



**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  
15 July 2004

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG)  
MEETING OF 8 JULY 2004

Encl: (1) 8 July 2004 IEG Meeting Agenda  
(2) Recording Secretary's Report of IEG Deliberations  
on 8 July 2004

1. The thirty-fifth meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 0930 on 8 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. Thomas R. Crabtree, Director, Fleet Training (N7), 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; 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; 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; 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; Mr. Michael F. Jaggard, Chief of Staff/Policy for Deputy Assistant Secretary of the Navy, Research Development Test & Evaluation (DASN(RDT&E)), serving as alternate for Dr. Michael F. McGrath, Deputy Assistant Secretary of the Navy, Research Development Test & Evaluation (DASN(RDT&E)), 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,

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Recorder. Mr. Ron Shames, Director of Research, Deputy Assistant Secretary of the Navy for Manpower Analysis and Assessment (DASN(MA&A)), serving as alternate for Mr. Robert T. Cali, Assistant General Counsel, Assistant Secretary of the Navy, Manpower & Reserve Affairs (M&RA), Member, entered the meeting at 0949.

2. The following members of the IAT were also present: Mr. Dennis Biddick, Chief of Staff; Col Walter B. Hamm, USMC; CAPT Christopher T. Nichols, USN; Col Joseph R. Kennedy, USMCR; CAPT Gene A. Summerlin II, USN; CAPT Jan G. Rivenburg, USN; CAPT Matthew R. Beebe, CEC, USN; LtCol Paul J. Warhola, USMC; CDR John R. Morrison, MSC, USN; CDR Steven C. Frake, USN; Mr. Robert G. Graham; LCDR Timothy P. Cowan, CEC, USN; and Ms. Sueann Henderson. All attendees were provided enclosure (1). Ms. Davis presented the minutes from the 1 July 2004 IEG meeting for review and they were approved.

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

a. Data Call #1 Issue Resolution. In an effort to provide the JCSGs with the data needed to conduct capacity analysis, the IAT has shortened the time intervals that the originating activities and echelon certifiers have to process data corrections (attempting to shorten a two-week turn around to less than a week) and will make daily phone calls, if necessary to each certifier holding a data correction action until that correction is forwarded to the IAT. DASN(IS&A) has issued an email to DON JCSG principals explaining the changes in procedure and requesting their assistance to ensure receipt of timely, certified responses to identified data discrepancies.

b. Military Value Data Call. The IAT has published guidance with respect to the deadlines for receipt of certified responses to the field activities and the certification chain. All military value data call questions, except for the Technical and Intelligence JCSGs, have been issued.

c. Principles and Imperatives. On 8 July 2004, ASN(I&E) will forward the DON concurrence on the revised Principles to OSD. The Services' comments on Principles will be packaged and forwarded to the IEC for coordination prior to delivery to SECDEF. OSD has forwarded the list of Imperatives consolidated by the DAS's to the JCSG chairs for comment by 9 July 2004. DON leadership will meet on 9 July 2004, to discuss the final Imperatives and prepare final DON comments for submission to OSD

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via the JCSG chairs. These Imperatives will shape the BRAC process for OSD and the Services.

d. Transformational Options. Over a year ago OSD requested a broad series of options for stationing and supporting forces and functions to increase efficiency and effectiveness, i.e., Transformational Options (TOs). TOs will mandate scenarios that must be analyzed in the BRAC process. As of 8 July 2004, OSD has received 140 potential TOs. OSD has arrayed these submissions into two groups, potential options that can be translated into alternatives and potential options that cannot be translated into alternatives. In its comments to OSD regarding the TOs, DON will recommend that before the TOs are submitted to the ISG and IEC, that they undergo a synthesis and consolidation process similar to that used for the Principles and Imperatives.

4. The IEG moved into deliberative session at 0950. See enclosure (2). The next meeting of the IEG is scheduled for Thursday, 15 July 2004. The meeting adjourned at 1230.



H. T. JOHNSON  
Chairman, IEG

**TAB 1**



**TAB 2**

Department of the Navy



## INFRASTRUCTURE ANALYSIS TEAM

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RP-0172  
IAT/JAN  
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### MEMORANDUM FOR THE INFRASTRUCTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 8 JULY 2004

- Encl:
- (1) IAT E&T JCSG Capacity Analysis Update of 8 July 2004
  - (2) IAT Intelligence JCSG Capacity Analysis Update of 8 July 2004
  - (3) IAT Medical JCSG Capacity Analysis Update of 8 July 2004
  - (4) IAT Supply and Storage JCSG Capacity Analysis Update of 8 July 2004
  - (5) IAT H&SA JCSG Capacity Analysis Update of 8 July 2004
  - (6) IAT Industrial JCSG Capacity Analysis Update of 8 July 2004
  - (7) IAT Technical JCSG Capacity Analysis Update of 8 July 2004
  - (8) Ground Operations Capacity Analysis Issue Brief of 8 July 2004
  - (9) IAT HSA DON-Specific Reserve Activities Capacity Analysis Brief of 8 July 2004
  - (10) IAT Proposed HSA DON-Specific Regional Support Activities Attribute - Selection Criteria Weighting and Ranking of Attribute Components by Weight and Military Value Matrices
  - (11) Military Value Analysis of DON-Specific Headquarters and Support Activities Regional Support Function Brief of 8 July 2004
  - (12) HSA DON-Specific Regional Support Activities Attribute - Selection Criteria Weighting and Ranking of Attribute Components by Weight and Military Value Matrices

1. The nineteenth deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 0950 on 8 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.

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Thomas R. Crabtree, alternate for VADM Albert H. Konetzni, USN, Member; Ms. Carla Liberatore, alternate for LtGen Richard L. Kelly, USMC, Member; RMDL Mark T. Emerson, USN, alternate for LtGen Michael A. Hough, USMC, Member; Mr. Michael F. Jaggard, alternate for Dr. Michael F. McGrath, Member; Mr. Ron Shames, alternate for Mr. Robert T. Cali, Member; Mr. Ronnie J. Booth, Navy Audit Service, Representative; and, Mr. Thomas N. Ledvina, Navy Office of General Counsel, Representative. The following members of the IAT were present when the deliberative session commenced: Mr. Dennis Biddick; Mr. David W. LaCroix; Col Walter B. Hamm, USMC; CAPT Christopher T. Nichols, USN; Col Joseph R. Kennedy, USMCR; CAPT Gene A. Summerlin II, USN; CAPT Jan G. Rivenburg, USN; CAPT Matthew R. Beebe, CEC, USN; LtCol Paul J. Warhola, USMC; CDR John R. Morrison, MSC, USN; CDR Steven C. Frake, USN; CDR Robert E. Vincent II, JAGC, USN; Mr. Robert G. Graham; LCDR Timothy P. Cowan, CEC, USN; Capt James A. Noel, USMC; and Ms. Sueann Henderson.

2. The IAT briefed JCSG methodologies for capacity analysis, identifying the capacity definitions, metrics, and applicable formulas for data collection. See enclosures (1) - (7).

3. The IEG recessed at 1053 and reconvened at 1104. All IEG members present when the IEG recessed were again present. The following members of the IAT were present when the deliberative session reconvened: Mr. LaCroix, Col Hamm, CAPT Nichols, LtCol Erdag, CDR Vincent, Mr. Graham, Capt Noel and Ms. Henderson.

4. CAPT Nichols and LtCol Erdag used enclosure (8) to provide an update concerning capacity analysis for the Ground Operations Function. At the 29 June 2004 deliberative session, the IAT noted the difficulty of identifying an appropriate training measurement as different types of battalions have various training needs and multiple units often share the same training areas. The IEG had approved the IAT's recommendation to work with Training and Education Command (TECOM), Marine Corps Combat Development Command (MCCDC), and ascertain whether they can resolve the training issue. Although TECOM is working with the Army to develop doctrinal publications for training areas, MCCDC does not currently have a training area template. The IAT noted that capacity analysis for Aviation and Surface/Subsurface Operations Functions did not include a training metric. Additionally, review of the BRAC 1995 methodology revealed that utilization of training areas was determined to be an inaccurate capacity measure. The IEG directed the IAT to determine how the Army was handling training in its analysis, assess a battalion equivalent training footprint requirement, and provide an update

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concerning the utilization of the training area metric issue at a future deliberative session. CAPT Nichols and LtCol Erdag departed from the deliberative session at 1150. CDR Robert S. Clarke, CEC, USN; CDR Jennifer R. Flather, SC, USN; Maj Stanley D. Sober, USMCR and Mr. Michael Bowes, CNA entered the deliberative session.

5. Ms. Davis and CAPT Beebe used enclosure (9) to provide a preliminary capacity analysis briefing for DON-Specific Reserve Activities Functions, i.e., Reserve Centers (Inspector-Instructor Staffs, Navy Reserve Centers, Navy & Marine Corps Reserve Centers, and Naval Air Reserve Stations). The IAT proposed that the capacity metrics for Naval Reserve Centers are the number of reservists trained and the space dedicated to training and administration.

6. 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 reserve end strength. Additionally, the IAT HSA Team recommended an approach similar to Naval Operations concerning the evaluation of surge requirements. The IEG concluded that for operational functions surge did not increase infrastructure requirements since surge was not a platform issue and increases in operational tempo would not involve increases in the number of platforms. Similarly, the IAT HSA Team recommended that operational and personnel tempos are not expected to result in facility surge requirements for naval reserve centers.

7. The IAT HSA Team recommended that the optimal measure for determining capacity is to conduct a comparative efficiency evaluation. Under this approach, the gross square feet available will be compared to the gross square footage required for training and administration. The IEG directed the IAT to continue to refine the analysis as additional certified data is received.

8. The IAT HSA Team reminded the IEG that HSA Regional Support Activities (RSA) was divided into four categories and provided the proposed HSA RSA Military Value Attribute to selection criteria weighting and ranking of attribute components by weight for each category. The IEG initially approved the attribute to selection criteria weighting for each of the four categories. See enclosure (10).

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9. CAPT Beebe used enclosure (11) to propose modifications to the IEG's 1 July 2004 decisions concerning the HSA RSA military value scoring plan. The IEG approved the following recommendation of the IAT HSA Team:

a. Categories A-D, Efficiency of Operations.

(1) Roll-up question 8e is deleted from scoring statement 8 (HRS-8a-e). Roll-up question 8e is moved to the Regional Alignment component and becomes the roll-up question for scoring statement 11 (HRS-11), "Share overhead support functions." The IEG determined that revised scoring statement 11 (HRS-11) should be placed in scoring band "2" with a numerical score of "5". The IEG approved the assignment of revised scoring statement 11 (HRS-11) to the Readiness and Cost selection criteria. The scoring statements previously labeled 11 - 22 (HRS-11 through HRS-15 and PS-1 through PS-13) are changed respectively to scoring statements 12 - 23 (HRS-12 through HRS-16 and PS-1 through PS-13).

(2) Since the workload ratio relates to mission performance, the IEG approved the assignment of scoring statement 12 (HRS-12) to the Readiness selection criterion.

b. Category C, Effectiveness of Operation. Since the proximity to customer organizations is not a primary consideration, the IEG determined that scoring statement 1 (HRS-1a-c) should be placed in scoring band "2" with a numerical score of "5".

c. Category D, Efficiency of Operations. Since opportunities for efficiencies from alignment and co-location are important considerations for these activities, the IEG determined that scoring statements 8 and 9 (HRS-8a-d and HRS-9a-b) should be placed in scoring band "2" and the numerical score should be changed to "5".

10. The IAT HSA Team provided enclosure (12) as the proposed HSA RSA Military Value Attribute to selection criteria weighting and ranking of attribute components by weight as revised by the modifications approved in paragraph 9. The IEG approved enclosure (12) subject to the following directed changes to category "D":

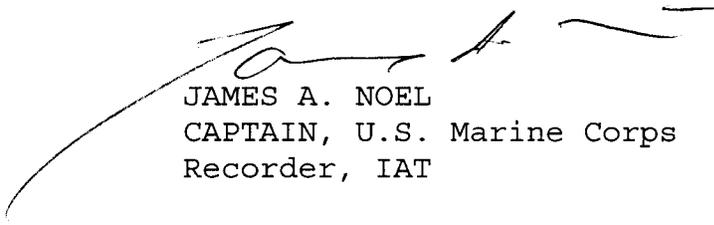
a. The attribute weight for the Efficiency of Operation attribute as applied to the Readiness and Cost selection

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criteria be changed from "15" to "30" and "20" to "30" respectively.

b. The attribute weight for the Personnel Support attribute as applied to the Readiness and Cost selection criteria be changed from "30" to "15" and "30" to "20" respectively.

11. The deliberative session adjourned at 1230.



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