



DEPARTMENT OF THE NAVY
THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS AND ENVIRONMENT)
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IAT/JAN
13 May 2004

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG)
MEETING OF 6 MAY 2004

Encl: (1) 6 May 2004 IEG Meeting Agenda
(2) ASN(I&E) Memo of 5 May 2004
(3) Recording Secretary's Report of IEG Deliberations on
6 May 2004 with enclosures

1. The twenty-sixth meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 0934 on 6 May 2004 in the Infrastructure Analysis Team (IAT) conference room located at Crystal Plaza 6, 9th floor. The following members of the IEG were present: Mr. H. T. Johnson, Assistant Secretary of the Navy, Installations and Environment (ASN(I&E)), Chair; Ms. Anne R. Davis, Deputy Assistant Secretary of the Navy for Infrastructure Strategy and Analysis (DASN(IS&A)), Vice Chair; Ms. Ariane Whittemore, Assistant Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4), serving as alternate for VADM Charles W. Moore, Jr., USN, Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4), Member; Mr. Thomas R. Crabtree, Director, Fleet Training (N7), U.S. Fleet Forces Command, serving as alternate for VADM Albert H. Konetzni Jr., USN, Deputy and Chief of Staff, U.S. Fleet Forces Command, Member; RADM Mark T. Emerson, USN, Assistant Deputy Commandant for Aviation (AVN), serving as an alternate for LtGen Michael A. Hough, USMC, Deputy Commandant for Aviation (AVN), Member; Mr. Michael Jaggard, Chief of Staff/Policy for Deputy Assistant Secretary of the Navy, Research Development Test & Evaluation (DASN(RDT&E)), serving as alternate for Dr. Michael F. McGrath, Deputy Assistant Secretary of the Navy, Research Development Test & Evaluation (DASN(RDT&E)), Member; Mr. Ronnie J. Booth, Navy Audit Service (NAVAUDSVC), Representative; Mr. Thomas N. Ledvina, Navy Office of General Counsel (OGC) Representative; Mr. David W. LaCroix, Senior Counsel, Infrastructure Strategy and Analysis; CDR Robert E. Vincent II, JAGC, USN, Recorder; and Capt James A. Noel, USMC, Recorder. LtGen Richard L. Kelly, USMC, Deputy Commandant for Installations and Logistics (I&L), Member; and Dr. Russ Beland, Deputy Assistant Secretary of the Navy for Manpower Analysis and

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Assessment (DASN(MA&A)), Member, were absent. Mr. Mark H. Anthony, Deputy Director Fleet Training (N7A), U.S. Fleet Forces Command, was in attendance.

2. Additionally, the following members of the IAT were present: Mr. Dennis Biddick, Chief of Staff; CAPT Jason A. Leaver, USN; CAPT Gene A. Summerlin, USN; CDR Edward J. Fairbairn; CDR Phillip A. Black, USN; LtCol Robert R. Mullins, USMCR; CDR Lee Jaenichen, USN; and Mr. John A. Crossen, CNA. All attendees were provided enclosures (1) and (2). Ms. Davis presented the minutes from the 29 April 2004 IEG meeting for review and they were approved.

3. Ms. Davis provided updates on the following matters:

a. Intelligence JCSG Military Value Report. The Services provided comments on the draft Intelligence Military Value Report to OSD. OSD has prepared a draft memorandum consolidating the Services' comments and forwarded it to the Intelligence JCSG. The Intelligence JCSG is incorporating comments from the draft memorandum to prepare the final Intelligence JCSG Military Value report to meet the 14 May 2004 due date.

b. Final Review of JCSG Military Value Reports. Following coordination with VCNO and ACMC, ASN (I&E) provided DON comments to OSD on the final JCSG Military Value Report. See enclosure (2). Each JCSG was directed to amend its final Military Value Report by incorporating the comments contained in previously provided draft memoranda. The DON comments recommend an additional review of the final Technical Military Value report since the recommended changes may substantially change the JCSG's scoring approach. DON also recommended that there be an additional review of the Munitions Storage and Distribution military value questions before they are issued to ensure that they conform with the approach previously approved by the ISG. The methodology for Graduate Flight Training analysis remains unresolved.

c. Principles and Policy Imperatives Tasker. The ISG will discuss principles and policy imperatives at its 14 May 2004 meeting. OSD has requested that the Services provide draft principles and policy imperatives by 7 May 2004 in order to prepare for the meeting. The ISG will review the drafts submitted by each Service and determine the best approach for developing final principles and policy imperatives.

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4. The IEG moved into deliberative session at 0950. See enclosure (3). The next meeting of the IEG is scheduled for Thursday, 13 May 2004. The meeting adjourned at 1234.



H. T. JOHNSON
Chairman, IEG



DEPARTMENT OF THE NAVY
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MAY 5 2004

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

SUBJECT: Final Review of the Joint Cross-Service Group (JCSG)
Military Value Analysis Reports

Per the Under Secretary of Defense (Acquisition Technology & Logistics) (USD (AT&L)) tasking memo of April 21, 2004, the following comments are provided from the Department of the Navy (DON) Infrastructure Steering Group (ISG) members on the final Joint Cross-Service Group (JCSG) Military Value Reports and draft memoranda provided by the Office of the Secretary of Defense (OSD) on April 23, 2004.

Most of the issues raised in the memoranda have been satisfactorily addressed. Outstanding issues and concerns are specifically noted below for the applicable JCSG.

Technical

The memorandum addresses all known issues. However, we continue to be concerned with the Technical JCSG's current Military Value Analysis Approach to evaluate military value for 39 separate "functions". The report does not adequately reflect the value of the scoring relationships for multi-functional technical centers. While no change in the military value report is required, the Technical JCSG's plan for its scenario development process should explain how any synergies of multi-functional activities will be considered.

Additionally, since the recommended amendments to the Technical Military Value report may substantially change the JCSG's approach, we recommend an additional review of the report before it is pronounced final and approved. In particular, eliminating the use of out-year dollars, measuring personnel qualifications as absolute numbers, and eliminating qualifications of on-site contractors will necessitate development of an alternate approach to assess military value. The ISG should be given an opportunity to review that approach.

DELIBERATIVE DOCUMENT - FOR DISCUSSION PURPOSES ONLY - DO NOT RELEASE UNDER FOIA

Supply & Storage

We understand that the military value weights and scoring plan have been revised to address and capture distinct difference in kinds of capacity. With regard to location as it applies to distribution centers, we continue to believe that there is value in measuring the complete delivery cycle from the distribution center to the customer as an indicator of response time or value of distribution center to customer. Although the existing data point of measuring the time to deliver product from the distribution center to the transportation node is a good data point, it does not completely capture the measure of getting the product to the customer. We request that the JCSG pursue determining the ability to capture data that will complete the analysis of the delivery cycle and include such a metric if the data is available. Notwithstanding this comment, we concur with the Supply and Storage report subject to incorporation of the comments, contained in the OSD memorandum.

Industrial

The memorandum addresses all known issues. However, we are aware of a newly identified concern with the Munitions and Armaments sub-function. There are certain Munitions Storage and Distribution military value questions that have been refined in the weeks since the publication of the March 25, 2004 version of the Military Value Analysis Report. Some of these changes are in amplification to the questions, while others are changes to the questions themselves. The nature of these changes could affect the ability of the Industrial JCSG to properly analyze all of the activities that perform storage and distribution functions. We recommend an additional review of the questions before they are issued to ensure they conform with the approach the ISG approved.

Education and Training

Two issues, the inclusion of graduate flight training in the JCSG and the lack of clarity in training requirements for Unmanned Aerial Vehicles (UAVs), remain unresolved. On April 23, 2004, the ISG directed formation of groups of senior aviators from the Services to recommend approaches to analysis for both of these issues. The DON supports this solution.

Cross-cutting Issues

Although we successfully addressed several cross-cutting issues, the issue of collecting data related to "condition codes" of the assets remains unresolved. The current data calls do not consistently define "condition codes." We do not believe this should necessarily delay the release of data call questions in their entirety but it is clear that more a consistent definition needs to be developed if this information is going to be utilized in analysis.

The issue of use of out-year data was addressed adequately in relation to the military value data call. However, use of out-year data to project the force structure capacity requirements can be useful in structuring a capacity analysis approach. Additional clarification of this point may be helpful. Similarly, the ISG addressed the issue of recalculating the scoring of military value at its April 2, 2004 integration meeting and concluded that military value should be a "one-time" value. Clear guidance on this point should be issued to the JCSGs.

Finally, the Military Departments Deputy Assistant Secretaries discussed the formulas within several scoring plans with a suggestion of developing a separate Questions and Answers process to review scoring formulas. We recommend that the JSCG's be made aware of an overall concern that formulas work as intended, but hold the individual JCSGs responsible for ensuring their adequacy and relevance to the scoring plan.


H. T. Johnson

Department of the Navy



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MEMORANDUM FOR THE INFRASTRUTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 6 MAY 2004

- Encl:
- (1) IAT Joint Universe Brief of 6 May 2004
 - (2) IEG Approved Ground Operations Function Military Value Matrix for Environment and Encroachment Attribute of 29 April 04
 - (3) IAT Recommended Ground Operations Function Military Value Matrix for Environment and Encroachment Attribute of 6 May 2004
 - (4) IAT Recommended Surface/Subsurface Operations Function Military Value Matrix of 6 May 2004
 - (5) IAT Naval Aviation Military Value Summary of 22 April 2004
 - (6) IAT Naval Aviation Military Value Scoring Statement Selection Criteria Mapping of 6 May 2004
 - (7) IAT E&T DON Scoring Statements and Questions for the Environmental and Encroachment Attribute
 - (8) IAT E&T DON Recruit, Officer Accession & PME Military Value Matrix for Environmental and Encroachment Scoring Statements and Questions
 - (9) IAT E&T DON Recruit, Officer Accession & PME Military Value Scoring Statement - Selection Criteria Mapping for Environmental and Encroachment Attribute
 - (10) IAT E&T DON Recruit Training Military Value Attribute - Selection Criteria Weighting and Ranking of Attribute Components by Weight of 29 April 2004
 - (11) IAT Proposed E&T DON Recruit Training Military Value Attribute - Selection Criteria Weighting and Ranking of Attribute Components by Weight of 6 May 2004
 - (12) IAT E&T DON Officer Accession Training Military Value Attribute - Selection Criteria Weighting and Ranking of Attribute Components by Weight of 29 April 2004

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- (13) IAT Proposed E&T DON Officer Accession Training Military Value Attribute - Selection Criteria Weighting and Ranking of Attribute Components by Weight of 6 May 2004
- (14) IAT E&T DON Specific PME Military Value Attribute - Selection Criteria Weighting and Ranking of Attribute Components by Weight of 29 April 2004
- (15) IAT Proposed DON Specific PME Military Value Attribute - Selection Criteria Weighting and Ranking of Attribute Components by Weight of 6 May 2004
- (16) Final Military Value Scoring Plan for Surface/ Subsurface Operations Function
- (17) Final Military Value Scoring Plan for Naval Ground Forces Operations Function
- (18) Final Military Value Scoring Plan for Naval Aviation Operations Function
- (19) Final Military Value Scoring Plan for E&T DON Recruit Training Function
- (20) Final Military Value Scoring Plan for E&T DON Officer Accession Training Function
- (21) Final Military Value Scoring Plan for E&T DON Specific PME Function
- (22) IAT Military Value Analysis of DON Specific Headquarters and Support Activities Function Brief of 6 May 2004
- (23) IAT DON Specific Headquarters and Support Activities Military Value Scoring Statements and Questions for Effectiveness of Operation Attribute
- (24) IAT DON Specific Headquarters and Support Activities Military Value Scoring Statements and Questions for Efficiency of Operation Attribute
- (25) IAT DON Specific Headquarters and Support Activities Military Value Matrix for Effectiveness of Operation Attribute
- (26) IAT DON Specific Headquarters and Support Activities Military Value Matrix for Efficiency of Operation Attribute
- (27) IAT DON Specific Headquarters and Support Activities Military Value Scoring Statement - Selection Criteria Mapping for the Effectiveness of Operation Attribute
- (28) IAT DON Specific Headquarters and Support Activities Military Value Scoring Statement - Selection Criteria Mapping for the Efficiency of Operation Attribute

Subj: REPORT OF IEG DELIBERATIONS OF 6 MAY 2004

1. The tenth deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 0946 on 6 May 2004 in the Infrastructure Analysis Team (IAT) conference room located at Crystal Plaza 6, 9th floor. The following members of the IEG were present: Mr. H. T. Johnson, Chair; Ms. Anne R. Davis, Vice Chair; Ms. Ariane Whittemore, alternate for VADM Charles W. Moore, Jr., USN, Member; Mr. Thomas R. Crabtree, alternate for VADM Albert H. Konetzni, USN, Member; Mr. Mark H. Anthony, USN, alternate for VADM Albert H. Konetzni, USN, Member; RADM Mark T. Emerson, USN, alternate for LtGen Michael A. Hough, USMC, Member; Mr. Michael Jaggard, alternate for Dr. Michael F. McGrath, Member; Mr. Ronnie J. Booth, Navy Audit Service, Representative; and, Mr. Thomas N. Ledvina, Navy Office of General Counsel, Representative. The following members of the IAT were present when the deliberative session commenced: Mr. Dennis Biddick; Mr. David W. LaCroix; CAPT Jason A. Leaver, USN; CAPT Gene A. Summerlin, USN; CDR Robert E. Vincent II, JAGC, USN; CDR Lee Jaenichen, USN; CDR Edward J. Fairbairn, USN; LtCol Robert R. Mullins, Jr., USMCR; Mr. John A. Crossen, CNA; and, Capt James A. Noel, USMC.

2. The IAT presented enclosure (1) to the IEG. The Military Department BRAC directors have established a Joint Action Scenario Team (JAST) to provide a coordination point for interdepartmental review of joint and cross-service basing options for operational functions/units. "Joint" in this context is the traditional landlord tenant approach characterized by inter-service support and joint use of installations without changing Operational Command structure. The process plan for the JAST is being developed. CAPT Leaver is the IAT representative to the JAST. The Military Departments have screened Military Department functional (DON) and unit (Department of the Army (DA) and Department of the Air Force (DAF)) criteria from the capacity data call to evaluate potential opportunities for joint operational basing. The JAST reviewed installation lists to ensure that the developed criterion was appropriately met. The IEG approved including Army and Air Force bases in the DON universe for Military Value and Capacity Data analysis with the desired end result being a universe that encompasses a DOD-wide list of bases able to accommodate Navy and Marine Corps operational functions, i.e., surface/subsurface, ground, and aviation. Mr. Crabtree left the session at 1025 and Mr. Mark Anthony began participation in the session.

3. The IAT apprised the IEG that, upon review of the capacity

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data call responses, it had identified seven additional naval activities to be included in the DON Surface/Subsurface Universe. The IEG reviewed and approved the revised list contained in slide 9 of enclosure (1). For the Surface/Subsurface Operations Function, DON established "Max berthing capacity" as the criteria for screening DA and DAF bases. DA reported that none of its bases met the screening criteria. While the DAF reported that one base met the screening criteria, subsequent review and analysis by the IAT determined that this base did not meet the criteria. Accordingly, no DA or DAF bases will be added to the DON Surface/Subsurface Universe.

4. The IAT recommended that NAS Fallon be added to the DON Ground Operations Function Universe after determining that it met DA's screening criteria. The IEG reviewed and approved the revised list contained in slide 11 of enclosure (1). For the Ground Operations Function, DON established the following screening criteria: (1) maneuver area greater than 100,000 acres within 200 nautical miles of a major port or (2) littoral training area with a sea coastline. The IEG approved the addition of eight DA and two DAF bases to the DON Ground Operations Functions Universe as reflected in slide 15 of enclosure (1).

5. The IEG directed the IAT to review the DON Aviation Operations Function screening criteria prior to finalizing the DON Aviation Operations Function Universe.

6. At 1043, CAPT Leaver and LtCol Mullins departed the deliberative session and CDR Margaret M. Carlson, JAGC, USN; CDR Joseph E. Arleth, USN; and LCDR Kristina M. Nielsen, CEC, USN entered the deliberative session. CDR Black and Maj Moore entered the deliberative session at 1100.

7. At the last deliberative session, there was discussion concerning the consistency of application of the Environmental and Encroachment attribute to the various DON functions. Ms. Davis reminded the IEG that for the three DON Operational Functions, it identified the specific impact environmental and encroachment issues had on each function and tailored the Environmental and Encroachment attribute accordingly. The IEG approved the IAT recommendation that this tailoring approach be used for the remaining DON unique functions.

8. At the last deliberative session, the IEG directed the IAT to develop applicable ground water and Clean Water Act components, scoring statements, and questions for the three

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Naval Operations Functions and the three E&T DON Functions, as ground water and the Clean Water Act were environmental factors affecting both naval operations and educational functions. See enclosure (2). After additional research, the IAT noted that ground water concerns generally did not impact current use at installations. Unlike air quality, ground water is not a significant discriminator for functions other than Ranges, which is being reviewed by the E&T JCSG. Additionally, as the ground water impact will be addressed during the Criteria 8 analysis, the IAT recommended that ground water not be analyzed during the military value analysis. The IEG approved the IAT recommendation not to add ground water and Clean Water Act components, scoring statements, and questions for the three Naval Operations Functions and the three E&T DON Functions.

9. Additionally, at the 29 April 2004 deliberative session, the IEG had directed that for the Ground Operations Function and the three E&T DON Functions, scoring statement ENV-8a-h (Air Quality) and the "to be developed" ground water scoring statement should receive the same banding and numerical score as scoring statement ENV-7a-c (Natural Resource Considerations); scoring band "1" and a numerical score of "7". See enclosure (2). After discussion, the IEG approved the IAT recommendation to revert scoring statement 43, ENV-8a-h (Air Quality) to scoring band "3" with a numerical score of "3", for the Ground Operations Function, since the Ground Operations Function is similar to the Surface/Subsurface Operations Function for this attribute. See enclosure (3). The IEG also determined that scoring statement 51, ENV-8a-g (Air Quality) should remain in scoring band "3" with a numerical score of "3" for the Surface/Subsurface Operations Function. See enclosure (4). For the Aviation Operations Function, the IEG determined that scoring statement Air-44 (Air Quality) should remain in scoring band "1" with a numerical score of "10". See enclosures (5) and (6).

10. The IEG next reviewed the Environmental and Encroachment Attribute for E&T DON Functions. The IAT recommended starting with the Ground Operations Function Military Value Matrix since it was most analogous with the E&T DON Functions. The IAT recommended that even though Recruit Training, Officer Accession Training, and DON Specific PME occur in ground and field environments, only a few components and scoring statements and questions are critical in assessing applicable environmental quality and weather. Accordingly, for the E&T DON functions, the IEG approved Land Constraints and Natural Resource Considerations as components along with their respective scoring

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statements and questions, including apportionment where necessary, for the Environmental and Encroachment Attribute. See enclosure (7). The IEG approved the bands and numerical scores recommended by the IAT for the Environmental and Encroachment Attribute scoring statements for all three E&T DON Functions. See enclosure (8).

11. The IAT prepared suggested assignment of the Environmental and Encroachment Attribute's scoring statements to the four military value selection criteria for all three E&T DON Functions. The insertion of a "1" indicated the scoring statement related to a particular military value selection criteria. The IEG approved the IAT's recommendations. See enclosure (9).

12. The IEG proceeded to finalize the military value scoring plan for E&T DON Functions.

a. The IAT provided the DON Recruit Training Military Value Attribute to selection criteria weighting and accompanying ranking of attribute components by weight previously approved by the IEG at the 29 April 2004 deliberative session. See enclosure (10). The IAT next presented the proposed DON Recruit Training Military Value attribute to selection criteria weighting and accompanying ranking of attribute components by weight as amended by the addition of the Environmental and Encroachment Attribute. See enclosure (11). The IEG approved enclosure (11), which gave an attribute weight of "10" to the Environmental and Encroachment Attribute and reduced the attribute weight for the Training Infrastructure and Location Attributes by "5" respectively as applied to each of the four selection criteria. The weights for the Personnel Support and Ability to Support Other Missions Attributes as applied to each of the four selection criteria remained unchanged.

b. The IAT provided the DON Officer Accession Training Military Value Attribute to selection criteria weighting and accompanying ranking of attribute components by weight previously approved by the IEG at the 29 April 2004 deliberative session. See enclosure (12). The IAT next presented the proposed DON Officer Accession Training Military Value Attribute to selection criteria weighting and accompanying ranking of attribute components by weight as amended by the addition of the Environmental and Encroachment Attribute. See enclosure (13). The IEG approved enclosure (13), which gave an attribute weight of "10" to the Environmental and Encroachment Attribute and reduced the attribute weight for the Training Infrastructure and

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Location Attributes by "5" respectively as applied to each of the four selection criteria. The weights for the Personnel Support and Ability to Support Other Missions Attributes as applied to each of the four selection criteria remained unchanged.

13. The IAT provided the DON Specific PME Military Value Attribute to selection criteria weighting and accompanying ranking of attribute components by weight previously approved by the IEG at the 29 April 2004 deliberative session. See enclosure (14). The IAT next presented the proposed DON PME Military Value Attribute to selection criteria weighting and accompanying ranking of attribute components by weight as amended by the addition of the Environmental and Encroachment Attribute. See enclosure (15). The IEG approved enclosure (15), which gave an attribute weight of "5" to the Environmental and Encroachment Attribute and reduced the attribute weight for the Training Infrastructure attribute by "5" as applied to each of the four selection criteria. The weights for the Personnel Support, Location, and Ability to Support Other Missions attributes as applied to each of the four selection criteria remained unchanged. The IEG recognized that environmental and encroachment factors do not impact on the DON Specific PME Function as significantly as they impact the DON Recruit Training and Officer Accession Training Functions.

14. Ms. Davis advised the IEG that the IAT will prepare final versions of the military value scoring plans for the Naval Operations Functions and the E&T DON Functions for insertion into the record. See enclosure (16) through (21)

15. The IEG recessed at 1110 and reconvened at 1121. All IEG members present when the IEG recessed were again present. In addition, Mr. Booth, Mr. Ledvina, and the following members of the IAT were present: Mr. Dennis Biddick; Dave LaCroix; CDR Vincent, JAGC, USN; CDR Fairbairn, USN; CDR Jaenichen, USN; Michael Bowes, CNA analyst, LCDR Dews, USN; Maj Sober, USMCR; Capt Noel, USMC; and Capt Iazzetta, USMCR.

16. Ms. Davis used enclosure (22) to review the military value analysis methodology for DON specific Headquarters and Support Activities (HSA) Functions and summarize the IEG decisions of 29 April 2004. The IEG then discussed developing a mechanism to review functions falling under the purview of the HSA JCSG to ascertain whether there are additional scenarios that should be considered to further Navy and Marine Corps goals. The IEG also discussed the possibility of utilizing JCSG capacity and

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military value analysis during the IEG's scenario alternatives phase to ensure a non-competing analysis, while developing a specific plan for DON HSA functions not under review by the HSA JCSG. The IEG discussed the need for communication with DON principals on the HSA JCSG to maintain awareness of activities within the HSA JCSG purview that the JCSG may not address. While the above discussion arose in the context of the HSA JCSG, a similar approach should apply to all JCSGs. Mr. Johnson departed the session at 1134.

17. The IEG next reviewed the Environmental and Encroachment attribute for its applicability to DON HSA functions. The IEG had previously determined that this attribute was not applicable for the Recruiting Districts/Stations function since environmental and encroachment factors do not affect the military value of naval recruiting stations. The IEG had previously determined that the Environmental and Encroachment Attribute was applicable to the Reserve Centers Function. After further discussion, the IAT concluded that reserve centers were primarily serving as administrative activities that support reservists and not as training centers for reserve forces. Therefore, the IEG approved the IAT recommendation that the Environmental and Encroachment attribute was not applicable for Reserve Centers.

18. The IEG reviewed the Personnel Support Attribute and directed the IAT to tailor components, scoring statements and questions in the Personnel Support Attribute with a focus on the constituency of each DON HSA Function.

a. The IEG agreed that some personnel support issues, as captured by the Follow on Tours and MWR/MCCS components, are not discriminators for the DON Recruiting Function.

b. The IEG directed the IAT to modify scoring statements and questions in the DON Reserve Centers Function to reflect that with regard to the Personnel Support Attribute, the critical measure is not whether personnel support is located at the reserve center, but rather whether the reserve center is in close proximity, which the IEG determined to be 50 miles, to an installation that can provide that personnel support. Additionally, the IEG noted that when revising the Personnel Support Attribute scoring statements and questions, the IAT should also consider the active duty personnel assigned to the reserve center.

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19. The IEG reviewed the selection criteria weights assigned for the Recruiting Districts/Stations Function at the 29 April 2004 deliberative session. The IEG noted that the weight assigned to the Surge Capabilities criteria was too high since surge primarily impacts the recruiting substations (the "storefront") rather than the recruiting districts/stations. The IAT recommended assignments of the following weights for the Recruiting Districts/Stations Function:

- a. Readiness: 50
- b. Facilities: 15
- c. Surge Capabilities: 15
- d. Cost and Manpower: 20

The IEG approved the recommendation of the IAT, aligning the selection criteria weights for the Recruiting Districts/Station Function more closely with that of Naval Operations Functions.

20. The IEG reviewed the selection criteria weights assigned for the Reserve Centers Function at the 29 April 2004 deliberative session. The IEG noted that since the Reserves are the surge, surge capability does not significantly impact reserve centers. The IEG further noted that reserve centers must maintain an optimal level of readiness. The IAT recommended assignment of the following weights for the Reserve Centers Function:

- a. Readiness: 55
- b. Facilities: 25
- c. Surge Capabilities: 5
- d. Cost and Manpower: 15

The IEG approved the recommendation of the IAT.

21. The IEG approved the IAT proposed scoring statements and questions, including apportionment where necessary, for the Effectiveness of Operation and Efficiency of Operation Attributes for the DON HSA Recruiting Districts/Station Function. See enclosures (23) and (24).

22. After the IEG approved the scoring statements and roll-up questions for the Effectiveness of Operation and Efficiency of Operation attributes and components for the DON HSA Recruiting Districts/Station Function, it placed the scoring statements in one of three bands (Band 1, 2, or 3 in descending order of importance). The IAT proposed band placement for the Effectiveness of Operation and Efficiency of Operation

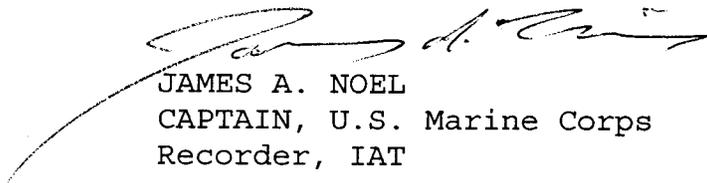
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attributes. The IEG directed the band for scoring statement 1 (HD-1) and scoring statement 2 (HD-2) for the Recruiting Mission/Goal component of the Effectiveness of Operation attribute be changed from "1" to "2". With these changes the IEG approved the IAT recommended band placements for the Effectiveness of Operation and Efficiency of Operation attributes. See enclosures (25) and (26).

23. After the IEG approved the band placements for the Effectiveness of Operation and Efficiency of Operation Attributes for the DON HSA Recruiting Districts/Station Function, it gave a numerical score to each scoring statement. The numerical score for each scoring statement depended upon its band placement (i.e., Band 1: 6-10, Band 2: 3-7; and Band 3: 1-4). See enclosures (25) and (26).

24. The IAT prepared suggested assignment of the scoring statements for the Effectiveness of Operation and Efficiency of Operation attributes of the DON HSA Recruiting Districts/Station Function, by attribute, to the four military value selection criteria. For the Effectiveness of Operation attribute the IEG directed the IAT to delete the applicability of scoring statement 3 (HD-3) to the Facilities selection criteria and to apply scoring statement 6 (HD-6) to the Facilities selection criteria. For the Efficiency of Operation Attribute the IEG directed the IAT to delete the applicability of scoring statement 12 (HD-12) to the Surge Capabilities selection criteria. With these changes the IEG approved the assignment of the scoring statements to the four military value selection criteria. See enclosures (27) and (28).

25. The deliberative session adjourned at 1234.



JAMES A. NOEL
CAPTAIN, U.S. Marine Corps
Recorder, IAT