary Report	From COBRA Summary Report
ECONOMIC IMPACT (BRAC 05 / CUM)	From Interagency Team	From Interagency Team
ENVIRONMENTAL		

(C) = DoD recommendation for closure
(R) = DoD recommendation for realignment
(X) = Joint Cross Service Group alternative for closure or realignment
(*) = *Commission add for further consideration*

APPENDIX
HEARING SLIDES – 1995 COMMISSION
FINAL DELIBERATION HEARING

ISSUES REVIEWED
NAME OF INSTALLATION, STATE

List significant issues to be considered by the Commissioners in making their decision. These will be briefed using the following chart.	List other issues analyzed. These will not be briefed unless specifically requested by a Commissioner.

APPENDIX
HEARING SLIDES – 1995 COMMISSION
FINAL DELIBERATION HEARING

ISSUES
NAME OF INSTALLATION, STATE

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•

APPENDIX
HEARING SLIDES – 1995 COMMISSION
FINAL DELIBERATION HEARING

ISSUES
NAME OF INSTALLATION, STATE
(Continued)

ISSUE	DoD POSITION	COMMUNITY POSITION	R&A STAFF FINDINGS
	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•
	•	•	•

APPENDIX
HEARING SLIDES – 1995 COMMISSION
FINAL DELIBERATION HEARING

SCENARIO SUMMARY
NAME OF INSTALLATION, STATE

DoD RECOMMENDATION		COMMISSION ALTERNATIVE	
(State DoD recommendation)		(State Commission alternative recommendation)	
One Time Costs ($M): **Steady State Savings ($M):** **Return on Investment: 2006 (1 Year)** **Net Present Value ($M):**		**One Time Costs ($M):** **Steady State Savings ($M):** **Return on Investment: 2006 (1 Year)** **Net Present Value ($M):**	
PRO	**CON**	**PRO**	**CON**
•	•	•	•