DEPARTMENT OF THE NAVY
THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS AND ENVIRONMENT)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

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IAT/JAN
27 May 2004

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 20 MAY 2004

Encl: (1) 20 May 2004 IEG Meeting Agenda
(2) Recording Secretary's Report of IEG Deliberations on 20 May 2004

1. The twenty-eighth meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 0930 on 20 May 2004 in the CNI conference room located at Crystal Plaza 5, 4th 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; VADM Charles W. Moore, Jr., USN, Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4), Member; Mr. Mark Anthony, Deputy Director Fleet Training (N7A), 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; Dr. Michael F. McGrath, Deputy Assistant Secretary of the Navy, Research Development Test & Evaluation (DASN(RDT&E)), Member; Mr. Robert T. Cali, Assistant General Counsel, Assistant Secretary of the Navy, Manpower & Reserve Affairs, 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 LtGen Michael A. Hough, USMC, Deputy Commandant for Aviation (AVN), Member, were absent.

2. Additionally, the following members of the IAT were present: Mr. Dennis Biddick, Chief of Staff; Dr. Ron H. Nickel, CNA; CAPT Jason A. Leaver, USN; CAPT Christopher T. Nichols, USN; CAPT Matthew R. Beebe, CEC, USN; CDR Edward J. Fairbairn; CDR Lee Jaenichen, USN; CDR Jennifer R. Flather, SC, USN; Mr. Michael D.

Bowes, CNA; Maj Stanley Sober, USMCR; LCDR Robert A. Dews, USN; LCDR Majella D. Stevenson, CEC, USN; and Ms. Christina E. Richardson. All attendees were provided enclosure (1). Ms. Davis presented the minutes from the 13 May 2004 IEG meeting for review and they were approved.

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

a. Principles and Policy Imperatives. As directed by OSD, the Services provided draft principles and policy imperatives on 7 May 2004. On 14 May 2004, OSD forwarded a compilation of the Services' principles to the ISG Principals for discussion at the 4 June 2004 ISG meeting. DON plans to finalize the draft principles and policy imperatives after the discussion at the 4 June ISG meeting. The IEG directed the IAT to review the principles submitted by the Services to formulate an appropriate DOD statement of principles that maintain the integrity of DON principles.

b. Capacity Data Analysis. OSD has directed each JCSG to provide an interim capacity analysis report by 28 May 2004, outlining their methodology for analysis of the data as suggested by OSD. Final capacity analysis reports are due to the ISG by 23 June 2004.

c. Intelligence Capacity Analysis Data Call. After conducting the quality assurance review, DASN (IS&A) was prepared to forward the data to the Intelligence JCSG via OSD on 14 May 2004. The DON data was unclassified. However, since the JCSG was not prepared to receive the data, the data delivery has been delayed until 1 June 2004.

d. Data Refresh Process. On 17 May 2004, DASN (IS&A) forwarded corrected and updated data for Data Call #1 to OSD. OSD will merge the data from the Services to disseminate to the JCSGs. The IAT continues assessing issues concerning Data Call #1. The main issues are administrative matters and inconsistent data when comparing an activity with a similar activity. The data call resolution process will have a significant positive impact on the quality of the database.

e. Military Value Data Call. The military value data call is tentatively scheduled for release in the first week of June 2004. The JCSGs are continuing to develop the proper question format and appropriate target universe for the data call. DON has established the universe of discrete targeted activities for the military value data call for DON specific functions.

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 20 MAY 2004

f. Field Audit. NAVAUDSVC will brief DASN (IS&A) on the results of the field audit next week. The only systemic issue identified is process related, i.e., failure of activities to retain source documentation supporting information in the database. DASN (IS&A) will provide the NAVAUDSVC interim report to the IEG next week.

g. House Armed Services Committee (HASC). In response to a House initiative to delay the BRAC process until 2007, contained in H.R. 4200, OSD is preparing a Statement of Administration position indicating strong opposition to any attempt to delay, modify, or repeal BRAC 2005 and that any such attempt would be met with a Presidential veto. The Statement of Administration position is expected to be similar to that issued in response to a similar amendment that was defeated in the Senate.

4. The IEG moved into deliberative session at 0947. See enclosure (2). The next meeting of the IEG is scheduled for Thursday, 27 May 2004. The meeting adjourned at 1200.

Anne R Davis
for H. T. JOHNSON
Chairman, IEG

Infrastructure Evaluation Group

20 May 2004
0930-1230
Crystal Plaza 5

Meeting called by:	Chairman	Recorder:	Capt Noel

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

Review and approve minutes of IEG Meeting of 13 May 04	Ms. Davis

Status Updates:
• ISG/JCSGs
  o Principles/Imperatives
  o Intel Data Call Status
  o Data Refresh Process
  o Data Call #1 Issue Resolution Status
  o Data Call Release
  o Audit Status
	Ms Davis

• Deliberative Session
  o Complete Navy specific HSA functions
  • Recruiting
  • Reserves
  o Aviation Universe
  o Analysis of "Other" Activities
  o BRAC Process
  o Optimization Methodology
	All

Administrative • Meeting location for future meetings (27 May, 3 Jun, 10 Jun, 17 Jun & 24 Jun) will be at CNI, Crystal Plaza 5, Room 416	Ms. Davis

Other Information

Draft minutes of 13 May 04 IEG meeting provided.
Read ahead for deliberative discussions.

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Department of the Navy

INFRASTRUCTURE ANALYSIS TEAM

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

(703)-602-6500

RP-0140
IAT/JAN
26 May 2004

MEMORANDUM FOR THE INFRASTRUTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 20 MAY 2004

Encl:
(1) IAT HSA DON Specific Recruiting Districts/Stations Revised Military Value Evaluation Scoring Statement and Question for PS-8
(2) IAT HSA DON Specific Recruiting Districts/Stations Military Value Summary
(3) IAT HSA DON Specific Recruiting Military Value Attribute Selection Criteria Weighting
(4) IAT HSA DON Specific Recruiting Military Value Ranking of Attribute Components By Weight
(5) IAT HSA DON Specific Reserve Centers Military Value Summary
(6) IAT HSA DON Specific Reserve Centers Military Value Attribute Selection Criteria Weighting
(7) IAT HSA DON Specific Reserve Centers Military Value Ranking of Attribute Components By Weight
(8) IAT Aviation Universe Brief of 20 May 2004
(9) IAT Analysis of "Other" Activities Brief of 20 May 2004
(10) IAT BRAC Overview Brief of 20 May 2004
(11) IAT Optimization Brief of 20 May 2004

1. The twelfth deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 0947 on 20 May 2004 in the CNI conference room located at Crystal Plaza 5, 4th floor. The following members of the IEG were present: Mr. H. T. Johnson, Chair; Ms. Anne R. Davis, Vice Chair; VADM Charles W. Moore, Jr., USN, Member; Mr. Mark H. Anthony, alternate for VADM Albert H. Konetzni, USN, Member; Dr. Michael F. McGrath, Member; Mr. Robert T. Cali, Member; Mr. Ronnie J. Booth, Navy Audit Service, Representative; and, Mr. Thomas N. Ledvina, Navy Office of General Counsel, Representative. The following members of the IAT were present when the deliberative session commenced: Mr. Dennis Biddick; Mr. David W. LaCroix; Dr. Ron H. Nickel, CNA; CAPT Jason A. Leaver, USN; CAPT Christopher T. Nichols, USN; CAPT Matthew R. Beebe, CEC, USN; CDR Robert E. Vincent II, JAGC, USN; CDR Lee Jaenichen, USN; CDR Edward J. Fairbairn, USN; CDR Jennifer R.

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Flather, SC, USN; Mr. Michael D. Bowes, CNA; Maj Stanley Sober, USMCR; LCDR Robert A. Dews, USN; LCDR Majella D. Stevenson, CEC, USN; Capt James A. Noel, USMC; and Ms. Christina E. Richardson.

2. Ms. Davis provided a synopsis of IEG decisions concerning the two HSA DON specific functions. At the 13 May 2004 deliberative session the IEG had directed the IAT to reassess whether driving distance or time was the most appropriate measurement for question PS-8a in the Personnel Support Attribute for the DON HSA Recruiting Districts/Stations Function. The IAT recommended that the appropriate measurement was time, specifically, a one-hour commute. The IEG approved the modified question as recommended by the IAT. See enclosure (1).

3. The IEG proceeded to finalize the military value scoring plan for the HSA DON Specific Recruiting Districts/Stations Function. The IAT recommended changes to two areas to rectify inconsistencies in the assignment of the scoring statements to the four military value selection criteria. See enclosure (2). The IEG approved the following IAT recommendations:

a. Efficiency of Operation. Scoring statement 9, (HD-9) proximity to Military Entrance Processing Station (MEPS), was not previously assigned to the Surge Capabilities (SC) selection criteria. Scoring statement 8 (HD-8), proximity to recruiting stations/sub-stations, was previously assigned to the SC selection criteria. The IAT recommended that scoring statement 9 (HD-9) be assigned to the SC selection criteria, since proximity to MEPS is as applicable to the SC selection criteria as is proximity to recruiting stations/sub-stations.

b. Quality of Facilities. Scoring statement 13 (HD-13) Facility Condition Code, was not previously assigned to the Cost and Manpower (C) selection criteria. Noting that improvement to facility condition codes impacts cost, the IAT recommended that scoring statement 13 (HD-13) be assigned to the C selection criteria.

4. The IAT presented proposed attribute weighting to the selection criteria and accompanying ranking of attribute components by weight for the HSA DON Specific Recruiting Districts/Stations Function. See enclosures (3) and (4). The IEG noted that the attribute weight applied for the Quality of Facilities Attribute to the SC selection criteria was "0", and the attribute weights applied for the Personnel Support Attribute to the Facilities and SC selection criteria were "0",

since there was no assignment of scoring statements to the selection criteria for these attributes. The IEG further noted that the ranking of attribute components was appropriate. The IEG approved the attribute weighting to the selection criteria as recommended by the IAT.

5. The IEG proceeded to finalize the military value scoring plan for the HSA DON Specific Reserve Centers Function. In the Efficiency of Operation Attribute, the IAT recommended that scoring statement 17 (HR-17), Usage rate: drill weekends per month, be applied to the Facilities selection criteria. The IEG approved the recommendation of the IAT. See enclosure (5).

6. The IAT presented proposed attribute weighting to the selection criteria and accompanying ranking of attribute components by weight for the HSA DON Reserve Centers Function. See enclosures (6) and (7). The IEG noted that the ranking of attribute components was appropriate. The IEG approved the attribute weighting to the selection criteria as recommended by the IAT. CAPT Beebe, Maj Sober, LCDR Dews, and LCDR Stevenson departed from the session at 0958.

7. The IAT presented enclosure (8) to the IEG. At the 6 May 2004 deliberative session, the IEG had directed the IAT to review the DON Aviation Operations Function screening criteria prior to finalizing the DON Aviation Operations Function Universe. DON established the following screening criteria for rotary wing aviation activities: (1) DOD owned/controlled runway greater than or equal to 3000 feet long and 150 feet wide, (2) latitudinal and longitudinal location within 50 nautical miles of a coastline, and (3) hangar size greater than 30,000 square feet. DON established the following screening criteria for fixed wing aviation activities: (1) DOD owned/controlled runway greater than or equal to 8000 feet long and 150 feet wide, (2) latitudinal and longitudinal location within 550 nautical miles of a coastline, and (3) hangar size greater than 30,000 square feet.

8. Based upon these screening criteria, the IAT identified 35 activities at which DON active and reserve aviation squadrons operate. The Department of the Army (DA) provided a list of 13 bases for possible addition to the DON Aviation Universe. The Department of the Air Force (DAF) provided a list of 92 bases for possible addition to the DON Aviation Universe. After review, the IAT determined that a number of these bases were Air National Guard sites outside of the control of DOD. The IEG approved the IAT recommendation that the Air National Guard

sites be deleted from consideration. The IEG approved the addition of 13 DA and 64 DAF bases that met the screening criteria to the DON Aviation Operations Functions Universe. The IEG will conduct analysis of an Aviation Universe that encompasses 112 DOD activities with runways capable of supporting operational squadrons. The IEG noted that this universe allows for a broader look than any previous BRAC round and has the potential for revealing greater opportunities for joint basing. Ms. Davis informed the IEG that DA and DAF will conduct similar analyses. CAPT Beebe returned to the deliberative session at 1007.

9. The IAT presented an analysis of "other" activities within the DON universe using enclosure (9). This "other" category includes 217 DON activities that are not functionally aligned with a JCSG or DON specific function. The IAT proposed categories, definitions, and activity lists that will continue to be refined for future approval by the IEG. These activities were categorized as follows: Organizational Followers, Dependent Activities, Stand-Alone Activities, Specialized Function Activities, and Regional Support Activities. As noted below, the IEG conceptually approved the approaches for analysis recommended by the IAT.

a. Organizational Followers are directly tied to their locations due to current operations and are subject to move if operational units are relocated. Since these activities are in effect, subsumed by the analysis of operational functions and will follow the operational units for realignment or closure scenarios, the IAT recommended that activities identified in this category not be evaluated independently for capacity analysis or military value, unless specific data becomes necessary for scenario alternatives development.

b. Dependent Activities exist to perform a specific function at a specific location and would close/consolidate if the operation they supported is closed/relocated. The IAT recommended that activities identified in this category be treated like Organizational Followers.

c. Stand Alone Activities have no apparent location nexus to an operational unit and could be relocated regardless of existing operational units in their current location. These units are not sufficiently similar to group for analysis, but some are similar enough to consider for co-location. The IAT recommended developing a short set of military value evaluation questions that could be utilized in refining scenarios developed

for JCSG and DON specific functions. For instance, it could be possible to replace an activity removed from an installation by a JCSG recommendation with a Stand Alone Activity. Additionally, the developed questions will provide useful information to evaluate the benefit of an activity's location.

d. Specialized Functions Activities are groups that perform similar functions but are not functionally equivalent. The IAT recommended determining the capacity requirement, conducting a targeted data call, and performing capacity analysis. If the activity is determined to have no excess, it will be treated as a tenant activity. Military value analysis will be conducted if excess capacity exists to consider closure and realignment alternatives.

e. Regional Support Activities are various geographic shore support activities not tied to a specific location or set of operational forces. The IAT recommended analyzing Regional Support Management to assess geographic responsibilities, span of control, and alignment.

10. The IEG approved the IAT's recommendation to release a "mini" data call to all "other" activities. The "mini" data call will ensure that the IEG understands the activity's mission and that it is properly categorized. The IEG directed the IAT to continue refining the list of activities.

11. Ms. Davis informed the IEG that future deliberative sessions would include a series of briefs to familiarize the IEG with proposed BRAC 2005 analytical tools. She used enclosure (10) to provide the IEG with an overview of the BRAC 2005 process. Ms. Davis informed the IEG that Capacity Analysis, the next step in the analytic process, is critical in that it is the mechanism to link closure and realignment recommendations to the 20-year Force Structure Plan (FSP) as required by statute. Ms. Davis continued with an overview of military value analysis, configuration analysis, scenario development, scenario analysis, and recommendation development. CDR Flather and CDR Fairbairn departed from the session at 1122. CAPT Beebe, Mr. Bowes, and CDR Jaenichen departed from the session at 1133.

12. Dr. Ron Nickel used enclosure (11) to brief the IEG on the Optimization methodology. OSD has assigned DON the lead for developing the Optimization methodology for use by the JCSGs and the Services for BRAC 2005. The methodology was developed by DON in BRAC 1993, and refined in BRAC 1995. The Optimization framework will provide a guideline for the creation of specific

optimization models for use in generating multiple alternative solutions that will serve as starting points in the development of closure and/or realignment scenarios. Ms. Davis noted that the IEG will be required to make policy determinations concerning the constraints/parameters applied to the model, which will determine the solutions for which the model will solve. Ms. Davis reminded the IEG that the model will produce mathematically feasible alternatives and not answers. Exercising their military judgment, the IEG will refine the alternatives for the scenario development process.

13. The deliberative session adjourned at 1200.

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