



DEPARTMENT OF THE NAVY

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

DCN:5465

MN-0214

IAT/JAN

30 September 2004

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG)
MEETING OF 23 SEPTEMBER 2004

Encl: (1) 23 September 2004 IEG Meeting Agenda
(2) DON Analysis Group Brief to IEG of 23 September 2004
(3) Special Assistant for BRAC memo of 22 September 2004
(4) Recording Secretary's Report of IEG Deliberations on
23 September 2004

1. The forty-first meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 1104 on 23 September 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; VADM Justin D. McCarthy, USN, Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4), Member; VADM Kevin J. Cosgriff, USN, Deputy and Chief of Staff, U.S. Fleet Forces Command, Member; LtGen Richard L. Kelly, USMC, Deputy Commandant for Installations and Logistics (I&L), Member; BGen (sel) Martin Post, USMC, Assistant Deputy Commandant for Aviation (AVN), serving as alternate for 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; 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. Gen William L. Nyland, USMC, Assistant Commandant of the Marine Corps (ACMC), Co-Chair, entered the meeting at 1132. ADM John B. Nathman, USN, Vice Chief of Naval Operations (VCNO), Co-Chair, was absent.

2. The following members of the DON Analysis Group (DAG) were present: Ms. Carla Liberatore, Assistant Deputy Commandant for

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MEETING OF 23 SEPTEMBER 2004

Installations and Logistics (I&L), Headquarters, U.S. Marine Corps; MajGen Emerson N. Gardner Jr., USMC, Assistant Deputy Commandant for Programs and Resources and Deputy Commandant for PP&O; Mr. Paul Hubbell, Deputy Assistant Deputy Commandant for Installations and Logistics (Facilities) Headquarters, U.S. Marine Corps; and, Ms. Debra Edmond, Director, Office of Civilian Human Resources, Assistant Secretary of the Navy, Manpower & Reserve Affairs (M&RA).

3. The following members or representatives of the Functional Advisory Board (FAB) were present: RADM(sel) Alan S. Thompson, SC, USN, Director, Supply, Ordnance and Logistics Operations Division, N41, OPNAV; Mr. George Ryan, OPNAV 091; BGen Edward G. Usher III, USMC, Director, Logistics Plans, Policies and Strategic Mobility Division; RDML Jan C. Gaudio, USN, Commandant, Naval District Washington; Ms. Claudia Clark, Deputy Director of Naval Intelligence (DDNI); Mr. Barry Dillon, Deputy Commander, Marine Corps Systems Command; Col Michael J. Massoth, USMC; CAPT William Wilcox, USN; CAPT Albert J. Shimkus, NC, USN; CAPT David W. Mathias, CEC, USN; LtCol Greg Truba, USMC; Mr. Stuart Paul; and, Mr. Donald Fathke.

4. The following members of the IAT were also present: Mr. Dennis Biddick, Chief of Staff; CAPT Jason A. Leaver, USN; CAPT Eric Myhre, SC, USN; Mr. Andrew S. Demott; CAPT Matthew R. Beebe, CEC, USN; and CDR Beth L. Hartmann, CEC, USN. All attendees were provided enclosures (1) through (4). Ms. Davis presented the minutes from the 16 September 2004 IEG meeting for review. Subject to making an administrative revision, the minutes were approved.

5. Ms. Davis provided status updates to the IEG on the following matters:

a. Integrated Global Presence and Basing Study (IGPBS). On 21 September 2004, SECNAV signed out a memo to the Infrastructure Executive Council (IEC) providing DON concurrence on the proposed IGPBS and BRAC guidance. The memo was coordinated with CNO and CMC. After receiving comments from the Army and Air Force, DEPSECDEF is expected to direct the IEC to ensure that the BRAC recommendations accommodate the listed IGPBS decisions by using the BRAC process to select appropriate receiver locations.

b. Transformational Options (TOs). By memo dated 22 September 2004, DON provided comments to OSD on the proposed TOs for BRAC 2005. See enclosure (3). DON did not raise any major

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objection to the 77 TOs recommended for approval but recommended that OSD pursue a smaller set of mandatory TOs. DON recommended that the 77 TOs be reorganized into the following four categories:

- (1) 14 are recommended for SECDEF approval;
- (2) 43 are recommended for ISG review. These options are targeted to a more specific audience or Service and are more narrow in their application. The ISG should use them to frame scenario development and review JCSG scenarios, but analysis should not automatically be mandated;
- (3) 15 are recommended for implementation outside the BRAC process due to the fact that they are policy oriented; and,
- (4) 5 are duplicative and should be deleted.

c. Timeline. Ms. Davis reviewed the 16 September 2004 IEG discussion of the proposed OSD BRAC timeline. The recommended action was to draft a memo to USD (AT&L), to be signed by the Co-Chairs of the IEG, requesting that the ISG schedule a discussion of a revised BRAC 2005 timeline. Ms. Davis was informed that USD (AT&L) had signed a memo containing a schedule and that this was to be an agenda item at the 24 September 2004 ISG meeting. Accordingly, the IEG memo was no longer necessary.

7. The IEG moved into deliberative session at 1122. See enclosure (5). The next meeting of the IEG is scheduled for 30 September 2004. The meeting adjourned at 1238.



Anne Rathmell Davis
Co-Chair, IEG

TAB 1

TAB 2



Department of the Navy

DON Analysis Group

DON Analysis Group Brief to Infrastructure Evaluation Group

23 September 2004



Department of the Navy

DON Analysis Group

Agenda

- **Status Updates**
 - **Transformational Options**
- **Draft IEG Co-Chair Letter to ISG Chair on Schedule**
- **Scenario Prioritization**
- **JCSG Scenario Briefings**
 - **Industrial**
 - **Supply & Storage**
 - **Headquarters & Support Activities**



Department of the Navy

DON Analysis Group

Scenario Prioritization

- **Use Capacity and Military Value data with other guidance to assess alignment of scenarios**
 - **SECDEF Guidance**
 - **Principles and Considerations**
 - **Transformational Options**
 - **Military Judgment**
- **Develop Alignment Assessment that includes JCSG priorities (e.g., joint, interdepartmental)**
 - **Could use DON Scenario Alignment Assessment as template**
- **Eliminate scenarios that do not fall within Alignment parameters**

TAB 3



DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON, DC 20350-1000

22 Sep 04

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

Subj: TRANSFORMATIONAL OPTIONS FOR BRAC 2005

Ref: (a) USD(AT&L) memo of 8 Sep 04

We have reviewed the proposed Transformational Options for BRAC 2005 as provided in the attachment to reference (a), and I am responding on behalf of the Department of Navy Infrastructure Steering Group members.

Although we do not have major objections with most of the proposed seventy-seven (77) options listed under "Recommended Approval," we do believe the Department should pursue a smaller set of mandatory "Transformational Options." Not only will this bound the data collection effort required to analyze these mandatory scenarios, it will also more clearly focus efforts on those goals the Secretary of Defense set out in his BRAC kick-off memo.

Accordingly, we therefore recommend reorganizing the options being recommended for approval into four categories:

(1) SECDEF Transformational Options - These are overarching in nature with broad application and are viewed as changing the way DoD does business.

(2) Options to be addressed by the ISG - These are targeted to a more specific audience or Service and are more narrow in their application. They should be used by the ISG to frame scenario development and review JCSG scenarios but analysis should not automatically be mandated.

(3) Options that can be implemented outside of BRAC - These are more policy oriented and focused on changes in the way we manage our businesses. They also appear to result in less infrastructure adjustment if implemented. These options should be considered for DoD implementation outside of BRAC.

(4) Options that appear to be duplicative and should be deleted.

The attachment to this memo contains the draft Transformational Options, rearranged as described above, using the original numbering scheme contained in your list of options. We also include specific comments in line in/line out format recommending changes either to the wording of the option for clarity or to the assignment (application) of the option for consistency and completeness.

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

Subj: TRANSFORMATIONAL OPTIONS FOR BRAC 2005

We concur the list of one hundred thirty-eight (138) Transformational Options in your attachment under "Recommended Disapproval" should be dropped from further consideration.

We appreciate the opportunity to finalize this important step in the BRAC process.



Anne Rathmell Davis
Special Assistant to the Secretary of the Navy
for Base Realignment and Closure

Attachment:
As stated

Transformational Options

Recommend Approval:

Category 1 – SECDEF Transformational Options

1. Consolidate Management at Installations with Shared Boundaries. Create a single manager for installations that share boundaries. Source & Application: H&SA
3. Consolidate or collocate Regional Civilian Personnel Offices to create joint civilian personnel centers. Source and Application: H&SA
5. Collocate active and/or Reserve Military Personnel Centers across Military Departments. Source and Application: H&SA
8. Consolidate Defense Finance and Accounting Service (DFAS) Central and Field Sites. Consolidate DFAS business line workload and administrative/staff functions and locations. Source and Application: H&SA
13. Rationalize Presence in the DC Area. Assess the need for headquarters, commands and activities to be located within 100 miles of the Pentagon. Evaluation will include analysis of realignment of those organizations found to be eligible to move to DoD-owned space outside of a 100-miles radius. Source and Application: H&SA and applicable MILDEPs
17. Consolidate correctional facilities into fewer locations across Military Departments. Source and Application: H&SA
20. Establish a consolidated multi-service supply, storage and distribution system that enhances the strategic deployment and sustainment of expeditionary joint forces worldwide. Focus the analysis on creating joint activities in heavy (US) DoD concentration areas, i.e. locations where more than one Department is based and within close proximity to another. Source: Supply & Storage; Application: Supply and Storage and Industrial
28. Consolidate similar industrial commodities under Centers of Technical Excellence. Source and Application: Industrial
36. Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools (e.g., form a “DoD University” with satellite training sites provided by Service-lead or civilian institutions). Source and Application: Education & Training

38. Establish a single "Center of Excellence" to provide Unmanned Aerial Vehicle initial (a.k.a. undergraduate) training. Source and Application: Education & Training
42. Consolidate or collocate at a single installation all services' primary/ undergraduate/initial phase of pilot training that uses the same aircraft (T-6). Source and Application: Education & Training
56. Consolidate RDT&E functions on fewer installations ~~through inter-service support agreements~~ to enable multidisciplinary efforts to increase efficiencies and reduce redundancy within DoD. Source: Army; Application: Technical, ~~MilDeps~~.
60. Collocate Guard and Reserve units at active bases or consolidate the Guard and Reserve units that are located in close proximity to one another at one location if practical, i.e., joint use facilities. Application: MilDeps
67. Consolidate aviation assets of two or more Military Services on the same base. Application: MilDeps

Category 2 – Options to be addressed by ISG – frame scenario development

4. Consolidate active and Reserve Military Personnel Centers of the same service. Source and Application: H&SA
6. Consolidate same service active and Reserve local Military Personnel Offices within Geographic Clusters. Source and Application: H&SA
7. Collocate active and/or Reserve local Military Personnel Offices across Military Departments located within Geographic Clusters. Source and Application: H&SA
11. Establish and consolidate mobilization sites at installations able to adequately prepare, train and deploy service members. Source and Application: H&SA
14. Minimize leased space across the US and movement of organizations residing in leased space to DoD-owned space. Source and Application: H&SA
15. Consolidate HQs at Single Locations. Consolidate multi-location headquarters at single locations. Source and Application: H&SA
16. Eliminate locations of stand-alone headquarters. Source and Application: H&SA
18. Collocate Reserve Component (RC) Headquarters. Determine alternative facility alignments to support RC headquarters' administrative missions. Alternatives

- could consider collocation and/or movement of RC headquarters to operational bases. Source: H&SA; Application: MILDEPS
19. Collocate Recruiting Headquarters. Analyze alternative Recruiting Headquarters alignments. Consider co-location of RC and Active Component (AC) Recruiting headquarters. Source and Application: H&SA
 23. Decentralize Depot level maintenance by reclassifying work from depot-level to I-level. Source and Application: Industrial
 24. Centralize I-level maintenance and decentralize depot-level maintenance to the existing (or remaining) depots.
 - Eliminate over-redundancy in functions.
 - Consolidate Intermediate and Depot-level regional activitiesSource and Application: Industrial
 25. Regionalize severable and similar work at the intermediate level. Source and Application: Industrial
 27. Collocate depots: Two Services use the same facility(s). Separate command structures but shared common operations. Source and Application: Industrial
 29. Implement concept of Vertical Integration by putting entire life cycle at same site to increase synergies, e.g. production of raw materials to the manufacture of finished parts, co-locating storage, maintenance and demil. Source and Application: Industrial
 30. Implement concept of Horizontal Integration by taking some of the most costly elements of the M&A processes and put them at the same site to increase efficiencies, e.g. put Load, Assemble and Pack (LAP) of all related munitions at same site. Source and Application: Industrial
 31. Maintain a multi-service distribution and deployment network consolidating on regional joint service nodes. Source and Application: Industrial (this appears to be a duplication of #20 on page 1. It should be more clearly defined to apply to a specific commodity for distribution and deployment or deleted).
 32. Evaluate Joint Centers for classes and types of weapons systems and/or technologies used by more than one Military Department:
 - Within a Defense Technology Area Plan (DTAP) Capability Area
 - Across multiple functions (Research; Development & Acquisition; Test & Evaluation)Across multiple DTAP capability areas. Source and Application: Technical

33. Evaluate Service-Centric concentration, i.e. consolidate within each Service:
 - Within a Defense Technology Area Plan (DTAP) capability area
 - Across multiple functions (Research; Development & Acquisition; Test & Evaluation)
 - Across multiple DTAP capability areas. Source and Application: Technical
34. Privatize graduate-level education. Source and Application: Education & Training
35. Integrate military and DoD civilian full-time professional development education programs. Source and Application: Education & Training
37. Establish “joint” officer and enlisted specialized skill training (initial skill, skill progression & functional training). Source and Application: Education & Training
43. Locate (division/corps) UEx and (corps/Army) UEy on Joint bases where practical to leverage capabilities of other services (e.g., strategic lift to enhance strategic responsiveness). Source and Application: Army
44. Locate (brigades) Units of Action at installations DoD-wide, capable of training modular formations, both mounted and dismounted, at home station with sufficient land and facilities to test, simulate, or fire all organic weapons. Source and Application: Army
45. Collocate Army War College and Command and General Staff College at a single location. Source: Army; Application: Education & Training
46. Locate Special Operations Forces (SOF) in locations that best support specialized training needs, training with conventional forces and other service SOF units and wartime alignment deployment requirements. Source and Application: ~~Army~~ MILDEPs
47. Collocate or consolidate multiple branch schools and centers on single locations (preferably with MTOE units and RDTE facilities) based on warfighting requirements, training strategy, and doctrine, to gain efficiencies from reducing overhead and sharing of program-of-instruction resources. Source and Application: Army
49. Increase the number of multi-functional training areas able to simultaneously serve multiple purposes and minimize the number of single focus training areas for the Reserve Components where possible. Source and Application: Army
51. Locate units/activities to enhance home station operations and force protection.

Source and Application: Army.

53. Collocate functions and headquarters in “Joint Campuses” to enhance interoperability and reduce costs. Source: Army; Application: H&SA
54. Consolidate ~~Army~~ MILDEP RDT&E organizations to capitalize on technical synergy across DoD, academia and industry. Source: Army; Application: Technical
55. Reduce the number of USAR regional headquarters to reflect Federal Reserve Restructuring Initiative (FRRI). Source and Application: Army
57. Establish a single inventory control point (ICP) within each Service or consolidating into joint ICPs. Application: Supply and Storage
58. Expand Guard and Reserve force integration with the Active force. Examples:
 - 1) Blended organizations.
 - 2) Reserve Associate, Guard Associate, and Active Associate
 - 3) Sponsored Reserve.
 - 4) Blending of Guard units across state lines to unify mission areas, reduce infrastructure, and improve readiness.Application: MilDeps
59. Consolidate National Capital Region (NCR) intelligence community activities now occupying small government facilities and privately owned leased space to fewer, secure DoD-owned locations in the region. Application: Intel
61. Consolidate the Army’s five separate Active Component recruit training sites and the Marine Corps’ two Active Component recruit training sites into one recruit training installation each. Source: Education and Training; Application: Army & ~~Marine Corps~~-DON
64. Collocate Joint Strike Fighter ~~graduate~~ initial flight training and maintenance training.
65. Collocate Joint Strike Fighter ~~graduate~~ initial flight training.
66. Collocate Joint Strike Fighter maintenance training.
69. Collocate Service Professional Military Education (PME) schools at the intermediate and senior levels. Application: E&T
70. Consolidate/Collocate Service specific test pilot schools. Application: MilDeps,

E&T and/or Technical

71. Collocate ground and signals intelligence systems. Application: Intel & ~~MilDeps~~
72. Collocate ground and airborne intelligence systems. Application: Intel & ~~MilDeps~~
74. Each Military Department and Joint Cross Service Group will look at the effects of either reducing their functions by ~~20%, 30%, and 40%~~ 10% and 20% from the current baseline, or ~~reducing excess capacity~~ assessing the need to increase capability by an additional 10% beyond the analyzed excess capacity, ~~whichever is greater~~. The objective of this analysis is to uncover ways in which additional gains could be achieved, rather reasons why they could not. Source: DON; Application: MilDeps and JCSGs

Category 3 – Options that can be implemented outside of BRAC or appear to be more policy oriented

2. Regionalize Installation Support. Regionalize management of the provision of installation support activities across Military Departments within areas of significant Department of Defense (DoD) concentration, identified as Geographic Clusters. Option will evaluate designating organizations to provide a range of services, regionally, as well as aligning regional efforts to specific functions. For example, a possible outcome might be designation of a single organization with the responsibility to provide installation management services to DoD installations within the statutory National Capital Region (NCR). Source and Application: H&SA
9. Consolidate Local DFAS Finance & Accounting (F&A). Merge/consolidate local DFAS F&A within Geographic Clusters. Source and Application: H&SA
10. Consolidate remaining mainframe processing and high capacity data storage operations to existing Defense Mega Centers (Defense Enterprise Computing Centers). Source and Application: H&SA
21. Privatize the wholesale storage and distribution processes from DoD activities that perform these functions. Source and Application: Supply & Storage
22. Migrate oversight and management of all service depot level reparable to a single DoD agency/activity. Source and Application: Supply & Storage
26. Partnerships Expansions. Under a partnership, have government personnel work in contractor owned/leased facilities and realign or close facilities where personnel

are currently working. Source and Application: Industrial

39. Establish regional Cross-Service and Cross-Functional ranges that will support Service collective, interoperability and joint training as well as test and evaluation of weapon systems. Source and Application: Education & Training
41. Combine Services' T&E Open Air Range (OAR) management into one joint management office. Although organizational/managerial, this option could engender further transformation. Joint management of OAR resources could encourage a healthy competition among OARs to increase efficiency and maximum utility DoD-wide. Source and Application: Education & Training
40. Integrate selected range capabilities across Services to enhance Service collective, interoperability and joint training, such as Urban Operations, Littoral, training in unique settings (arctic, mountain, desert, and tropical). Source and Application: Education & Training
62. Privatize Household Goods and Personal Property Shipping function. Source: BENS; Application: Supply and Storage, MilDeps
63. Privatize long-haul communications in the Defense Information Systems Agency (DISA). Source: BENS; Application: H&SA
73. Consolidate pilot training and maintenance training for rotary wing and fixed wing aircraft using Executive Agency. Application: Education and Training.
75. Establish a “space test range” for satellite ground testing, threat assessment, and tactics development. Elements of the “range” should be networked using a minimum number of ground facilities to virtually simulate on-orbit operations. Source and Application: Air Force
76. Establish an Army Joint Network Science Technology and Experimentation Center to fully realize the transformational capabilities of interdependent Joint Network Centric Warfare. Source: Army; Application: Technical
77. Air Force use optimum flying squadron sizing and organizational constructs to disproportionately increase combat capability and transform the capability of its AEFs. Source and Application: Air Force

Category 4 – Appear to be Duplicative of other options and can be deleted

12. Establish joint pre-deployment/re-deployment processing sites. Source and Application: H&SA - Same as #67 on page 2

48. Reshape installations, RC facilities and RC major training centers to support home station mobilization and demobilization and implement the Train/Alert/Deploy model. Source and Application: Army – Appears to duplicate portions of #60 and #11 on page 2; #49 on page 4
50. Collocate institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and enhance training. Army – Appears to duplicate #44 on page 4
52. Consolidate aviation training with sister services for like-type aircraft to gain efficiencies. Source: Army; Application: all services – Appears to duplicate #42 on page 2 – also should be an E&T application if considered
68. Collocate Service special operations units where they further reduce infrastructure requirements and enable improved training opportunities – Appears to duplicate #46 on page 4

TAB 4

Department of the Navy



INFRASTRUCTURE ANALYSIS TEAM

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RP-0214

IAT/JAN

27 September 2004

MEMORANDUM FOP. THE INFRASTRUCTURE EVALUATION GROUP (LEG)

Subj: REPORT OF IEG DELIBERATIONS OF 23 SEPTEMBER 2004

End: (1) DON Analysis Group Brief to LEG of 23 September 2004
(2) DON Scenario Alignment Assessment Tool
(3) Industrial JCSG Update to DON LEG Brief of 23 September 2004
(4) Supply & Storage JCSG Update to DON LEG Brief of 23 September 2004
(5) Headquarters and Support Activities JCSG Update to DON LEG Brief of 23 September 2004

1. The twenty-fifth deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (LEG) convened at 1124 on 23 September 2004 in room 4D447 at the Pentagon. The following members of the LEG were present: Ms. Anne R. Davis, Co-Chair; VADM Justin D. McCarthy, USN, Member; VADM Kevin J. Cosgriff, USN, Member; LtGen Richard L. Kelly, USMC, Member; BGen (sel) Martin Post, USMC, alternate for 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 of the DON Analysis Group (DAG) were present: Ms. Carla Liberatore; MajGen Emerson N. Gardner, USMC; Mr. Paul Hubbell; and Ms. Debra Edmond. The following members or representatives of the Functional Advisory Board (FAB) were present: RADM(sel) Alan S. Thompson, SC, USN; Mr. George Ryan; BGen Edward G. Usher III, USMC; RDML Jan C. Gaudio, USN; Ms. Claudia Clark; Mr. Barry Dillon; Col Michael J. Massoth, USMC; CAPT William Wilcox, USN; CAPT Albert J. Shimkus, NC, USN; CAPT David W. Mathias, CEC, USN; LtCol Greg Truba, USMC; Mr. Stuart Paul; and Mr. Donald Fathke. The following members of the IAT were also present: Mr. Dennis Biddick, Chief of Staff; Mr. Dave LaCroix, Senior Counsel; CAPT Jason A. Leaver, USN; CAPT Eric Myhre, SC, USN; Mr. Andrew S. Demott; CAPT Matthew R. Beebe, CEC, USN; CDR Robert E. Vincent II, JAGC, USN; CDR Beth L. Hartmann, CEC, USN; and Capt James A. Noel, USMC. All attendees were provided enclosures (1) through (5)

Subj: REPORT OF IEG DELIBERATIONS OF 23 SEPTEMBER 2004

2. Ms. Davis used slide 3 of enclosure (1) to discuss scenario prioritization. At its 16 September 2004 meeting, the IEG directed the DAG to develop a scenario prioritization process for possible use by the JCSGs to help integrate and prioritize JCSG and Service generated scenarios. The DAG proposed that an assessment similar to the DON Scenario Alignment Assessment tool could be used by the JCSGs for this purpose. See enclosure (2).

3. Mr. Paul used enclosure (3) to update the IEG on the Industrial JCSG's scenario development. Mr. Paul stated the overarching strategy of each of the JCSG's three subgroups, Maintenance, Ship Overhaul and Repair, and Munitions and Armaments. Gen William L. Nyland, USMC, Co-Chair, entered the deliberative session at 1132. The IEG directed all DON JCSG representatives to inform the IEG of any DON positions that are minority viewpoints within the JCSGs that should be raised at the Infrastructure Steering Group, as well as potential JCSG decisions that appear to violate DON Objectives or Considerations. The IEG re-emphasized the importance of incorporating a risk assessment and scenario prioritization tool into the JCSG analysis and of addressing common effectiveness, efficiency and cost issues without losing sight of the operational context. Mr. Paul noted that the Maintenance subgroup is developing scenario ideas in the aviation workload, rotary workload, and ground workload functional areas. The subgroup is considering using a 1.5 shift/60 hours utilization of workstation capacity metric instead of the DOD 4151.18-H defined 1.0 shift/40 hours metric to allow more movement of work between sites into expanded capacity. The IEG expressed concern about the appropriateness of the 1.5 shift/60 hours metric for analysis. Mr. Paul noted that several scenario proposals are being considered based on DON scenario proposals and basing considerations in the Ship Overhaul and Repair subgroup. He also indicated the need for coordination between the Technical JCSG that is considering weapons consolidation at NSWC Indian Head during its analysis of the technical function, and the Munitions and Armaments subgroup of the Industrial JCSG that is conducting analysis of the production function at NSWC Indian Head.

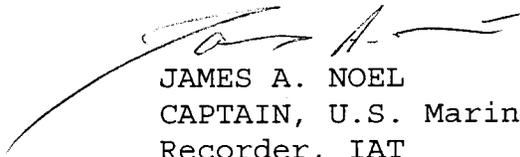
4. RADM(sel) Thompson used enclosure (4) to update the IEG on the Supply and Storage JCSG's scenario development. He stated the JCSG's strategy and listed the applicable TOs. The IEG expressed concern that the TO directing consideration of privatization could lead to decisions based on large potential savings in the areas of personnel and infrastructure that do not adequately address the performance risk. RADM(sel) Thompson

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provided the developed scenario proposals with drivers and assumptions, the justification and impact, and potential conflicts. Gen William L. Nyland, USMC, Co-Chair, departed the deliberative session at 1215.

5. RDML Gaudio used enclosure (5) to update the IEG on the Headquarters and Support Activities JCSG's scenario development. He provided the JCSG's guiding principles and indicated that the JCSG is continuing to evaluate data. RMDL Gaudio noted that as of 21 September 2004, 124 ideas have been synthesized into 14 scenario proposals in seven functional areas by the JCSG. More scenario proposals may develop as the JCSG continues its analysis. RMDL Gaudio provided the scenario proposals with drivers and assumptions, the justification and impact, and potential conflicts. The JCSG has an expansive scope of review that may encompass areas not ripe for JCSG analysis that may need to be remanded to the Services. The IEG expressed concern that there is no formal process for the JCSG to inform the Services when JCSG analysis reveals that either there is no further analysis necessary in a functional area or the JCSG will not be able to conduct further analysis.

6. The deliberative session adjourned at 1238.



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