



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
1 July 2004

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG)
MEETING OF 29 JUNE 2004

Encl: (1) 29 June 2004 IEG Meeting Agenda
(2) Recording Secretary's Report of IEG Deliberations
on 29 June 2004

1. The thirty-third meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 1335 on 29 June 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; Mr. Mark H. 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; LtGen Richard L. Kelly, USMC, Deputy Commandant for Installations and Logistics (I&L), 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. 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. 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, entered the meeting at 1551. LtGen Michael A. Hough, USMC, Deputy Commandant for Aviation (AVN), Member; and Mr. Ronnie J. Booth, Navy Audit Service (NAVAUDSVC), Representative were absent.

2. The following members of the IAT were also present: Mr. Dennis Biddick, Chief of Staff; Dr. Ron Nickel, CNA; Col Walter

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B. Hamm, USMC; CAPT Christopher T. Nichols, USN; CAPT Jason A. Leaver, USN; CAPT Matthew R. Beebe, CEC, USN; Mr. Andrew S. Demott; Ms. Laura Knight; LtCol Robert R. Mullins, USMCR; LtCol Mark S. Murphy, USMC; CDR Phillip A. Black, USN; CDR Robert S. Clarke, CEC, USN; CDR Jennifer R. Flather, SC, USN; Ms. Cathy E. Oaxaca-Hoote; Mr. Michael D. Bowes, CNA; Mr. John A. Crossen, CNA; LCDR Kevin D. Laye, USN; LCDR Timothy P. Cowan, CEC, USN; and Ms. Sueann Henderson. All attendees were provided enclosure (1). Ms. Davis presented the minutes from the 17 June 2004 IEG meeting for review and they were approved.

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

a. Data Call #1 Issue Resolution. As of 29 June 2004, the IAT has identified over 2000 discrete issues concerning Data Call #1 and is continuing to coordinate resolution of these issues with the cognizant naval activities. The JCSGs have identified many of these issues while conducting their analysis. Data call #1 issues are expected to be resolved in time to address anticipated issues associated with the military value data call. Mr. Johnson commended the IAT for its execution of Data Call #1, noting that the data requested was appropriate.

b. Military Value Data Call. The IAT has issued the military value data call questions for all JCSGs, except Technical and Intelligence. The Technical JCSG continues to resolve issues concerning the analysis of contractors and the appropriate activity/unit level to target for data collection. The Technical JCSG military value data call may be ready for issuance within ten days. The IAT has issued the Criterion 5, Cost of Base Realignment Actions (COBRA) data call. The IAT is preparing to issue a supplemental capacity data call to gather additional data requested by the JCSGs. The ISG has indicated that it will likely extend the 23 July 2004 OSD deadline for receipt of certified responses to the various data calls and will generally allow sixty days from the date of issuance of the targeted military value data call. The ISG will make a final decision on the deadline at its next meeting.

4. The IEG moved into deliberative session at 1344. See enclosure (2). The next meeting of the IEG is scheduled for Thursday, 1 July 2004. The meeting adjourned at 1629.



H. T. JOHNSON
Chairman, IEG

TAB 1

TAB 2

Department of the Navy



INFRASTRUCTURE ANALYSIS TEAM

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RP-0164

IAT/REV

7 July 2004

MEMORANDUM FOR THE INFRASTRUCTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 29 JUNE 2004

- Encl:
- (1) Naval Ground Forces: Capacity Analysis Update Brief
 - (2) Initial Capacity Analysis of DON-Specific Education and Training Functions Brief of 29 June 2004
 - (3) Military Value Analysis of DON-Specific Headquarters and Support Activities Regional Support Function Brief of 29 June 2004
 - (4) IAT HSA DON-Specific Regional Support Activities Proposed Military Value Attributes, Components, Scoring Statements, and Questions
 - (5) IAT HSA DON-Specific Regional Support Activities Military Value Matrices

1. The seventeenth deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 1344 on 29 June 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; Mr. Mark H. Anthony, alternate for VADM Albert H. Konetzni Jr., USN, Member; LtGen Richard L. Kelly, USMC, Member; Dr. Michael F. McGrath, Member; Mr. Robert T. Cali, Member; 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, Chief of Staff; Mr. David W. LaCroix; Dr. Ron H. Nickel, CNA; Col Walter B. Hamm, USMC; CAPT Christopher T. Nichols, USN; CAPT Jason A. Leaver, USN; CAPT Matthew R. Beebe, CEC, USN; Mr. Andrew S. Demott; Ms. Laura Knight; LtCol Robert R. Mullins, USMCR; LtCol Mark S. Murphy, USMC; CDR Philip A. Black, USN; CDR Robert S. Clarke, CEC, USN; CDR Jennifer R. Flather, SC, USN; CDR Robert E. Vincent II, JAGC, USN; Ms. Cathy E. Oaxaca-Hoote; Mr. Michael D. Bowes, CNA; Mr. John A. Crossen, CNA; LCDR Kevin D. Laye, USN; LCDR Timothy P. Cowan, CEC, USN; Capt James A. Noel, USMC; and, Ms. Sueann Henderson.

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2. Ms. Davis and CAPT Nichols used enclosure (1) to provide an update concerning capacity analysis for the Ground Operations Function. They noted that the IAT Ground Operations Team is continuing to work closely with HQMC (I&L) in identifying Marine Corps garrison requirements and validating battalion types. Additionally, the IAT Ground Operations Team is continuing to work closely with OPNAV and CFFC staff in identifying Navy ground forces requirements. CAPT Nichols apprised the IEG that defining the training metric for Marine Corps ground forces remains the most significant unresolved issue. The IAT Ground Operations Team and Training and Education Command, Marine Corps Combat Development Command (TECOM), continue to review training requirements in order to define the training metric. However, since different types of battalions have various training needs and multiple units often share the same training areas, it has been difficult to identify an appropriate training measurement. The IEG approved the IAT's recommendation to work with TECOM and ascertain whether they can resolve the training issue. Ms. Davis informed the IEG that the IAT plans to complete data collection and provide an update concerning the training issue at the 8 July 2004 IEG meeting. Moreover, the IAT is tentatively scheduled to present the Ground Operations Function Capacity Analysis to the IEG on 22 July 2004.

3. Ms. Davis used enclosure (2) to provide an initial capacity analysis briefing for DON-Specific Education and Training Functions. She reminded the IEG that it would conduct capacity analysis of the same functional areas previously approved for military value analysis: DON Recruit Training, DON Officer Accession Training, DON-Specific Professional Military Education (PME), and DON-Specific Graduate Level Flight Training. She noted that capacity requirements for graduate flight training are included in the Aviation Operations analysis.

4. She recommended that the IEG begin its assessment with a review of the E&T JCSG capacity analysis methodology, including a review of its four functional areas and universe. She noted that the ISG Chair tasked the JCSGs to include capacity figures for maximum potential capacity, current capacity, current usage, surge capacity, and excess capacity in their respective interim capacity reports. Each JCSG, including the E&T JCSG, is establishing proposed definitions for each capacity category. See slide 6 of enclosure (2). Noting that Specialized Skills Training (SST) and Professional Development Education (PDE) are the two E&T JCSG functional areas most closely related to the DON-specific E&T functional areas, Ms. Davis presented the E&T

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JCSG's application of the capacity categories to these two functional areas. See slide 7 of enclosure (2).

5. Ms. Davis then presented the IAT's proposed capacity analysis methodology for DON-Specific E&T functions. The IAT evaluated the E&T JCSG and the BRAC 1995 E&T capacity analysis methodologies in order to tailor a methodology suitable for DON-Specific E&T functions. This proposed methodology would incorporate the E&T JCSG's definitions for the capacity categories with appropriate modifications. Additionally, the DON-Specific attributes would be derived from the E&T JCSG SST and PDE functional areas attributes.

6. The IAT proposed capacity analysis methodology also would contain assumptions necessary for ensuring that the capacity analysis accurately depicts capacity requirements. These assumptions include a standard definition of training days, both in terms of hours and years, establishment of baseline classroom, billeting, messing, lab, and training device capacities, and consideration of the fact that some training functions experience seasonal variations.

7. Additionally, Ms. Davis informed the IEG that it must define "surge" in order to identify surge capacity. She explained that the E&T JCSG defined surge as an increase in personnel end strength due to a mobilization authorized by Congress during times of national crisis. She also noted that the E&T JCSG subgroups calculated surge by adding a specific surge capacity percentage to the current usage figures. Ms. Davis reminded the IEG that the IAT recommended a different assumption concerning surge requirements for the Naval Operations functions. Specifically, the IAT Operations Team recommended that surge was not a platform issue since increases in operational tempo would not involve increases in the number of platforms. Thus, surge did not increase infrastructure requirements for the Naval Operations functions.

8. The IAT E&T Team recommended an approach similar to Naval Operations for DON-specific E&T functions, based on current policies that these functions would be able to meet contingency and operational requirements by accelerating, truncating, or canceling courses and, therefore, could continue to operate within current physical infrastructure capabilities. Thus, the IAT recommended that the IEG not assign a surge capacity percentage. The IEG assessed the recommendation concerning surge and directed the IAT to ascertain how the Department of the Army is addressing this issue. Additionally, the IAT was

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directed to review historical data in order to determine DON's highest end strength to better understand how current infrastructure could handle surge requirements.

9. Ms. Davis explained to the IEG that the IAT reviewed the 20-year Force Structure Plan and extrapolated the future requirements concerning the number of personnel for all activities within the DON-Specific E&T functions. These numbers are based upon a ratio of graduates to end-strength. The proposed method for determining excess capacity for both current and future requirements could be determined by subtracting future requirements plus surge from current capacity.

10. Finally, Ms. Davis presented possible capacity analysis attributes to the IEG. As noted in paragraph 5 above, the IAT reviewed the E&T JCSG SST and PDE functional areas and developed attributes. These attributes would include an assessment of student throughput, training facilities, billeting, and messing. Ms. Davis apprised the IEG that the capacity requirements for student throughput, billeting, and messing could be evaluated on a 12-month average (level loading) usage basis, a three-month average peak usage basis, or a peak usage basis. The IEG must determine the appropriate usage level to determine capacity. She stated that the IAT would continue to review the capacity analysis data and provide specific recommendations concerning attributes at a future IEG meeting.

11. The IEG recessed at 1453 and reconvened at 1507. All IEG members present when the IEG recessed were again present.

12. Ms. Davis and CAPT Beebe used enclosure (3) to present the HSA Regional Support Activities (RSA) military value scoring plan methodology to the IEG. They reminded the IEG that it placed the HSA RSA into four categories at the 10 June 2004 IEG deliberative session. Category A contains the Navy Installation Management Regions. Category B contains large service providers with a large civilian staff that provide direct support to customers. Category C contains middle management activities. These activities have a small staff mostly comprised of military personnel. Category D contains administrative service providers. They also noted that the scope of analysis would be a review of the administrative management staff of regional activities in order to identify possible alignment and integration opportunities.

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13. The IAT proposed the following attributes for HSA RSA functions: Effectiveness of Operation, Efficiency of Operations, Quality of Facilities, and Personnel Support. The IEG approved the proposed attributes.

14. The IAT proposed components for each of the approved attributes. The IEG approved the following components:

a. Effectiveness of Operation: Operational Proximity, Criticality of Location/Mobility, and Scope of Responsibility.

b. Efficiency of Operations: Co-location, Regional Alignment, and Productivity.

c. Quality of Facilities: Security, Facility Condition, and Locality Cost.

d. Personnel Support: Medical, Housing, Employment, MWR/MCCS/Fleet and Family Services, and Metropolitan Area Characteristics.

15. The IEG reviewed the military value weights used by DON for Naval Reserve Readiness Commands and Engineering Field Divisions in BRAC 1995, the BRAC 2005 HSA JCSG for Administrative & Headquarters Activities, DON-Specific Recruiting Districts/Stations, DON-Specific Reserve Centers, the three Naval Operations functions, and the three DON-Specific E&T functions. After review, the IEG assigned the following weights for each of the four categories within the HSA RSA functions:

- a. Readiness: 35
- b. Facilities: 25
- c. Surge Capabilities: 5
- d. Cost and Manpower: 35.

16. Ms. Ariane Whittemore entered the deliberative session at 1551.

17. The IEG approved the proposed scoring statements and roll-up questions, including apportionment where necessary, for the four HSA RSA attributes. See enclosure (4). These scoring statements and roll-up questions will be used for each of the four HSA RSA categories. The IEG then placed the scoring statements for each the four attributes in one of three bands (Band 1, 2, or 3 in descending order of importance). See enclosure (5). Except as noted below, the IEG approved the scoring bands recommended by the IEG:

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a. Category A. Scoring statement 3 (HRS-3) was changed from "1" to "2", scoring statement 11 (HRS-11) was changed from "3" to "2", scoring statement 18 (PS-6a-b) was changed from "3" to "2", scoring statement 19 (PS-7) was changed from "2" to "3", and scoring statement 20 (PS-8a-b) was changed from "3" to "2".

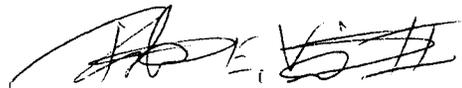
b. Category B. Scoring statement 3 (HRS-3) was changed from "1" to "2" and scoring statement 11 (HRS-11) was changed from "3" to "2".

c. Category C. Scoring statement 1 (HRS-1a-c) was changed from "2" to "1", scoring statement 3 (HRS-3) was changed from "1" to "2", scoring statement 5 (HRS-5) was changed from "3" to "2", scoring statement 8 (HRS-8a-d) was changed from "1" to "2", scoring statement 11 (HRS-11) was changed from "3" to "2", scoring statement 16 (PS-1) was changed from "3" to "2", scoring statement 18 (PS-6a-b) was changed from "3" to "2", scoring statement 20 (PS-8a-b) was changed from "3" to "2", and scoring statement 21 (PS-12) was changed from "3" to "2".

d. Category D. Scoring statement 3 (HRS-3) was changed from "1" to "2", scoring statement 8 (HRS-8a-d) was changed from "2" to "3", scoring statement 9 (HRS-9a-b) was changed from "2" to "3", scoring statement 11 (HRS-11) was changed from "3" to "2", scoring statement 18 (PS-6a-b) was changed from "3" to "2", scoring statement 19 (PS-7) was changed from "2" to "3", and scoring statement 20 (PS-8a-b) was changed from "3" to "2".

18. After the IEG approved the band placement for the HSA RSA scoring statements, 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 enclosure (5).

19. The deliberative session adjourned at 1629.



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