



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

DCN:5473

MN-0165  
IAT/REV  
8 July 2004

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG)  
MEETING OF 1 JULY 2004

Encl: (1) 1 July 2004 IEG Meeting Agenda  
(2) Sea Basing CONOPS Brief to IEG of 1 July 2004  
(3) Recording Secretary's Report of IEG Deliberations  
on 1 July 2004

1. The thirty-fourth meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 0929 on 1 July 2004 in the Infrastructure Analysis Team (IAT) conference room located at Crystal Plaza 6, 9<sup>th</sup> 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; RMDL Mark T. Emerson, USN, 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. 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 1008. LtGen Richard L. Kelly, USMC, Deputy Commandant for Installations and Logistics (I&L), Member was absent.

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MEETING OF 1 JULY 2004

2. The following members of the IAT were also present: Mr. Dennis Biddick, Chief of Staff; Col Walter B. Hamm, USMC; CAPT Jason A. Leaver, USN; CAPT Matthew R. Beebe, CEC, USN; Mr. Andrew S. Demott; CDR Robert S. Clarke, CEC, USN; CDR Carl Deputy, USN; CDR Jennifer R. Flather, SC, USN; Ms. Cathy E. Oaxaca-Hoote; Mr. Michael D. Bowes, CNA; LCDR Robert A. Dews, USN; and Ms. Sueann Henderson. All attendees were provided enclosures (1) and (2). Ms. Davis presented the minutes from the 29 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 30 June 2004, the IAT has identified over 2200 discrete issues concerning Data Call #1 and is continuing to coordinate resolution of these issues with the cognizant naval activities. On 30 June 2004, the IAT issued targeted supplemental capacity data calls in four functional areas to gather additional data requested by the JCSGs. Certified responses are due to OSD on 2 August 2004.

b. Military Value Data Call. OSD has set the deadline for receipt of certified responses to the various military value data calls at sixty days from the date of issuance of the targeted military value data call. The IAT will publish guidance with respect to the deadlines to the field activities today.

c. Principles and Imperatives. OSD has directed the Services to review and provide comments on Transformational Options by 8 July 2004 and final Principles by 9 July 2004. The DON comments on Transformational Options will be signed by ASN (I&E) after review by ACMC and VCNO. The ISG has tasked the DAS's to consolidate the list of existing imperatives and provide a recommendation on how the imperatives can shape the BRAC process. The list of imperatives is scheduled to be discussed at the 16 July 2004 ISG meeting.

4. Mr. James N. Strock, Deputy Director, Expeditionary Force Development Center, Marine Corps Combat Development Command (MCCDC) and CDR Mark A. Becker, USN, Sea Base Branch Head, OPNAV N703, briefed enclosure (2) to the IEG. Sea basing is a national capability and the overarching transformational operating concept for projecting and sustaining naval power and selected joint forces, which assures joint access by leveraging the operational maneuver of sovereign, distributed, and networked forces operating globally from the sea. The IEG expressed appreciation for the well presented brief and invited

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MEETING OF 1 JULY 2004

Mr. Strock and CDR Becker to return to provide additional information concerning Sea basing force structure requirements.

5. The IEG moved into deliberative session at 1024. See enclosure (3). The next meeting of the IEG is scheduled for Thursday, 8 July 2004. The meeting adjourned at 1210.



H. T. JOHNSON  
Chairman, IEG

**TAB 1**



# Infrastructure Evaluation Group

1 July 2004  
0930-1230  
Crystal Plaza 6, 9<sup>th</sup> Floor

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**Meeting called by:** Chairman Recorder: Capt Noel

## ----- Agenda Topics -----

Review and approve minutes of IEG Meeting of 29 June 04 Ms. Davis

Status Updates: Ms Davis

- Data Call #1 Issue Resolution
- Data Call #2 Release
- Principles/Imperatives
  
- Deliberative Session All
  - Seabasing Brief
  - DON specific HSA Capacity
    - Reserves and Recruiting
  - DON specific HSA MilVal Scoring Plan
    - Regional Support (cont)
  - Intro to DON/JCSG Alignment
  - Transformational Options Discussion

Administrative Ms. Davis

- Next meeting 8 July 04, 0930-1230

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## Other Information

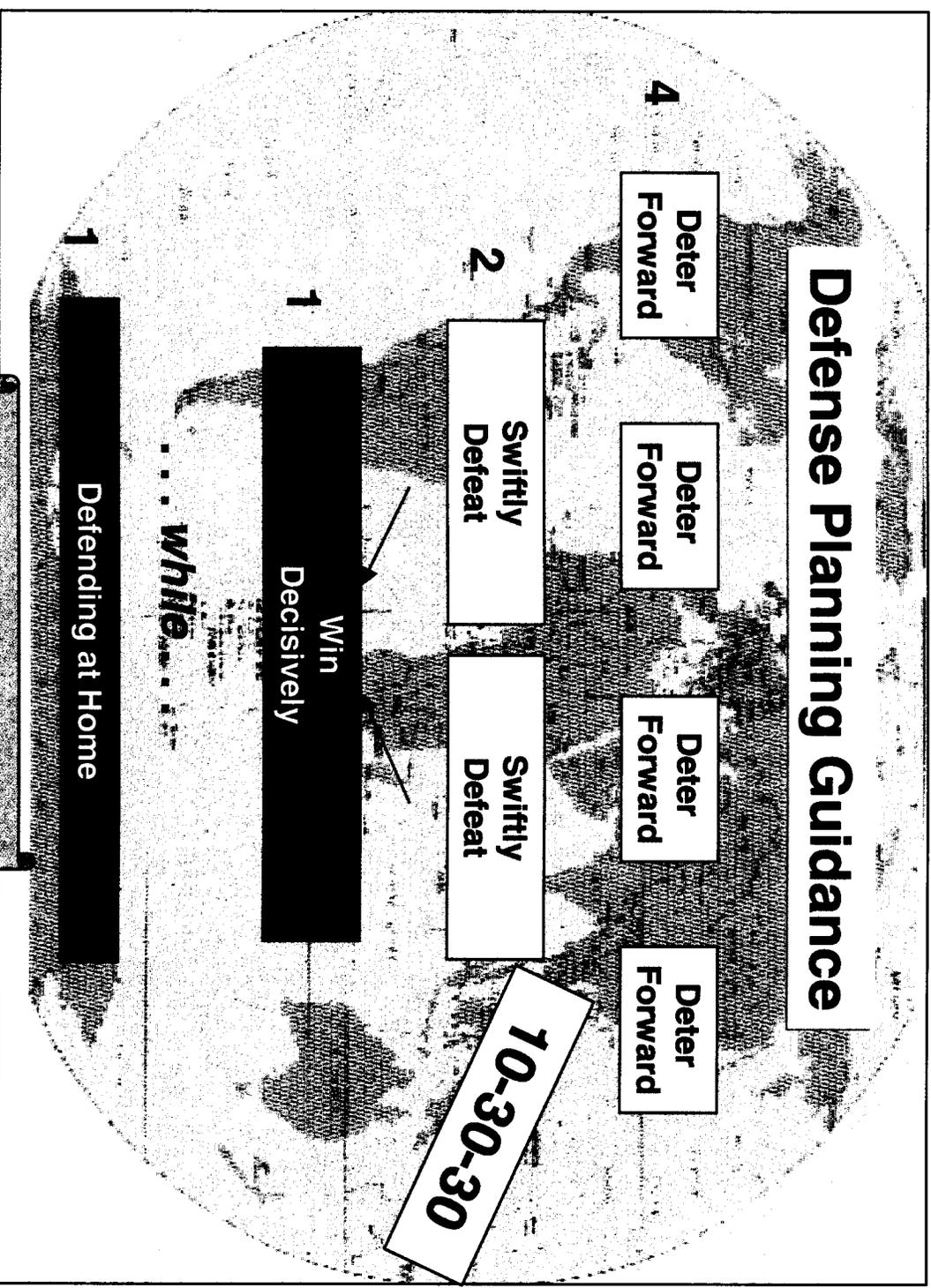
Draft minutes of 29 June 04 IEG meeting provided.  
Read ahead for deliberative discussions.

**TAB 2**

# **Sea Basing CONOPs Brief to IEG**

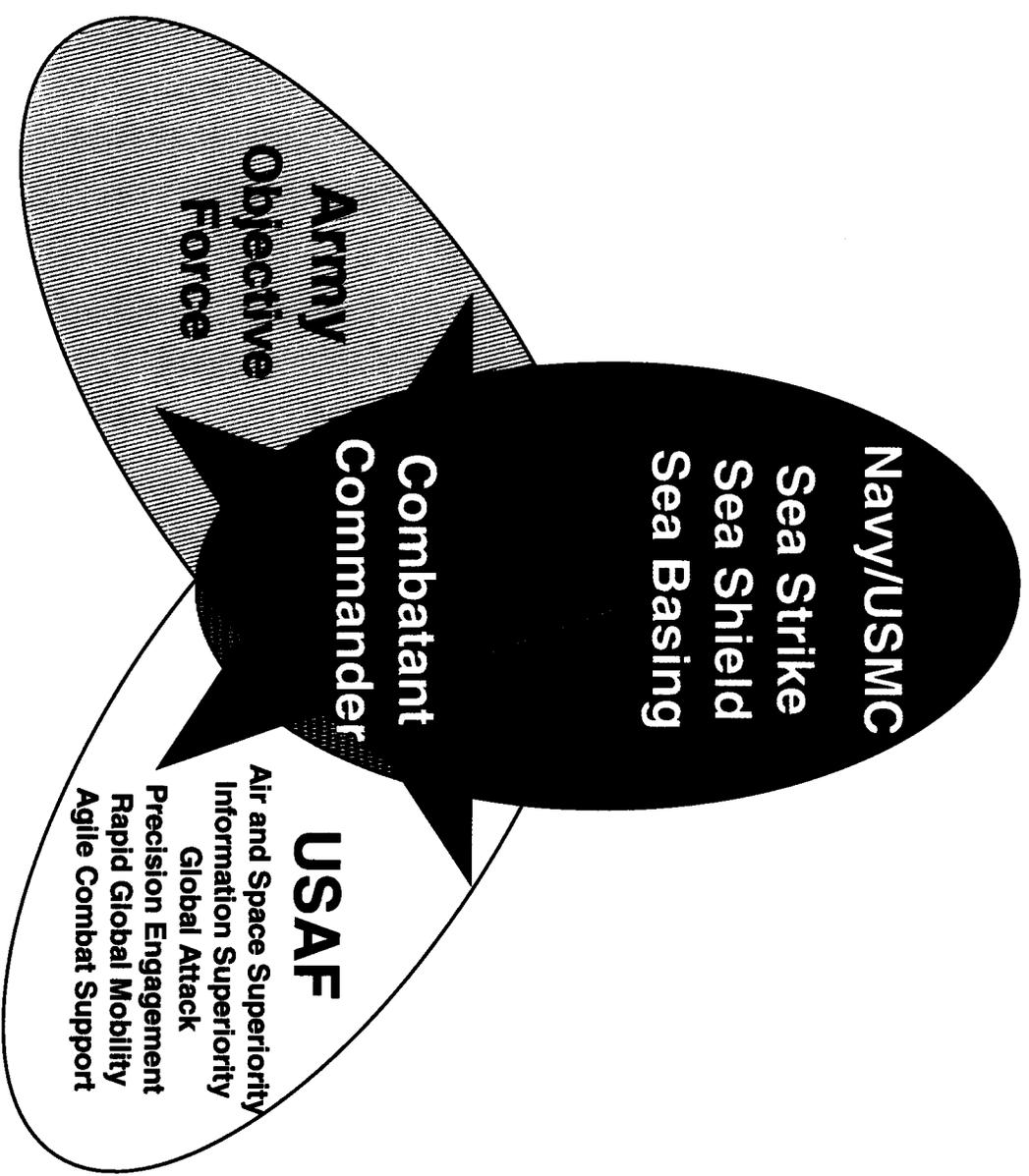
**1 July 2004**

# Planning Guidance



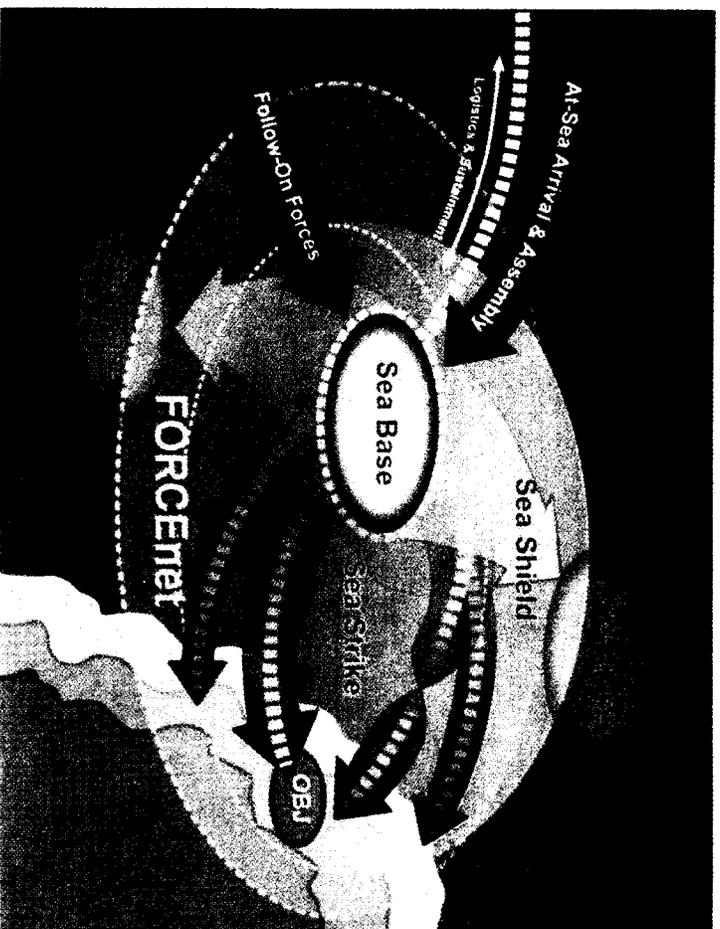
# Complementary Joint Concepts

**N6/N7** Analysis, Programming, and Integration



# Seabasing Overview

*Seabasing is a national capability and the overarching transformational operating concept for projecting and sustaining naval power and selected joint forces, which assures joint access by leveraging the operational maneuver of sovereign, distributed, and networked forces operating globally from the sea.*

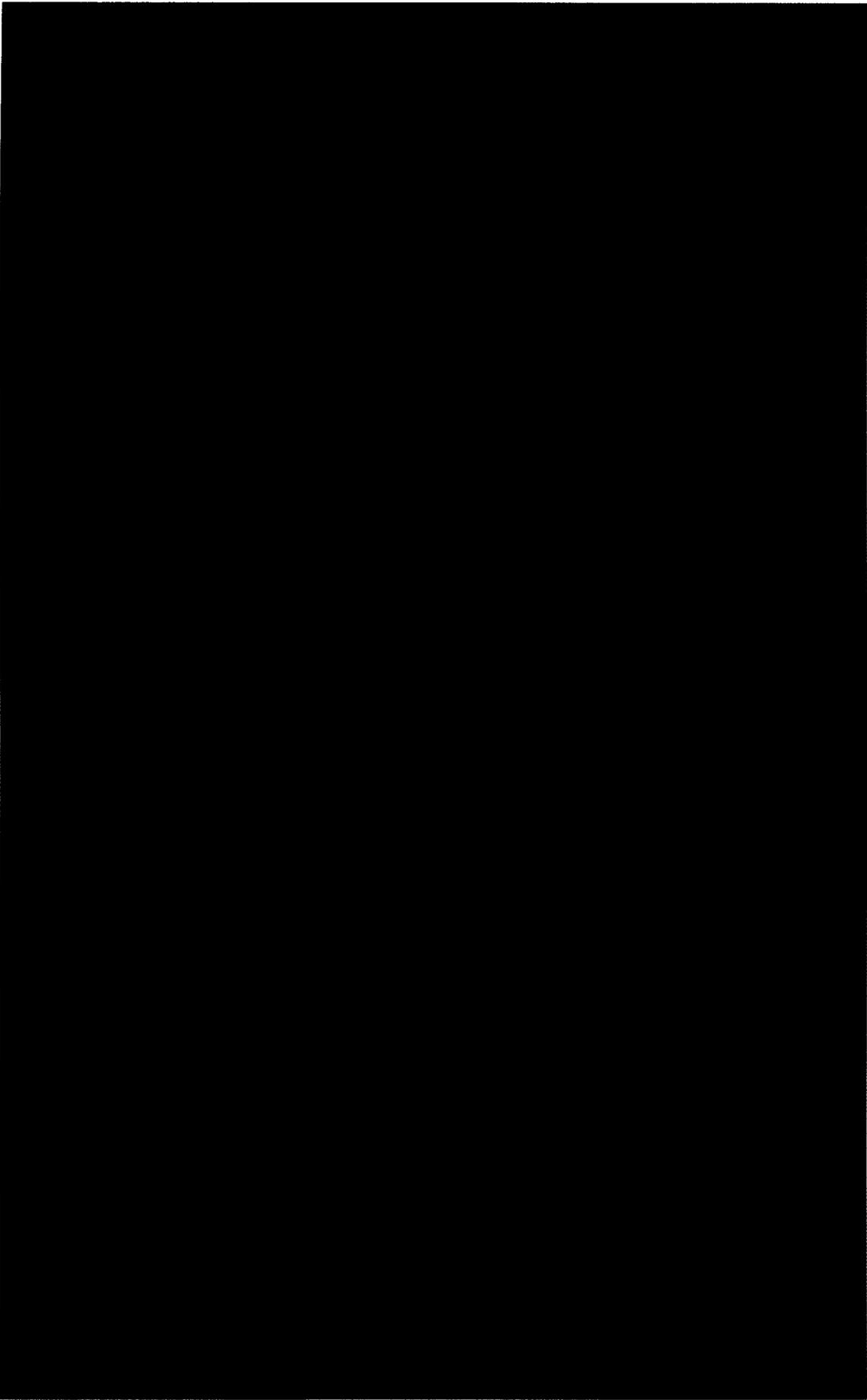


*The sea base is a scalable aggregation of distributed and networked platforms that provides for the assembly, equipping, support, and sustainment of offensive and defensive power projection forces from the sea, without reliance on land bases within the Joint Operations Area.*

**N6/N7**

*Analysis, Programming,  
and Integration*

# *Seabasing Video*



# The Value of Joint Seabasing

N6/N7 Analysis, Programming,  
and Integration

Arrive ready with scalable air, maritime, and ground forces

Provides access, flexibility – seizes strategic initiative

**Joint –  
C2, ISR,  
Fires,  
Basing**

80% of the  
earth's  
population is  
within range

Compressed  
timelines for political  
mass – MEB size  
force in 10-14 days

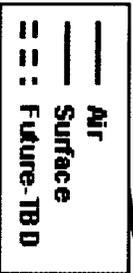
In action without in-theater host nation support

Staying power, self-sufficiency, quick to the fight, 360° warfare

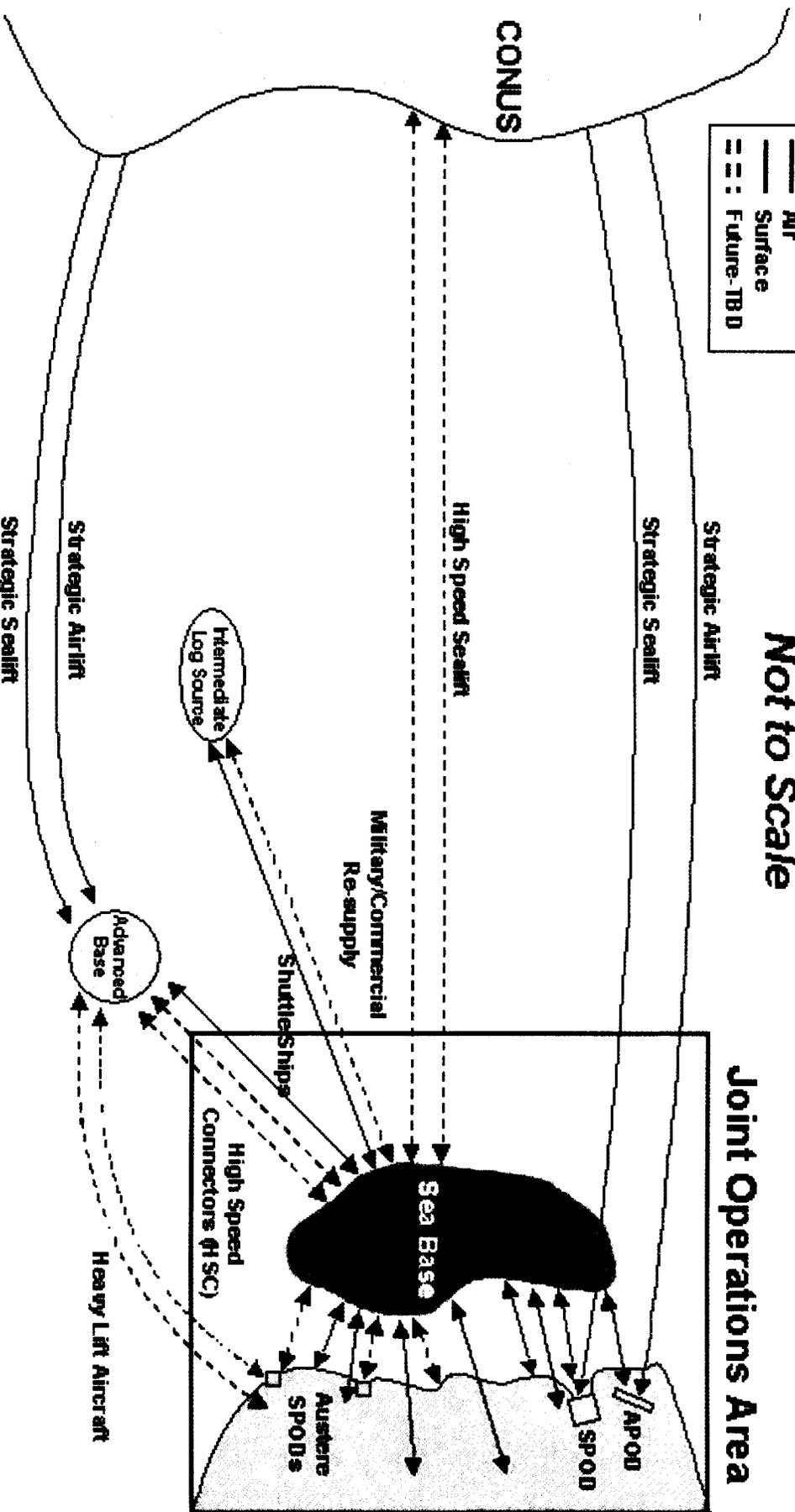
# Sea Base Overview

N6/N7

Analysis, Programming,  
and Integration



Not to Scale



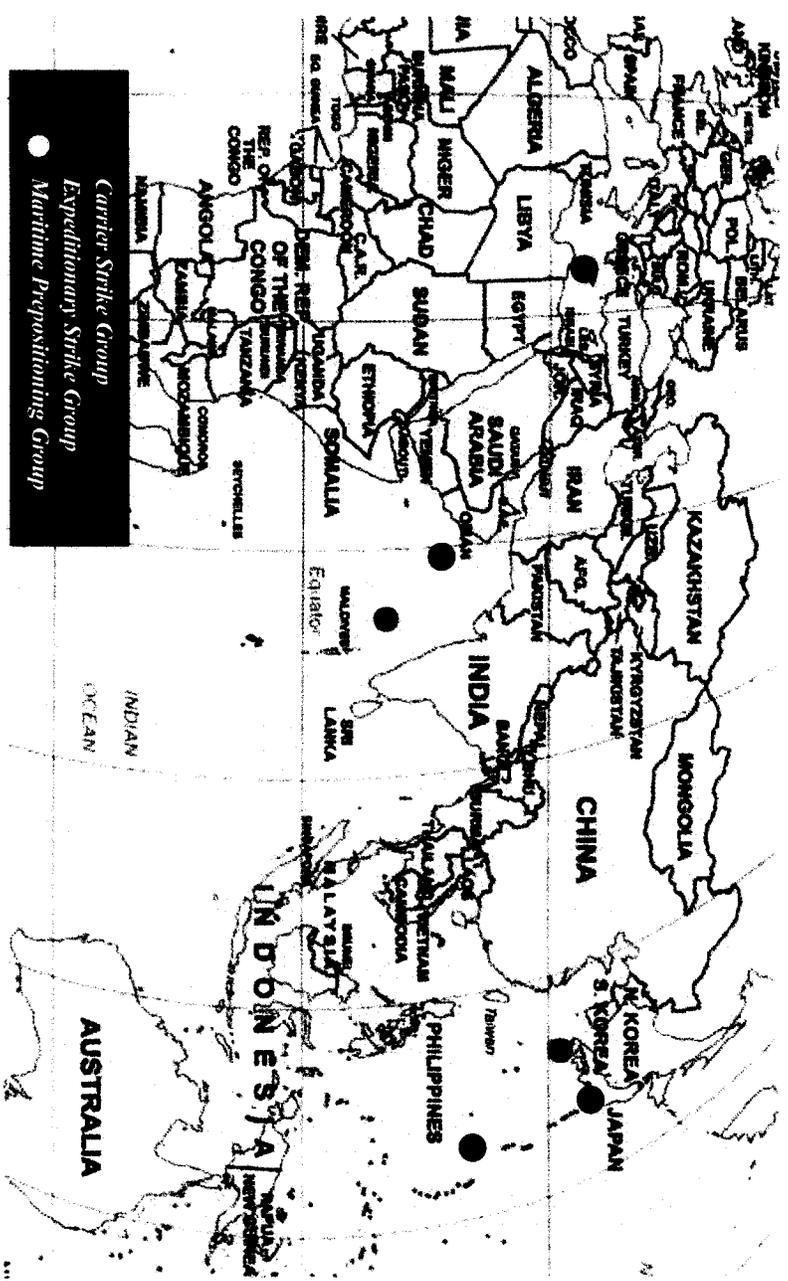
Joint Sea Base leverages forward deployed, pre-positioned, and surge force posture. Arrive ready with scalable air, maritime, and ground forces on accelerated timelines.



# Scalable Force Packaging

## 1-4

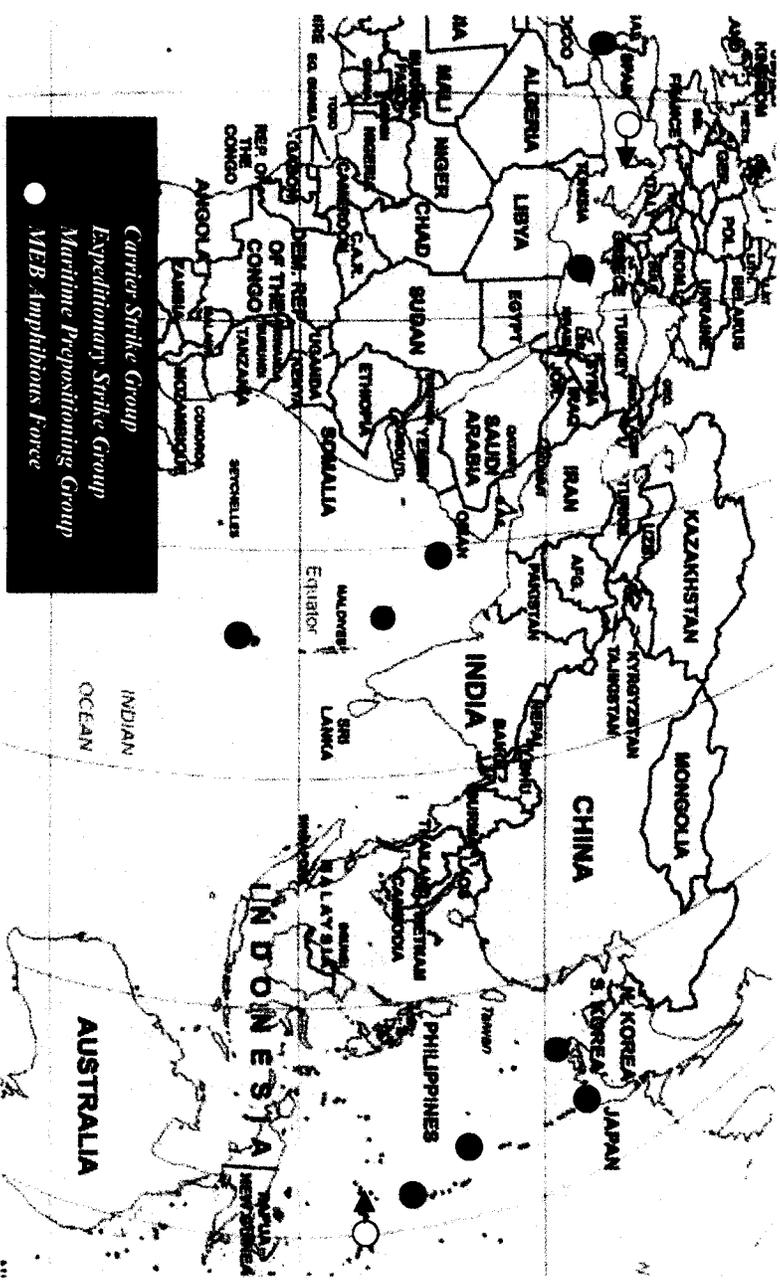
- Forward Deployed Naval Forces
  - ▶ One CSG
  - ▶ One ESG
- Rotational Forces
  - Two CSGs
  - Two ESGs



# Scalable Force Packaging

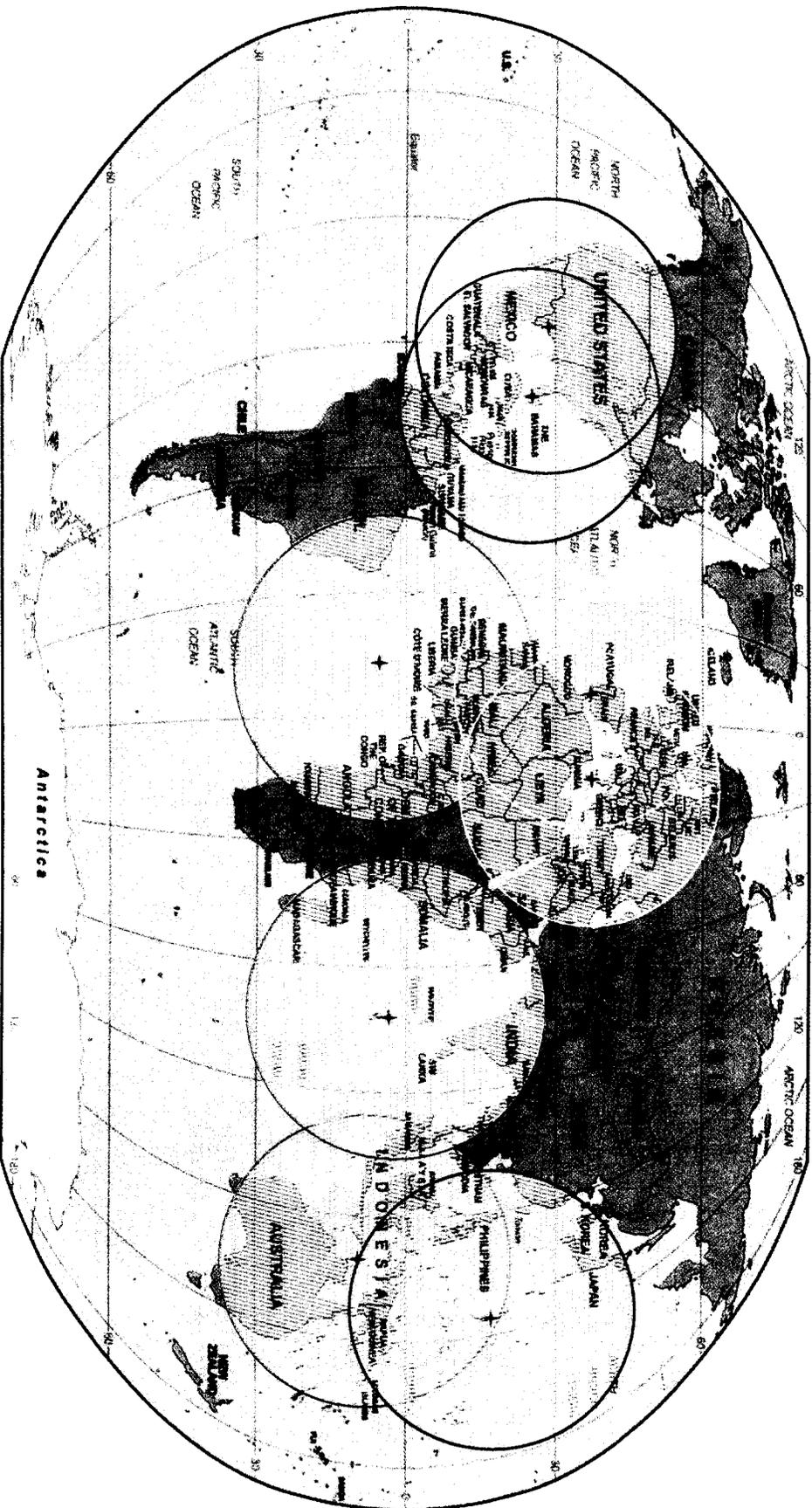
## 2-1

- Forward Deployed Naval Forces
  - ▶ One CSG
  - ▶ One ESG
- Rotational Forces
  - ▶ Two CSGs
- Prepositioned Forces
  - ▶ Two ESGs
  - ▶ Three MPGs
- Surge Forces
  - ▶ CSGs
  - ▶ AFGs



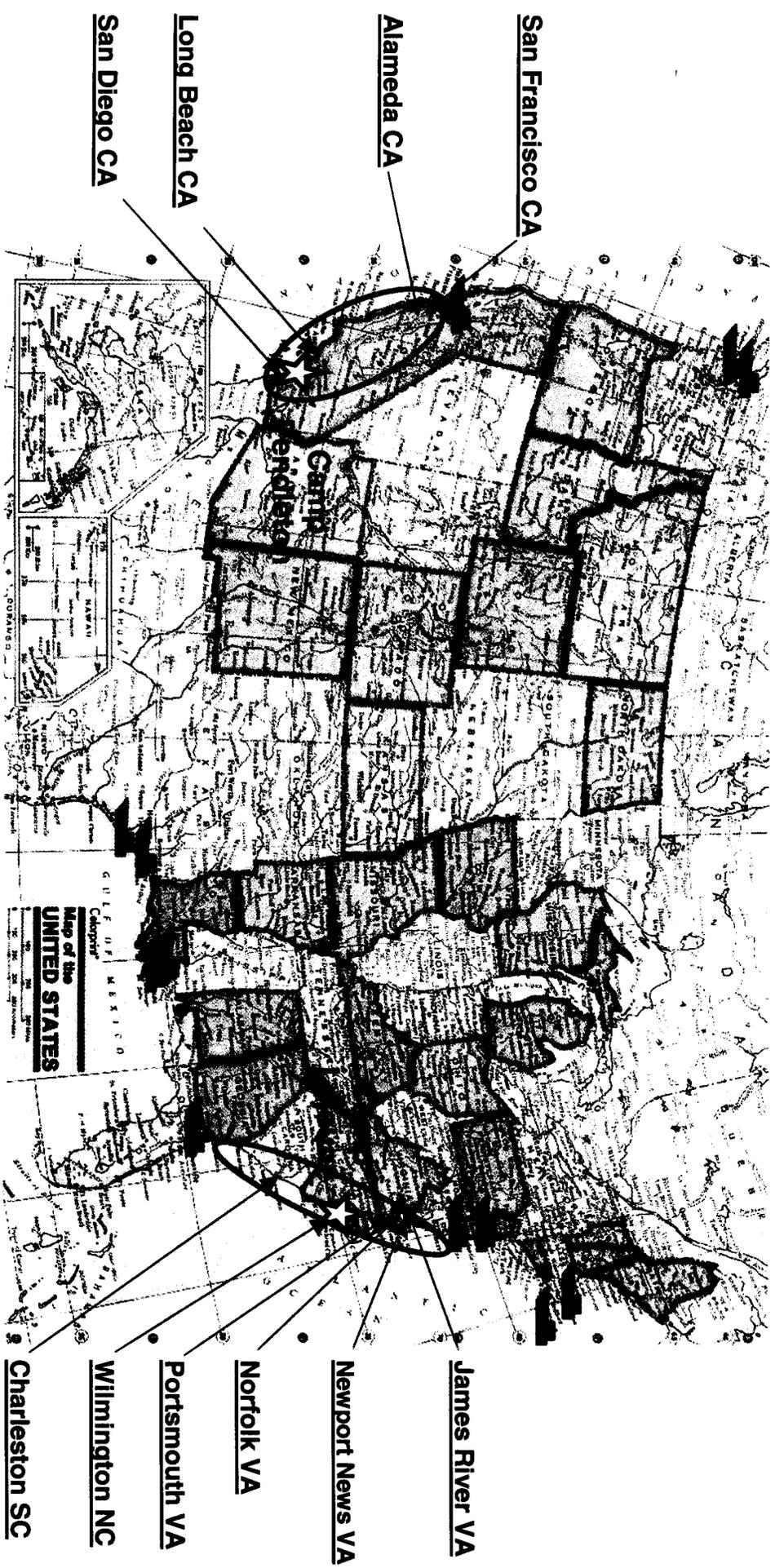
# Sea Base Distance from Adv Base

- Sea Base including its connectors must operate up to 2000 NM from a secure Advance Base.



# Possible HSS Layberth Locations

as of 18 MAY 04



★ - Other possible HSS layberths;  
distance may negatively influence timeline

# Warfighting Insights To Date

N6 / N7 Analysis, Programming,  
and Integration

- **Pressing capability gaps:**
  - ▶ Common operational and tactical pictures
  - ▶ Shallow-water ASW and MIW
  - ▶ Defense of Sea Base against Theater Ballistic Missiles
  - ▶ Network defense
- **Seabasing –A transformational and complex joint capability requiring**
  - High-speed connectors
  - Sophisticated interfaces
  - Right mix of sealift ships
- **Consider taking risk in robust areas:**
  - ▶ Strike against fixed targets
  - ▶ Theater and unit air defense (less BMD)
- **Long-term force structure needs top-to-bottom analytical scrub**

# Challenges/Risks/Gaps

N6 / N7 Analysis, Programming,  
and Integration

- Capabilities of future ESG
  - ▶ Composition
  - ▶ Change CONOPS
- Capabilities of future MPG
  - ▶ VTOL and LCAC fingerprints
  - ▶ Operationalizing fingerprints
  - ▶ CONOPS, ESG interoperability
- Force closure/at-sea arrival
  - ▶ Critical dependence on strategic lift
  - ▶ Connectors (e.g. HSC/TSV)
  - ▶ Heavy cargo transfer

**Gaps**  
***ESF Integration***  
***Connectors***  
***Logistics***

# Summary

N6 / N7 Analysis, Programming,  
and Integration

- Seabasing is a national asset
- Meets objectives outlined in DoD guidance
- Requires new ways of looking at an old problem
  - ▶ Closing the Force
  - ▶ Aviation capacity
  - ▶ Connectors
  - ▶ Sustainment
- Joint Efforts

**TAB 3**

Department of the Navy



## INFRASTRUCTURE ANALYSIS TEAM

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

(703)-602-6500

RP-0166  
IAT/REV  
7 July 2004

MEMORANDUM FOR THE INFRASTRUCTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 1 JULY 2004

- Encl: (1) BRAC 2005 HSA IAT Capacity Analysis Brief of  
1 July 2004  
(2) Military Value Analysis of DON-Specific Headquarters  
and Support Activities Regional Support Function  
Brief of 1 July 2004  
(3) IAT HSA DON-Specific Regional Support Activities  
Military Value Matrices  
(4) DON/JCSG Alignment Brief of 1 July 2004  
(5) Acting USD (AT&L) Memo of 21 June 2004

1. The eighteenth deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 1024 on 1 July 2004 in the Infrastructure Analysis Team (IAT) conference room located at Crystal Plaza 6, 9<sup>th</sup> floor. The following members of the IEG were present: Mr. H.T. Johnson, Chair; Ms. Anne R. Davis, Vice Chair; Ms. Ariane Whittemore, alternate for VADM Charles W. Moore, Jr., USN, Member; Mr. Mark H. Anthony, alternate for VADM Albert H. Konetzni Jr., USN, Member; RMDL Mark T. Emerson, USN, 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 IAT were present when the deliberative session commenced: Mr. Dennis Biddick, Chief of Staff; Mr. David W. LaCroix; Col Walter B. Hamm, USMC; CAPT Jason A. Leaver, USN; CAPT Matthew R. Beebe, CEC, USN; Mr. Andrew S. Demott; CDR Robert S. Clarke, CEC, USN; CDR Carl Deputy, USN; CDR Jennifer R. Flather, SC, USN; CDR Robert. E. Vincent II, JAGC, USN; Ms. Cathy E. Oaxaca-Hoote; Mr. Michael D. Bowes, CNA; LCDR Robert A. Dews, USN; Capt James A. Noel, USMC; and, Ms. Sueann Henderson.

2. Ms. Davis and CAPT Beebe used enclosure (1) to provide an initial capacity analysis briefing for HSA DON-Specific Recruiting Districts/Stations Function. They reminded the IEG that the IEG previously determined that the optimal way to evaluate the military value of naval recruiting operations was

Subj: REPORT OF IEG DELIBERATIONS OF 1 JULY 2004

to conduct military value analysis of the recruiting activities that provide management and oversight over the "storefront" recruiting operations. Accordingly, the IAT proposed capacity methodology would evaluate the management of recruiting offices and recruiters.

3. The proposed capacity analysis methodology also contains assumptions necessary for ensuring that the capacity analysis accurately depicts capacity requirements. Ms. Davis explained to the IEG that the IAT HSA Team reviewed the 20-year Force Structure Plan in proportioning the out-year capacity to changes in active duty and reserve end strength. Additionally, the IAT HSA Team recommended an approach similar to Naval Operations concerning the evaluation of surge requirements. 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. Similarly, the IAT HSA Team recommended that contingency and operational requirements would not affect the infrastructure requirements of naval recruiting districts and stations.

4. The IAT HSA Team recommended that the optimal measure for determining capacity is to conduct a comparative efficiency evaluation. Under this approach, current and projected future number of recruiters and recruiting offices managed by each recruiting district and station would be compared with the maximum number of recruiters and recruiting offices managed by a district/station. The IEG directed the IAT to continue to refine the analysis as additional certified data is received.

5. Ms. Davis used enclosure (2) to synopsise the IEG's 29 June 2004 decisions concerning the HSA Regional Support Activities (RSA) military value scoring plan. She reminded the IEG that HSA RSA was divided into four categories. The IAT HSA Team prepared suggested assignment of the HSA RSA scoring statements, by category and attribute, to the four military value selection criteria. See enclosure (3). Assignment of a "1" indicated the scoring statement related to a particular military value selection criteria. Except as noted below, the IEG approved the IAT's recommendations:

Category A, Quality of Facilities. The IEG reviewed the Cost/Manpower Implications selection criteria and assigned scoring statement 13 (HRS-13) to it.

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Category A, Personnel Support. The IEG determined that opportunities for dependent and off duty employment affect the readiness of Navy Installation Management Regions and assigned scoring statement 18 (PS-6a-b) to the Readiness selection criteria.

Category B, Quality of Facilities. The IEG reviewed the Cost/Manpower Implications selection criteria and assigned scoring statement 13 (HRS-13) to it.

Category B, Personnel Support. The IEG determined that opportunities for dependent and off duty employment affect the readiness of large service providers and assigned scoring statement 18 (PS-6a-b) to the Readiness selection criteria.

Category C, Quality of Facilities. The IEG reviewed the Cost/Manpower Implications selection criteria and assigned scoring statement 13 (HRS-13) to it.

Category C, Personnel Support. The IEG determined that opportunities for dependent and off duty employment affect the readiness of middle management activities and assigned scoring statement 18 (PS-6a-b) to the Readiness selection criteria. Additionally, the IEG determined that proximity to the nearest commercial airport also affects the readiness of middle management activities and assigned scoring statement 21 (PS-12) to the Readiness selection criteria.

Category D, Effectiveness of Operation. Since administrative service providers have limited direct contact with their customers, the IEG determined that proximity to customers does not affect readiness. Accordingly, the IEG decided not to assign scoring statement 1 (HRS-1a-c) to the Readiness selection criteria.

Category D, Efficiency of Operations. The IEG determined that proximity to regional headquarters and fleet commands does not affect the readiness of administrative service providers. Accordingly, the IEG decided not to assign scoring statement 8 (HRS-8a-d) to the Readiness selection criteria.

Category D, Quality of Facilities. The IEG reviewed the Cost/Manpower Implications selection criteria and assigned scoring statement 13 (HRS-13) to it.

Category D, Personnel Support. The IEG determined that opportunities for dependent and off duty employment affect the

Subj: REPORT OF IEG DELIBERATIONS OF 1 JULY 2004

readiness of administrative service providers and assigned scoring statement 18 (PS-6a-b) to the Readiness selection criteria.

6. Mr. Andrew DeMott used enclosure (4) to brief the IEG on an IAT proposed integration process designed to align DON and JCSG BRAC efforts. After discussion, the IEG agreed to continue to explore implementation of measures that will help to ensure that the DON and JCSG BRAC efforts are complimentary and mutually reinforcing.

7. Ms. Davis provided enclosure (5) to the IEG. She informed the IEG that the ISG Chair reviewed transformational options provided to OSD by the Services last year and grouped the proposed transformational options into those that can and those that cannot be used in scenario development. The ISG Chair forwarded enclosure (5) to the ISG members and afforded them the opportunity to provide comment concerning these transformational options and suggest any new options. The ISG members must provide comment by 8 July 2004. Ms. Davis informed the IEG that the IAT requested the DON JCSG Principals to review enclosure (5) and provide comment. The IAT will consolidate the input from the DON JCSG Principals and provide a draft response to ASN (I&E), VCNO, and ACMC by 2 July 2004. ASN (I&E) will forward DON's response to the ISG by 8 July 2004.

8. The deliberative session adjourned at 1210.

  
ROBERT E. VINCENT II  
CDR, JAGC, U.S. Navy  
Recorder, IAT