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INTELLIGENCE

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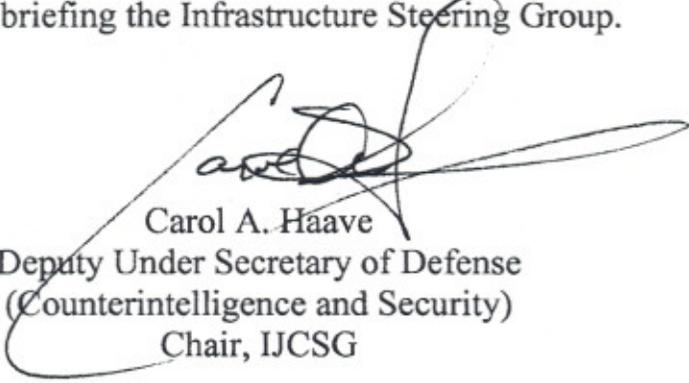
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MEMORANDUM FOR UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY AND LOGISTICS)

SUBJECT: Military Value Report and 9 April 2004 Briefing to the ISG

Attached is the Intelligence Joint Cross-Service Group's (IJCSG) Military Value Report for your review and approval. Per your request, I have also attached my briefing slides on the Military Value Report for presentation to the ISG on 9 April 2004.

I look forward to briefing the Infrastructure Steering Group.



Carol A. Haave
Deputy Under Secretary of Defense
(Counterintelligence and Security)
Chair, IJCSG

Attachments:
IJCSG Military Value Report
IJCSG 9 April Briefing Slides





Intelligence JCSG Approach to Assessing Military Value

Briefing to the
Infrastructure Steering Group

April 9, 2004



Overview

- Introduction
- Overall Military Value Approach--Strategy
 - Military Value Summary By Function
- Military Value Scoring Plan Examples
 - Sources and Methods (Acquisition and Collection)
 - Analysis
 - Dissemination
- Issues Impacting Analysis



Overall Military Value Approach--Strategy

■ One Scoring Plan

- Approach provides the IJCSG a fair and flexible methodology to compare facilities performing both like and dissimilar functions and business processes across DoD intelligence.



Overall Military Value Approach--Strategy

■ Scoring Plan Function Drivers:

- Sources and Methods (Acquisition & Collection) and Analysis were equally weighted (27.5% each)
- Dissemination is important, but was assigned less weight (20.5%) due to technological advances
- Sustainability combined quality of life with facility condition and security & survivability (15%)
- Management Activities are necessary, but relative to the above, was assigned less weight (9.5%)



Overall Military Value Approach--Strategy

■ Selection Criteria Drivers:

- Criteria 1: Weight (40%) recognizes the intelligence mission is always top priority
- Criteria 2: Weight (20%) reflects intelligence special building and/or location requirements
- Criteria 3: Weight (10%) reflects the initial role intelligence provides to contingency military operations
- Criteria 4: Weight (30%) recognizes financial & personnel resources required to execute intelligence mission requirements



MV Scoring Plan Functional Level View

Overall Intelligence Military Value		Selection Criteria																			
Function	Weight	Mission Requirements			40	Land & Facilities			20	Contingency & Mobilization			10	Cost & Manpower Implications			30				
		Applies	Rank	Score	Weight	Applies	Rank	Score	Weight	Applies	Rank	Score	Weight	Applies	Rank	Score	Weight				
Sources and Methods (Acquisition and Collection)	27.5	x	1	25	10	x	1	30	6	x	1	25	2.5	x	1	30	9				
Analysis	27.5	x	1	25	10	x	1	30	6	x	1	25	2.5	x	1	30	9				
Dissemination	20.5	x	1	25	10	x	3	10	2	x	1	25	2.5	x	2	20	6				
Management Activities	9.5	x	3	10	4	x	2	15	3	x	3	10	1	x	3	5	1.5				
Sustainability	15	x	2	15	6	x	2	15	3	x	2	15	1.5	x	2	15	4.5				
Check sum	100	Check sums			100	40	Check sums			100	20	Check sums			100	10	Check sums			100	30



MV Scoring Plan Attribute Level View

Functions	Overall (Row) Weights	Attribute	Selection Criteria															
			Mission Requirements				Land & Facilities				Contingency & Mobilization				Cost & Manpower Implications			
			Applies	Rank	Score	Weight	Applies	Rank	Score	Weight	Applies	Rank	Score	Weight	Applies	Rank	Score	Weight
Sources and Methods (Acquisition and Collection)	27.50		<i>Function Weight for Criteria -></i> 10.00				<i>Function Weight for Criteria -></i> 6.00				<i>Function Weight for Criteria -></i> 2.50				<i>Function Weight for Criteria -></i> 9.00			
	11.66	Acquisition	x	1	45	4.50	x	2	40	2.40	x	3	10	0.25	x	1	50	4.50
	4.25	Laying Collection Requirements	x	3	20	2.00	x	3	10	0.60	x	2	30	0.75	x	3	10	0.90
	11.6	Management and Operations of Collection	x	2	36	3.60	x	1	50	3.00	x	1	60	1.50	x	2	40	3.60
Check sum	27.5		Check sums 100 10.00				Check sums 100 6.00				Check sums 100 2.50				Check sums 100 9.00			
Analysis	27.5		<i>Function Weight for Criteria -></i> 10.00				<i>Function Weight for Criteria -></i> 6.00				<i>Function Weight for Criteria -></i> 2.50				<i>Function Weight for Criteria -></i> 9.00			
	27.5	Analysis	x	1	100	10.00	x	1	100	6.00	x	1	100	2.50	x	1	100	9.00
Check sum	27.5		Check sums 100 10.00				Check sums 100 6.00				Check sums 100 2.50				Check sums 100 9.00			
Dissemination	20.5		<i>Function Weight for Criteria -></i> 10.00				<i>Function Weight for Criteria -></i> 2.00				<i>Function Weight for Criteria -></i> 2.50				<i>Function Weight for Criteria -></i> 6.00			
	20.5	Dissemination	x	1	100	10.00	x	1	100	2.00	x	1	100	2.50	x	1	100	6.00
Check sum	20.5		Check sums 100 10.00				Check sums 100 2.00				Check sums 100 2.50				Check sums 100 6.00			
Management Activities	9.5		<i>Function Weight for Criteria -></i> 4.00				<i>Function Weight for Criteria -></i> 3.00				<i>Function Weight for Criteria -></i> 1.00				<i>Function Weight for Criteria -></i> 1.50			
	2.86	Financial Management	x	2	30	1.20	x	2	30	0.90	x	2	30	0.30	x	2	30	0.45
	5.7	Human Resources and Training	x	1	60	2.40	x	1	60	1.80	x	1	60	0.60	x	1	60	0.90
	0.95	Policy Governance	x	3	10	0.40	x	3	10	0.30	x	3	10	0.10	x	3	10	0.15
Check sum	9.5		Check sums 100 4.00				Check sums 100 3.00				Check sums 100 1.00				Check sums 100 1.50			
Sustainability	15		<i>Function Weight for Criteria -></i> 6.00				<i>Function Weight for Criteria -></i> 3.00				<i>Function Weight for Criteria -></i> 1.50				<i>Function Weight for Criteria -></i> 4.50			
	4.35	Quality of Life	x	2	30	1.80	x	2	30	0.90	x	3	20	0.30	x	2	30	1.35
	3.15	Facility Condition	x	3	20	1.20	x	3	20	0.60	x	2	30	0.45	x	3	20	0.90
	7.5	Security and Survivability	x	1	50	3.00	x	1	50	1.50	x	1	50	0.75	x	1	50	2.25
Check sum	15		Check sums 100 6.00				Check sums 100 3.00				Check sums 100 1.50				Check sums 100 4.50			



Function: Sources and Methods (Acquisition and Collection) – Page 1 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
Acquisition	11.65%		4.5%	2.4%	0.25%	4.5%			
		RDT&E for ISR	1	1	1	1	1.94%	Maximum of [if percent of budget for this is 1% to < 5% score is 0.25, if 5% to < 10% score is 0.5, if over 10% score is 1] or [if percent of FTE for this is 1% to < 5% score is 0.25, if 5% to < 10% score is 0.5, if over 10% score is 1]	Important for future of national security and DoD mission success as described in detail in the SPG
		Future persistent surveillance	1	1	1	1	1.55%	Score is 1 if more than \$5M is spent on future persistent surveillance, 0 otherwise	Persistent surveillance is key to users as per SPG, NSS, NMS, Joint Vision 2020 and USD(I) Intelligence Stock Taking Study
		Intelligence support to DoD RDT&E	1	1	1	1	1.94%	If percentage of personnel doing this is 1% to < 5% score is 0.25, if 5% to < 10% score is 0.5, if over 10% score is 1	Value added to DoD from use of intelligence RDT&E facilities
		Collocation with customer	1	1	1	1	1.36%	1 if location driven by customer; 0 if not	Proximity leads to responsiveness and better mission effectiveness; often required by users
		Geographic or physics constraints to the facility	1	1	1	1	1.94%	1 if constrained due to physics or geography; 0 if not	Unique labs, ranges, and other test facilities have increase MV due to limited numbers



Function: Sources and Methods (Acquisition and Collection) – Page 2 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
		New sources and methods	1	1	1	1	1.55%	Score is 1 if \$1M or more, 0 otherwise	Developing new sources and methods puts us inside the enemies decision-making loop (OODA loop) and are key to strengthening warning and analysis (as per NSS)
		Professional and academic certifications	1	1	1	1	1.36%	Score is fraction of personnel with such certifications	Advanced certifications and degrees imply a more capable and effective intelligence acquisition process
Levying Collection Requirements	4.25%		2.0%	0.6%	0.75%	0.9%			
		Operating hours for collections & requirements management	1	1	1	1	2.27%	1 if dedicated personnel support 24/7 operations; 0 if not	Required to meet continuous customer needs
		Collocation with tasking and collections systems	1	1	1	1	1.98%	1 if location driven by tasking and collection systems; 0 if not	Proximity leads to responsiveness and better mission effectiveness



Function: Sources and Methods (Acquisition and Collection) – Page 3 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
Management & Operations of Collection Resources	11.6%		3.5%	3.0%	1.5%	3.6%			
		Operating hours for management and/or operations	1	1	1	1	2.81%	1 if dedicated personnel support 24/7 operations; 0 if not	Required to meet continuous customer needs
		Integrated collection management	1	1	1	1	2.46%	1 if conduct integrated collection management; 0 if not	Provides efficient use of resources as directed by SPG and responsive customer support
		Geographic or physics constraints to operations of equipment	1	1	1	1	3.52%	1 if constrained due to physics or geography; 0 if not	Place premium on facilities with unique constraints
		Persistent surveillance collection activities	1	1	1	1	2.81%	1 if conducting; 0 otherwise	Persistent surveillance is key to users as per SPG, NSS, NMS, Joint Vision 2020 and USD(I) Intelligence Stock Taking Study



Function: Analysis – Page 1 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
Analysis	27.5%		10.0%	6.0%	2.5%	9.0%			
		Operating hours for analysis activities	1	1	1	1	3.31%	1 if dedicated personnel support 24/7 operations; 0 if not	Required to meet continuous customer needs
		Deployed analytical workforce	1	1	1	1	2.32%	Score is fraction of analytical workforce working outside facility	A measure of direct, dedicated analytic support to warfighters and customers
		Analytical products produced in standard format with metadata to enable smart push/pull	1	1	1	1	2.32%	Score is the fraction of products with these characteristics	Per TPG and SPG, Horizontal Integration (HI) is required to prepare intelligence capabilities for future strategic environment. Metadata tagging enables more efficient data management and is an IC mandate effective on Oct 05, which also has DoD implications.
		Percent of analytical workforce with foreign language skills	1	1	1	1	2.32%	Score is fraction of personnel with this proficiency	Language skills are high demand, low density as specified in SPG
		Percent of analytical workforce with cultural and/or regional expertise	1	1	1	1	2.32%	Score is fraction of personnel with this proficiency	Cultural/regional expertise (e.g., FAO designated or equivalent) is high demand, low density as specified in SPG
		Percent of analytical workforce with scientific and/or technical expertise	1	1	1	1	2.32%	Score is fraction of personnel with this proficiency	This kind of expertise is high demand, low density (HD/LD), especially in view of future threats



Function: Analysis – Page 2 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
		Derivative current intelligence briefings or summaries	1	1	1	1	0.99%	1 if 1% or less of analysts produces derivative current intelligence briefs or summaries; 0 otherwise	Looking for duplication of effort and overhead activity (include all positions in process).
		Personnel dedicated to DoD strategic indications and warnings	1	1	1	1	2.32%	Linear sliding scale, with maximum percentage assigned a 1 and none assigned 0	CPG and TPG stated I&W has the greatest potential for avoiding strategic surprise. Definition of strategic from JCS Pub 1-02.
		Percent of workforce doing intelligence analysis	1	1	1	1	3.31%	Score is fraction of workforce doing this	Intelligence and counter-intelligence analysis is the primary focus
		Percent of workforce doing Information Technology (IT) support to intelligence analysis (e.g., systems analysts, database engineers, network engineers, systems administrators)	1	1	1	1	2.32%	Score is 1 minus fraction of workforce doing this	Critical to system effectiveness in support of analysis, but should be austere
		Percent of workforce doing other support to intelligence analysis (e.g., standards and libraries, community management, graphics support, audiovisual, non-acquisition program managers)	1	1	1	1	0.99%	Score is 1 minus fraction of workforce doing this	Critical to effectiveness in support of analysis, but should be austere



Function: Analysis – Page 3 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
		Percent of finished intelligence products or knowledge base that is classified SECRET or below	1	1	1	1	1.33%	Score is the fraction of products produced at this classification level	Reporting at secret level is of highest military value because it is broadly distributable and widely accessible
		Support Coalition, Bilateral, and/or interagency operations	1	1	1	1	1.33%	1 if support such operations; 0 otherwise	Coalition, bilateral, and interagency operations are increasingly common and important to the military as per the NSS and NMS



Function: Dissemination – Page 1 of 4

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
Dissemination	20.5%		10.0%	2.0%	2.5%	6.0%			
		Operating hours for dissemination	1	1	1	1	2.05%	1 if dedicated personnel support 24/7 operations; 0 if not	Required to meet continuous customer needs
		Percent of finished products distributed via NIPRNET	1	1	1	1	0.62%	Score is fraction of finished intelligence products distributed via this net	Value of NIPRNET is increasing as value of getting information out at lowest possible classification so can reach widest possible audience
		Percent of finished products distributed via SIPRNET	1	1	1	1	1.44%	Score is fraction of finished intelligence products distributed via this net	Reporting on SIPRNET is of highest military value because it is broadly distributable and widely accessible. Information sharing from national to tactical levels is mandated per NMS
		Percent of finished products distributed via JWICS	1	1	1	1	0.82%	Score is fraction of finished intelligence products distributed via this net	JWICS fairly wide-spread in military at command centers and used for collaboration, so also high military value
		Percent of finished products distributed via other networks	1	1	1	1	0.62%	Score is fraction of finished intelligence products distributed via this net	Other networks rare in military or for special customer sets (e.g., specialize coalition nets), so lower military value



Function: Dissemination – Page 2 of 4

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
		Percent of finished products sanitized for US (Genser)	1	1	1	1	2.05%	Score is fraction of products sanitized for this category	Per NMS & CPG need to tailor and share products with different customer groups, industrial base users, homeland security users, allied and coalition partners
		Percent of finished products sanitized for 4-Eyes/5-Eyes	1	1	1	1	1.64%	Score is fraction of products sanitized for this category	
		Percent of finished products sanitized for Coalition members	1	1	1	1	1.44%	Score is fraction of products sanitized for this category	
		Percent of finished products sanitized for Third party	1	1	1	1	0.62%	Score is fraction of products sanitized for this category	
		Percent of finished products sanitized for Bilaterals	1	1	1	1	0.62%	Score is fraction of products sanitized for this category	
		Percent of finished products sanitized for Homeland security (DOJ, DHS, DOE, etc)	1	1	1	1	1.64%	Score is fraction of products sanitized for this category	



Function: Dissemination – Page 3 of 4

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
		Percent of workforce doing intelligence dissemination	1	1	1	1	2.05%	Score is fraction of workforce performing this function	Actual dissemination is an essential intelligence activity – it is the final step in getting intelligence to the user
		Percent of workforce doing sanitization, foreign disclosure, releasability	1	1	1	1	1.44%	Score is fraction of workforce performing this function	Sanitization, Foreign Disclosure, Releasability are critical functions per NMS and CPG
		Percent of workforce doing IT support to intelligence dissemination (e.g., systems analysts, database engineers, network engineers, systems administrators)	1	1	1	1	1.44%	Score is 1 minus fraction of workforce performing this function	Critical to system effectiveness in support of dissemination, but should be austere
		Percent of workforce doing other support to intelligence dissemination (specify, e.g., standards and libraries, community management, graphics support, audiovisual, non-acquisition program managers)	1	1	1	1	0.62%	Score is 1 minus fraction of workforce performing this function	Critical to effectiveness in support of dissemination, but should be austere



Function: Dissemination – Page 4 of 4

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
		Unique dissemination capabilities	1	1	1	1	1.44%	1 if have unique dissemination communications and/or data storage; 0 otherwise	Identify facilities with unique communications and/or data storage capabilities



Issues Impacting Analysis

- No issues for ISG guidance/resolution.

**INTELLIGENCE JOINT CROSS-SERVICE
GROUP**

**MILITARY VALUE ANALYSIS
REPORT**

April 9, 2004

Section 1: Introduction

A. Introduction. The Intelligence Cross-Service Group (IJCSG), as stated in its Capacity Report, was established to address common intelligence functions and business processes throughout the Department of Defense (DoD) for the purpose of recommending facility realignments and closures that will optimize the performance of the Defense intelligence function across DoD. Independent of the BRAC 2005 process, the Defense intelligence community is undergoing significant change. Work is already underway to achieve the following USD(I) goals:

- Know something of intelligence value about everything, on demand and on our terms.
 - Develop new methods and sources to ensure the DoD possesses useful knowledge of threats to U.S. national security.
 - Fully employ information management advances that will provide commanders what they need before they ask for it (Smart Push) and what they need when they need it (Smart Pull).
- Strategic competency for warning that allows us to deal with a full spectrum of potential threats.
 - Increase significantly strategic (hours to a week) and tactical (minutes to days) indications and warning times.
- Operational behavior that always expects the unexpected; prepares for surprise and deals rapidly and assuredly with unforeseen developments, flexible, agile.
 - Develop 24/7 universal situational awareness for present and potential threats.
 - Reconfigure the Defense intelligence community's structure and revamp its business processes to institutionalize horizontal integration and support fully effects-based military operations in cooperation with the broader Intelligence Community.
 - Use a net-centric system to levy and fulfill intelligence requirements in seconds rather than days or weeks in support of U.S. military forces anywhere in the world.
 - Develop capabilities to transition immediately from persistent battlespace surveillance to tactical engagement in support of existing and programmed weapon systems.
 - Develop the capability to provide a seamless exchange of sensitive information and classified intelligence to coalition partners and to other Federal, State, and local governments for purposes of homeland defense.
- An intelligence capability that supports a force posture of forward deterrence and agility, provides greater lead time.

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- Ensure state-of-the-art tools are employed as quickly as possible to provide and protect intelligence.
- Predictive intelligence that stays ahead of the battle.
 - Provide more accurate assessments on the history, cultural strengths and weaknesses, societal motivations and behavior patterns, religious beliefs, political views, and other factors that influence and help define present and projected adversaries' intentions and capabilities and post-hostility battle space environments through vastly improved human-derived intelligence.
 - Develop joint operational intelligence capabilities that support U.S. warfighting plans for the 21st century.
- Ensure knowledgeable adversaries do not compromise our future technology, information and operations
 - Foster and leverage government and industry technological innovations to help solve complex intelligence problems.
 - Integrate counterintelligence activities and information across the DoD to improve the conduct of warfighting operations and mitigate risk to people, assets, information, and infrastructure.

The IJCSG Scoring Plan is guided in part by the ongoing intelligence functions and common business practices listed above and are consistent with current National Security Strategy (NSS), National Military Strategy (NMS), Strategic Planning Guidance (SPG), Contingency Planning Guidance (CPG), Transformational Planning Guidance (TPG), Director of Central Intelligence (DCI) Imperatives, and Joint Vision 2020 (JV 2020). Additionally, the IJCSG considered the DoD commitments made in the Federal Register Notice of February 12, 2004 regarding DoD selection criteria for BRAC 2005.

B. Key Assumptions. The following key assumptions guided the IJCSG's analytical approach:

- Government space is usually more cost efficient than leased space.
- Generally speaking, government facilities are safer than leased facilities.
- Existing infrastructure within Defense Intelligence is sufficient to support surge operations to include: Contingency operations, partial mobilization, and full mobilization. Surge operations would entail utilizing existing capacity throughout Defense Intelligence on a 24/7 schedule.
- Quality of life is important; but the Defense intelligence community's mission is paramount.
- Defense intelligence community's COOP plans are viable.
- Defense intelligence policies have been updated as needed.
- The National Capital Region (NCR) is one of the high profile target areas that is at a higher risk of attack.

Section 2: Military Value Approach and Scoring Plan

- A. Model Development Approach. Despite the many disparate functions and responsibilities that exist within the Defense intelligence community, the IJCSG decided one score plan was sufficient to assess the military value of all intelligence facilities (See Table 1 - Military Value Scoring Plan Functional Level View). This approach provides the IJCSG a fair and flexible methodology to compare facilities performing both like and dissimilar functions and business processes across the DoD intelligence community. Facilities received military value for their capability to support current intelligence requirements and future desired capabilities within the context of existing DoD and U.S. Intelligence Community strategic planning documentation. The basic functions identified in the IJCSG's November 2003 Capacity Analysis Report (Sources and Methods – now Sources and Methods (Acquisition and Collection); Correlation/Collaboration/Analysis/Access – now simply Analysis and separately Dissemination; Management Activities – still Management Activities; and the addition of a new function entitled Sustainability) have been incorporated within the Military Value Scoring Plan. The National Decisionmaking and Warfighting Capabilities function, identified, but not used in the Capacity Analysis phase, is not listed as a function in Military Value. The military value of the intelligence consumer is accounted for throughout the scoring plan in the metrics and questions, particularly within the Analysis and Dissemination functions.
- B. Selection Criteria. The IJCSG decided that all four Selection Criteria (Criteria 1: Mission Requirements; Criteria 2: Land and Facilities; Criteria 3: Contingency and Mobilization; Criteria 4: Cost and Manpower Implications) are applicable to all five of the IJCSG's intelligence functions. The rank order of importance for the Selection Criteria is illustrated in Table 2 (Military Value Scoring Plan Attribute Level View). The DoD intelligence mission (Criteria 1) is always the top priority. Cost & Manpower Implications (Criteria 4) customarily is ranked second because it recognizes the financial and personnel resources required to execute intelligence mission requirements. Land and Facilities (Criteria 2) reflects intelligence special building and/or location requirements, i.e., intelligence collection geographic constraints, special compartmented intelligence facility requirements, survivability concerns, etc. Contingency and Mobilization (Criteria 3) reflects the initial role intelligence provides to contingency military operations. The rank order of the functions within each Selection Criteria is self-explanatory. Intelligence collection, production, and dissemination are ranked and scored equally in terms of Selection Criteria 1 and 3. Dissemination, given advances in information technology, is the least dependent on Land and Facilities. Management Activities is ranked third in three out of the four Selection Criteria because of its relative importance to the other functions in fulfilling national decisionmakers' and warfighters' intelligence requirements.

- C. Scoring Plan. Table 2 illustrates how the IJCSG’s Scoring Plan will work. Note that none of the five Functions have more than three Attributes. The Attributes have been carried over from the Capacity Analysis Report and, in some cases, further simplified. Ranks and scores reflect each Attribute’s importance and/or relevance to the Selection Criteria under which it is being evaluated. The rationale for the ranking and scoring of most of the Attributes is summarized in the Scoring Plan. Only a few Attributes require further explanation. Under the Function Sources and Methods (Acquisition and Collection), the Attribute Acquisition, which includes technical and non-technical intelligence collection along with RDT&E, ranks first under Selection Criteria 1 and 4 because of its overall importance to the entire intelligence operation and the resources required to conduct acquisition activities.

The Attribute Management and Operations of Collection received the greatest weight under Selection Criteria 2 and 3 because of factors like geographic constraints, specialized equipment, unique facility requirements, and contingency plans. Under the Function Management Activities, the IJCSG lists the Attributes Human Resources and Training, Financial Management, and Policy Governance in that order of priority for all four Selection Criteria. Not surprisingly, the Attributes Human Resources and Training and Financial Management always outranked the remaining attribute.

With the exception of contingency and mobilization considerations under Selection Criteria 3, the Sustainability Function’s Attributes of Security and Survivability, Quality of Life, and Facility Condition are always ranked in this order of priority. Security and Survivability, of course, is imperative. Quality of Life factors that directly affect the quality of the workforce usually outweighs Facility Condition. The only exception is under Criteria 3, “Contingency & Mobilization” when a Facility Condition assumes greater importance for successful execution of the mission.

- D. Scoring Plan Sensitivity Analysis. A sensitivity analysis was conducted on the resulting military value algorithm to determine the likelihood that it would differentiate among various activities. While the possible range of overall scores is 0-100, a more realistic range of scores is from approximately 20 to 80, since there are few metrics for which no real world facility is likely to score zero and the broad scope of intelligence functions and activities makes it unlikely for any facility to have a near perfect score in all functions. However, this range (i.e., 0-100) assumes that there are actual facilities that will have the lowest (or highest) possible score for every single metric. In reality, no single real world facility is going to be worst on every single metric, nor, will there be a facility that is best on every single metric. So the actual range of values is expected to be less. To conduct the sensitivity analysis, three actual intelligence activities were selected. For each activity, likely normalized scores were estimated for each metric, and the overall military value score was calculated based on the weights of the metrics. Estimates of metric values for each activity were based on general knowledge regarding each activity. The result of this analysis was a low score of 46.1 at a facility that is an antenna farm. A major multi-function intelligence center scored 58.7, and a specialized facility run by one of the

military services scored 50.8. Thus, it is anticipated that the selected metrics and weights will have sufficient sensitivity to differentiate activities from one another.

The IJCSG is confident the Capacity Analysis and Military Value Data Calls will provide the information necessary to conduct useful scenarios later in the BRAC 2005 process. The IJCSG's specific Scoring Plan follows Tables 1 and 2.

E. Caveats.

1. **Visibility of Data.** The military value models were developed prior to receipt of the capacity data. Because of this situation, the models were developed as a best estimate from expert consensus; the scoring plans and metrics are the best available without seeing the actual data. However, there may be cases where the estimates are insufficient after seeing the actual data. As a result, there is a possibility that metrics, scoring plans, and weights may need to be modified. If this scenario arises, the issues, recommended changes and justifications will be approved by the IJCSG and sent to the ISG for approval via the OSD BRAC Office.
2. **Evaluation of Models.** Evaluations of the effectiveness of proposed models to measure military value of the functions under review continues. Should the individual models in section 2 need to be adjusted or modified, then the issues, recommended changes and justifications will be approved by the IJCSG and sent to the ISG for approval via the OSD BRAC Office.

Section 3: Data Call

The IJCSG's Military Value Data Call questions are listed in Appendix B. Supplementary Capacity Data Call questions are listed in Appendix C.

Section 4: Issues Impacting Analysis

The IJCSG has no unresolved Military Value issues for the ISG.

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Table 1: Military Value Scoring Plan Functional Level View

Overall Intelligence Military Value		Selection Criteria																			
		Mission Requirements				40	Land & Facilities			20	Contingency & Mobilization			10	Cost & Manpower Implications			30			
Function	Weight	Applies	Rank	Score	Weight	Applies	Rank	Score	Weight	Applies	Rank	Score	Weight	Applies	Rank	Score	Weight				
Sources and Methods (Acquisition and Collection)	27.5	x	1	25	10	x	1	30	6	x	1	25	2.5	x	1	30	9				
Analysis	27.5	x	1	25	10	x	1	30	6	x	1	25	2.5	x	1	30	9				
Dissemination	20.5	x	1	25	10	x	3	10	2	x	1	25	2.5	x	2	20	6				
Management Activities	9.5	x	3	10	4	x	2	15	3	x	3	10	1	x	3	5	1.5				
Sustainability	15	x	2	15	6	x	2	15	3	x	2	15	1.5	x	2	15	4.5				
Check sum	100	Check sums			100	40	Check sums			100	20	Check sums			100	10	Check sums			100	30

Table 2: Military Value Scoring Plan Attribute Level View

Functions	Overall (Row) Weights	Attribute	Selection Criteria																			
			Mission Requirements			40.00	Land & Facilities			20.00	Contingency & Mobilization			10.00	Cost & Manpower Implications			30.00				
			Applies	Rank	Score	Weight	Applies	Rank	Score	Weight	Applies	Rank	Score	Weight	Applies	Rank	Score	Weight				
Sources and Methods (Acquisition and Collection)	27.50		<i>Function Weight for Criteria --></i>			10.00	<i>Function Weight for Criteria --></i>			6.00	<i>Function Weight for Criteria --></i>			2.50	<i>Function Weight for Criteria --></i>			9.00				
	11.65	Acquisition	x	1	45	4.50	x	2	40	2.40	x	3	10	0.25	x	1	50	4.50				
	4.25	Levying Collection Requirements	x	3	20	2.00	x	3	10	0.60	x	2	30	0.75	x	3	10	0.90				
	11.6	Management and Operations of Collection	x	2	35	3.50	x	1	50	3.00	x	1	60	1.50	x	2	40	3.60				
Check sum	27.5		Check sums			100	10.00	Check sums			100	6.00	Check sums			100	2.50	Check sums			100	9.00
Analysis	27.5		<i>Weights by Criteria --></i>			10.00	<i>Function Weight for Criteria --></i>			6.00	<i>Function Weight for Criteria --></i>			2.50	<i>Function Weight for Criteria --></i>			9.00				
	27.5	Analysis	x	1	100	10.00	x	1	100	6.00	x	1	100	2.50	x	1	100	9.00				
Check sum	27.5		Check sums			100	10.00	Check sums			100	6.00	Check sums			100	2.50	Check sums			100	9.00
Dissemination	20.5		<i>Weights by Criteria --></i>			10.00	<i>Function Weight for Criteria --></i>			2.00	<i>Function Weight for Criteria --></i>			2.50	<i>Function Weight for Criteria --></i>			6.00				
	20.5	Dissemination	x	1	100	10.00	x	1	100	2.00	x	1	100	2.50	x	1	100	6.00				
Check sum	20.5		Check sums			100	10.00	Check sums			100	2.00	Check sums			100	2.50	Check sums			100	6.00
Management Activities	9.5		<i>Weights by Criteria --></i>			4.00	<i>Function Weight for Criteria --></i>			3.00	<i>Function Weight for Criteria --></i>			1.00	<i>Function Weight for Criteria --></i>			1.50				
	2.85	Financial Management	x	2	30	1.20	x	2	30	0.90	x	2	30	0.30	x	2	30	0.45				
	5.7	Human Resources and Training	x	1	60	2.40	x	1	60	1.80	x	1	60	0.60	x	1	60	0.90				
	0.95	Policy Governance	x	3	10	0.40	x	3	10	0.30	x	3	10	0.10	x	3	10	0.15				
Check sum	9.5		Check sums			100	4.00	Check sums			100	3.00	Check sums			100	1.00	Check sums			100	1.50
Sustainability	15		<i>Weights by Criteria --></i>			6.00	<i>Function Weight for Criteria --></i>			3.00	<i>Function Weight for Criteria --></i>			1.50	<i>Function Weight for Criteria --></i>			4.50				
	4.35	Quality of Life	x	2	30	1.80	x	2	30	0.90	x	3	20	0.30	x	2	30	1.35				
	3.15	Facility Condition	x	3	20	1.20	x	3	20	0.60	x	2	30	0.45	x	3	20	0.90				
	7.5	Security and Survivability	x	1	50	3.00	x	1	50	1.50	x	1	50	0.75	x	1	50	2.25				
Check sum	15		Check sums			100	6.00	Check sums			100	3.00	Check sums			100	1.50	Check sums			100	4.50

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Appendix A: Military Value Scoring Plan

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Function: Sources and Methods (Acquisition and Collection) – Page 1 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
Acquisition	11.65%		4.5%	2.4%	0.25%	4.5%			
		RDT&E for ISR	1	1	1	1	1.94%	Maximum of [if percent of budget for this is 1% to < 5% score is 0.25, if 5% to < 10% score is 0.5, if over 10% score is 1] or [if percent of FTE for this is 1% to < 5% score is 0.25, if 5% to < 10% score is 0.5, if over 10% score is 1]	Important for future of national security and DoD mission success as described in detail in the SPG
		Future persistent surveillance	1	1	1	1	1.55%	Score is 1 if more than \$5M is spent on future persistent surveillance, 0 otherwise	Persistent surveillance is key to users as per SPG, NSS, NMS, Joint Vision 2020 and USD(I) Intelligence Stock Taking Study
		Intelligence support to DoD RDT&E	1	1	1	1	1.94%	If percentage of personnel doing this is 1% to < 5% score is 0.25, if 5% to < 10% score is 0.5, if over 10% score is 1	Value added to DoD from use of intelligence RDT&E facilities
		Collocation with customer	1	1	1	1	1.36%	1 if location driven by customer; 0 if not	Proximity leads to responsiveness and better mission effectiveness; often required by users
		Geographic or physics constraints to the facility	1	1	1	1	1.94%	1 if constrained due to physics or geography; 0 if not	Unique labs, ranges, and other test facilities have increase MV due to limited numbers

Function: Sources and Methods (Acquisition and Collection) – Page 2 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
		New sources and methods	1	1	1	1	1.55%	Score is 1 if \$1M or more, 0 otherwise	Developing new sources and methods puts us inside the enemies decision-making loop (OODA loop) and are key to strengthening warning and analysis (as per NSS)
		Professional and academic certifications	1	1	1	1	1.36%	Score is fraction of personnel with such certifications	Advanced certifications and degrees imply a more capable and effective intelligence acquisition process
Levying Collection Requirements	4.25%		2.0%	0.6%	0.75%	0.9%			
		Operating hours for collections & requirements management	1	1	1	1	2.27%	1 if dedicated personnel support 24/7 operations; 0 if not	Required to meet continuous customer needs
		Collocation with tasking and collections systems	1	1	1	1	1.98%	1 if location driven by tasking and collection systems; 0 if not	Proximity leads to responsiveness and better mission effectiveness

Function: Sources and Methods (Acquisition and Collection) – Page 3 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
Management & Operations of Collection Resources	11.6%		3.5%	3.0%	1.5%	3.6%			
		Operating hours for management and/or operations	1	1	1	1	2.81%	1 if dedicated personnel support 24/7 operations; 0 if not	Required to meet continuous customer needs
		Integrated collection management	1	1	1	1	2.46%	1 if conduct integrated collection management; 0 if not	Provides efficient use of resources as directed by SPG and responsive customer support
		Geographic or physics constraints to operations of equipment	1	1	1	1	3.52%	1 if constrained due to physics or geography; 0 if not	Place premium on facilities with unique constraints
		Persistent surveillance collection activities	1	1	1	1	2.81%	1 if conducting; 0 otherwise	Persistent surveillance is key to users as per SPG, NSS, NMS, Joint Vision 2020 and USD(I) Intelligence Stock Taking Study

Function: Analysis – Page 1 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
Analysis	27.5%		10.0%	6.0%	2.5%	9.0%			
		Operating hours for analysis activities	1	1	1	1	3.31%	1 if dedicated personnel support 24/7 operations; 0 if not	Required to meet continuous customer needs
		Deployed analytical workforce	1	1	1	1	2.32%	Score is fraction of analytical workforce working outside facility	A measure of direct, dedicated analytic support to warfighters and customers
		Analytical products produced in standard format with metadata to enable smart push/pull	1	1	1	1	2.32%	Score is the fraction of products with these characteristics	Per TPG and SPG, Horizontal Integration (HI) is required to prepare intelligence capabilities for future strategic environment. Metadata tagging enables more efficient data management and is an IC mandate effective on Oct 05, which also has DoD implications.
		Percent of analytical workforce with foreign language skills	1	1	1	1	2.32%	Score is fraction of personnel with this proficiency	Language skills are high demand, low density as specified in SPG
		Percent of analytical workforce with cultural and/or regional expertise	1	1	1	1	2.32%	Score is fraction of personnel with this proficiency	Cultural/regional expertise (e.g., FAO designated or equivalent) is high demand, low density as specified in SPG
		Percent of analytical workforce with scientific and/or technical expertise	1	1	1	1	2.32%	Score is fraction of personnel with this proficiency	This kind of expertise is high demand, low density (HD/LD), especially in view of future threats

Function: Analysis – Page 2 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
		Derivative current intelligence briefings or summaries	1	1	1	1	0.99%	1 if 1% or less of analysts produces derivative current intelligence briefs or summaries; 0 otherwise	Looking for duplication of effort and overhead activity (include all positions in process).
		Personnel dedicated to DoD strategic indications and warnings	1	1	1	1	2.32%	Linear sliding scale, with maximum percentage assigned a 1 and none assigned 0	CPG and TPG stated I&W has the greatest potential for avoiding strategic surprise. Definition of strategic from JCS Pub 1-02.
		Percent of workforce doing intelligence analysis	1	1	1	1	3.31%	Score is fraction of workforce doing this	Intelligence and counter-intelligence analysis is the primary focus
		Percent of workforce doing Information Technology (IT) support to intelligence analysis (e.g., systems analysts, database engineers, network engineers, systems administrators)	1	1	1	1	2.32%	Score is 1 minus fraction of workforce doing this	Critical to system effectiveness in support of analysis, but should be austere
		Percent of workforce doing other support to intelligence analysis (e.g., standards and libraries, community management, graphics support, audiovisual, non-acquisition program managers)	1	1	1	1	0.99%	Score is 1 minus fraction of workforce doing this	Critical to effectiveness in support of analysis, but should be austere

Function: Analysis – Page 3 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
		Percent of finished intelligence products or knowledge base that is classified SECRET or below	1	1	1	1	1.33%	Score is the fraction of products produced at this classification level	Reporting at secret level is of highest military value because it is broadly distributable and widely accessible
		Support Coalition, Bilateral, and/or interagency operations	1	1	1	1	1.33%	1 if support such operations; 0 otherwise	Coalition, bilateral, and interagency operations are increasingly common and important to the military as per the NSS and NMS

Function: Dissemination – Page 1 of 4

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
Dissemination	20.5%		10.0%	2.0%	2.5%	6.0%			
		Operating hours for dissemination	1	1	1	1	2.05%	1 if dedicated personnel support 24/7 operations; 0 if not	Required to meet continuous customer needs
		Percent of finished products distributed via NIPRNET	1	1	1	1	0.62%	Score is fraction of finished intelligence products distributed via this net	Value of NIPRNET is increasing as value of getting information out at lowest possible classification so can reach widest possible audience
		Percent of finished products distributed via SIPRNET	1	1	1	1	1.44%	Score is fraction of finished intelligence products distributed via this net	Reporting on SIPRNET is of highest military value because it is broadly distributable and widely accessible. Information sharing from national to tactical levels is mandated per NMS
		Percent of finished products distributed via JWICS	1	1	1	1	0.82%	Score is fraction of finished intelligence products distributed via this net	JWICS fairly wide-spread in military at command centers and used for collaboration, so also high military value
		Percent of finished products distributed via other networks	1	1	1	1	0.62%	Score is fraction of finished intelligence products distributed via this net	Other networks rare in military or for special customer sets (e.g., specialize coalition nets), so lower military value

Function: Dissemination – Page 2 of 4

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
		Percent of finished products sanitized for US (Genser)	1	1	1	1	2.05%	Score is fraction of products sanitized for this category	Per NMS & CPG need to tailor and share products with different customer groups, industrial base users, homeland security users, allied and coalition partners
		Percent of finished products sanitized for 4-Eyes/5-Eyes	1	1	1	1	1.64%	Score is fraction of products sanitized for this category	
		Percent of finished products sanitized for Coalition members	1	1	1	1	1.44%	Score is fraction of products sanitized for this category	
		Percent of finished products sanitized for Third party	1	1	1	1	0.62%	Score is fraction of products sanitized for this category	
		Percent of finished products sanitized for Bilaterals	1	1	1	1	0.62%	Score is fraction of products sanitized for this category	
		Percent of finished products sanitized for Homeland security (DOJ, DHS, DOE, etc)	1	1	1	1	1.64%	Score is fraction of products sanitized for this category	

Function: Dissemination – Page 3 of 4

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
		Percent of workforce doing intelligence dissemination	1	1	1	1	2.05%	Score is fraction of workforce performing this function	Actual dissemination is an essential intelligence activity – it is the final step in getting intelligence to the user
		Percent of workforce doing sanitization, foreign disclosure, releasibility	1	1	1	1	1.44%	Score is fraction of workforce performing this function	Sanitization, Foreign Disclosure, Releasibility are critical functions per NMS and CPG
		Percent of workforce doing IT support to intelligence dissemination (e.g., systems analysts, database engineers, network engineers, systems administrators)	1	1	1	1	1.44%	Score is 1 minus fraction of workforce performing this function	Critical to system effectiveness in support of dissemination, but should be austere
		Percent of workforce doing other support to intelligence dissemination (specify, e.g., standards and libraries, community management, graphics support, audiovisual, non-acquisition program managers)	1	1	1	1	0.62%	Score is 1 minus fraction of workforce performing this function	Critical to effectiveness in support of dissemination, but should be austere

Function: Dissemination – Page 4 of 4

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
		Unique dissemination capabilities	1	1	1	1	1.44%	1 if have unique dissemination communications and/or data storage; 0 otherwise	Identify facilities with unique communications and/or data storage capabilities

Function: Management Activities – Page 1 of 2

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
Financial Management	2.85%		1.2%	0.9%	0.3%	0.45%			
		Financial management personnel	1	1	1	1	1.43%	Score is 1 minus fraction of personnel that conducts financial management activities	Financial management is critical to overall effectiveness, but should be austere
		Financial management for others	1	1	1	1	0.71%	1 if perform financial management for other organizations; 0 otherwise	Consolidation of financial mgmt functions may provide economies of scale and reduce total overhead
		Outsourcing of financial management activities	1	1	1	1	0.71%	1 if have outsourced financial management activities to another organization; 0 otherwise	Outsourcing of financial management functions enables consolidation which may provide economies of scale, reduce total overhead, and liberate personnel to focus on core missions
Policy Governance	0.95%		0.4%	0.3%	0.1%	0.15%			
		Policy development and management oversight and/or governance	1	1	1	1	0.60%	Score is 1 minus fraction of workforce that develops policy and performs management oversight and/or governance	This function is critical to overall effectiveness, but should be austere
		Security program management	1	1	1	1	0.35%	Score is 1 minus fraction of workforce that manages the physical, personnel, info, communications, and special security program	This function is critical to overall effectiveness, but should be austere

Function: Management Activities – Page 2 of 2

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
Human Resources and Training	5.70%		2.4%	1.8%	0.6%	0.9%			
		Intelligence training	1	1	1	1	0.80%	1 if facility is specialize for or has special equipment for intelligence training	Specialize facilities have particular value in producing high demand, low density skills
		Percent of HR and T&E personnel doing manpower	1	1	1	1	0.80%	Score is 1 minus fraction of workforce conducting this function	This function is critical to overall effectiveness, but should be austere
		Percent of HR and T&E personnel doing personnel	1	1	1	1	0.80%	Score is 1 minus fraction of workforce conducting this function	This function is critical to overall effectiveness, but should be austere
		Percent of HR and T&E personnel doing education/training	1	1	1	1	0.80%	Score is fraction of workforce conducting this function	Education and training facilities support the development of a quality workforce
		Perform manpower services for others	1	1	1	1	0.46%	1 if perform this function for others; 0 otherwise	Consolidation may provide economies of scale and reduce total overhead
		Perform personnel services for others	1	1	1	1	0.46%	1 if perform this function for others; 0 otherwise	Consolidation may provide economies of scale and reduce total overhead
		Perform education & training for others	1	1	1	1	0.80%	1 if perform this function for others; 0 otherwise	Consolidation may provide economies of scale and reduces total overhead
		Education & training output	1	1	1	1	0.80%	Linear sliding scale with largest value scored 1 and none scored zero	Higher graduate throughput represents investment in infrastructure with greater potential for future expansion

Function: Sustainability – Page 1 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
Quality of Life	4.35%		1.8%	0.9%	0.3%	1.35%			
		Cost of living	1	1	1	1	0.62%	Use same index as other JCSGs; score 1 for low cost, 0.5 for medium; 0 for high	Contributes to the ability to recruit and maintain a workforce. The specialized skills, education, and security requirements of the intelligence workforce makes them particularly marketable and mobile. The intelligence function relies on intellectual capital and requires a large up front investment. Preserving that investment is financially efficient and paramount to mission accomplishment.
		Availability of public transportation	1	1	1	1	0.62%	1 if is available; 0 otherwise	
		Commute time	1	1	1	1	0.62%	Employee average one-way commute time: <= 30 min is 1 pt, 31 min or more is 0 pt	
		Crime rate	1	1	1	1	0.62%	Use same rate source as other JCSGs; score is 1 minus the rate	
		Unemployment rate	1	1	1	1	0.62%	Use same rate source as other JCSGs; score is 1 minus the rate	
		Child development	1	1	1	1	0.62%	DoD/National accredited and available within 45 days = 1 pt; state accredited and available within 45 days = 0.5 pt; otherwise = 0	
		Quality of schools	1	1	1	1	0.62%	Use same metric as other JCSGs; linear scale with max response set to 1; 0 set to 0.	

Function: Sustainability – Page 2 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
Facility Condition	3.15%		1.2%	0.6%	0.45%	0.9%			
		Facility condition	1	1	1	1	1.85%	Score is 0 if it is a facility constructed more than 10 years ago and no major rehab in last 10 years (rehab to address e.g., IT, HVAC, power); score is 0.5 if it is a facility either constructed between 6 and 10 years ago or had major rehab within last 6 to 10 years (rehab to address e.g., IT, HVAC, power); score is 1.0 if it is a facility either constructed in last 5 years ago or had major rehab within 5 years (rehab to address e.g., IT, HVAC, power)	Intelligence has special demands for IT, communications, power, and security. These demands are constantly increasing in the face of new threats and improved technology. Newer or recently remodeled facilities are better able to support these needs and future growth.
		Acreage for expansion	1	1	1	1	1.30%	1 if there is acreage for expansion under US government control; 0 otherwise	The confluence of future threats, technological advances, and the need to consolidate capabilities may require the expansion of Intelligence Community footprint within selected facilities. In view of limited real estate that meets intelligence requirements (e.g., security, encroachment, proximity to customers, etc), facilities with the ability to grow have higher military value

Function: Sustainability – Page 3 of 3

Attribute	Attribute Weight	Metric	Selection Criteria				Metric Weight	Metric Scoring	Rationale
			1	2	3	4			
Security and Survivability	7.5%		3.0%	1.5%	0.75%	2.25%			
		Facility security	1	1	1	1	2.34%	Score is 1 if facility is on a 24x7 controlled access installation or compound; 0 otherwise	Security is imperative to be able to perform the mission both today and in the future
		Facility risk	1	1	1	1	1.64%	Score is 1 if located outside the NCR; 0 otherwise	Facilities in the NCR have higher profile and are collectively at higher risk
		Facility survivability	1	1	1	1	1.64%	Score is 1 if facility is a COOP site located outside the NCR; 0 otherwise	Facilities that are COOP sites may become the primary site for sustaining an intelligence capability during a contingency
		Security functions	1	1	1	1	1.88%	Score is fraction of workforce performing security functions	Security is a supporting function that enables the primary missions

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Appendix B: Military Value Data Call Questions

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IJCSG #1 – Research, Development, Test & Evaluation (RDT&E) and/or Procurement for Intelligence, Surveillance, Reconnaissance (ISR)

Question: In this facility, what is your appropriated resource investment in RDT&E and/or procurement for ISR?

Source / Reference: FY03 appropriation and internal documents

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	FY03 Total Dollar Amount (\$K)	Personnel - FTE (Pers)
Total budget/personnel for facility		
RDT&E budget/personnel for ISR		
Procurement budget/personnel for ISR		
Resource investment percentage (Add line 2 and line 3, divide by line 1)		

IJCSG #2: – Future Persistent Surveillance

Question: In this facility, how many RDT&E dollars were appropriated in FY03 to conduct developmental activities for future persistent surveillance capabilities?

Source / Reference: DoD 5000 Series or Intelligence Community Equivalent documents

Amplification: Developmental activities are defined as those activities that relate to Phase B and Phase C of the DoD 5000 acquisition process or the Intelligence community equivalent documents. Persistent surveillance is a collection strategy that emphasizes the ability of some collection systems to linger on demand in an area to detect, collect, characterize, identify, track, target, and possibly provide battle damage assessment and retargeting in near or real-time (Joint Publication 01-02).

Check here if this question is not applicable (N/A):

Building Number (Text)	FY03 Total Dollar Amount (\$K)

IJCSG #3: - Intelligence Support to DoD RDT&E and/or ISR system acquisition

Question: In this facility, how many personnel provide intelligence support to DoD RDT&E and/or ISR system acquisition?

Source / Reference: Internal documents

Amplification: Intelligence support refers to such things as threat statements, threat analysis, modeling and simulation, system threat assessments, Mapping, Charting & Geodesy, etc.

Check here if this question is not applicable (N/A):

Building Number (Text)	Personnel - FTE (Pers)
Total personnel for facility	
Personnel providing intelligence support to DoD RDT&E and/or ISR system acquisition	

IJCSG #4: Collocation with Customer

Question: Are you in this facility because the customer requires you to be collocated? (Answer “Yes” or “No.”)

Source / Reference: Internal documents (e.g., MOU, MOA)

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Collocated? (YES/NO)

IJCSG #5: Geographical or Physics Constraints to the Facility

Question: Is this facility (e.g., lab, range, test facility, etc.) in its current location because of geographical or physics constraint(s)?
(Answer “Yes” or “No.”)

Source / Reference: Internal documents

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Constrained Facility? (YES/NO)

IJCSG #6: New Sources and Methods

Question: In this facility, how many FY03 dollars were spent by intelligence areas on developing new intelligence sources and methods?

Source / Reference: Internal documents

Amplification: Intelligence areas include HUMINT, IMINT, MASINT, SIGINT, GEOINT, CI, All-Source, etc.

Check here if this question is not applicable (N/A):

Please fill in the following table; repeat for each intelligence area.

Building Number (Text)	Intelligence Area (Text)	FY03 Dollar Amount Spent (\$K)

IJCSG #7: Professional and Academic Certifications

Question: In this facility, of the total acquisition workforce, how many personnel have relevant specialized professional or academic certifications (e.g., DAWIA, advanced degrees)?

Source / Reference: Internal documents

Amplification: “Relevant” refers to job-related certifications and/or advanced academic degrees.

Check here if this question is not applicable (N/A):

Building Number (Text)	Acquisition Personnel (Pers)	Personnel with Certifications (Pers)

IJCSG #8: Operating Hours for Collections/Requirements Management

Question: In this facility, how many personnel do you normally have dedicated to conducting 24/7 collections/requirements management activities?

Source / Reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Personnel who Conduct 24/7 Collections/ Requirements Management Activities - FTE (Pers)

IJCSG #9: Collocation with Tasking and Collection Systems

Question: Are you physically in this facility because you are required to be collocated with the tasking and collection systems?

Source / Reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Collocated? (YES/NO)

IJCSG #10: Operating Hours for the Management and/or Operation of Collection Resources

Question: In this facility, how many personnel do you normally have dedicated to 24/7 collection resource management and/or 24/7 operational activities?

Source / Reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Personnel - FTE (Pers)

IJCSG #11: Integrated Collection Management

Questions: In this facility, is integrated collection management routinely conducted? (Answer “Yes” or “No.”)

Source / Reference: None

Amplification: Integrated collection management is defined as use of tip-off information from one sensor to cue cross-tasking and/or operation of another system or discipline.

Check here if this question is not applicable (N/A):

Building Number (Text)	Integrated Collection Management (YES/NO)

IJCSG #12: Geographical or Physics Constraints to the Operation of Technical Equipment

Question: Does your facility contain technical equipment whose location is determined by geographical or physics constraints?

Source / Reference: None

Amplification: Technical equipment includes antenna farms, communications, sensors, or platforms.

Check here if this question is not applicable (N/A):

Building Number (Text)	Constrained Equipment? (YES/NO)

IJCSG #13: Persistent Surveillance Collection Activities

Questions: In this facility, do you conduct persistent surveillance collection activities?

Source / Reference: None

Amplification: Persistent surveillance is a collection strategy that emphasizes the ability of some collection systems to linger on demand in an area to detect, collect, characterize, identify, track, target, and possibly provide battle damage assessment and retargeting in near or real-time (Joint Publication 01-02).

Check here if this question is not applicable (N/A):

Building Number (Text)	Conduct Persistent Surveillance Collection? (YES/NO)

IJCSG#14: Operating Hours for Analysis Activities

Question: In this facility, how many personnel do you normally have dedicated to conducting 24/7 analysis activities?

Source/Reference: Internal information

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Personnel - FTE (Pers)

IJCSG #15: Deployed Analytical Workforce

Question: In this facility, of the total analytical workforce, how many (excluding liaisons) are routinely deployed, detailed, or assigned outside your organization to a combatant commander, agency, or military service, etc. as part of an integrated/collaborative analytical team?

Source/reference: Manning documents.

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Total Number of Analytic Workforce - FTE (Pers)	Number of Analytical Personnel Working Outside Facility - FTE (Pers)

IJCSG #16: Analytical Products Produced in Standard Format with Metadata

Question: In this facility, how many analytical products were produced in FY03, and of these, how many were produced in standard format with metadata?

Source/reference: Internal information

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Total number of FY03 products (Count)	Number of products created in standard format with metadata (Count)

IJCSG #17: Proficiency/Expertise of the Analytical Workforce

Question: In this facility, of the total analytical workforce, how many personnel possess the following proficiencies?

1. Foreign language skills
2. Cultural/regional expertise
3. Scientific and technical expertise (e.g., Weapons of Mass Destruction, Counterterrorism, Missile Systems, C4ISR, etc.)

Source/reference: Internal information.

Amplification: Proficiency is defined as skill level necessary to perform assigned task(s).

Check here if this question is not applicable (N/A):

Building Number (Text)	Total analytic workforce (Pers)	Number of Personnel with Foreign Language Skills (Pers)	Number of Personnel with Cultural/Regional Expertise (Pers)	Number of Personnel with Scientific/Technical Expertise (Pers)

IJCSG #18: Derivative Current Intelligence Briefings or Summaries

Question: In this facility, of the total analytical workforce, how many analysts produce derivative current intelligence briefings and/or summaries?

Source/reference: Internal information

Amplification: Derivative refers to information extracted from finished intelligence products from other entities.

Check here if this question is not applicable (N/A):

Building Number (Text)	Total number of analysts -FTE (Pers)	Number of analysts that produce derivative intelligence - FTE (Pers)

IJCSG #19: Personnel Dedicated to DoD Strategic Indications and Warning

Question: In this facility, how many personnel conduct strategic indications and warning (I&W)?

Source/Reference: See amplification.

Amplification: Includes Contingency Planning Guidance (CPG), Transformational Planning Guidance (TPG), and/or internal documents.

Check here if this question is not applicable (N/A):

Building Number (Text)	Personnel - FTE (Pers)

IJCSG #20: Personnel Distribution by Function

Question: In this facility, of your total workforce, how many personnel perform the following functions?

1. Intelligence Analysis
2. IT support to Intelligence Analysis (e.g., systems analysts, database engineers, network engineers, systems administrators)
3. Other support to Intelligence Analysis (specify, e.g., standards and libraries, community management, graphics support, audiovisual, non-acquisition program managers)

Source/Reference: None

Amplification: None.

Check here if this question is not applicable (N/A):

Building Number (Text)	Number of Personnel Performing Intelligence Analysis - FTE (Pers)	Number of Personnel Providing IT Support to Intelligence Analysis - FTE (Pers)	Number of Personnel Providing Other Support to Intelligence Analysis - FTE (Pers)

IJCSG #21: Classification of Finished Intelligence Products

Question: In this facility, of the total number of finished intelligence products (or postings to the knowledge base), how many finished intelligence products (or postings to the corresponding subset of the knowledge base) are classified SECRET or below?

Source/reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Total Finished Intelligence Products (Count)	Secret or Below Finished Intelligence Products (Count)	Total Postings to Knowledge Base (Count)	Secret or below Postings to Knowledge Base (Count)

IJCSG #22: Support to Coalition/Bilateral/Inter-Agency Operations

Question: In this facility, do you produce intelligence for Coalition / Bilateral / Inter-Agency operations? (Answer “Yes” or “No.”)

Source/reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Support Coalition/ Bilateral/Inter-Agency Operations? (YES/NO)

IJCSG #23: Operating Hours for Dissemination

Question: In this facility, how many personnel do you normally have dedicated to conducting 24/7 intelligence dissemination activities?

Source / Reference: None

Amplification: Dissemination includes distribution by live briefings, video conferencing, hardcopy, digital media, web posting, other.

Check here if this question is not applicable (N/A):

Building Number (Text)	Personnel - FTE (Pers)

IJCSG #24: Networks for Disseminating Intelligence

Question: In this facility, what percentage of finished intelligence (e.g., products, network postings, database updates) were disseminated using the following networks?

1. NIPRNET
2. SIPRNET
3. JWICS
4. Other (specify)

Source / Reference: None

Amplification: For each column, divide the amount of intelligence disseminated in each category by the total amount of intelligence disseminated from this facility in FY03.

Check here if this question is not applicable (N/A):

Building Number (Text)	Percentage of Intelligence Released Using NIPRNET (Count)	Percentage of Intelligence Released Using SIPRNET (Count)	Percentage of Intelligence Released Using JWICS (Count)	Percentage of Intelligence Released Using Other Methods (Count)

IJCSG #25: Sanitization of Intelligence Products

Question: In this facility, what percentage of finished intelligence (e.g., products, network postings, database updates) did you sanitize prior to dissemination to satisfy the following types of customer requirements?

Source / Reference: None

Amplification: For each column, divide the amount of intelligence disseminated in each category by the total amount of intelligence disseminated from this facility in FY03.

Check here if this question is not applicable (N/A):

Building Number (Text)	Percentage of Intelligence Sanitized to US Genser Level (Count)	Percentage of Intelligence Sanitized to 4 Eyes / 5 Eyes Level (Count)	Percentage of Intelligence Sanitized for Release to Coalition Members (Count)	Percentage of Intelligence Sanitized for Release to Third Party (Count)	Percentage of Intelligence Sanitized for Release to Bilaterals (Count)	Percentage of Intelligence Sanitized for Homeland Security (DHS, DOJ, DOE, etc.) (Count)

IJCSG #26: Workforce Distribution by Function

Question: In this facility, of your total workforce, how many personnel perform the following functions?

1. Intelligence Dissemination
2. Sanitization/Foreign Disclosure/Releasibility
3. IT support to Intelligence Dissemination (e.g., systems analysts, database engineers, network engineers, systems administrators)
4. Other support to Intelligence Dissemination (specify, e.g., standards and libraries, community management, graphics support, audiovisual, non-acquisition program managers)

Source / Reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Total workforce (Pers)	Intelligence Dissemination - FTE (Pers)	Sanitization/Foreign Disclosure/Releasibility - FTE (Pers)	IT Support to Intelligence Dissemination - FTE (Pers)	Other Support to Intelligence Dissemination - FTE (Pers)

IJCSG #27: Unique Dissemination Capabilities

Question: Does this facility have unique dissemination communications and/or data storage capabilities? (Answer “Yes” or “No.”)

Source / Reference: None

Amplification: “Unique” capability refers to T3 and larger bandwidth; terabyte and larger storage, etc.

Check here if this question is not applicable (N/A):

Building Number (Text)	Unique Capability? (YES/NO)

IJCSG #28: Financial Management Personnel

Question: In this facility, of your total workforce, how many personnel perform Financial Management activities?

Source / Reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Total workforce – FTE (Pers)	Personnel performing Financial Management Activities - FTE (Pers)

IJCSG #29: Financial Management for Others

Question: In this facility, do you perform financial management for any other organization(s)? (Answer “Yes” or “No.”)

Source / Reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Perform Financial Management for Other Organizations? (YES/NO)

IJCSG #30: Out-Sourcing of Financial Management Activities

Question: In this facility, have you outsourced your financial management activities to another government organization? (Answer “Yes” or “No.”)

Source / Reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Outsourced Financial Management to Other Government Organizations? (YES/NO)

IJCSG #31: Intelligence Training

Question: Was this facility specifically constructed to host intelligence training with specialized intelligence equipment? (Answer “Yes” or “No.”)

Source / Reference: None

Amplification: Specialized intelligence equipment does not include computers that are standard in any office environment. It would include radars, laboratory test beds, sensors, HUMINT tradecraft equipment, etc.

Check here if this question is not applicable (N/A):

Building Number (Text)	Specifically Constructed for Intelligence Training? (YES/NO)

IJCSG #32: Human Resources and Training & Education Personnel

Question: In this facility, of your total workforce, how many personnel conduct the following functions?

1. Manpower
2. Personnel
3. Training and Education

Source / Reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Total workforce – FTE (Pers)	Personnel performing Manpower Activities - FTE (Pers)	Personnel performing Personnel Activities - FTE (Pers)	Personnel performing Training & Education Activities - FTE (Pers)

IJCSG #33: Human Resources Training and Education Services Performed for Others

Question: In this facility, how many personnel perform the following functions for other organizations?

1. Manpower
2. Personnel
3. Training and Education

Source / Reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Personnel Performing Manpower Activities for Others - FTE (Pers)	Personnel Performing Personnel Activities for Others - FTE (Pers)	Personnel Performing Training & Education Activities for Others - FTE (Pers)

IJCSG #34: Training and Education Output

Question: In this facility, what is the average annual number of graduates/course completions from FY01 through FY03?

Source / Reference: Capacity Analysis Data Call

Amplification: Compute average of data from Capacity Analysis question #15.

Check here if this question is not applicable (N/A):

Building Number (Text)	Average Number of Graduates/Completions (Count)

IJCSG #35: Policy Development and Management Oversight/Governance

Question: In this facility, of your total workforce, how many personnel develop policy or perform management oversight and/or governance?

Source / Reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Total Workforce - FTE (Pers)	Personnel performing Policy Development - FTE (Pers)	Personnel Performing Management Oversight/Governance - FTE (Pers)

IJCSG #36: Security Program Management

Question: In this facility, of your total workforce, how many personnel manage the physical, personnel, information, communications, and special security programs?

Source / Reference: None

Amplification: Does not include execution of the security program.

Check here if this question is not applicable (N/A):

Building Number (Text)	Total Workforce - FTE (Pers)	Personnel Managing Physical Security Programs - FTE (Pers)	Personnel Managing Personnel Security Programs - FTE (Pers)	Personnel Managing Information Security Programs - FTE (Pers)	Personnel Managing Communications Security Programs - FTE (Pers)	Personnel Managing Special Security Programs - FTE (Pers)

IJCSG #37: Facility Security

Question: Is this facility on a 24/7 controlled access installation/compound? (Answer “Yes” or “No.”)

Source / Reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Located on Controlled Access Installation/Compound? (YES/NO)

IJCSG #38: Facility Risk

Question: Is this facility located in the National Capital Region? (Answer “Yes” or “No.”)

Source / Reference: Capacity Analysis Data Call

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Located in National Capital Region? (YES/NO)

IJCSG #39: Facility Survivability

Question: Is this facility a Continuity of Operations (COOP) site located outside the National Capital Region? (Answer “Yes” or “No.”)

Source / Reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	COOP Site outside NCR? (YES/NO)

IJCSG #40: Facility Condition

Question: Which statement best describes your existing facility?

- A. Constructed more than 10 years ago and no major rehabilitation (e.g., structural, IT, HVAC, power improvements) in last 10 years
- B. Either constructed or had major rehabilitation (e.g., structural, IT, HVAC, power improvements) within the last six to 10 years
- C. Either constructed or had major rehabilitation (e.g., structural, IT, HVAC, power improvements) during the previous five years

Source/Reference: None

Amplification: None

Check here if this question is not applicable (N/A):

Fill in the following table and repeat as necessary

Building Number (Text)	Statement Choice from Above (A, B, C) (Text)

IJCSG #41: Acreage for Expansion

Question: At this facility, how many buildable acres, under U.S. Government control, are available for expansion of the intelligence infrastructure?

Source/Reference: None.

Amplification: None

Check here if this question is not applicable (N/A):

Building Number (Text)	Number of Buildable Acres Available for Expansion (Count)

IJCSG #42: Quality of Life

Question: For the workforce in this facility, what are the statistics for the following categories impacting quality of life?

Source/Reference: Criteria 7 JPAT Guidelines

Amplification: None

Check here if this question is not applicable (N/A):

Cost of Living Index	Is Public Transportation Available? (YES or NO)	Average One-Way Commute Time	Crime rate in MSR	Unemployment Rate in the MSR	Availability of Accredited Child-Development Facilities in the MSR and Average Wait-Time in Days	School Quality Index

IJCSG #43: Security Functions

Question: At this facility, of your total workforce, how many personnel perform Security Function activities?

Source / Reference: None

Amplification: Security Functions include: SSO, SCIF Accreditation, Personnel Security, Passing Clearances, Indoctrination/Training/Debriefs, Investigation and Adjudication, Polygraphy, Badging, and/or Registry Maintenance. Does not include Security Guards, Information Assurance, Information Security, Physical Security, Security related to Acquisition Programs, etc. Does not include personnel identified in “Mgmt Oversight – Security Programs” as identified in IJCSG Capacity Data Call question #3.

Check here if this question is not applicable (N/A):

Building Number (Text)	Total Workforce – FTE (Pers)	Personnel Performing Security Function Activities - FTE (Pers)

Note: IJCSG Military Value question #34 and #38 will not be distributed as part of the Military Value data call since the answers will reside in the responses to Capacity Analysis Data Call.

Appendix C: Supplementary Capacity Data Call Questions

IJCSG Supplemental Capacity Data Call #1: Increase in Personnel Authorization

Question: For this organization, what are the programmed increases for manpower billets authorized over the next 6 years and what are the corresponding estimated increases in space requirement?

Source / Reference:

Amplification: Provide data for FY 04 – FY 09. For each column, provide difference from the previous FY.

Check here if this question is not applicable (N/A):

Please fill in the following table:

Building Number (Text)	FY04	FY05	FY06	FY07	FY08	FY09
Authorized Billets (Pers)						
Estimated Increase in Space Requirement (SF)						

IJCSG Supplemental Capacity Data Call #2: Further Breakout of the “Other” Space by Subfunction and Attribute

Question: For EACH building of owned, leased, or contractor space that you occupy with DoD personnel and/or equipment, excluding the Pentagon Reservation: what is the building’s number, name, and total Usable Square Feet (USF) assigned to each activity (listed below in blue)? How much of the total USF assigned space is an approved SCIF? For total USF (regardless of whether an approved SCIF), break out space by number of useable square feet, number of useable square feet for Specialized Equipment and number of useable square feet that is Vacant.

Source / Reference

Amplification: For purposes of this data call, specify all Activities being performed by the “Other” Personnel by Subfunction and Attribute, specifically INCLUDE the following security functions: SSO, SCIF Accreditation, Personnel Security, Passing Clearances, Indoctrination/Training/Debriefs, Investigation and Adjudication, Polygraphy, Badging, and/or Registry Maintenance. Does not include Security Guards, Information Assurance, Information Security, Physical Security, Security related to Acquisition Programs, etc. Does not include personnel identified in “Mgmt Oversight – Security Programs” as identified in IJCSG Capacity Data Call question #3.

Check here if this question is not applicable (N/A):

Please fill in the following table(s); repeat for each building:

Building Number (Text)	Total Useable Square Feet Assigned (SF)	SCIF Square Feet (SF)	Useable Square Feet (SF)	Specialized Equipment Square Feet (SF)	Vacant Square Feet (SF)
Space dedicated to Personnel performing these security related functions originally					

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enumerated in Question #2 in the “Other” category					
Space dedicated to Personnel performing these security related functions NOT originally enumerated in Question #2 in the “Other” category					

IJCSG Supplemental Capacity Data Call #3: Further Breakout of the “Other” Authorized Personnel by Subfunction and Attribute

Question: For EACH building of owned, leased, or contractor space that you occupy, excluding the Pentagon Reservation: what is the personnel break out (authorized and on-board contractors/detailees) per activity (listed below in blue)?

Source / Reference

Amplification: For purposes of this data call, specify all Activities being performed by the “Other” Personnel by Subfunction and Attribute, specifically INCLUDE the following security functions: SSO, SCIF Accreditation, Personnel Security, Passing Clearances, Indoctrination/Training/Debriefs, Investigation and Adjudication, Polygraphy, Badging, and/or Registry Maintenance. Does not include Security Guards, Information Assurance, Information Security, Physical Security, Security related to Acquisition Programs, etc. Does not include personnel identified in “Mgmt Oversight – Security Programs” as identified in IJCSG Capacity Data Call question #3. Include all U.S. Government personnel under the DoD Civilian table columns.

Check here if this question is not applicable (N/A):

Please fill in the following table(s); repeat for each building:

Building Number (Text)	Military Executive (Pers)	Military Management (Pers)	Military Other Officers (Pers)	Military Enlisted (Pers)	DoD Civilian Executive (Pers)	DoD Civilian Management (Pers)	DoD Civilian Other Staff (Pers)	On-Board Contractor FTEs (Pers)
Personnel performing these security related functions originally enumerated in Question #3 in the “Other” category								

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Personnel performing these security related functions NOT originally enumerated in Question #3 in the “Other” category								
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IJCSG Supplemental Capacity Data Call #4: Further Breakout of the “Other” Space in Pentagon Reservation by Subfunction and Attribute

Question: For space that you occupy with DoD personnel and/or equipment within the Pentagon Reservation: what is the Usable Square Feet (USF) assigned to each activity (listed below in blue)? Break space out by USF, SCIF Square Feet, Specialized Equipment Square Feet, and Vacant Square Feet.

Source / Reference

Amplification: For purposes of this data call, specify all Activities being performed by the “Other” Personnel by Subfunction and Attribute, specifically INCLUDE the following security functions: SSO, SCIF Accreditation, Personnel Security, Passing Clearances, Indoctrination/Training/Debriefs, Investigation and Adjudication, Polygraphy, Badging, and/or Registry Maintenance. Does not include Security Guards, Information Assurance, Information Security, Physical Security, Security related to Acquisition Programs, etc. Does not include personnel identified in “Mgmt Oversight – Security Programs” as identified in IJCSG Capacity Data Call question #3.

Check here if this question is not applicable (N/A):

Please fill in the following table(s); repeat for each building:

Building Number (Text)	Total Useable Square Feet Assigned (SF)	SCIF Square Feet (SF)	Useable Square Feet (SF)	Specialized Equipment Square Feet (SF)	Vacant Square Feet (SF)
Space dedicated to Personnel performing these security related functions originally enumerated in					

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Question #4 in the “Other” category					
Space dedicated to Personnel performing these security related functions NOT originally enumerated in Question #4 in the “Other” category					

IJCSG Supplemental Capacity Data Call #5: Further Breakout of the “Other” Authorized Personnel in Pentagon Reservation by Subfunction and Attribute

Question: If you have personnel located in administrative space on the Pentagon Reservation, identify personnel (by type) as of year-end FY 03 for activities listed below in blue.

Source / Reference: Manning Documents

Amplification: For purposes of this data call, specify all Activities being performed by the “Other” Personnel by Subfunction and Attribute, specifically INCLUDE the following security functions: SSO, SCIF Accreditation, Personnel Security, Passing Clearances, Indoctrination/Training/Debriefs, Investigation and Adjudication, Polygraphy, Badging, and/or Registry Maintenance. Does not include Security Guards, Information Assurance, Information Security, Physical Security, Security related to Acquisition Programs, etc. Does not include personnel identified in “Mgmt Oversight – Security Programs” as identified in IJCSG Capacity Data Call question #5. Include all U.S. Government personnel under the DoD Civilian table columns.

Check here if this question is not applicable (N/A):

Please fill in the following table(s); repeat for each building:

Building Number (Text)	Military Executive (Pers)	Military Management (Pers)	Military Other Officers (Pers)	Military Enlisted (Pers)	DoD Civilian Executive (Pers)	DoD Civilian Management (Pers)	DoD Civilian Other Staff (Pers)	On-Board Contractor FTEs (Pers)
Personnel performing these security related functions originally enumerated in Question #5 in the								

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“Other” category								
Personnel performing these security related functions NOT originally enumerated in Question #5 in the “Other” category								

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ACQUISITION,
TECHNOLOGY
AND LOGISTICS**THE UNDER SECRETARY OF DEFENSE**3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

MAY 28 2004

**MEMORANDUM FOR CHAIRMAN, INTELLIGENCE JOINT CROSS-SERVICE
GROUP****SUBJECT: Infrastructure Steering Group (ISG) Comments on the Intelligence Joint
Cross-Service Group Draft Military Value Report**

The ISG has reviewed the draft Intelligence Joint Cross-Service Group (IJCSG) military value report, which was briefed to it on April 9, 2004.

The ISG appreciates the military judgment and dedicated effort that your members, as the experts in their field, put into the report. As you prepare your final report for formal coordination, please consider the following comments, consolidated from those submitted on behalf of ISG members. For your convenience, the original comments are also enclosed. If the judgment of your group is not to incorporate any of the following suggestions, please provide a brief rationale in the memorandum transmitting your final report. Your final report is due to the OSD Base Realignment and Closure (BRAC) Office within two weeks for formal coordination with the ISG. The ISG Chair will circulate the final report for formal coordination to ISG members with a June 25, 2004 deadline.

General Comments

The ISG expressed concern regarding the IJCSG's use of a single scoring plan to assess military value of facilities where intelligence functions are performed. There was confusion whether the functions identified in your report were attributes or functions.

- The report does not articulate a methodology for comparing facilities with diverse missions. The single scoring plan produces one military value per facility, regardless of mission or size of the facility or the numerous disparate functions that the facility may currently perform. Therefore, multi-function agencies, with thousands of personnel, are compared with smaller, single-function activities. Consequently, the scoring plan may produce a valuation rank comparing functionally disparate and interdependent activities.
- The IJCSG should develop/codify the methodology for comparing activities with similar functions, and address in the report the rationale supporting the methodology. The military value analysis should determine the value of facilities to the function, not the value of the function itself. The military value analysis should be aimed at asking a series of questions about the

ability of a facility to support a capability (e.g., if measuring signal intelligence capability, the quantity of antenna farms located at that facility). More than one scoring plan will enable the IJCSG to categorize the intelligence facilities by primary missions or capabilities to allow like facilities to be evaluated against each other. Please consider the use of more than one scoring plan for establishing the military value of intelligence facilities.

- In developing a scoring plan or multiple scoring plans, please review the functions to be analyzed in light of the three intelligence functions identified in your capacity report: Sources and Methods, Analysis, and Dissemination. The addition of the sustainability function in your proposed military value report appears to be a logistical consideration of the three mentioned capacity functions, rather than a function itself. Please review the sustainability function to determine if it is appropriate as a stand alone function or whether it should be combined, moved or deemphasized.
- The ISG was unanimous in its guidance for the military value scoring plan to emphasize the relationship between people performing intelligence functions and the facilities in which they perform those functions, over the efficiency of the people independent of the facility.
 - Population based metrics were of particular concern in that while population based information is important for considering business process reengineering, the emphasis of the military value analysis should be on relationships between people performing functions and the facilities in which those functions are performed.
 - Similarly, the emphasis on 24/7 operations measures current tempo as opposed to the capacity of the facility to perform the functions and, as such, is not a good measure of facility efficiency or military value.
 - The JCSG should focus on unique infrastructure and capabilities necessary to support BRAC goals to preserve the right amount of capabilities and capacities, especially hard-to-reconstitute DoD assets. In other words, attributes, metrics, and weightings should clearly differentiate the hard-to-reconstitute assets and thus identify the most militarily useful installations. Please consider the use of attributes and specific metrics that emphasize resources, and place greater weights on metrics measuring hard-to-reconstitute resources/capabilities.

Please review your military value questions and revise the amplification contained in all questions to ensure responses will be consistent with their intent, and provide auditable information. To facilitate data collection and certification, recommend consolidating questions with like responses (e.g., Yes/No, Number of Personnel). Also,

create a cross-reference field linking military value metrics with appropriate data call questions.

Your final report should include a complete set of questions for the second data call that your JCSG will need to support the military value scoring plans. The questions should clearly distinguish between those questions that have already been asked in the first data call and those that will be included in the second data call. Each JCSG must also review the totality of its questions to ensure that redundant questions (questions that will result in the same response) are eliminated. The second data call will provide an opportunity to include questions to support your capacity analysis that were either omitted in the first data call or, based on what you have learned through feedback from the query process, clarify existing questions to ensure that data received is consistent with your capacity analysis framework. These additional capacity-related questions should be included in a new section to your report.

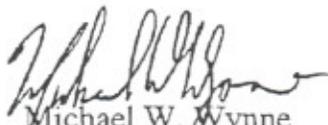
Specific Comments

- 1) The crime rate and unemployment rate metrics under the Sustainability Function uses one minus the crime/unemployment rate to determine an installation's score; this process will place all installations within a very tight band, probably between .9 and 1.0. This approach may not provide enough variability in the metric to distinguish between locations and significantly reduces the metric's value. Please consider an alternative in which the installation with the lowest rate receives the maximum points or the highest rate receives the minimum points, with the other installations receiving points based on a linear function between the min/max values.
- 2) There is an emphasis on budgets as a measure of the military value of an activity. Budgets are fluid, and do not provide a direct value measure about an organization's ability to perform work. An alternative measure would evaluate the specific type of work an organization performs. If multiple organizations are performing the same specific work, there are possible opportunities for reducing redundancy/duplication of effort. This creates the opportunity to combine, move or downsize work. This would require the organizations to characterize/categorize their work. Please consider this approach in building your scoring plan.
- 3) Weighting of metrics.
 - Under criterion 4, Dissemination and Sustainability functions have the same rank (2) but different weights (20 and 15 respectively) without explanation. Please review whether your rank and weights appropriately reflect the IJCSG's assessment. If no change is required, please provide an explanation to differentiate the weights.

- Please review the weighting for quality of life when compared with the sole security program management metric. The latter metric receives a value of 0.35% while numerous quality of life metrics receive a weight of 0.62%.
 - In the metrics related to Analysis, there is equal weighting of operation hours, deployed workforce, format of data, foreign language skills, cultural and regional expertise, and scientific and technical expertise. Please consider discriminating among the metrics by assigning different weights that more clearly define the relative importance of each metric to each other.
 - Security and Survivability receives a 7.5% attribute weight, which is equal to the combined weight of quality of life and facility location. Please review the weighting of this metric to ensure it was your intent to value security and survivability equal to these two measures.
 - Although the report adequately describes how the IJCSG determined weights of each military value criteria across the five functions and their attributes, please provide a complete description of how weights of individual metrics were determined.
- 4) Many questions include a variant of, "...in this facility..." yet tables provided are intended to be variable length keyed to facility number. Also, some headers describe the variable nature of tables, whereas, many do not. Please consider modifying text to read "...for your organization, complete the table below for each facility where..."
- 5) There are several military value questions that require a binary (Yes/No) response. Many of these binary questions inquire about functions being performed, but do not discriminate between activities that perform these functions regularly and those that perform them on an infrequent basis. Please consider defining the metrics based on the current capability of activities to perform those functions or by modifying the metrics to quantify activity performance levels for the function (establishment of thresholds, sliding scales, etc.)
- 6) Please ensure your report also addresses:
- On-site contractors in the questions that capture number of employees working at the facility.
 - A list of definitions for commonly used terms ("routinely", "workforce," "unique," "specialized," etc.) to ensure responses provide data that is consistent and useful in this and subsequent phases of the BRAC process.

- Consistent table headers for all variable length tables.
- New sensitivity analysis results.

If you have any questions regarding these comments, please contact Peter Potochney, Director, Base Realignment and Closure, at 614-5356.



Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

Attachments:
As stated

cc: Military Department BRAC Deputy Assistant Secretaries