



**Report to the Defense Base Closure and
Realignment Commission**

***Intelligence
Joint Cross-Service Group***

Volume IX

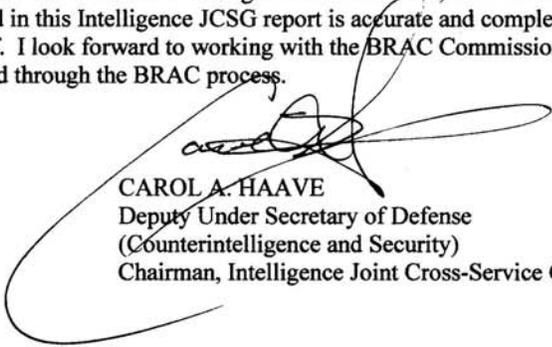
May 2005

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FROM CHAIRMAN OF THE INTELLIGENCE JOINT CROSS-SERVICE GROUP

SUBJECT: 2005 Base Realignment and Closure Recommendations

Attached please find the Intelligence Joint Cross-Service Group (JCSG) Base Realignment and Closure (BRAC) recommendations for BRAC 2005, as required by Section 2903(c)(5) of the Defense Base Closure and Realignment Act of 1990, as amended. I certify that the information contained in this Intelligence JCSG report is accurate and complete to the best of my knowledge and belief. I look forward to working with the BRAC Commission as our recommendations proceed through the BRAC process.



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Executive Summary

The Infrastructure Steering Group (ISG) established the first Intelligence Joint Cross-Service Group (JCSG) to address intelligence functions throughout the Department of Defense (DoD). Base Realignment and Closure 2005 (BRAC) was the first time a dedicated JCSG addressed defense intelligence across the Military Departments (MILDEPs) and defense intelligence agencies. This group was chaired by the Deputy Undersecretary of Defense (Counterintelligence & Security), with group principals that included senior members of the Defense Intelligence Agency (DIA), National Geospatial-Intelligence Agency (NGA), National Reconnaissance Office (NRO), National Security Agency (NSA), each military service, the Joint Staff /J2 and representation from the Director of Central Intelligence Community Management Staff. The Counterintelligence Field Activity (CIFA) and Under Secretary of Defense, Intelligence (USD(I)) elements were represented by the Chair of the Intelligence JCSG.

The Intelligence JCSG was responsible for the comprehensive review of the infrastructure and personnel required to support the function of defense intelligence (less those intelligence activities that were covered by the MILDEPs or other JCSGs). In developing its analytical process, the Intelligence JCSG established internal policies and procedures consistent with Department of Defense (DoD) policy memoranda, Chairman of the Joint Chiefs of Staff (CJCS) 20-year Force Structure Plan, BRAC 2005 selection criteria, and the requirements of Public Law 101-510, as amended.

The Intelligence JCSG's capacity analysis concluded that there was a shortage of capacity. The analysis considered the ability to support all forces, including those based outside the United States; to accommodate a significant reconstitution of the force; and to respond to surge. There are no known documented requirements for the defense intelligence community to set aside space or facilities for surge. Historically, the defense intelligence community handled surge operations by reallocating existing resources within the current square footage.

Military value was the primary consideration used in developing closure or realignment scenarios. The Intelligence JCSG developed quantitative methods to assess the military value of the defense intelligence facilities. A single scoring plan was used to measure the value of the infrastructure and personnel performing defense intelligence activities. This military value analysis resulted in a ranking of facilities from 1 to 267. In addition to using military value, strategy-driven scenarios were developed using military judgment and validated by capacity, military value and scenario data.

To evaluate the defense intelligence function, the Intelligence JCSG developed an intelligence principle and four derived analytical frameworks. The Chair of the ISG, validated this approach for the development of ideas, proposals, and strategy-driven scenarios. The scenario development phase focused on evaluation of all eight selection criteria and military judgment.

The analysis culminated in the following two Intelligence JCSG recommendations: Defense Intelligence Agency and National Geospatial-Intelligence Agency Activities.

I. Organization and Charter

Introduction

A primary objective of BRAC 2005, in addition to realigning base structure to meet post-Cold War force structure, was to examine and implement opportunities for greater joint activity. Prior BRAC analyses considered all functions on a service-by-service basis, and consequently included little or no examination of functions across services. For BRAC 2005, those functions that are common across the military services were analyzed on a joint basis. The Intelligence JCSG was established to address intelligence functions throughout the DoD. BRAC 2005 was the first time defense intelligence was addressed by a dedicated JCSG to evaluate the function across the MILDEPs and defense intelligence agencies. As required by statute, the Intelligence JCSG used military value as the primary focus while considering the other four BRAC selection criteria. The Intelligence JCSG provided detailed periodic reports to the ISG on their progress and direction.

a. Group Identity and Organization into Subgroups

At the beginning of the process, the Intelligence JCSG formed four subgroups to evaluate functions within the defense intelligence community. These groups assessed, respectively:

- Sources and Methods,
- Correlation, Collaboration, Analysis, and Access,
- Management Activities,
- Customer Needs and Satisfaction (subsequently renamed National Decisionmaking and Warfighting Capabilities).¹

The first three subgroups created the analytical construct for measuring defense intelligence capacity that resulted in a capacity data call. These subgroups were eventually superseded by a single Core Team (with representation from each organization on the Intelligence JCSG). This team created a consolidated analytical construct for measuring military value of defense intelligence facilities. The team also performed detailed capacity and military value analyses, evaluated scenario ideas, executed scenario data calls, and prepared Intelligence JCSG candidate recommendations for deliberation by the ISG.

b. Functions Evaluated

The Intelligence JCSG was responsible for the comprehensive review of the infrastructure and personnel required to support the function of defense intelligence (less those intelligence activities that were covered by the MILDEPs or other JCSGs).

¹ This Subgroup was held in abeyance until the military value assessment stage of the BRAC 2005 process. The Core Team eventually assumed the role of this and the other subgroups.

The Intelligence JCSG initially identified the following five broad functions to analyze defense intelligence:

- Sources and Methods (Acquisition and Collection),
- Analysis,
- Dissemination,
- Management Activities,
- Sustainability.

Based on subsequent ISG guidance, the Intelligence JCSG decided to consolidate these five broad functions into a single function, defense intelligence, to facilitate the analysis. The original functional areas were integrated under the defense intelligence function in the final military value scoring plan and throughout the analysis, leading to realignment and closure options.

c. Overarching Strategy

In developing its analytical process, the Intelligence JCSG established internal policies and procedures consistent with DoD policy memoranda, CJCS 20-year Force Structure Plan, BRAC 2005 selection criteria, and the requirements of Public Law 101-510, as amended. Based on the Policy Memorandum Two, principles defined top level strategic concepts that fostered transformation, embraced change, and avoided capacity reductions that reduced essential military capabilities. These principles enumerated the essential elements of military judgment applied to the BRAC 2005 process.

All BRAC 2005 selection criteria were applied by the Intelligence JCSG across the defense intelligence functional support area and used with the force-structure plan and infrastructure inventory to perform analyses. Priority consideration was given to military value by evaluating and scoring activities based on the first four BRAC 2005 selection criteria. These BRAC 2005 selection criteria are as follows:

1. The current and future mission capabilities and the impact on operational readiness of the total force of the DoD, including the impact on joint warfighting, training, and readiness;
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. 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. The cost of operations and manpower implications.

Other considerations are:

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 savings to exceed the costs;
6. The economic impact on existing communities in the vicinity of military installations;
7. The ability of the infrastructure of both the existing and potential receiving communities to support forces, missions, and personnel;
8. The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

In addition to the BRAC selection criteria, the Intelligence JCSGs was required to account for surge capacities, or the ability to accommodate a significant reconstitution of U.S. forces, throughout multiple steps of their analyses. Based on the tenets of Policy Memorandum 7, the Intelligence JCSG weighed the considerations to determine the Department's need to retain sufficient infrastructure, including "difficult-to-reconstitute" assets, to respond to surge, and ultimately incorporated these assessments into their recommendations. While there are no known documented requirements for the defense intelligence community to set aside space or facilities for surge, it has historically handled surge operations by reassigning and reallocating existing resources within the current square footage. It has also flexed to increase around-the-clock support by reallocating existing personnel from traditional day shift operations and bringing in a limited number of new personnel (reservists, annuitants, and/or contractors).

Additionally, based on the Defense Base Closure and Realignment Act of 1990, as amended, the Secretary of Defense's closure and realignment recommendations are required to be based on the force structure, final selection criteria and installation inventory. To ensure the Intelligence JCSG complied with this requirement, the Chair, Intelligence JCSG tasked each Principal to use the CJCS 20-year Force Structure Plan to develop an intelligence specific 20-year force structure plan to account for government (military and civilian) and contractor workforce, located worldwide, using a common template. Contractor personnel were included as they comprise a large percentage of the defense intelligence workforce. As appropriate, each organization derived correlations between the probable threats; end-strength and major force units needed to meet the threats; anticipated levels of funding available; and the CJCS 20-year Force Structure Plan. As such, all Intelligence JCSG recommendations are consistent with the CJCS 20-year Force Structure Plan, as required by the BRAC 2005 statute.

Along with the selection criteria and military value analyses, the following intelligence principle was the focus of the Intelligence JCSG and provided the construct to evaluate the defense intelligence function:

- Principle: The Department needs intelligence capabilities to support the National Military Strategy by delivering predictive analysis, warning of impending crises, providing persistent surveillance of our most critical targets, and achieving horizontal integration of networks and databases.

The following analytical frameworks were derived from the intelligence principle to assist in the development of scenarios:

- Analytical Frameworks:
 - Locate and upgrade facilities on protected installations as appropriate;
 - Reduce vulnerable commercial leased space;
 - Realign selected intelligence functions/activities and establish facilities to support continuity of operations and mission assurance requirements;
 - Provide infrastructure to facilitate robust information flow between analysts, collectors, and operators at all echelons and achieve mission synergy.

II. Analytical Approach

a. Foundational Elements of Analytical Approach

i. Certification Process

Data collected and analyzed by the Intelligence JCSG during the BRAC 2005 process were governed by an overarching DoD Internal Control Plan (ICP), as well as Intelligence JCSG-specific ICPs. Data were certified at each step of the process. To verify the integrity of this process, audits were performed by MILDEP Audit Services and by the DoD Office of Inspector General (OIG). The Office of General Counsel (OGC) provided oversight. The process was also overseen by Government Accountability Office (GAO).

Certification of data at each point of transfer up the chain of command was recorded by signature of an authorized certifier. Immediately upon receipt of data by the MILDEP BRAC Offices and defense intelligence agencies, the Intelligence JCSG maintained a copy in accordance with its Standard Operating Procedures. These data were then downloaded into a database for analysis. The group performed random data sampling to ensure the data were correctly transferred. A representative from the DoD OIG also conducted an audit of data to ensure data-downloads were accurate. All capacity and military value analyses were performed using only the certified data from the database.

ii. Role of Auditors

The GAO monitored the process throughout the planning, data collection, and analyses efforts. The GAO had limited access to the decision-making (deliberative) process within the Intelligence JCSG; however, the GAO did receive copies of the minutes from these sessions. The GAO worked to compare and contrast the Intelligence JCSG's analyses and non-deliberative processes to identify and correct potential problems when they arose.

The DoD OIG provided the Intelligence JCSG advice on the development and implementation of the ICPs, as well as reviewing and making recommendations related to the ICPs. Representatives from the DoD OIG and the service audit agencies conducted data audits/reviews to ensure the accuracy of the BRAC 2005 certification process, as well as capacity analysis, military value analysis, and scenario data call inputs used to populate the Cost of Base Realignment Actions (COBRA) application. Feedback detailing data discrepancies and audit trail issues was provided for capacity analysis, military value analysis, and scenario data.

iii. Military Judgment

As required by statute, the military value of an installation or activity was the primary consideration in developing the Department's recommendations for base realignments and closures. The Department determined that military value had two components: a quantitative component and a qualitative component. The qualitative component is the exercise of military judgment and experience to ensure rational application of the criteria. The intelligence principle enumerated the essential elements of military judgment applied by the Intelligence JCSG in the BRAC 2005 process.

iv. Integration Process

Because BRAC 2005 marked the first BRAC round where JCSGs had the authority to formally advance recommendations, many installations were affected by multiple BRAC recommendations, while other sets of recommendations were driven by a single strategy or had cumulative effects on a particular function. To capture and accurately reflect these cumulative impacts, the Department developed a process to integrate its BRAC recommendations by installation or functional area when appropriate, and assigned reporting authority to an appropriate proponent organization.

To ensure a complete and defensible approach to integration, a set of equitable rules was established to allocate costs amongst the MILDEPs and JCSGs. The functional integration of recommendations was an exercise to assess existing proprietary recommendations. Intelligence JCSG functional integration was driven by combining recommendations that affected a single DoD Agency/Activity.

b. Capacity Analysis

The Intelligence JCSG analyzed data collected on facilities directly supporting the defense intelligence function. The Intelligence JCSG analysis focused on unique infrastructure and resources required to sustain necessary capabilities and capacities to support DoD mission areas. A capacity data call was submitted to the defense intelligence agencies and military services to compile an inventory of facilities. The resulting personnel figures and square footage were then used to evaluate facilities performing the intelligence function. The individual attributes in the capacity data call were later consolidated to more thoroughly analyze the defense intelligence function.

The resulting capacity analysis for the 267 facilities concluded there was a shortage of capacity for the defense intelligence function. For the purposes of this analysis, "capacity required to surge" was defined as zero square feet. The characterization of potential excess capacity allowed the Intelligence JCSG to assess what capacity was available to surge. "Capacity available to surge" was defined as the result of excess

capacity calculations. Specific capacity results are classified and are available in a separate Appendix A.

c. Military Value Analysis

The Intelligence JCSG defined the military value of its facilities based on the capabilities of those facilities to support the intelligence requirements in light of national security interests and objectives. Only those facilities which directly support the intelligence function were analyzed during the group's military value analysis. A single scoring plan measured the value of the infrastructure and personnel performing the defense intelligence function. Attributes and weighted metrics were used to compute the military value of a facility by assessing its physical infrastructure and location as they related to selection criteria one through four. Sensitivity analysis was conducted to ensure robust and stable military value analysis results.

The IJCSG identified 267 facilities directly engaged in the intelligence function. After computing military value scores, a ranking of intelligence facilities for the defense intelligence function resulted. Strategy-driven scenarios were validated by analysis of capacity and military value data and military judgment was applied where appropriate. The group identified facilities that fell below one standard deviation of the average military value to determine potential data-driven scenarios. Specific military value scores are classified and available in a separate Appendix B.

d. Scenario Development

The intelligence principle and derived analytical frameworks provided the basis for developing of Intelligence JCSG ideas, proposals and strategy-driven scenarios. The scenario development phase focused on evaluation of all eight selection criteria (including the results of military value analysis which incorporated selection criteria one through four) and military judgment.

The Intelligence JCSG developed a total of 21 ideas which led to 18 proposals. From these proposals, the group declared 13 scenarios. After further analysis, using selection criteria one through eight and military judgment, six candidate recommendations were presented to the ISG. The ISG and Infrastructure Executive Council approved three candidate recommendations. During the integration process, one of these recommendations was incorporated into a recommendation authored by the Headquarters and Support Activities JCSG.

III. Recommendations

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

Recommendation: Realign Defense Intelligence Analysis Center, Bolling Air Force Base, DC, by relocating select Defense Intelligence Agency intelligence analysis functions to a new facility at Rivanna Station, VA. Realign Crystal Park 5, a leased facility in Arlington, VA, by relocating the Defense Intelligence Agency analysis function to the Defense Intelligence Analysis Center, Bolling Air Force Base, DC.

Justification: This recommendation is a realignment of select personnel, equipment and intelligence analysis functions of the Defense Intelligence Agency. It co-locates select intelligence analysis functions and personnel with the National Ground Intelligence Center into a new facility at Rivanna Station. This recommendation improves information flow/mission synergy; addresses capacity shortage at the Defense Intelligence Analysis Center; meets the spirit of the Secretary of Defense's guidelines for relocation outside the National Capital Region, and improves Continuity of Operations (COOP)/Mission Assurance by locating functions on a secure Department of Defense-owned location. The realignment of personnel from Crystal Park 5 to the Defense Intelligence Analysis Center, Bolling Air Force Base, DC, reduces vulnerable leased space while addressing Antiterrorism/Force Protection deficiencies by locating functions onto a secure Department of Defense-owned location. This recommendation accommodates current and surge requirements and is consistent with the CJCS 20-year Force Structure Plan.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$96.7M. The net of all costs and savings to the Department during the implementation period is a cost of \$48.8M. Annual recurring savings to the Department after implementation are \$10.1M with a payback expected in eight years. The net present value of the costs and savings to the Department over 20 years is a savings of \$52.8M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,337 jobs (777 direct jobs and 560 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division economic area, which is less than 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure: A review of community attributes indicates no issues regarding the ability of the communities' infrastructure to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installation in this recommendation.

Environmental Impact: No specific environmental data at the gaining site is available, because the land is pending acquisition. However, no impacts are expected to air quality; cultural,

archeological, or tribal resources; dredging; land use constraints, or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands based on the administrative nature of added mission and the requirement that the government purchase land free of environmental liabilities. This recommendation will require spending approximately \$400K for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

National Geospatial-Intelligence Agency Activities

Recommendation: 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.

Justification: This recommendation is a strategic consolidation of the personnel, equipment and functions of NGA's 22 legacy organizations into a new geospatial intelligence consolidated campus. It consolidates multiple NGA National Capital Region-based intelligence community activities now occupying small, government facilities and privately-owned leased space, to a secure Department of Defense-owned location, reducing excess capacity and increasing overall military value. It optimizes mission efficiencies, improves readiness, and enhances mission partner coordination, while addressing Antiterrorism/Force Protection deficiencies. This recommendation accommodates current and surge requirements and is consistent with the CJCS 20-year Force Structure Plan.

Payback: The total estimated one-time cost to the Department of Defense to implement the recommendation is \$1,117.3M. The net of all costs and savings to the Department during the implementation period is a cost of \$796.7M. Annual recurring savings to the Department after implementation are \$127.7M with a payback expected in 8 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$535.1M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 5,260 jobs (2,833 direct and 2,427 indirect jobs) over the 2006-2011 period in the Bethesda-Frederick-Gaithersburg MD Metropolitan Division, which is approximately 0.7% of economic area employment.

The economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure: A review of community attributes indicates there are no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installation in this recommendation.

Environmental Impact: This recommendation has a moderate impact on air quality at Fort Belvoir. This recommendation has the potential to impact historic properties at Fort Belvoir. A minimal impact on cultural/historic resources is expected at the Sumner and Dalecarlia sites. Surveys and consultation with the State Historic Preservation Office may be required. Additional operations at Fort Belvoir may further impact threatened and endangered species, leading to

additional restrictions on training or operations. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; waste management; water resources; or wetlands. This recommendation will require spending approximately \$1.7M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the base in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

IV. Appendices

a. Final Capacity Report, including Results

Classified document held separate. This report is available for Commission and the Congress review with the appropriate clearance(s).

b. Final Military Value Report, including Results

Classified document held separate. This report is available for Commission and the Congress review with the appropriate clearance(s).

c. Acronyms

BRAC 2005 – Base Realignment and Closure 2005

CIFA – Counterintelligence Field Activity

CJCS – Chairman of the Joint Chiefs of Staff

COBRA – Cost of Base Realignment Actions

COOP – Continuity of Operations Plan

DIA – Defense Intelligence Agency

DoD – Department of Defense

GAO – Government Accountability Office

ICP – Internal Control Plan

IEC – Infrastructure Executive Council

ISG – Infrastructure Steering Group

JCSG – Joint Cross-Service Group

MILDEP – Military Department

NGA – National Geospatial-Intelligence Agency

NRO – National Reconnaissance Office

NSA – National Security Agency

OGC - Office of General Counsel

OIG – Office of Inspector General

USD(I) – Under Secretary of Defense (Intelligence)

d. Glossary

Base Closure Law - The provisions of Title II of the Defense Authorization Amendments and Base Closure and Realignment Act (Pub. L. 100-526, 102 Stat. 2623, 10 U.S.C. S 2687 note), or the Defense Base Closure and Realignment Act of 1990 (Pub. L. 100-526, Part A of Title XXIX of 104 Stat. 1808, 10 U.S.C. S 2687 note).

Base Realignment and Closure (BRAC) – The process DoD has previously used to reorganize its installation infrastructure to more efficiently and effectively support its forces, increase operational readiness and facilitate new ways of doing business.

Facility - A building or facility under the jurisdiction of the DoD occupied by personnel from a defense intelligence agency, Counter-Intelligence Field Activity, Under Secretary of Defense (Intelligence), and/or selected military intelligence organizations. Such term does not include any facility that does not directly support the intelligence function.

Candidate Recommendation - A scenario that a JCSG or MILDEP has formally analyzed against all eight selection criteria and which it recommends to the ISG and IEC respectively for Secretary of Defense approval. A JCSG candidate recommendation must be approved by the ISG, Infrastructure Executive Council, and Secretary of Defense before it becomes a recommendation. MILDEP candidate recommendations must be approved by the Infrastructure Executive Council and Secretary of Defense before it becomes a recommendation.

Close – Any action that ceases or relocates all current missions of an installation and eliminates or relocates all current personnel positions (military, civilian and contractor), except for personnel required for caretaking, conducting any ongoing environmental cleanup, or property disposal. Retention of a small enclave, not associated with the main mission of the base, is still a closure.

Closure - All missions of the installation have ceased or have been relocated. All personnel positions (military, civilian and contractor) have either been eliminated or relocated, except for personnel required for caretaking, conducting any ongoing environmental cleanup, and disposal of the base, or personnel remaining in authorized enclaves.

Co-locate – A description of an action that implements a closure or realignment action that stations functions and/or activities at the same site where they will share existing assets.

Cost of Base Realignment Actions (COBRA) - Is an analytical tool used to calculate the costs, savings, and return on investment, of proposed realignment and closure actions.

Commission - The Commission established by section 2902 of the Defense Base Closure and Realignment Act of 1990, as amended.

Community preference - Section 2914(b)(2) of BRAC 2005 requires the Secretary of Defense to consider any notice received from a local government in the vicinity of a military installation that the government would approve of the closure or realignment of the installation.

Consolidate – A description of an action that implements a closure or realignment action that combines one or more functions or activities. Normally includes a decrease of civilian or military personnel.

Data certification - Section 2903 (c)(5) of BRAC 2005 requires specified DoD personnel to certify to the best of their knowledge and belief that information provided to the Secretary of Defense or the 2005 Commission concerning the realignment or closure of a military installation is accurate and complete.

Force structure - Numbers, size and composition of the units that comprise US defense forces; e.g., divisions, ships, air wings, aircraft, tanks, etc.

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

Infrastructure Executive Council (IEC) - One of two senior groups established by the Secretary of Defense to oversee and operate the BRAC 2005 process. The Infrastructure Executive Council, chaired by the Deputy Secretary of Defense, and composed of the Secretaries of the Military Departments and their chiefs of the services, the Chairman of the Joint Chiefs of Staff and Under Secretary of Defense (Acquisition, Technology and Logistics), is the policy making and oversight body for the entire BRAC 2005 process.

Infrastructure Steering Group (ISG) - The subordinate of two senior groups established by the Secretary of Defense to oversee and operate the BRAC 2005 process. The Infrastructure Steering Group, chaired by the Under Secretary of Defense (Acquisition, Technology and Logistics), and composed of the Vice Chairman of the Joint Chiefs of Staff, the Military Department Assistant Secretaries for installations and environment, the Service Vice Chiefs, and the Deputy Under Secretary of Defense (Installations & Environment), will oversee joint cross-service analyses of common business-oriented functions and ensure the integration of that process with the Military Department and Defense Agency specific analyses of all other functions.

Military Departments - The Military Departments are the Department of the Army, Department of the Navy, which includes the Marine Corps, and Department of the Air Force.

Military installation - A base, camp, post, station, yard, center, homeport facility for any ship, or other activity under the jurisdiction of the Department of Defense, including any leased facility. Such term does not include any facility used primarily for civil works, rivers and harbors projects, flood control, or other projects not under the primary jurisdiction or control of the Department of Defense.

Proposal – A description of one or more potential closure or realignment actions that have not been declared as a scenario for formal analysis by either a JCSG or a Military Department. Normally includes detail on the transfer of units, missions or other work activity; facilities or locations that would close or lose such effort; facilities or locations that would gain from the losing locations; tenants or other missions or functions that would be affected by the action. A

proposal can come from Ideas or options derived from Optimization Tools. Proposals must be catalogued at the JCSG or MILDEP level for tracking.

Realignment - Includes any action that both reduces and relocates functions and civilian personnel positions, but does not include a reduction in force resulting from workload adjustments, reduced personnel or funding levels, or skill imbalances. Redevelopment authority In the case of an installation to be closed or realigned under the BRAC 2005 authority, the term “redevelopment authority” means an entity (including an entity established by a State or local government) recognized by the Secretary of Defense as the entity responsible for developing the redevelopment plan with respect to the installation or for directing the implementation of such plan.

Recommendation – A Candidate Recommendation approved by the Secretary of Defense.

Redevelopment plan - In the case of an installation to be closed or realigned under the BRAC 2005 authority, the term “redevelopment plan” means a plan that (A) is agreed to by the local redevelopment authority with respect to the installation; and (B) provides for the reuse or redevelopment of the real property and personal property of the installation that is available for such reuse and redevelopment as a result of the closure or realignment of the installation.

Relocate – A description of an action that moves functions, missions, units, activities, or personnel positions from one location to another.

Secretary of Defense Transformation - According to the Department’s April 2003 Transformation Planning Guidance document, transformation is “a process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people and organizations that exploit our nation's advantages and protect against our asymmetric vulnerabilities to sustain our strategic position, which helps underpin peace and stability in the world.”

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

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

United States - The 50 states, the District of Columbia, the Commonwealth of Puerto Rico, Guam, the Virgin Islands, American Samoa, and any other territory or possession of the United States.