



**DEPARTMENT OF THE NAVY**

OFFICE OF THE SECRETARY  
1000 NAVY PENTAGON  
WASHINGTON, D.C. 20350-1000

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IAT/JAN

9 September 2004

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG)  
MEETING OF 5 AUGUST 2004

Encl: (1) 5 August 2004 IEG Meeting Agenda  
(2) BRAC 2005 DON Construct Brief of 05 August 2004  
(3) BRAC 2005 Status Report Brief to Infrastructure  
Evaluation Group (IEG) of 05 August 2004  
(4) Recording Secretary's Report of IEG Deliberations  
on 5 August 2004

1. The thirty-eighth meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 0731 on 5 August 2004 in room 4D447 at the Pentagon. The following members of the IEG were present: Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for all matters associated with BRAC 2005 (Special Assistant for BRAC), Co-Chair; Gen William L. Nyland, USMC, Assistant Commandant of the Marine Corps (ACMC), Co-Chair; ADM Michael G. Mullen, USN, Vice Chief of Naval Operations (VCNO), Co-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; RADM Kevin J. Cosgriff, USN, Deputy and Chief of Staff, U.S. Fleet Forces Command, Member; Ms. Carla Liberatore, Assistant Deputy Commandant for Installations and Logistics (I&L), Headquarters, U.S. Marine Corps, serving as alternate for LtGen Richard L. Kelly, USMC, Deputy Commandant for Installations and Logistics (I&L), Member; LtGen Michael A. Hough, USMC, Deputy Commandant for Aviation (AVN), Member; Dr. Michael F. McGrath, Deputy Assistant Secretary of the Navy, Research Development Test & Evaluation (DASN(RDT&E)), Member; Mr. Robert T. Cali, Assistant General Counsel, Assistant Secretary of the Navy, Manpower & Reserve Affairs (M&RA), Member; Mr. Ronnie J. Booth, Navy Audit Service (NAVAUDSVC), Representative; Mr. Thomas N. Ledvina, Navy Office of General Counsel (OGC), Representative; and, Capt James A. Noel, USMC, Recorder.

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MEETING OF 5 AUGUST 2004

2. The following members or representatives of the Functional Advisory Board (FAB) were present: RADM Jay Cohen, USN, Chief of Naval Research; RADM Christopher E. Weaver, USN, Commander, Navy Installations Command/Director, Ashore Readiness Division (OPNAV N46); RADM(Sel) Alan S. Thompson, SC, USN, Director, Supply, Ordnance and Logistics Operations Division, N41, OPNAV; Mr. George Ryan, OPNAV 091; BGen Willie J. Williams, USMC, Assistant Deputy Commandant, Installations and Logistics (Facilities); BGen Edward G. Usher III, USMC, Assistant Deputy Commandant for Installation and Logistics (LP); RDML Jan Gaudio, USN, Commandant, Naval District Washington; RDML Mark Hugel, USN, Deputy Director, Fleet Readiness Division, N43B, OPNAV; Ms. Claudia Clark, Deputy Director of Naval Intelligence (DDNI); Mr. Michael Rhodes, Assistant Deputy Commandant for Manpower and Reserve Affairs (M&RA), Headquarters, U.S. Marine Corps; RDML Robert D. Hufstader, MC, USN, Medical Officer of the Marine Corps; Mr. Paul Hubbell, Deputy Assistant Deputy Commandant for Installations and Logistics (Facilities) Headquarters, U.S. Marine Corps; Mr. Barry Dillon, Deputy Commander, Marine Corps Systems Command; Ms. Susan C. Kinney, Deputy Director, Logistics Plans, Policies and Strategic Mobility Division, Headquarters, U.S. Marine Corps; Ms. Shanna Poole, Deputy, Logistics Chain Management Center, Installations and Logistics (I&L), Headquarters, U.S. Marine Corps; Col Michael J. Massoth, USMC; CAPT William Wilcox, USN; CAPT Dave Coderre, SC, USN; CAPT Albert J. Shimkus, NC, USN; Mr. Paul Lowell, CAPT David W. Mathias, USN; CAPT William R. Burke, USN; CAPT Leo G. Goff, USN; CAPT Nancy Hight, MSC, USN; LtCol Greg Truba, USMC; and, LtCol David Benhoff, USMC; and Mr. Thomas B Grewe, Special Observer for the IJCSG.

3. The following members of the IAT were also present: Mr. Dennis Biddick, Chief of Staff; Mr. Jack Leather; Col Walter B. Hamm, USMC; CAPT Matthew R. Beebe, CEC, USN; Mr. Andrew S. DeMott; CAPT Jason A. Leaver, USN; CAPT Gene A. Summerlin, USN; CAPT Jan G. Rivenburg, USN; CAPT Eric Myhre, SC, USN; CDR Carl Deputy, USN; and CDR John R. Morrison, MSC, USN. All attendees were provided enclosures (1) through (3). Ms. Davis presented the minutes from the 22 July 2004 IEG meeting for review and they were approved.

4. Ms. Davis used enclosure (2) to update the IEG on the current BRAC 2005 DON construct. She provided a synopsis of the organization and approach of the IEG and FAB to date, the revised organization and approach of the IEG and FAB, and the organization and approach for the newly established DON Analysis

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG)  
MEETING OF 5 AUGUST 2004

Group (DAG). Ms. Davis emphasized the importance of BRAC to DON and set forth the proposed schedule for future IEG meetings.

5. Ms. Davis used enclosure (3) to update the IEG on the status of BRAC 2005 from the OSD/JCSG perspective and the DON perspective. She set out the suggested timeline for DON and OSD actions to allow for BRAC recommendations by the end of 2004. Ms. Davis highlighted the following matters as near term actions for DON and OSD: Definition and use of Transformational Options, development of Optimization models, and the determination of Integration/Analytical tools for Scenario Analysis.

6. The IEG moved into deliberative session at 0800. See enclosure (4). The next meeting of the IEG is tentatively scheduled for early September 2004. The meeting adjourned at 0838.



Anne Rathmell Davis  
Co-Chair, IEG

**TAB 1**



**TAB 2**



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# **BRAAC 2005**

# **DON Construct**

05 August 2004

8/05/2004

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# IEG Initial Organization And Approach

- SECNAV Memo of 25 Nov 02, DON Internal Control Plan of 27 Jun 03, SECNAVNOTE 11000 of 9 Mar 04
  - Established IEG with 8 members
    - Chair, ASN (I&E); Vice Chair, DASN (IS&A); Two Navy Flag and Two Marine Corps General Officers; member from ASN (RD&A); and member from ASN (M&RA)
      - Designation letters for members and alternates
    - Supported by the Infrastructure Analysis Team (IAT)
  - Responsible for developing DON recommendations for installations
    - Ensure factors of concern to operational commanders are considered
    - Ensure evaluation of all Navy and Marine Corps installations complies with law
    - In consultation with CNO and CMC, prepare recommendations for SecNav approval
  - Sole decision-making body for DON BRAC 2005 process
    - Ensure Functional Advisory Board (FAB) receives DON guidance to ensure that the DON position on common business oriented functions is clearly articulated and understood
- Approach
  - Analyzing Functions not analyzed by JCSSGs
  - Development and use of analytical methodologies
  - Rigorous data analysis
  - Alternatives arise from analysis and deliberations

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## 14 July 2004 SECNAV Changes to DON BRAC 2005 Organization

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- SECNAV Memo of 14 July 2004 altered the membership of the IEG, established the DON Analysis Group (DAG), a decision-making body subordinate to the IEG, and strengthened tie of FAB to IEG
- Objective: Align DON and JCSG BRAC efforts toward complementary and mutually reinforcing results
- Goals:
  - Establish official DON positions on critical BRAC issues (provide recommendations for leadership to carry to the ISG/IEC and for DON DAG/FAB members to implement as appropriate)
  - Communicate clear and common understanding of DON position across all DON players in BRAC 2005
  - Develop scenarios that are coordinated and integrated across all DON functions
  - Provide situational awareness and information on BRAC 2005 as required

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# IEG Revised Organization And Approach

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- IEG reconstructed with 9 members
  - Co-Chairs: Special Assistant for BRAC, VCNO, ACMC; Original membership including two Navy Vice Admirals and two Marine Corps Lieutenant Generals; member from ASN (RD&A); and member from ASN (M&RA)
    - DASN (IS&A) appointed as Special Assistant to SECNAV for all matters associated with BRAC 2005
    - DAG members will serve as IEG alternates
  - Supported by the Infrastructure Analysis Team (IAT)
- Senior decision-making body responsible for
  - Ensuring evaluation of all Navy and Marine Corps installations complies with law
  - Ensuring factors of concern to operational commanders are considered
  - Developing final closure and realignment recommendations for SECNAV approval in consultation with CNO and CMC
- Decision making body for issues developed by the DAG and FAB
  - Ensuring that the DON position on functions and impacts is clearly articulated and understood throughout BRAC 2005 process

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## DAG Organization And Approach

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- **DAG established with 9 members**
  - Chair: Special Assistant for BRAC; each IEG member will nominate a Flag, General Officer or Senior Executive Service member as his/her representative on the DAG
  - Supported by the Infrastructure Analysis Team (IAT)
  - Decision-making body responsible for analyzing DON unique functions and providing closure and realignment recommendations to the IEG for its consideration for approval
- **Approach**
  - Analyzing DON-Specific Functions not analyzed by JCSGs
  - Development and use of analytical methodologies
  - Rigorous data analysis
  - Alternatives arise from analysis and deliberations

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## **FAB Organization And Approach**

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- **FAB Relationships**
  - Reports directly to IEG in response to IEG taskings
  - Coordinates directly with DAG
  - Coordinates with IAT to work issues (FAB Working Group)
- **FAB Responsibilities**
  - Provide appropriate information to DAG and IEG concerning JCSSGs
  - Actively stay informed on DON BRAC matters related to the JCSSGs
  - Accomplish tasks as directed by the IEG
  - Coordinate JCSSG-JCSSG matters as required
  - Coordinate JCSSG-DON matters with the DAG as required
- **FAB Possible Taskings**
  - Present JCSSG issues, impacting DON, with recommended actions
  - Provide pertinent collective JCSSG information to DAG and IEG on a regular basis
  - Present the JCSSG analysis constructs to the IEG for information
  - Coordinate JCSSG and DON unique configurations and scenarios within the FAB and with the DAG; provide recommended DON position to IEG



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## IEG Expectations

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- BRAC is a priority for DON
- DON BRAC Principals must be engaged
- Standing weekly IEG meeting (Thursday, 1000-1200 in the PEC)
  - Cancelled if necessary
- Be prepared to spend the time necessary
- DON BRAC Integration – Single DON Voice
  - DAG and FAB invited to all IEG meetings
    - Principals expected, alternates allowed, only one rep per
  - DAG/FAB attendance will be mandatory at specified IEG meetings to discuss cross-cutting issues

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**IEG Challenges**

- 
- Ensuring DON “values” and concerns are uniformly brought to the table in all deliberative processes
  - Coordination of scenarios so that ultimate recommendations produce optimal results
  - Capture and evaluate DON assets
    - DON internal processes review what is not done by JSCGs
    - Strong coordination between DON and JSCG allows for process flow versus starting over

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**TAB 3**



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# **BRAAC 2005**

# **Status Report Brief to Infrastructure Evaluation Group (IEG)**

**05 August 2004**

8/05/2004

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# DON/JCSG Status

	DON Specific	E&T	Industrial	Intelligence	HSA	S&S	Medical	Technical
# DON Activities to Analyze	422	61	114	18	249	37	52	56
# Subfunctional Groups	11	4	9	1	3	3	3	5
Capacity Approach	Dec 03 - Jul 04	Nov-03	Oct-03	Nov-03	Nov-03	Oct-03	Nov-03	Nov-03
Military Value Approach	Feb - Jul	Apr	Jun	Aug	Jun	Mar	Mar	Jun
Capacity Analysis	Aug	Sep	Aug	Aug/Sep	Aug/Sep	Aug/Sep	Aug	Sep/Oct
Military Value Analysis	Sep	Sep	Sep	Sep/Oct	Sep	Sep	Sep	Sep/Oct
Scenario Development	Oct	Sep	Sep/Oct	Sep/Oct	Sep	Oct	Oct/Nov	Oct
Scenario Analysis	Oct	Sep	Nov/Dec	Oct	Sep/Oct	Oct/Nov	Nov/Dec	Nov
Recommendation Development	Nov	Oct/Nov	Dec/Jan	Nov	Oct/Nov	Nov	Dec	Nov/Dec

Assumes Complete Data & Intensive Deliberations



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# **DON/JCSG**

## **Near Term Actions**

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- Define Use of Transformational Options
- Develop Optimization Models using DON Developed Methodology
- Determine Integration/Analytical Tools for Scenario Analysis
  - Scenario Tracking Methodology
  - Internal Analytical Requirements

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# **IEG Status**

- Monthly Meetings Began 6 February 2003
  - Process
    - JCSG and DON
      - Staffing
      - Funding
      - Internal Control Plan
      - Established Functional Advisory Board (FAB)
      - Transformational Options
  - Force Structure Plan
  - Capacity Data Call
    - DON and JCSG approaches
    - Universe for DON and JCSGs
    - Collection process (DONBITS)
  - Selection Criteria Approval
    - Military Value, COBRA (costs), and Impacts

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# **IEG Status (Cont)**

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- Weekly Meetings and Deliberative Sessions Began 26 February 2004
  - Assessing Applicable Universe
    - DON Activities
      - Joint Action Scenario Team (JAST) identified additional Department of Army and Department of Air Force bases for analysis
    - Principles and Policy Imperatives
    - Data Call #1 Issue Resolution and Naval Audit Service Review
- Completed Military Value Scoring Plans and Capacity Analysis Methodology
  - DON Surface/Subsurface Operations (30)
  - DON Aviation Operations (33)
  - DON Ground Operations (11)
  - DON Specific Recruit Training (5)
  - DON Specific Officer Accession Training (4)
  - DON Specific Professional Military Education (6)
  - DON Specific Recruiting Districts/Stations (85)
  - DON Specific Reserve Centers (266)
  - DON Specific Regional Support Activities (82)
- Briefs on Analytical Tools
  - Optimization Methodology
  - Cost of Base Realignment Actions (COBRA) Model
  - Selection Criteria 7 – Community Infrastructure Impact
  - Selection Criteria 8 – Environmental Impact

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# Upcoming IEG/DAG Agendas

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- Complete approach for analysis of Stand Alone and Specialized Functions Activities (73)
- Analytical Tools Brief
  - Selection Criteria 6
- BRAC Ethics Briefing
- Complete Capacity Analysis
- Military Value Analysis
- Scenario Development and Analysis

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# Education & Training

## JCSG Status

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- Subgroups
  - Flight Training (7 DON activities)
  - Specialized Skills Training (33 DON activities)
  - Professional Development Education (11 DON activities)
  - Ranges (10 DON activities )
- Accomplishments
  - Capacity Analysis Report in work (Grad Flight Training issue resolved)
  - Military Value Report complete, awaiting data call (30 Aug)
- Next steps
  - Continue to press on capacity issues and complete analysis
  - Submit initial scenarios to OSD for 06 August ISG
  - Future student requirements document and JSF basing criteria matrix will be submitted to Services for chop
- Timeline
  - Project capacity report complete mid-late Aug
  - Military Value data call due to back 30 August
  - Aiming for first draft E&T recommendations in Oct

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# JCSG Status

- What we have done:
  - Established Analysis Construct
    - Major Admin/HQ (majority of focus) (184 DON activities)
    - Mobilization (15 DON activities)
    - Geographic Clusters – Functions (50 DON activities)
  - Joint area Clusters alignment (10 & DC area)
  - Deconflict data & DCR follow-up
  - Fenceline mapping for Navy
  - Completed Military Finance and Military Personnel analysis
- What's coming next:
  - Tiering & Downscoping decisions
  - Military Value data analysis
- Timeline:
  - Adjusting scope to maintain OSD 16 Nov deliverable
    - 02 Aug & 06 Aug Supl Capacity data due & 16 Aug Military Value data due
    - 30 Aug final Capacity Analysis Report due

Geo Clusters
DC Area
Richardson-Elmendorf
Lewis-McChord
Colorado Springs
Oahu
San Antonio
Charleston
Mississippi Gulf Coast
McGuire-Dix-Lakehurst
Hampton Roads
Bragg – Pope

**It's all about the data**



# Industrial JCSG Status

- **Accomplishments to Date**
  - Established Analysis Construct
    - Maintenance (2 Sub-functions; 73 DON activities)
    - Ship Overhaul & Repair (2 Sub-functions; 26 DON activities)
    - Munitions & Armaments (5 Sub-functions; 15 DON activities)
  - Formed Joint Working Groups of Subject Matter Experts
  - Developed and Released Capacity Data Call + Supplemental Questions
  - Evaluated Capacity Data and Identified Discrepancies for Resolution
- **Upcoming Tasks** ↔
  - Finalize Capacity Analysis Report
  - Prepare Military Value Analysis Report
  - Complete Optimization Model Development
  - Scenario Development & Interactive Analysis w/ Other JCSGs and MilDeps
- **Timeline** ↔
  - 24 Aug – Receipt of Military Value Data
  - Sep – Military Value Report to ISG
  - Sep – JCSG Approval of Optimization Models
  - Sep – Report Initial Scenarios to ISG
  - Nov – Scenario Data Calls

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# Intelligence JCSCG Status

**Sub-Group: Core Team**

**18 DON Activities**

**Actions Taken**

- Capacity data call due 1 July – data still arriving from all Services/Agencies
- Military Value (MV) Report sent to ISG 19 July

**Actions to be Completed**

- Analyze capacity data, conduct data resolution
- Accredited optimization model
- Approve intelligence force structure, transformation options
- Define method to compare activities with similar functions

- Conduct optimization and scenario development/analysis
- Prepare MilVal Analysis Report
- Conduct Scenario Data Calls
- Coordinate with other JCSCGs/MilIDeps
- Prepare BRAC Recommendations

**Timeline (All estimates)**

- Mid Aug - Send Mil Val data call (No due date set)
- Fall - Receive and analyze MV data
- Sep - Finalize capacity analysis; submit report
- Oct - Finalize MilVal Report

- Oct - Conduct optimization modeling
- Oct - Scenario data calls
- Oct - Scenario analysis
- Nov – Recommendation Development

**Intel not in step with others, Timing Crucial**



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# Medical

## JCSG Status

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- 52 DON Activities
- What's been done?
  - Initial Capacity Data Call – Completed
  - Supplemental Data Call – due 02 Aug to OSD
  - Military Value Data Call – due 16 Aug to OSD
- What's coming?
  - Continue capacity analysis with bi-weekly Capacity Reports
  - Military value analysis with mid-September MILVAL Report
  - Optimization Model – Being finalized for medical specific issues
  - Configuration Analysis/Scenario Development – Sep/Oct
- Timeline
  - No changes to timeline currently established are anticipated

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# Supply and Storage JCSG Status

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- What's been done
  - Developed capacity and military value data calls for 37 DON activities
  - Initial analysis of capacity data/generated data resolution requests
- What's coming?
  - Supplemental AF capacity data call #2 and military value data calls from the services and DLA
  - Military value scoring model dry run
  - Optimization analysis preparation with CNA
  - JCSG “scenario-sharing” and integration tool

## Timeline

- 23 Jul: Chair turnover VADM Holder /VADM Lippert
- 06 Aug: Updated Capacity Report; Capacity #2 data due to OSD BRAC
- 09 Aug: S&S JCSG Principals Meeting with VADM Lippert
- 16 Aug: Military value data due to OSD BRAC
- 13/14 Sep: S&S JCSG Principals Offsite: Scenario Dev, Data Analysis, Optimization Model

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# Technical JCSG Status

- **Background**

- 5 Sub-Groups
  - Air, Land, Sea, Space
  - Weapons and Armaments
  - C4ISR
  - Innovative Systems
  - Enabling Technologies
- 56 DON Activities in the Technical Universe; more may be identified as detachments by the reporting activities

- **Accomplishments**

- Completed the Capacity and MilVal Reports including scoring plans and analysis construct
- Issued the MilVal Data call
- Completed the Capacity Data Call
  - Clarifications are in progress
  - Interim Capacity Analysis Reports submitted
  - Capacity analysis continues

- **Planned actions**

- Supplemental Capacity Data Call to be released within 1 week
- Finalize Capacity Analysis Report
- Prepare MilVal Analysis Report
- Complete Optimization Model Development
- Conduct Optimization and Scenario Development/Analysis
- Conduct Scenario Data Calls
- Coordinate with other JCSGs/MilDeps
- Prepare BRAC Recommendations

- **Timeline**

- 14 Sep - Receive MilVal Data Call
- Late Sep - Receive Supplementary Capacity Data Call
- Oct - Finalize Capacity Analysis; Submit Report
- Oct - Finalize MilVal Analysis; Submit Report
- Scenario Dev/Rec

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**TAB 4**



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

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RP-0192  
 IAT/JAN  
 3 September 2004

MEMORANDUM FOR THE INFRASTRUCTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 5 AUGUST 2004

Encl: (1) BRAC 2005 Scenario Development Methodology Brief of  
 5 August 2004  
 (2) BRAC 2005 Training Scenarios Brief of 5 August 2004

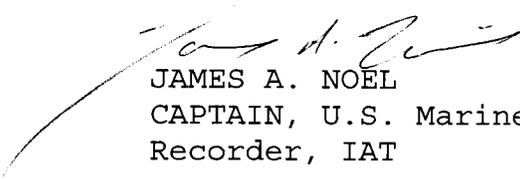
1. The twenty-second deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 0800 on 5 August 2004 in room 4D447 at the Pentagon. The following members of the IEG were present: Ms. Anne R. Davis, Co-Chair; Gen William L. Nyland, USMC, Co-Chair; ADM Michael G. Mullen, USN, Co-Chair; Ms. Ariane Whittemore, alternate for VADM Charles W. Moore, Jr., USN, Member; RADM Kevin J. Cosgriff, USN, Member; Ms. Carla Liberatore, alternate for LtGen Richard L. Kelly, USMC, Member; LtGen Michael A. Hough, USMC, Member; Dr. Michael F. McGrath, Member; Mr. Robert T. Cali, Member; Mr. Ronnie J. Booth, Navy Audit Service, Representative; and, Mr. Thomas N. Ledvina, Navy Office of General Counsel, Representative. The following members or representatives of the Functional Advisory Board (FAB) were present: RADM Jay Cohen, USN; RADM Christopher E. Weaver, USN; RADM(Sel) Alan S. Thompson, SC, USN; Mr. George Ryan; BGen Willie J. Williams; BGen Edward G. Usher II, USMC; RMDL Jan Gaudio, USN; RDML Mark Hugel, USN; Ms. Claudia Clark; Mr. Michael Rhodes; RDML Robert D. Hufstader, MC, USN; Mr. Paul Hubbell; Mr. Barry Dillon; Ms. Susan C. Kinney; Ms. Shanna Poole; Col Michael J. Massoth, USMC; CAPT William Wilcox, USN; CAPT Dave Coderre, SC, USN; CAPT Albert J. Shinkus, NC, USN; Mr. Paul Lowell, CAPT David W. Mathias, USN; CAPT William R. Burke, USN; CAPT Leo G. Goff, USN; CAPT Nancy Hight, MSC, USN; LtCol Greg Truba, USMC; LtCol David Benhoff, USMC; and Mr. Thomas Grewe. The following members of the IAT were also present: Mr. Dennis Biddick, Chief of Staff; Mr. Jack Leather; Col Walter B. Hamm, USMC; CAPT Matthew R. Beebe, CEC, USN; Mr. Andrew S. DeMott; CAPT Jason A. Leaver, USN; CAPT Gene A. Summerlin, USN; CAPT Jan G. Rivenburg, USN; CAPT Eric Myhre, SC, USN; CDR Carl Deputy, USN; CDR John R. Morrison, MSC, USN, and Capt James A. Noel, USMC. All attendees were provided enclosures (1) and (2).

Subj: REPORT OF IEG DELIBERATIONS OF 5 AUGUST 2004

2. Ms. Davis used enclosure (1) to brief the IEG on the DON BRAC 2005 scenario development methodology. The results of capacity analysis and military value analysis will be the initial inputs. These initial inputs will be used in the developed optimization models to produce optimization outputs. The mathematically driven solutions of the optimization outputs will be the initial input for scenario discussion/identification. Scenario discussion/identification will be guided by military judgment and Transformational Options (TOs) to ensure scenarios are developed for the TOs. Scenarios will be entered into the developed scenario tracking tool to initiate formal interface with other Military departments and the JCSGs. Scenario data calls will be issued for identified scenarios. Scenario analysis will produce draft DON BRAC recommendations.

3. Ms. Davis used enclosure (2) to provide examples of the scenario development methodology to the IEG. She used three BRAC 1995 scenarios that did not result in BRAC recommendations to illustrate each step of the BRAC 2005 methodology. The IEG noted the importance of cost considerations in determining the feasibility of potential BRAC recommendations and suggested that discussion of cost considerations earlier in the scenario development methodology could facilitate focus on more viable scenarios. The IEG further noted that cost must not become the primary consideration or rise to the level of military value. The IEG suggested that a review of scenarios not approved in BRAC 1995 could provide a lessons learned for scenario development.

4. The deliberative session adjourned at 0838.



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