



**DEPARTMENT OF THE NAVY**

OFFICE OF THE SECRETARY  
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WASHINGTON, DC 20350-1000

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IAT/JAN  
4 November 2004

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG)  
MEETING OF 28 OCTOBER 2004

Encl: (1) 28 October 2004 IEG Meeting Agenda  
(2) BRAC 2005 Status Briefing to Major Commands of 28  
November 2004  
(3) Recording Secretary's Report of IEG Deliberations on  
28 October 2004

1. The forty-fifth meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 1034 on 28 October 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; VADM Kevin J. Cosgriff, 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 (N4B) serving as alternate for VADM Justin D. McCarthy, USN, Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4), 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. David W. LaCroix, Senior Counsel, Infrastructure Strategy and Analysis; CDR Robert E. Vincent II, JAGC, USN, Recorder; and Capt James A. Noel, USMC, Recorder. LtGen Michael A. Hough, USMC, Deputy Commandant for Aviation (AVN), Member, entered the meeting at 1110. ADM John B. Nathman, USN, Vice Chief of Naval Operations (VCNO), Co-Chair; and LtGen Richard L. Kelly, USMC, Deputy Commandant for Installations and Logistics (I&L), Member were absent.

2. The following members of the DON Analysis Group (DAG) were present: RADM Christopher Weaver, USN, Commander, Navy Installations Command/Director, Ashore Readiness Division (OPNAV

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N46); Mr. Thomas Crabtree, Director Fleet Training (N7A), U.S. Fleet Forces Command; Mr. Paul Hubbell, Deputy Assistant Deputy Commandant for Installations and Logistics (Facilities) Headquarters, U.S. Marine Corps; Mr. Michael F. Jaggard, Chief of Staff, Assistant Secretary of the Navy for Research, Development and Acquisition (ASN(RD&A)); BGen Martin Post, USMC, Assistant Deputy Commandant for Aviation (AVN); 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: VADM Gerald L. Hoewing, USN, Chief of Naval Personnel and Deputy Chief of Naval Operations for Manpower and Personnel; BGen Thomas L. Conant, USMC, Commanding General, Training Command and Deputy Commanding General, Training and Education Command; Mr. Michael Rhodes, Assistant Deputy Commandant for Manpower and Reserve Affairs (M&RA), Headquarters, U.S. Marine Corps; Ms. Shanna Poole, Deputy, Logistics Chain Management Center, Installations and Logistics (I&L), Headquarters, U.S. Marine Corps; Ms. Susan Kinney, Deputy Director, Logistics Plans, Policies and Strategic Mobility Division, Headquarters, U.S. Marine Corps; Col Michael J. Massoth, USMC; CAPT William Wilcox, USN; CAPT Albert J. Shimkus, NC, USN; CAPT Walter F. Wright, USN; CAPT David W. Mathias, USN; Mr. Thomas B. Grewe; Mr. Stephen G. Krum; and, LtCol David Benhoff, USMC.

4. The following members of the IAT were also present: Mr. Dennis Biddick, Chief of Staff; CAPT Jason A. Leaver, USN; CAPT Matthew R. Beebe, CEC, USN; CAPT Christopher T. Nichols, USN; CAPT Jan G. Rivenburg, USN; Mr. Andrew Demott; Mr. Mark Shiffler; CDR Steven Frake, USN; CDR Beth Hartmann, CEC, USN; and, Ms. Sueann Henderson. All attendees were provided enclosures (1) and (2).

5. Since the purpose of this IEG meeting was to update and inform the DON major commands on the progress of the DON BRAC 2005 process, the following representatives of major commands were also present: VADM Kevin J. Cosgriff, USN, (CFFC); LtGen Dennis M. McCarthy, USMC, (COMMARFORRES); VADM David Brewer, USN, (MSC); VADM Phillip M. Balisle, USN, (NAVSEA); VADM John Cotton, USN (COMNAVRESFOR); VADM Gerald L. Hoewing, USN, (BUPERS); VADM Alfred Harms, USN, (NETC); Dr. Allan Somoroff, (NAVAIR); Mr. Victor Ackley, (FSA); Mr. John H. LaRaia, (AAUSN); Mr. Jeff Orner, (NAVSUP); RADM John J. Donnelly, USN, (COMPACFLT); RADM Christopher Weaver, USN (CNI); RADM Charles Young, USN, (SSP); RADM Jay Cohen, USN, (ONR); RADM Michael K.

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Loose, USN, (NAVFAC); RADM Kathleen Martin, NC, USN, (BUMED); RADM Kenneth Slaght, USN, (SPAWAR); MajGen John McCarthy, USMC, (COMMARFORLANT); BGen George J. Trautman, III, USMC, (COMMARFORPAC); Col B. G. Lee, USMC, (MARCORLOGCOM); CAPT Edwin Williamson, USN, (COMNAVSECGRU); and CDR Ann Thompson, USN, (WARCOM).

6. Ms. Davis outlined the applicable statutory requirements and described DOD and DON BRAC Objectives. She described the responsibilities and membership of the DOD and DON BRAC 2005 deliberative bodies, noting that the military departments are analyzing operational functions and the JCSGs are analyzing common business-oriented support functions. She informed the major claimants that 761 Navy and 76 Marine Corps activities are being reviewed. Ms. Davis noted that DON is reviewing 469 DON activities and the seven JCSGs are reviewing 432 DON activities. Many DON activities are being reviewed by multiple JCSGs and DON since they are multifunctional. Ms. Davis emphasized that there is no predetermined "list" of activities recommended for BRAC action.

7. Ms. Davis described the BRAC 2005 process steps. She informed the major claimants that capacity and military value analysis will enable the Services and JCSGs to develop and analyze scenarios that will ultimately result in recommended closure and realignment candidates. Ms. Davis outlined the capacity and military value analysis methodology for the DON Specific Functions (Operations, Education and Training, and Headquarters and Support Activities), as well as the key DON Objectives and Considerations supporting scenarios. Enclosure (2) contains maps for each DON Specific Function, displaying effects of scenarios under consideration.

8. Referring to slides 22 through 42 of enclosure (2), Ms. Davis described the overarching strategy and approach for each JCSG and provided maps depicting the effects of proposed JCSG scenarios. She also provided a tentative timeline for the remainder of the BRAC process and reminded the major claimants that BRAC remains a deliberative process until SECDEF recommendations are forwarded to the BRAC Commission on 16 May 2005.

9. The major command representatives provided the following insights for consideration by the DON BRAC decision-makers as the process continues into the scenario analysis phase:

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a. CFFC. VADM Cosgriff expressed concern that meeting the OSD imposed 48-hour scenario data call response deadline may present significant challenges for Naval activities. A number of the major claimants expressed similar concerns with this deadline. Ms. Davis indicated that the 48-hour deadline is a goal and assured that the IAT will assist in managing this process.

b. COMPACFLT. RADM Donnelly stated that relocating an aircraft carrier forward in the Pacific Command Area of Responsibility should include the relocation of an aircraft carrier air wing. He noted that San Diego is a critical submarine homeport because of the importance of conducting submarine training in San Diego waters and emphasized the criticality of the Ballast Point property for force protection.

c. COMMARFORPAC. BGen Trautman stated that access to training ranges within the Pacific theatre is critically important and stressed the need to be aware of environmental considerations. Additionally, he emphasized the need to maintain the ability to surge in garrison to meet contingencies and remain flexible.

d. COMNAVRESFOR. VADM Cotton noted there may be opportunities to merge reserve readiness commands with regional headquarters. He also indicated that combination of Navy and Marine Corps recruiting offices may increase efficiency. Additionally, VADM Cotton noted that additional use of Joint Reserve Intelligence Centers as integrated Reserve sites may be a viable option.

e. COMMARFORRES. LtGen McCarthy indicated that consolidation of Navy and Marine Reserve component headquarters was not a good option. However, New Orleans could provide a viable location for establishing a joint Reserve headquarters. Additionally, he noted that any scenarios concerning reserve aviation activities should consider reserve demographics since demographics impact reserve recruiting, training and retention.

f. NAVSEA. VADM Balisle stated that drivers for industrial maintenance facilities are the number and distribution of aircraft carriers and submarines. He stated that Naval shipyards need to operate as a corporate entity, and that Intermediate Maintenance Facility integration and mission funding should be encouraged. VADM Balisle emphasized the nature of Warfare Centers as activities with unique technical authority and intellectual capital. He further noted the move

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to distant/remote support for naval forces and the need to consider how we will technically support forces at sea if there are base structure changes.

g. NAVAIR. Dr. Somoroff expressed concern that the capacity methodology for analysis of industrial activities may not accurately depict available capacity or the ability to sustain turn-around times commensurate with inventory needs. He concurred with VADM Balisle's comments concerning the importance of maintaining DON unique intellectual capital, particularly with respect to maritime aviation operations.

h. MSC. VADM Brewer noted that any scenarios affecting TRANSCOM also need to consider the supporting MSC ship locations. He also apprised the IEG that scenario data call responses would be based on transformation plans, which will potentially relocate MSC assets.

i. NETC. VADM Harms also noted that NETC has transformational plans that may affect scenarios. Ms. Davis stated that the scenario data call will request information concerning current plans and initiatives.

j. BUPERS. VADM Hoewing observed that the recruiting, headquarters, and correctional scenarios appear to align with Navy objectives and that there may be an opportunity to develop scenarios involving Human Resource Service Centers.

k. SPAWAR. RADM Slaght echoed the technical authority concerns noted by NAVSEA and NAVAIR and emphasized that BRAC actions should not adversely impact command and control assets.

l. MARCORLOGCOM. Col Lee indicated that multi-commodity centers were preferred for the Maritime Prepositioning Force to provide a flexible response to the warfighter. He also indicated that co-locating distribution and maintenance centers is important to provide a flexible response to the needs of the fleet.

m. ONR. RADM Cohen concurred with SPAWAR comments concerning command and control assets. Additionally, he noted that the Technical and Education and Training (E&T) JCSGs will meet to resolve issues with utilization of test and evaluation ranges.

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n. CNI. RADM Weaver noted that the location of other service headquarters and regional staffs should be considered as we consider sites for regional headquarters and CNI.

o. SSP. RADM Young indicated that nuclear weapons security should be a factor when considering whether to co-locate SSNs with SSBNs. He noted there may be an opportunity for consolidation of the Naval Ordnance Test Unit at Cape Canaveral AFB.

p. NAVSECGROUP. CAPT Williams emphasized the need to be aware of transformational plans and initiatives during the BRAC process.

q. WARCOM. CDR Thompson stressed the importance of training and readiness impacts as they relate to critical ranges.

r. AAUSN. Mr. LaRaia indicated that the HSA JCSG guiding principles should ensure that joint consolidation explicitly considers "quality".

s. FSA. Mr. Ackley noted that FSA includes several unique Echelon 2 activities that report directly to CNO. He indicated that BRAC actions need to consider the specialized functions of these activities.

Ms. Davis thanked the major claimants for their input and noted that their comments would be considered and addressed as appropriate.

10. The major claimants departed the meeting at 1145. Ms. Davis presented the minutes from the 21 October 2004 IEG meeting for review and they were approved. The IEG moved into deliberative session at 1148. See enclosure (3). The meeting adjourned at 1203.



Anne Rathmell Davis  
Co-Chair, IEG





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# **Base Realignment and Closure (BRAC) 2005 Status Briefing to Major Commands 28 October 2004**

10/28/04

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## Statutory Framework

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- **Defense Base Closure and Realignment Act of 1990, as amended, authorized additional round of BRAC in 2005**
- **All installations inside the U. S. considered equally**
- **Use only certified data**
- **All decisions based on:**
  - **20 Year Force Structure Plan (FSP)**
  - **Infrastructure Inventory**
  - **Selection Criteria (Military Value is primary consideration)**
- **SECDEF recommendations due NLT 16 May 2005**
- **Congress approves entire list (all or none)**

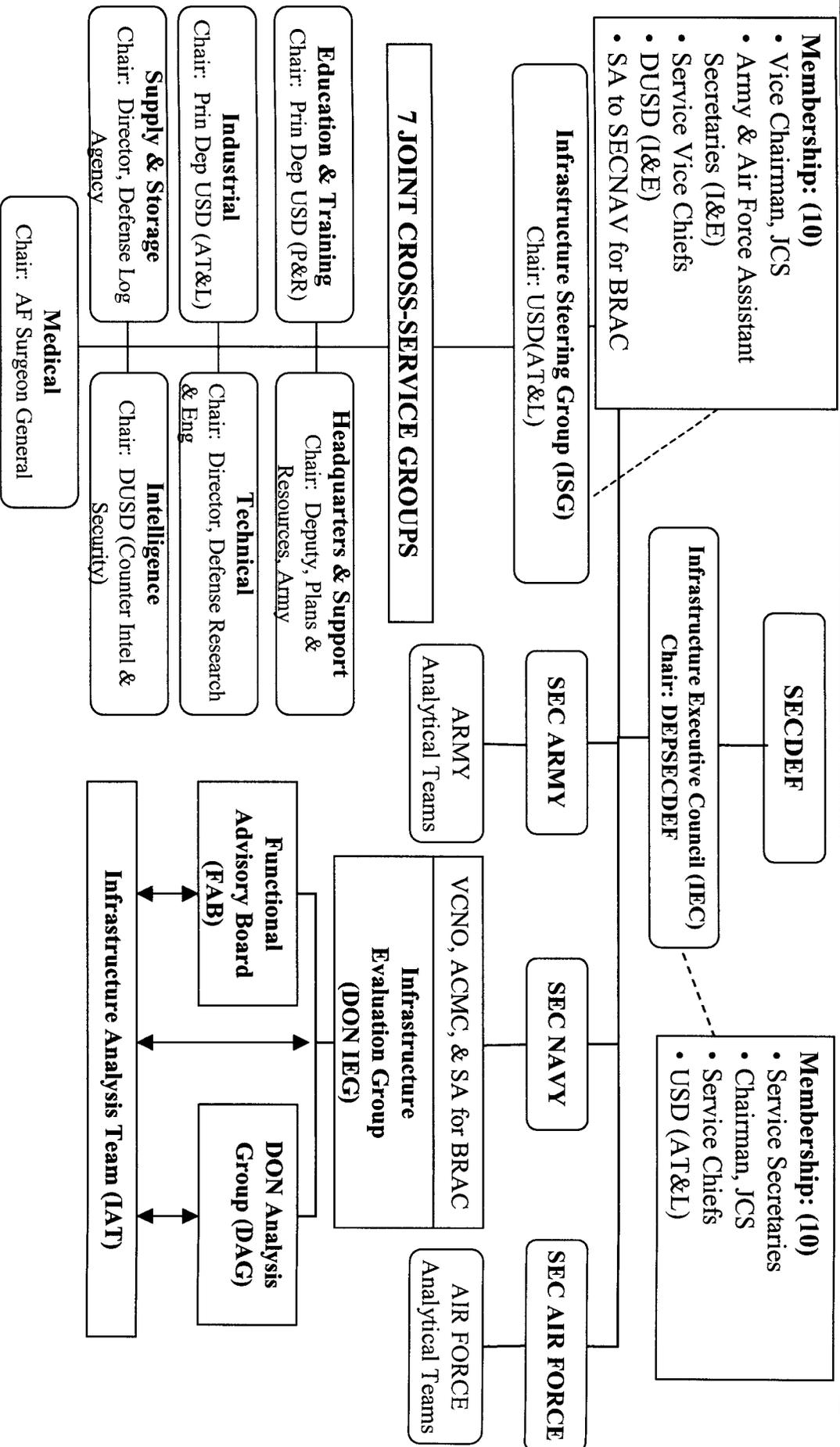


## **BRAC 2005 Objectives**

- **DOD:**
  - Elimination of excess physical capacity
  - Transformation by rationalizing infrastructure with defense strategy
  - Examine and implement opportunities for greater joint activity
- **DON:**
  - Continue to rationalize/consolidate infrastructure capabilities to eliminate unnecessary excess
  - Balance effectiveness of fleet concentration with AT/FP desire for dispersion/redundancy
  - Leverage opportunities for total force integration and joint basing
  - Accommodate changing operational concepts
  - Facilitate evolution of force structure and infrastructure organizational alignment



# BRAC 2005 Leadership & Organizations





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761 Navy activities  
76 Marine Corps activities  
Total 376 "fencelines"

# Scope of Review

## DON

### 469 DON Activities

- Surface/Subsurface
- Aviation
- Ground
- Recruit Training
- Officer Accessions
- DON Unique PME
- Reserve Centers
- Recruiting Districts/Stations
- Regional Support
- Other Support

### Headquarters & Support

#### 74 DON Activities

- Civilian Personnel Offices
- Major Admin/HQs Activities
- Joint Mobilization
- Military Personnel Centers
- Corrections
- Defense Finance & Accounting Service
- Installation Management

### Education & Training

#### 124 DON Activities

- Flight Training
- Specialized Skills Training
- Professional Development Education
- Ranges

### Supply & Storage

#### 9 DON Activities

(does not include detachments)

- Supply
- Storage
- Distribution

### Technical

#### 54 DON Activities

(does not include detachments)

- Air, Land, Sea, Space
- Weapons & Armaments
- CAISR
- Innovative Systems
- Enabling Technologies

### Industrial

#### 101 DON Activities

(includes 35 detachments)

- Maintenance
- Ship Overhaul & Repair
- Munitions & Armaments

### Medical

#### 52 DON Activities

- Education & Training
- Health Care Services
- Research, Development & Acquisition

### Intelligence

#### 18 DON Activities

- Intelligence



# Process Steps

## RECOMMENDATION DEVELOPMENT

- > Candidates for closure and realignment
- > SECNAV, CNO, CMC take to IEC

## SCENARIO ANALYSIS

- > Evaluation of actual actions necessary to accomplish scenario and comparison of similar scenarios
- > Determines scenario's net present value (cost, savings, ROI) [Selection Criteria 5]
- > Assesses potential impacts of action (economics, community infrastructure, and environment) [Selection Criteria 6-8]

## SCENARIO DEVELOPMENT

- > Uses results of capacity and military value analyses to generate set of technically feasible alternatives
- > Explores tradeoffs between reducing excess capacity and retaining high military value
- > Starting point for application of military judgment to develop potential scenarios based on data, policy guidance, and input from DON military and civilian leadership

## MILITARY VALUE ANALYSIS

- > Methodology to score an installation on the ability to perform a given function [Selection Criteria 1-4]
- > Relevant only in comparison to other bases performing that function
- > Make quantitative and objective what could be perceived as subjective

## CAPACITY ANALYSIS

- > Objective process to compare 20-year force structure requirements with current capacity using a top-level capacity metric
- > Determination of excess by function (e.g., ship berthing) vice installation category (e.g., Naval Station)



## DON Surface/Subsurface

### Capacity Analysis:

- CG Equivalent (CGE) used to determine max pier capacity
- Inport paradigm applied to FSP to determine requirement
- Excess of 106 CGE or 26% (13% if 50 CGE in shipyard berths are excluded)

### Military Value Analysis:

- Large capacity
- Important (CVN/SSBN) capability
- Proximity to training, ship and personnel support capability
- Favorable environmental and geographic conditions

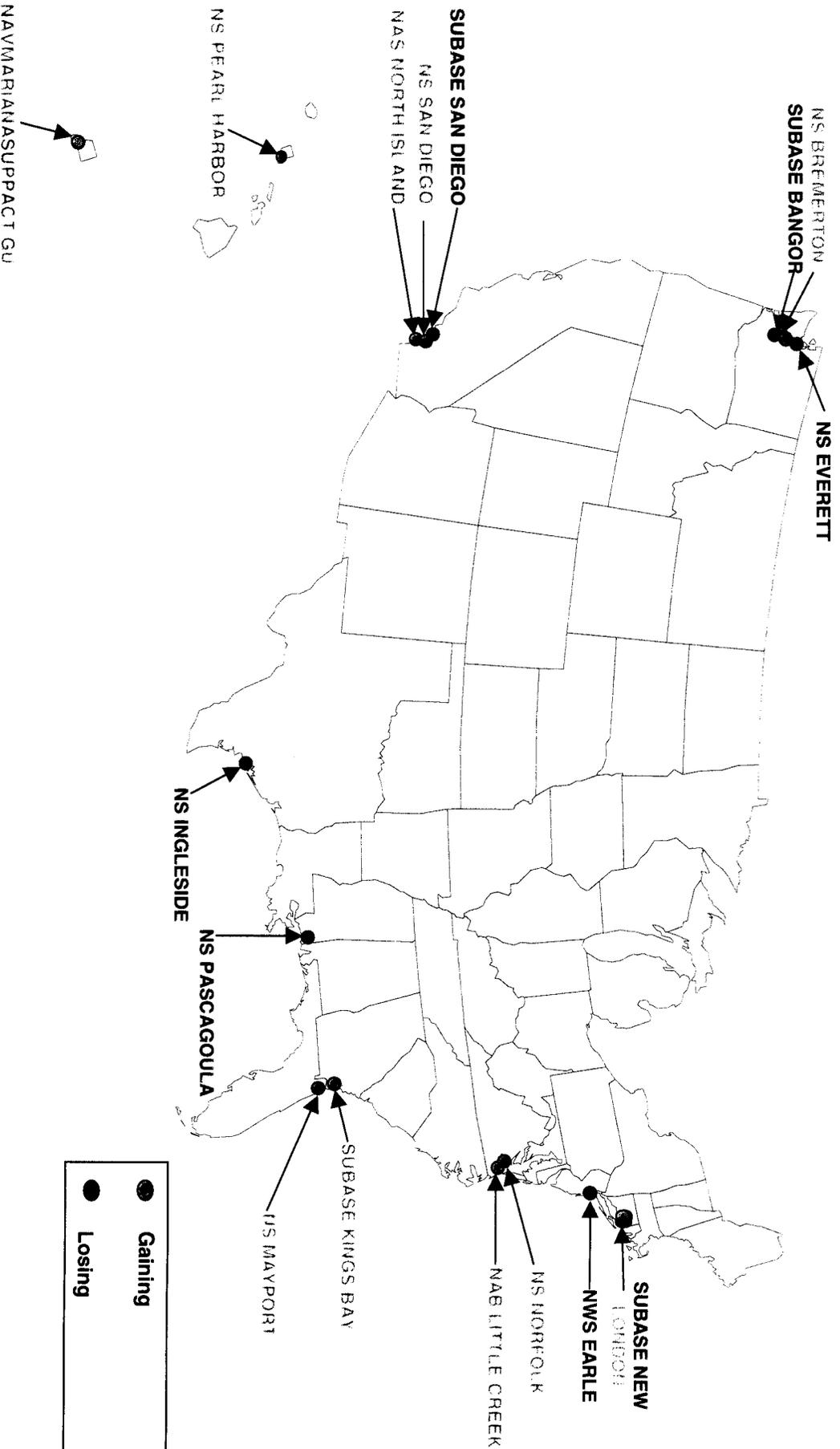
### Objectives/Considerations:

- Optimally located for mission accomplishment/rapid deployability
- Realigns assets to maximize use of capacity in Fleet Concentration Areas



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# DON Surface/Subsurface Scenarios



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# DON Ground

## Capacity Analysis:

- Battalion Equivalent (BnE) used to determine capacity across admin space, storage space and maintenance space
- Analysis shows no DON installation has enough excess admin space (-13%) to host an additional MEB (required BnEs: 8-15-29)

## Military Value Analysis:

- Large bases (maneuver area)
- Diverse training opportunities
- Established infrastructure (bldgs, acreage)
- Good deployment support
- Favorable environmental and personnel support characteristics

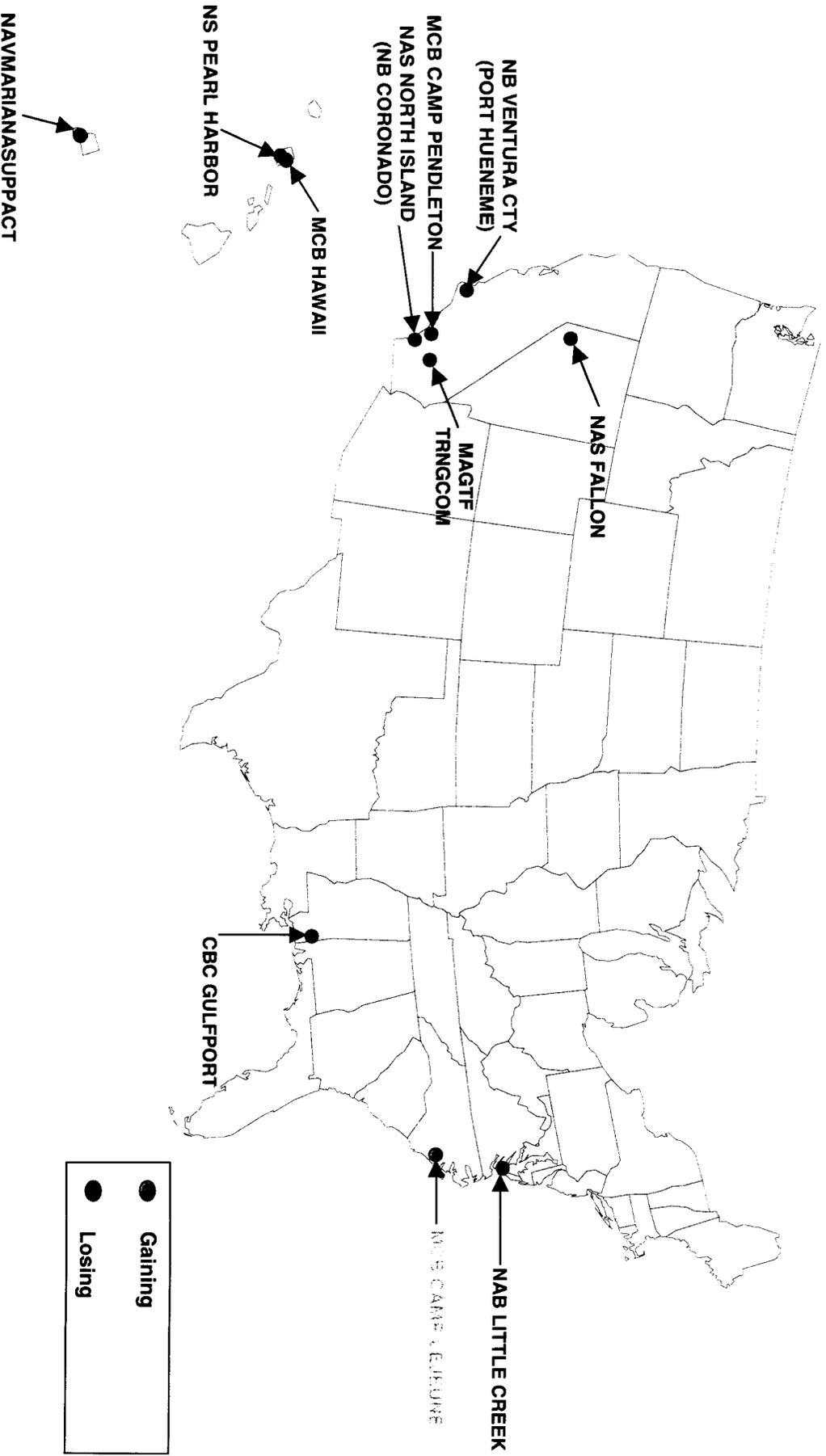
## Objectives/Considerations:

- Optimally located for mission accomplishment/rapid deployability
- Leverage opportunities for joint basing & training



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# DON Ground Scenarios



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# DON Aviation

## Capacity Analysis:

- Hangar Modules (Type I and II) used to assess capacity (1.0 hangar mods per squadron)
- Included all squadrons and all DON stations capable of operating aircraft
- Analysis shows excess of 175 Hangar Mods or 41% (33% if non-operational air stations are excluded)

## Military Value Analysis:

- Large capacity
- Runway configurations
- Proximity to training areas
- Personnel support capability
- Favorable environmental and geographic conditions

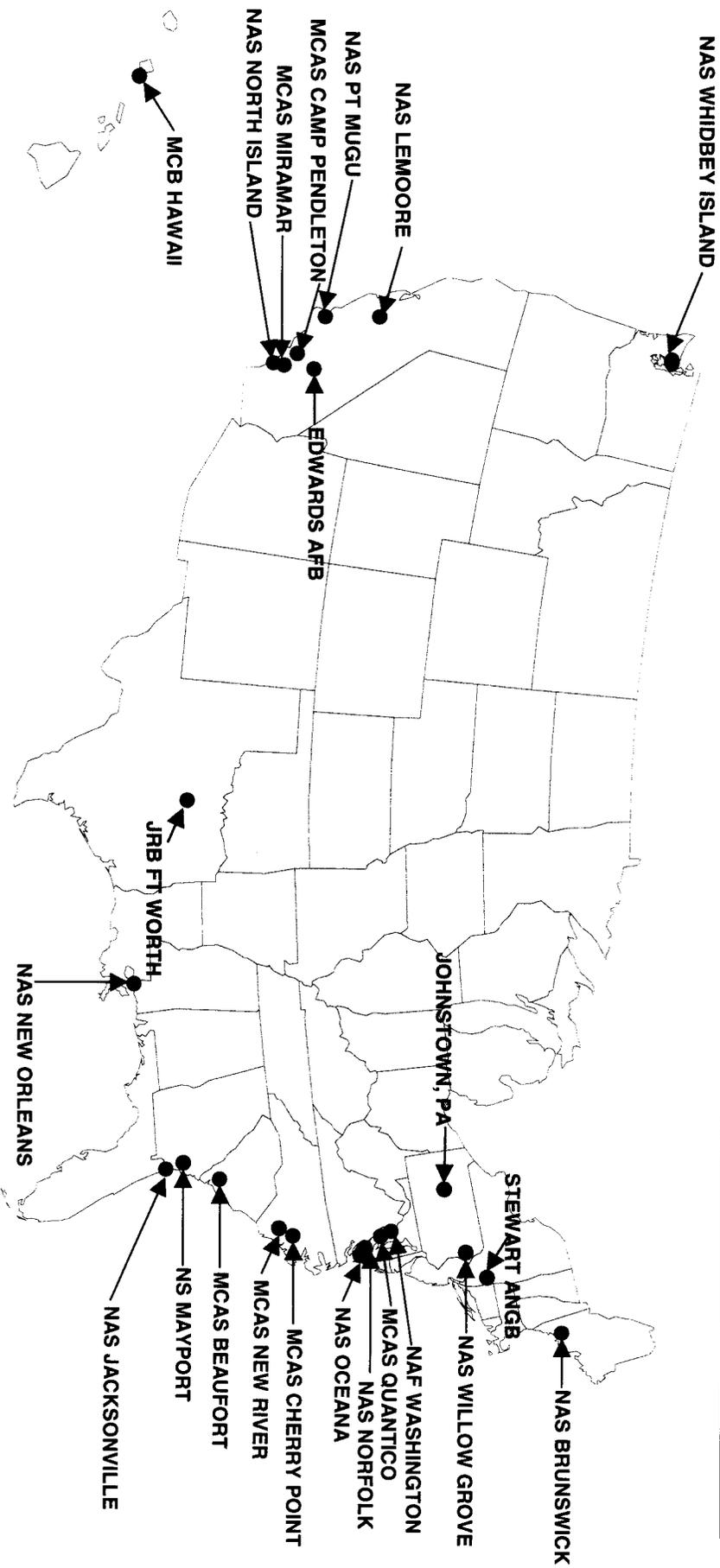
## Objectives/Considerations:

- No scenarios to date
- Ongoing analysis



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# DON Aviation Universe





## **DON Education & Training**

Covers Recruit Training (including MCT), Officer Accession and Professional Military Education (PME)

### **Capacity Analysis:**

- Classroom SF, billeting and messing as metrics
- Analysis shows large excess in classroom SF (31-71%)

### **Military Value Analysis:**

- Student throughput
- Classrooms
- Training facilities
- Centralization of training
- Housing availability

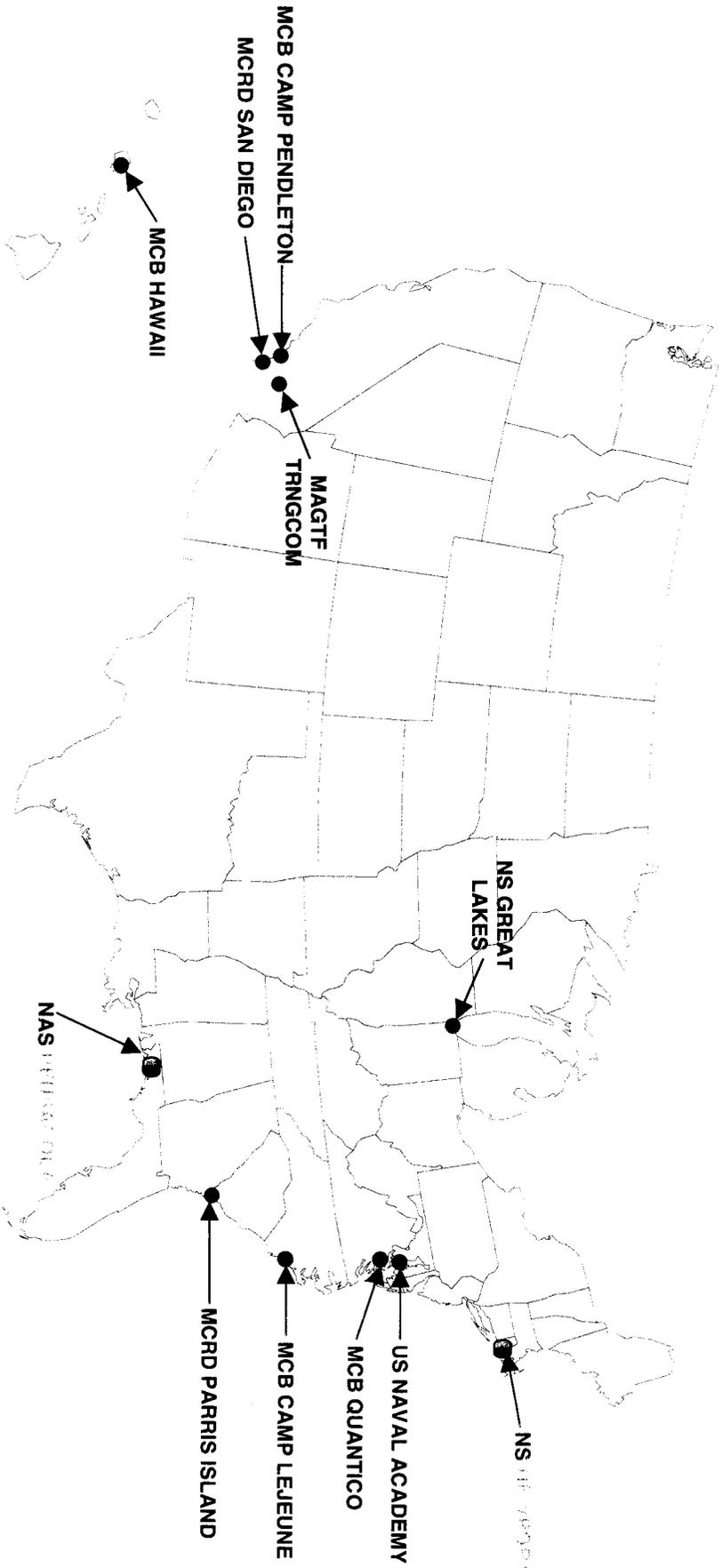
### **Objectives/Considerations:**

- Consolidation of functions to utilize excess classroom and training infrastructure capacity and maintain required training infrastructure



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# DON E&T (Recruit, Accessions, PDE) Scenarios





## DON Reserve Centers

### Capacity Analysis:

- GSF available as compared to future GSF requirement for training and administrative space (based on FSP)
- FSP reflects Navy Reserve end-strength decline of 9% with no change to USMC end-strength
- Analysis shows excess capacity for NARs (8%) and NRC/NMCRC (14%) but deficit for I&I (-1.4%)

### Military Value Analysis:

- Effectiveness (demographics and proximity to training)
- Efficiency (cost)
- Quality facilities
- Personnel support capability

### Objectives/Considerations:

- Maintaining sufficient presence in population centers to support the Force Structure Plan





# DON Regional Support Activities

## Capacity Analysis:

- All activities that provide support on regional basis
- Not a standard capacity analysis (future requirement not known)
- No excess infrastructure defined
- Initial focus on Installation Management (IM) function

## Military Value Analysis:

- Effectiveness (relative proximity to to properties and customers)
- Efficiency (low overhead to staff ration)
- Quality facilities
- Personnel support capability

## Scenarios support

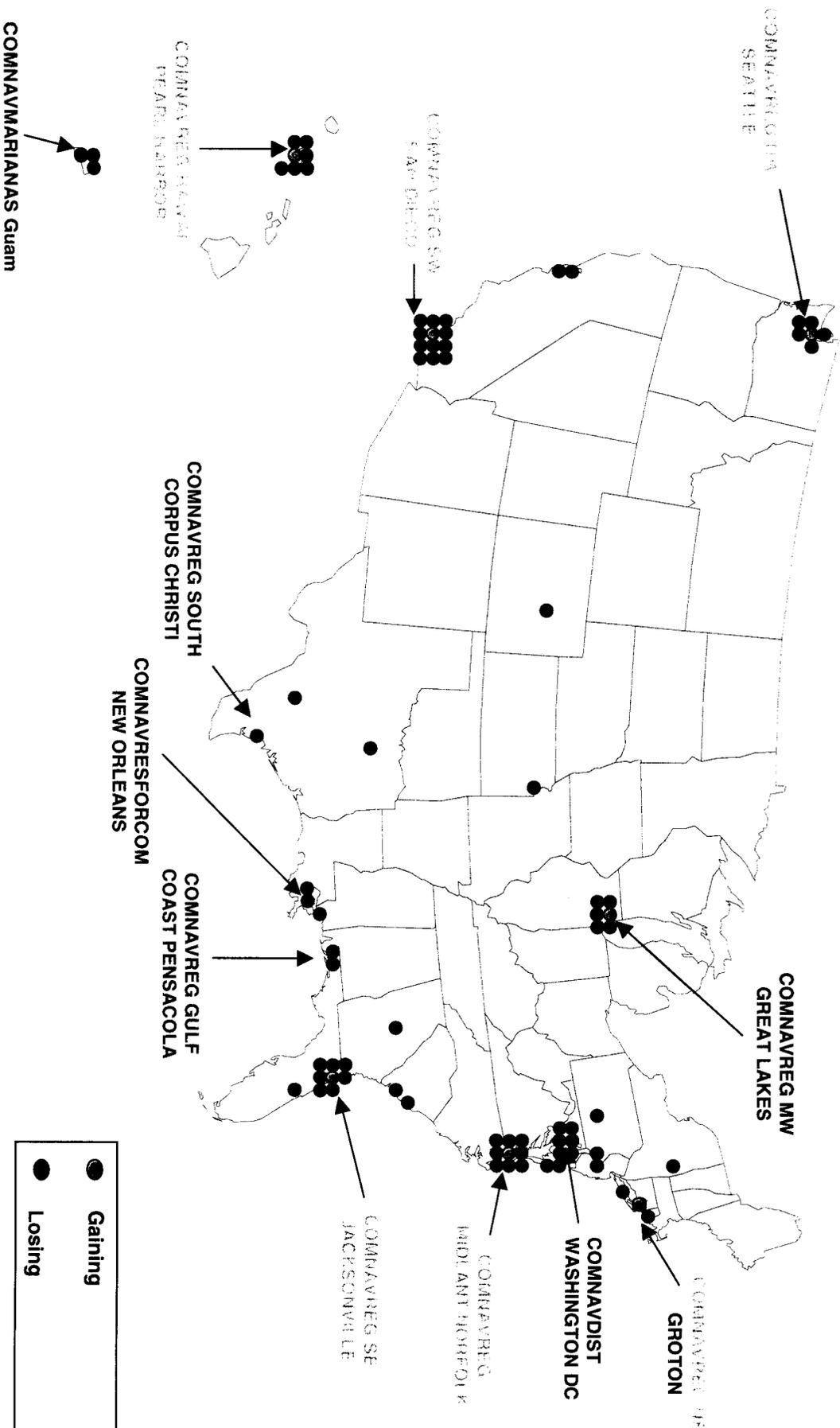
### Objectives/Considerations:

- Rationalizing span of control between Regional HQ and customers (personnel and properties)



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# DON Regional Support Scenarios



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# DON Recruiting Management

## Capacity Analysis:

- Number of recruiters and recruiting offices (storefronts) managed as compared to maximum number of recruiters or recruiting offices managed by a district/station
- Average distance to recruiting districts/stations
- Analysis shows excess in Navy Districts (26%) / MC Stations (21%)

## Military Value Analysis:

- Effectiveness (achieving recruiting goals)
- Efficiency (cost)
- Quality facilities
- Personnel support capability

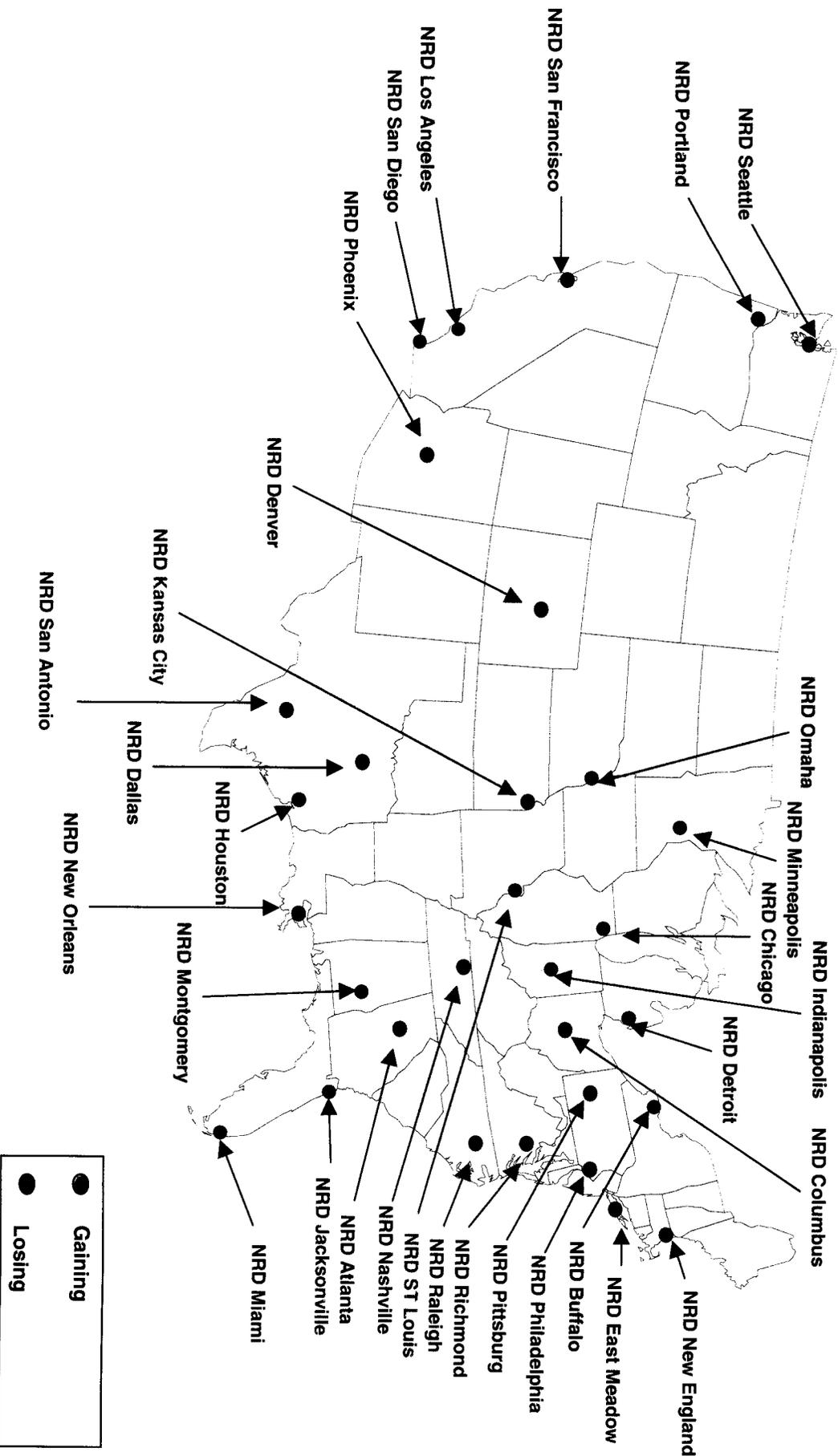
## Objectives/Considerations:

- Rationalize numbers of sites with proximity to management headquarters



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# DON Recruiting (USN) Scenarios



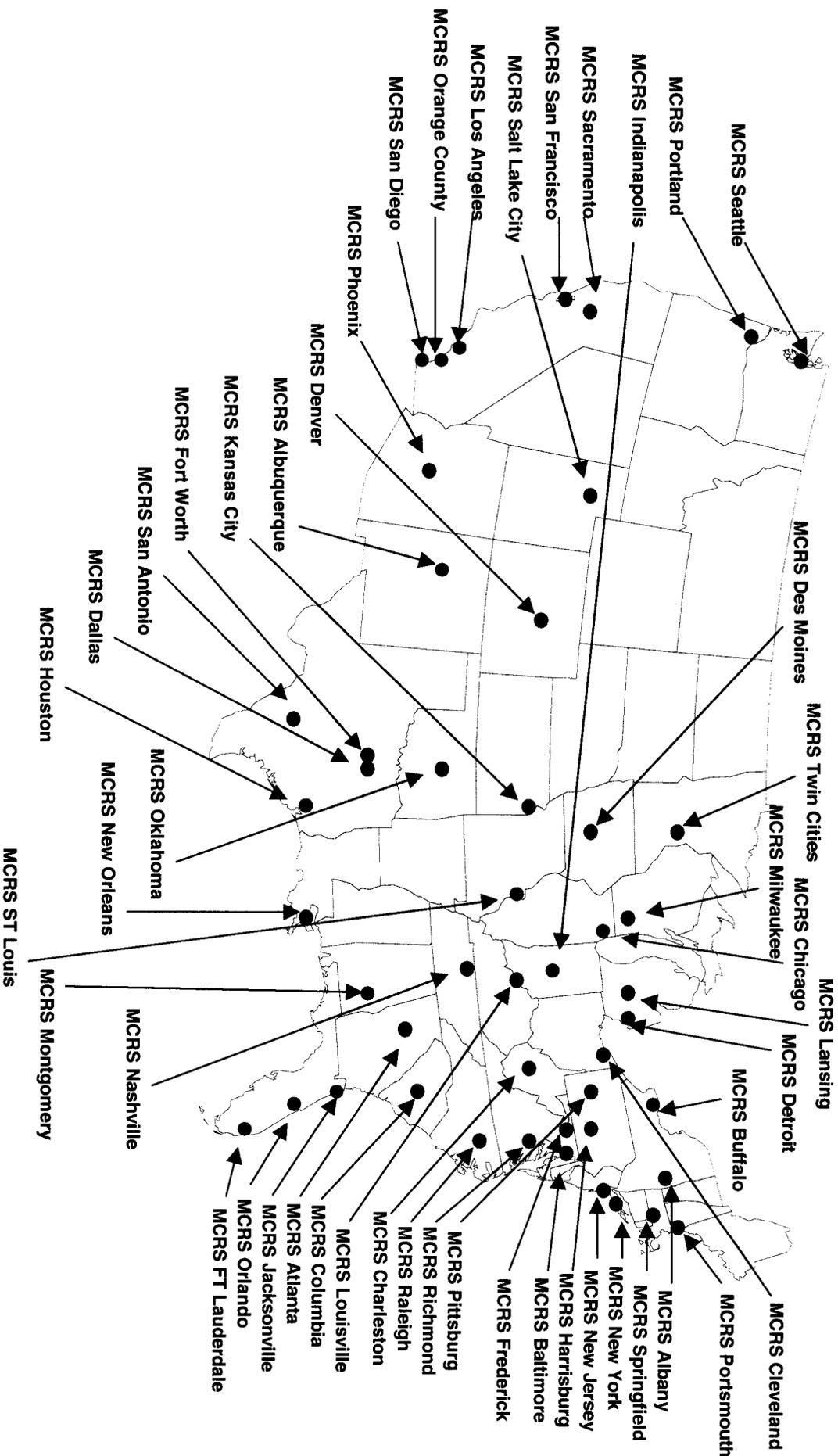
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# Recruiting (USMC)



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# Technical JCSG Strategy

Reduce excess capacity & number of technical sites through combined Research, Development & Acquisition, Test & Evaluation Centers aligned for functional and technical efficiency & synergy

## Combined C4ISR NCW Integration Center

Land

Maritime

Air & Space

### Combined Mission Center(s)

Land Systems

Missile  
Defense  
Systems

Maritime  
Systems

Space  
Systems

Airborne  
Systems  
Fixed & Rotary wings

Combined Weapons and/or Armaments Center(s)  
Platform Integration

### Combined DoD Research Lab

- ✓ Sensors/Electronics
- ✓ Information Systems
- ✓ Materials & Processes
- ✓ Power & Energy
- ✓ Non-lethal

- ✓ Biomedical
- ✓ Human Systems
- ✓ Battlespace Environment
- ✓ Autonomous Systems

### Combined T&E Planning/Policy Center

- Strategic planning (e.g., Investment)
- Policy (e.g., funding)
- Facilities (Service Managed/Operated)

Combined DoD Technical Infrastructure Providing Systems of Systems from Science to Design to Fielding

Rev 2  
9/28/04





# Education & Training JCSG Strategy

- **Increase/Enhance “Jointness”**
  - Joint Centers of Excellence in PDE and SST
  - Joint Flight Training
- **Improve Efficiency & Effectiveness**
  - Consolidate
  - Privatize
- **Preserve Service Core Competences**
  - Maintain Service acculturation where possible in PDE and SST
- **Reduce Infrastructure Footprint**
  - Maintain irreplaceable “one-of-a-kinds”







# Industrial JCSCG Strategy

## Ship Overhaul and Repair Function

- Ensure Ship Maintenance Requirements Are Met Effectively and Efficiently as Navy Reallocates Fleet Forces
- Consolidate Intermediate-Level Ship Maintenance within Geographic Regions and Reduce Excess Capacity
- Reduce Overall Ship Overhaul and Repair Excess Capacity

## Munitions and Armaments Function

- Reduce Excess Infrastructure, Increase Percentage Utilization of Retained Sites, and Retain the Appropriate Level of Capacity and Capability Needed to Support the 2025 Force Structure Plan.
- Consolidate Core Functions to Improve Efficiency and Effectiveness of Facilities

## Maintenance Function

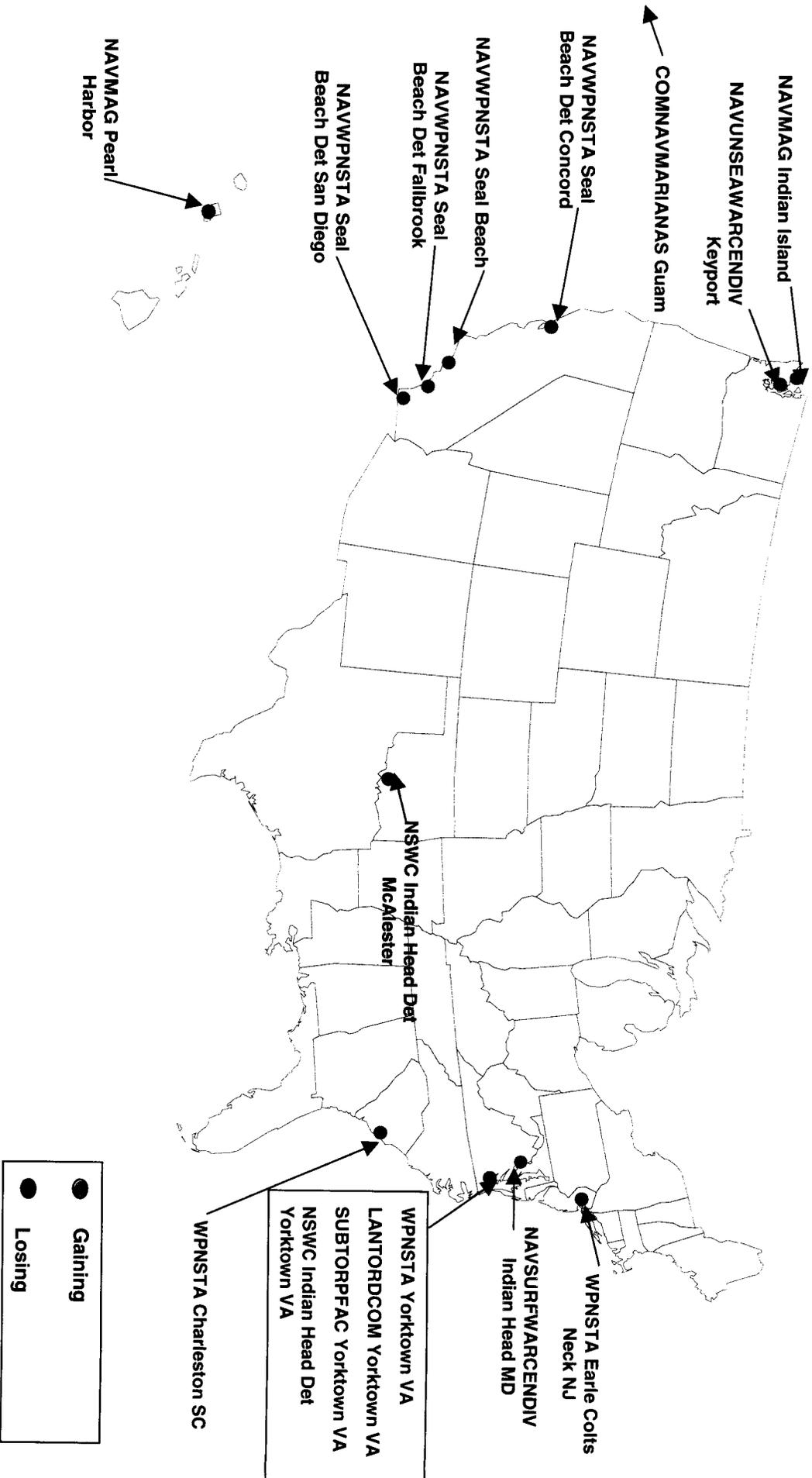
- Minimize the Number of Sites and Reduce Excess Capacity Through Joint Solutions, with the Goal of Providing a More Effective and More Efficient DoD Industrial Base





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# Industrial JCSG Munitions & Armaments Scenarios

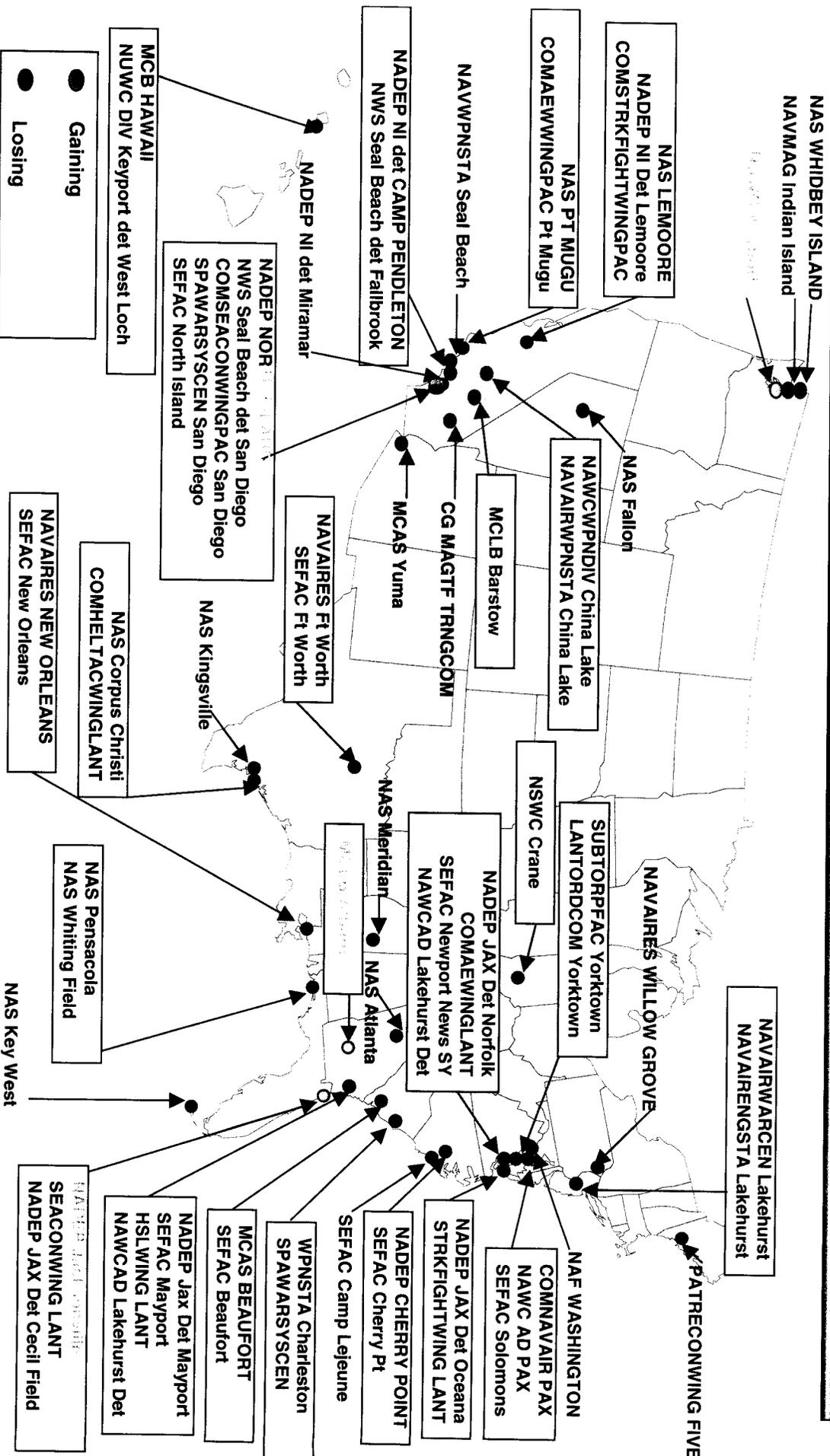


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# Industrial JCSG Maintenance Scenarios





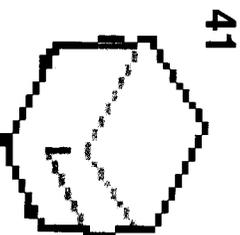
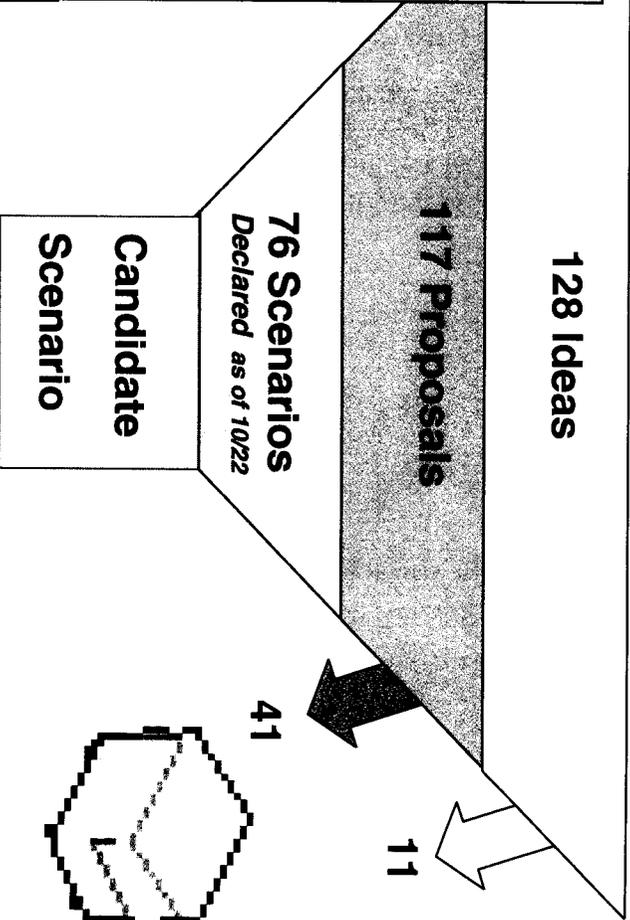
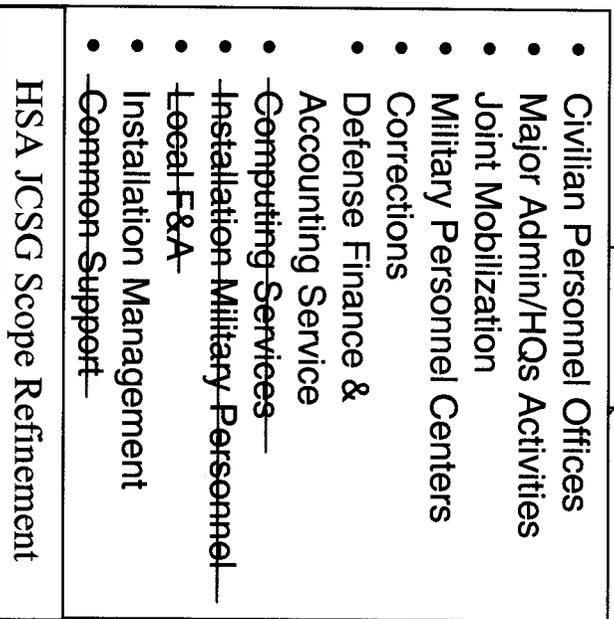
# Headquarters & Support Activities JCSG Strategy

## JCSG's Guiding Principles

- Improve Jointness and Total Force Capacity
- Eliminate Redundancy, Duplication & Excess Capacity
- Enhance Force Protection
- Exploit Best Business Practices
- Increase Effectiveness, Efficiency and Interoperability
- Reduce Costs

## Examples

- Regional Joint Corrections facilities
- Regionalize shared boundaries
- Jointly Co-locate major HQs
- Eliminate leased space inside DC
- Regional Joint HRSCs

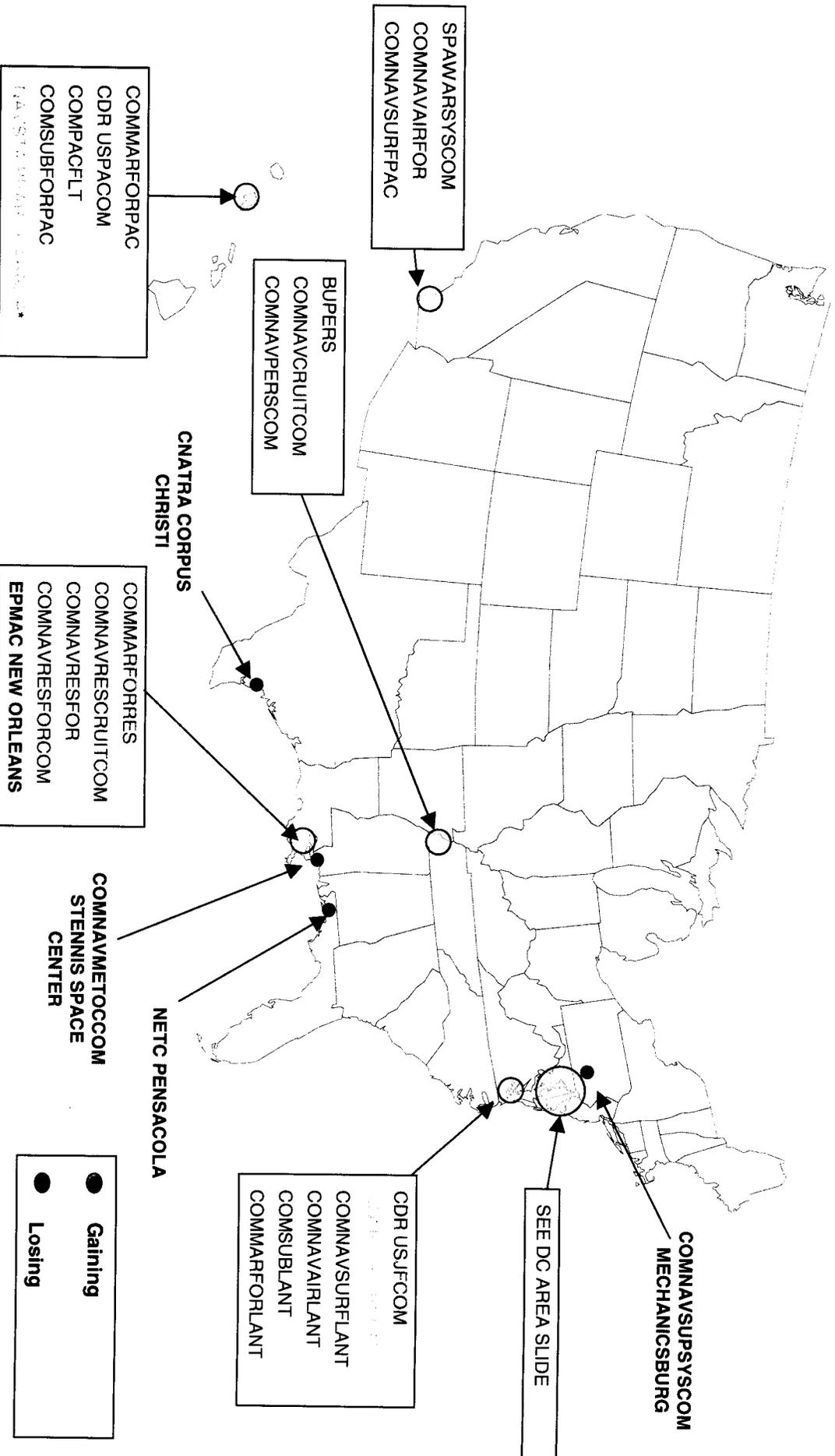


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# Headquarters & Support Activities JSCG Headquarters/Administration Scenarios



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# Headquarters & Support Activities JCSG Washington DC Area Scenarios



- **Gaining**
- **Losing**

- CG MCNCRG WASH DC
- CMC WASH DC
- CNI WASH DC
- CNO WASH DC
- COMSC WASH DC
- NAVY IPO WASH DC
- OCHR WA WASH DC
- PMC WASH DC
- SECNAV WASH DC
- HQ JPRA FT BELVOIR VA
- MARBKS WASH DC
- DIRNCPB WASH DC
- FILDSUPPACT WASH DC
- NAMARA JAG WASH DC
- MCAF QUANTICO VA

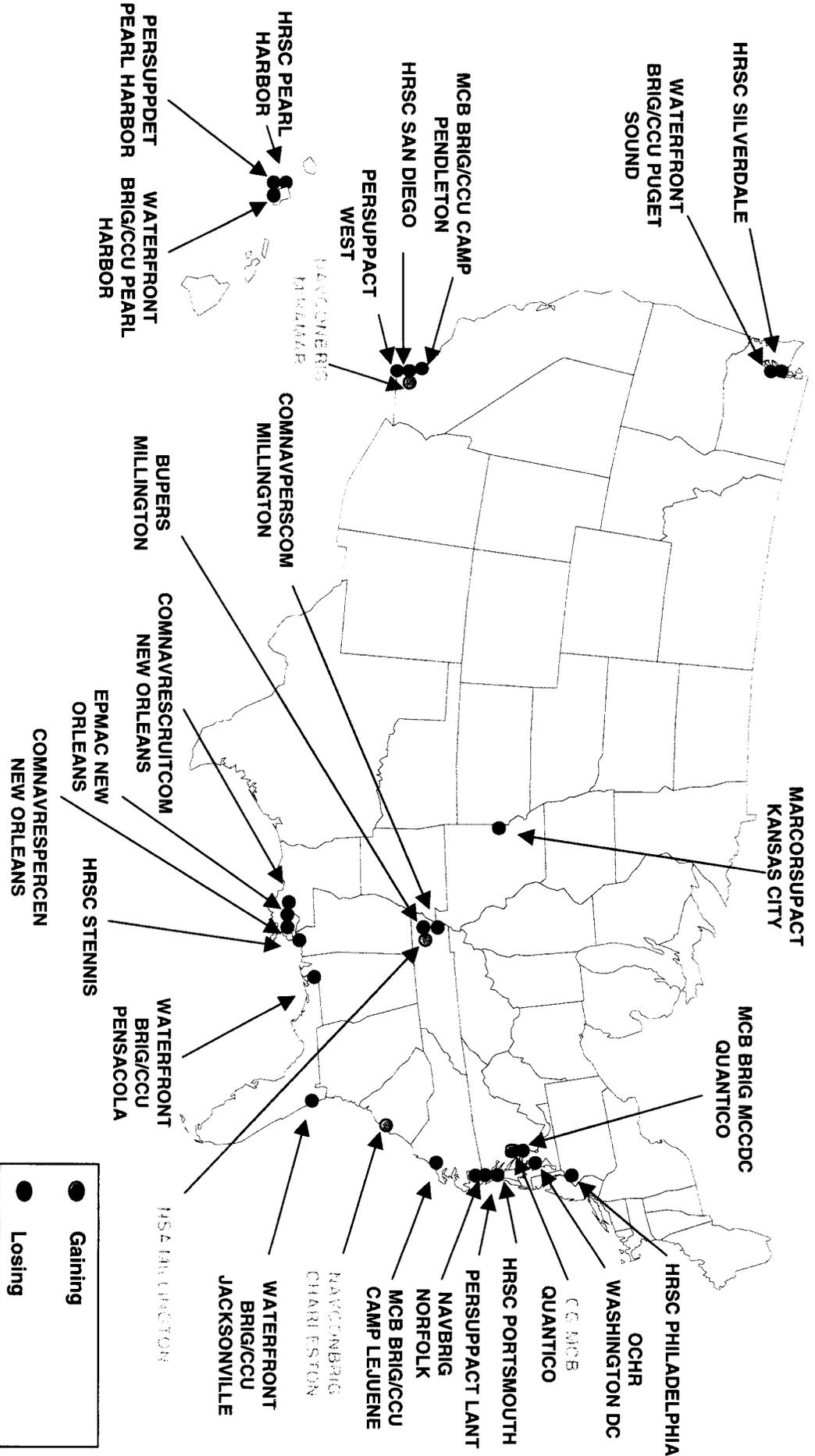
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- NAVMEIDIACEN WASH DC
- NAVRESCEN ADELPHI MD
- NAVRESCRUIT AREA NE WASH DC
- NAVRESHEDCOM MIDATLANTIC WASH DC
- TRISVCOFF NE WASH DC
- COMNAVLEGSVCCOM WASH DC
- DCMS WASH DC
- DIRNAVCRIMINVSERV WASH DC
- NAVFAAC EFA CHESAPEAKE WASH DC
- NAVHISTCEN WASH DC
- NAVICECEN SUITLAND MD
- NAVLEGSVCOFF NORTHCENT WASH DC
- NAVSEALOGCEN MECHANICSBURG
- NAVRESCEN BALTIMORE MD
- NAVSUPINIOSYACT MECHANICSBURG
- NAVSUPPACT MECHANICSBURG
- NAVCRANECEN LESTER PA
- SSFA CHANTILLY VA
- USNA ANNAPOLIS MD
- NAVAMARCORESCEN HARRISBURG PA
- NAVAMARCORESCEN
- COMNAVNETSPAOPSCOM DAHLGREN VA
- HQBN HQMC HENDERSON HALL VA
- AEGIS TRAREDCEN DAHLGREN VA
- COMNAV/FACENGCOM WASH DC
- NAVVAIRENGSTA LAKEHURST NJ
- NAVCIVLAWSUPPACT WASH DC
- NAVGRUITDIST RICHMOND VA
- INSP INSTR STF BALTIMORE MD
- NAVMEIDCLINIC QUANTICO VA
- NAVCOMTELSTA WASH DC

- NAVINFOWARACT FT MEADE
- COMNAVSUPSYSCOM MECHANICSBURG
- NAVICP PHILADELPHIA
- COMNAVSVRFWARCEN WASH DC
- NAVMEIDCLINIC ANNAPOLIS MD
- COMNAVSEASYSYSCOM WNY
- DIRSSP WASH DC
- NAVMEIDRSCHGEN SILVER SPRING MD
- NAVOSBY WASH DC
- NRL WASH DC
- NAVMEIDLOGCOM FT DETRICK MD
- SEASPARROWPROJSUPO WASH DC
- ONI WASH DC
- CNR ARLINGTON VA
- NAF WASHDC
- COMNAVVAIRRSYSCOM PATUXENT RIVER
- COMNAVVAIRWARCENACDIV PAX RIVER
- NAVMEIDCLINIC PATUXENT RIVER MD
- NAVSVRFPWARCEN CARDEROCKDIV BETHESDA MD
- NAVSVRFPWARCENDIV INDIAN HEAD MD
- JWAC DAHLGREN VA
- NAVEODTECHDIV INDIAN HEAD MD
- NAVORDSAFSECACT INDIAN HEAD MD
- NATNAVDECEN BETHESDA MD
- NATNAVMEIDCEN BETHESDA MD
- NAVMEIDINFOMGTGEN BETHESDA MD
- NAVMEIDTRACOM BETHESDA MD
- AUDGEN WNY DC
- BCNR WASH DC
- BUWED WASH DC
- CG MCCDC QUANTICO VA



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# Headquarters & Support Activities JCSCG Personnel and Corrections Scenarios

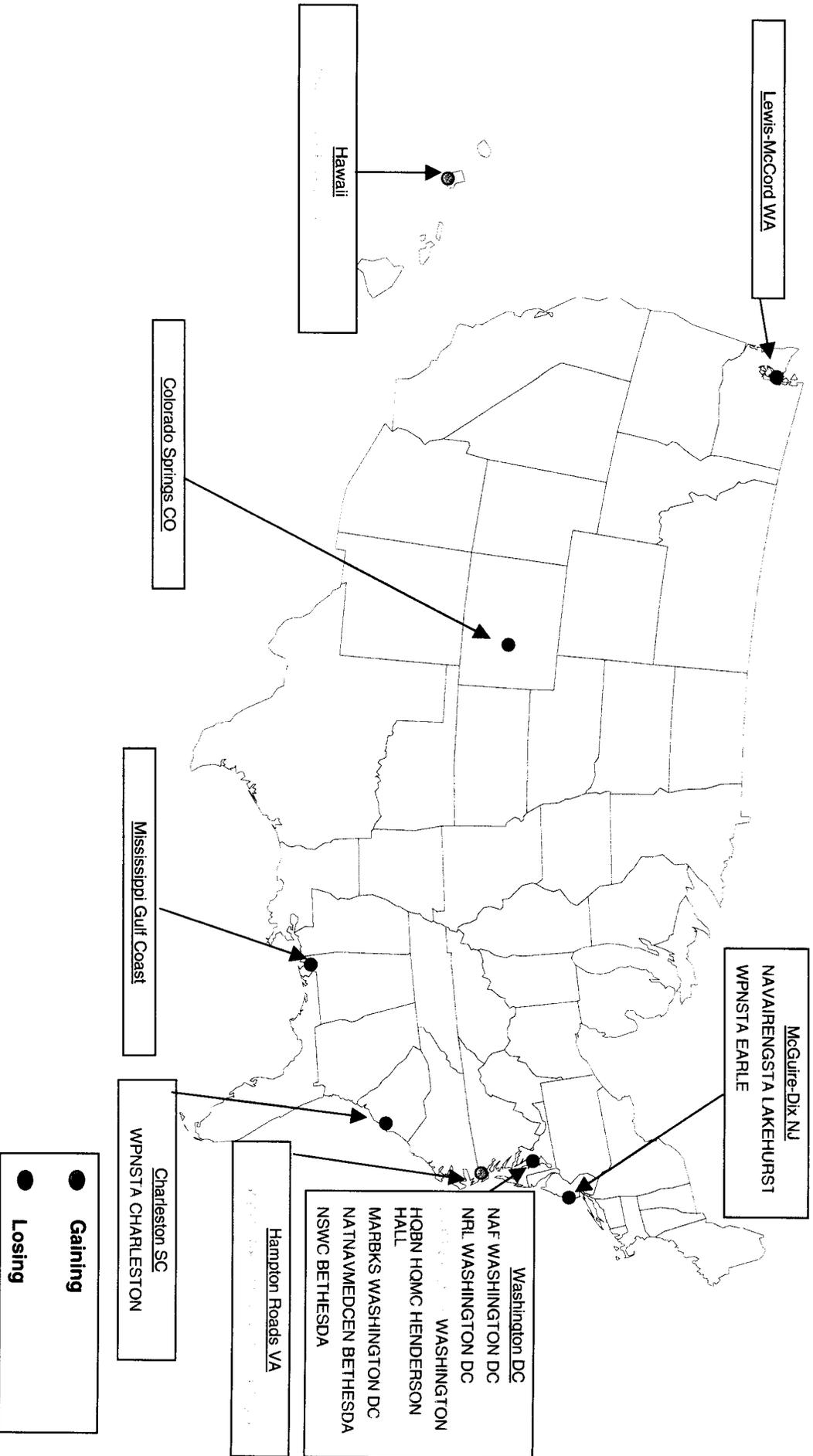






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# Headquarters & Support Activities JCSCG Clusters (IM) Scenarios





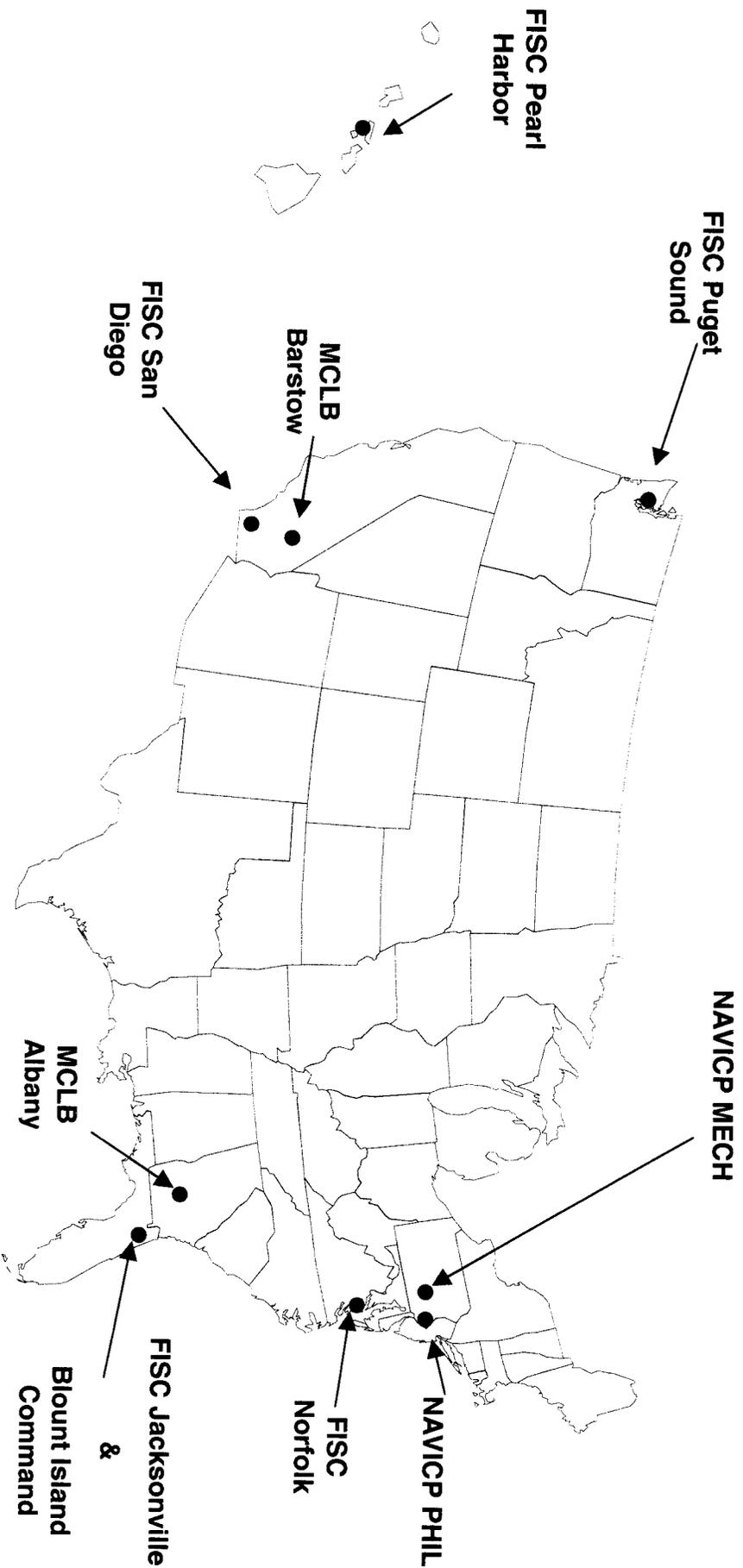
# Supply and Storage JCSG Strategy

- **Adapt Logistics to new Service warfighting constructs:**
  - **Navy and USMC: Sea Power 21/Marine Corps Strategy 21**
  - **Army: Maneuver Brigades**
  - **Air Force: Expeditionary Air and Space Force**
  - **Bottom Line: Logistics must adapt accordingly.**
- **Strategy: Transition traditional military logistics to a joint capability which emphasizes responsiveness, speed and efficiency.**



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# Supply and Storage JCSG Universe





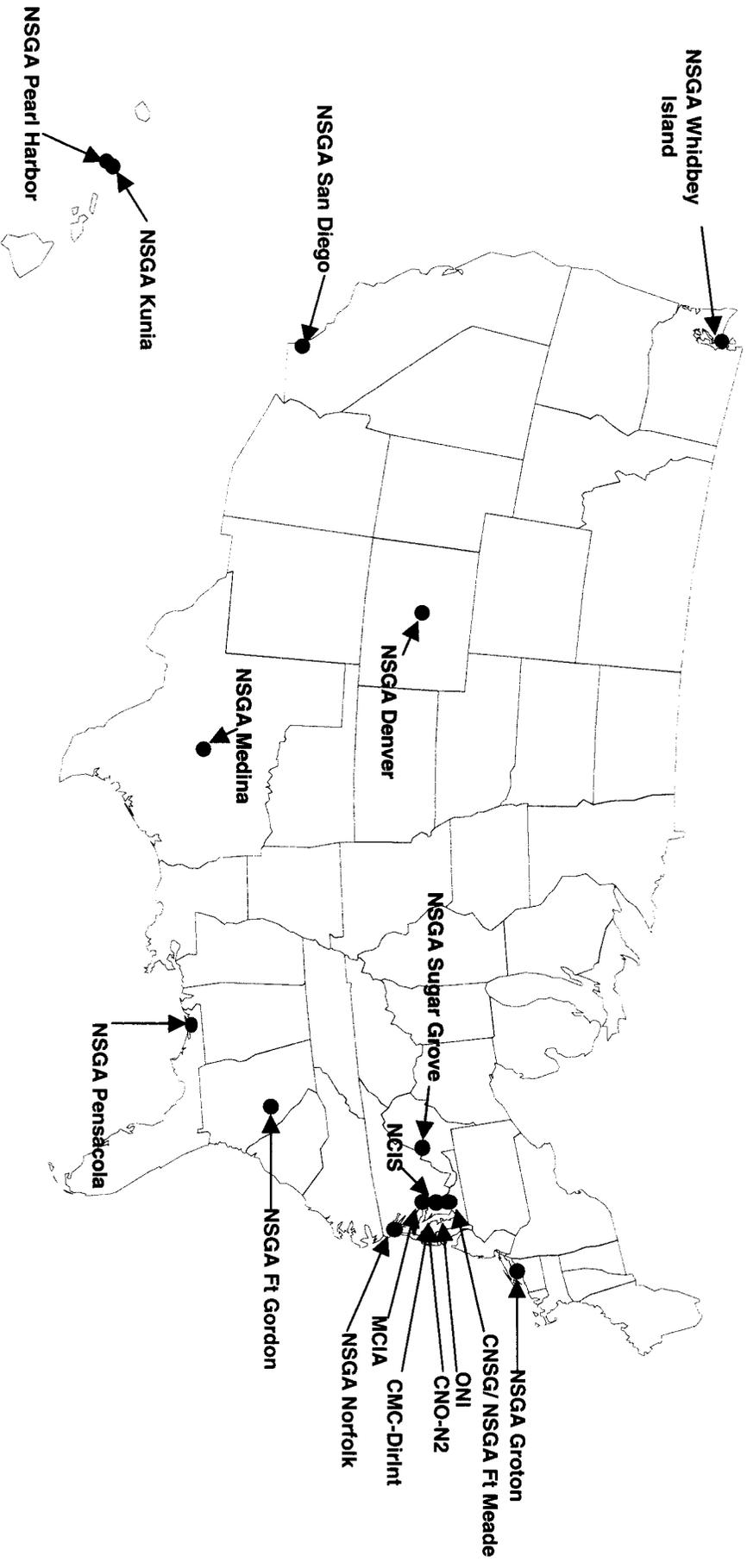
# Intelligence JCSG Strategy

- Use BRAC as a means to improve intelligence processes
  - Go beyond a purely capacity-based approach to improve processes and functions
  - Deconflict with existing/planned Intel community realignment initiatives
  - Consider potential ramifications of Congressional Intelligence Reform initiatives
  - Analytic Frameworks:
    - COOP and Mission Assurance
    - Information Flow and Mission Synergy
    - Facility Condition/Vulnerability/Security
    - Education and Training



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# Intelligence JCSG Universe





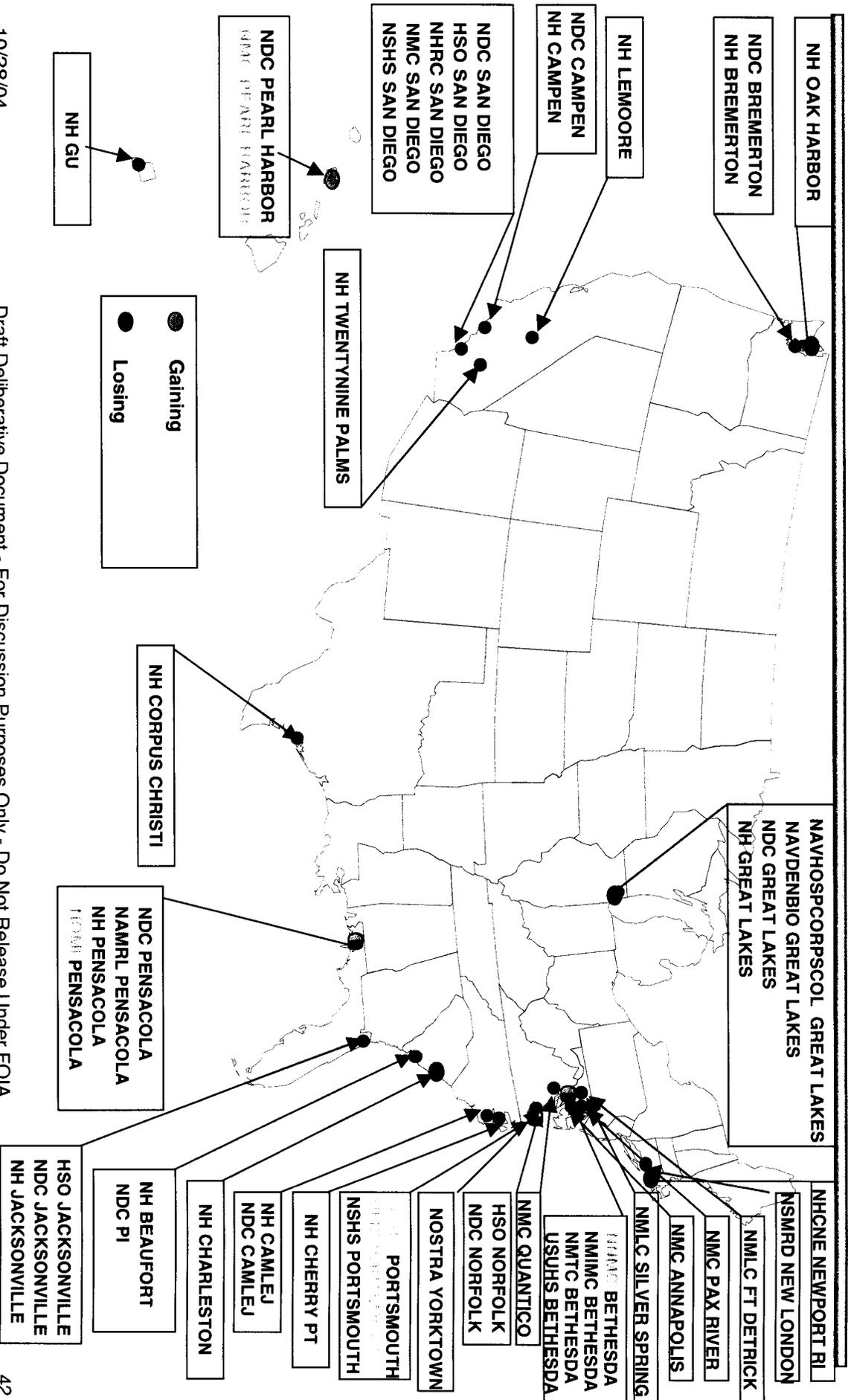
# Medical JCSG Strategy

- **Increase/Enhance “Jointness”**
  - Facilitate co-location of medical training
  - Joint centers for excellence in RDA
- **Improve Efficiency & Effectiveness**
  - Consolidation of multi-service markets
  - Increase use of TRICARE in markets where military inpatient services are not cost effective
- **Preserve Service Corps Competences**
  - Align medical services with Service populations



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# Medical JCSG Scenarios



10/28/04

Draft Deliberative Document - For Discussion Purposes Only - Do Not Release Under FOIA



## Next Steps

- **Scenario Refinement (November – January)**
  - Continue review of alternatives/scenarios
  - Development of joint alternatives/scenarios
- **Scenario Analysis (November – January)**
  - Scenario data calls
  - Refinement of proposed actions
- **Recommendation Development (January – March)**
  - Statement of action with force and effect of law
  - Candidates go to SECDEF for approval
- **Commissioners Nominated**
  - President nominates after consultation with Congress
  - NLT 15 March 2005
- **Final Report Preparation (March – May)**
  - Due to Commission 16 May 2005
- **Defend Results to BRAC Commission (May – September)**



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## Public Affairs Posture

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- Scenario Data Calls scheduled to be issued in early November
- BRAC is a deliberative process until SECDEF recommendations are forwarded to the Commission NLT May 16, 2005
  - Disclosure of BRAC related information to those outside the BRAC process is prohibited
  - Avoid inadvertent disclosure, e.g, limit use of e-mail
- Everything said about BRAC by DON leaders will be viewed as official
  - Avoid speculation as to outcome of BRAC process
- The community will have an opportunity to participate in the process after May 16, 2005

Department of the Navy



## INFRASTRUCTURE ANALYSIS TEAM

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RP-0249  
IAT/REV  
4 November 2004

MEMORANDUM FOR THE INFRASTRUCTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 28 OCTOBER 2004

Encl: (1) HSA DON Recruiting Districts/Stations Function  
Brief Concerning Recruiting Management Phase Two  
Scenario Alignment Assessment of 28 October 2004

1. The twenty-ninth deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 1148 on 28 October 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; Thomas R. Crabtree, alternate for VADM Kevin J. Cosgriff, USN, Member; Ms. Ariane Whittemore, alternate for VADM Justin D. McCarthy, USN, Member; LtGen Michael A. Hough, USMC, Member; Dr. Michael F. McGrath, Member; Mr. Robert T. Cali, Member; and, Mr. Ronnie J. Booth, Navy Audit Service, Representative. The following members of the DON Analysis Group (DAG) were present: Mr. Paul Hubbell; BGen Martin Post, USMC; Mr. Michael F. Jaggard; and, Ms. Debra Edmond. The following members or representatives of the Functional Advisory Board (FAB) were present: VADM Gerald L. Hoewing, USN; RADM Jay Cohen, USN; BGen Thomas L. Conant, USMC; Mr. Michael Rhodes; Ms. Susan C. Kinney; Ms. Shanna Poole; Col Michael J. Massoth, USMC; CAPT William Wilcox, USN; CAPT Albert J. Shimkus, NC, USN; CAPT Walter F. Wright, USN; CAPT David W. Mathias, USN; Mr. Thomas B. Grewe; Mr. Stephen Krum; and, LtCol David Benhoff, USMC. 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 Matthew R. Beebe, CEC, USN; CAPT Christopher T. Nichols, USN; CAPT Jan G. Rivenburg, USN; Mr. Andrew Demott; Mr. Mark Shiffler; CDR Robert E. Vincent II, JAGC, USN; CDR Steven Frake, USN; CDR Beth Hartman, CEC, USN; Capt James A. Noel, USMC; and, Ms. Sueann Henderson. All attendees were provided enclosure (1).

2. Ms. Davis used enclosure (1) to update the IEG on the scenario development analysis for the HSA DON Recruiting Districts/Stations Function. She reminded the IEG that the DAG developed four distinct scenarios to close Navy Recruiting

Subj: REPORT OF IEG DELIBERATIONS OF 28 OCTOBER 2004

Districts (NRD) after conducting Phase One analysis. She further reminded the IEG that, during its 30 September 2004 deliberative session, it approved these four scenarios subject to further refinement.

3. Ms. Davis informed the IEG that the DAG conducted Phase Two analysis during its 25 and 26 October 2004 deliberative sessions. The DAG determined that "packaged" scenarios vice distinct scenarios provided the best opportunity to fully analyze the impact that closure or realignment may have on the net span of control of the remaining NRDs. Accordingly, the DAG developed three packaged scenarios, which replace the original four distinct NRD scenarios previously approved by the IEG. Ms. Davis stated that one scenario was derived from the optimization model and another scenario was derived from the CNRC Transformation Plan scenario. She stated that the third scenario, also derived from the optimization model, was more aggressive and designed to reduce all calculated excess capacity.

4. She noted that both the Optimization Model and CNRC Transformation Plan scenarios recommended closing five NRDs and that both scenarios recommended closing NRD Indianapolis, NRD Omaha, NRD Buffalo, and NRD Montgomery. She stated that NRD San Antonio was the fifth NRD recommended for closure under the Optimization Model scenario, while NRD Kansas City was the fifth NRD recommended for closure under the CNRC Transformation Plan scenario. Ms. Davis also informed the IEG that the third scenario recommending closing eight NRDs.

5. After reviewing the Quad Charts and Scenario Alignment Assessment results for the three proposed scenarios, the IEG approved posting the following scenarios to the OSD scenario tracking tool subject to further refinement:

a. Optimization Model Scenario - Close NRD Indianapolis, NRD Omaha, NRD Buffalo, NRD Montgomery, and NRD San Antonio.

b. CNRC Transformation Plan Scenario - Close NRD Indianapolis, NRD Omaha, NRD Buffalo, NRD Montgomery, and NRD Kansas City.

c. Elimination of Excess Capacity Scenario - Close NRD Indianapolis, NRD Omaha, NRD Buffalo, NRD Montgomery, NRD San Antonio, NRD Portland, NRD Jacksonville, and NRD St. Louis.

Subj: REPORT OF IEG DELIBERATIONS OF 28 OCTOBER 2004

6. The IEG also concurred with the DAG's recommendation not to develop potential scenarios concerning Marine Corps Recruiting Stations (MCRS) at this time. The IEG determined that a reduced number of MCRSs could adversely impact future Marine Corps recruiting efforts, which will be necessary to meet Global War on Terror requirements and potential end strength increases under the 20 year Force Structure Plan. Additionally, the IEG noted that a typical MCRS has considerable interaction with recruiting storefronts. Accordingly, the Marine Corps District appears to be the appropriate level at which to assess the recruiting management function. Marine Corps Districts will be reviewed as part of the Regional Support Activities analysis.

7. The deliberative session adjourned at 1203.



ROBERT E. VINCENT II  
COMMANDER, U.S. Navy  
Recorder, IAT