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DCN: 11306

BRAC 2005
Intelligence Joint Cross-Service Group

Meeting Minutes of January 14, 2004

The Director of Plans and Analysis for the Deputy Under Secretary of Defense (Counterintelligence and Security), Ms. Deb Dunie led this meeting. The list of attendees is attached.

Ms. Dunie opened the seventh meeting of the Intelligence JCSG by asking everyone to introduce themselves and indicate whether they were a "principal, alternate, or observer" to the IJCSG. She stated the purpose of this meeting was two fold: first, to be given a macro-level presentation on Military Value Analysis (attached) by the Director, OSD BRAC and second, to have a working level, non-deliberative discussion on future efforts required by the IJCSG and analytical teams to meet the various BRAC process deadlines.

The meeting concluded with Ms. Dunie announcing that there would be a Principals meeting on 12 February 2004 to discuss the Defense intelligence community's involvement in BRAC 2005.

Approved:

Kenneth Dumm
Associate Director for Intelligence,
Directorate of Intelligence, Surveillance and Reconnaissance, Deputy Chief of Staff for Air and Space Operations, Headquarters United States Air Force
Principal, Intelligence Joint Cross-Service Group

Attachments:

1. List of Attendees
2. BRAC 2005 Military Value Analysis Training Module

[redacted]

Intelligence JCSG Meeting
January 14, 2004

Attendees

Members:

- Mr. Kenneth Dumm, USAF

Alternates:

- Mr. Larry Burgess, National Reconnaissance Office for the Director
- Mr. Patrick Conway, Defense Intelligence Agency for the Director
- Ms. Polly Hussain, JCS/J2 for J2
- Ms. Jean Bennett, USA

Others:

- Ms. Deb Dunie, DUSD(I), CI&S, Director, Plans and Analysis
- [redacted]

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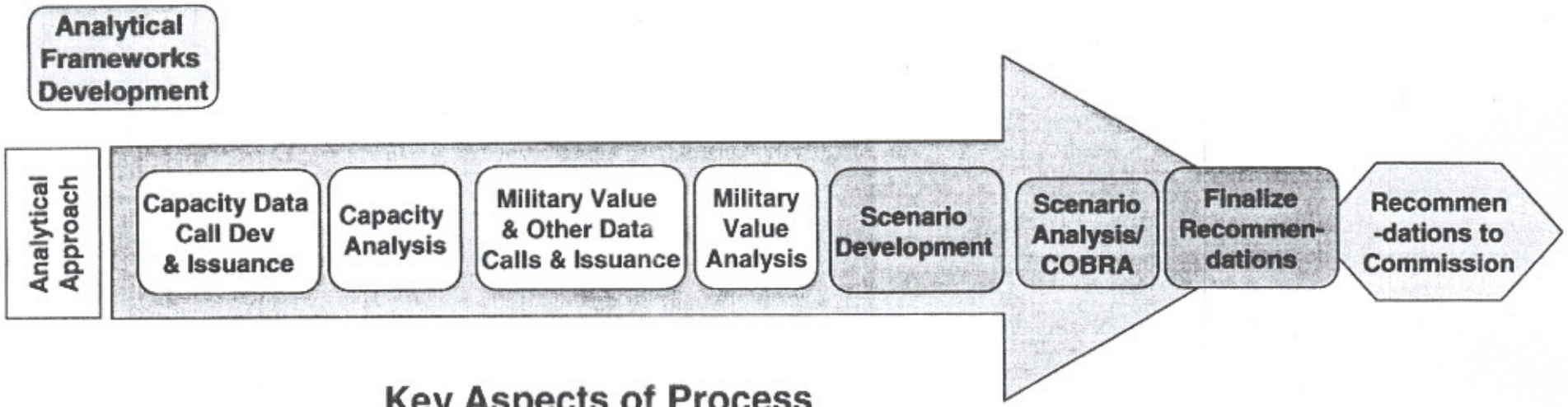
BRAC 2005
MILITARY VALUE ANALYSIS

TRAINING MODULE

16 January 2004

BRAC 05 Process Overview

Installations & Environment



Key Aspects of Process

CAPACITY → **MILITARY VALUE** **SCENARIO DEVELOPMENT/ANALYSIS**

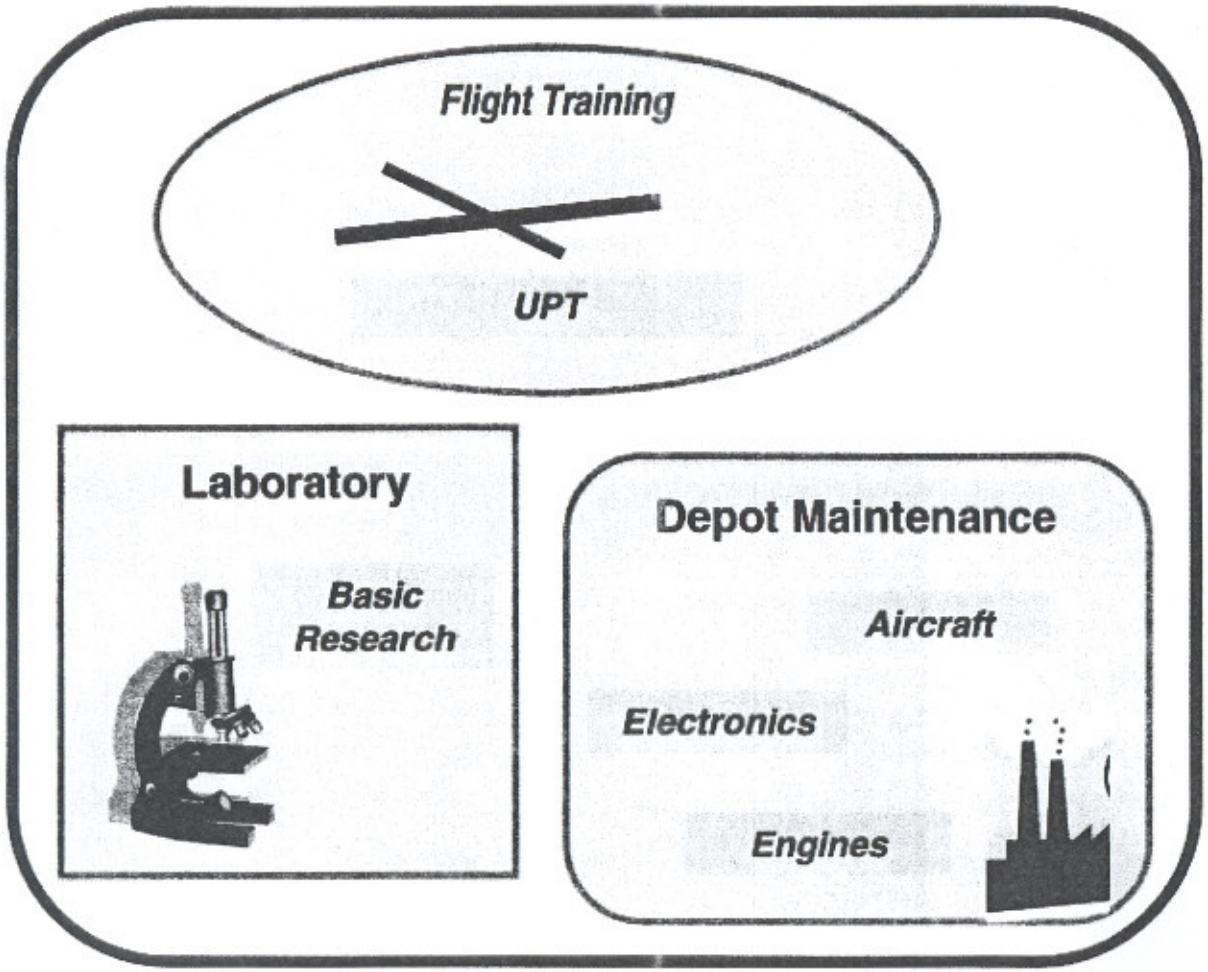
Inventory
- What
- Where
- How Big
- Usage
- Surge

Selection Criteria (1-4)
- What's important
- How to measure
- How to weight
- Rank order

- 20 Year Force Structure Plan
- Optimization Model
  - Capacity
  - Military Value
  - Transformational Options
  - Policy Imperatives
- Selection Criteria (6-8)

Key Concepts

Installation



Installation

A base, camp, post, or station, including leased facilities

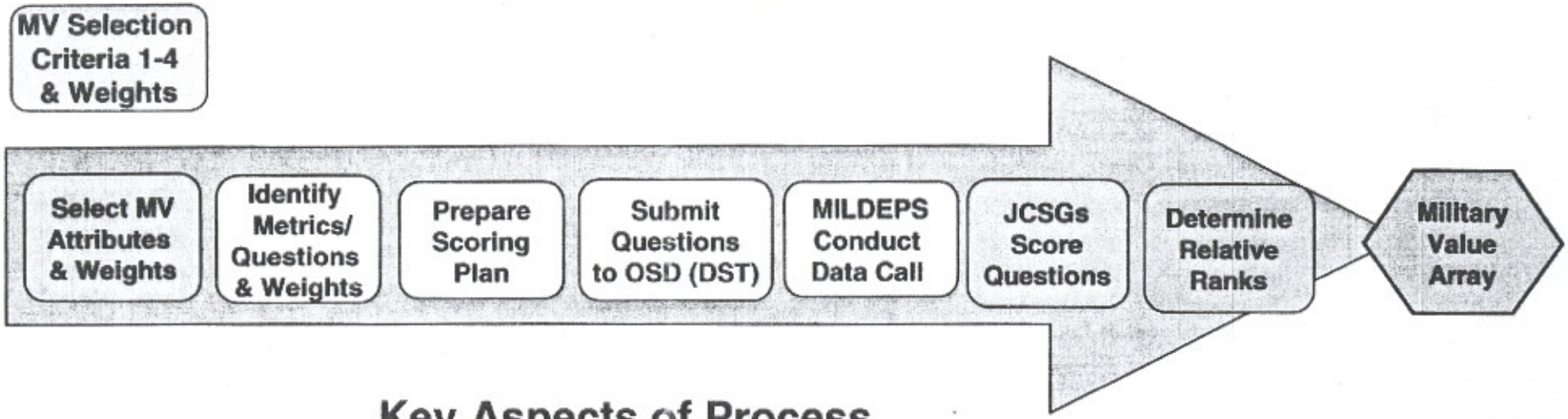
Facility

Something created to serve a particular function/activity.

Functions & Sub functions

A work effort, i.e. undergraduate pilot training, a product line, engine overhaul, dental care

Military Value (MV) Analysis Process



Key Aspects of Process

- A careful review of Military Value Selection Criteria, and Weights
- Selection/identification of Attributes, Metrics, Questions, & Weights
- Preparation of a plan to score data call responses
- MILDEP/DAs conduct the Military Value Data Call
- JCSGs score data & prepare Military Value Array

DoD Interim Selection Criteria 1-4

- **Criteria 1:** *The current and future mission requirements and the impact on operational readiness of DoD's Total Force including impacts on joint warfighting, training, and readiness.*
- **Criteria 2:** *The availability and condition of land, facilities and associated airspace, including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions, at both existing and potential receiving locations.*
- **Criteria 3:** *The ability to accommodate contingency, mobilization, and future total force requirements at both the existing and potential receiving locations to support operations and training.*
- **Criteria 4:** *Cost and manpower implications.*

By statute, these 4 criteria are to receive priority consideration in the formulation of BRAC recommendations. Other criteria address Return on Investment, and Economic, Community and Environmental Impacts.

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What is Military Value Analysis?

- An assessment of a facility's capability to perform specific functions based upon the first four DoD selection criteria
- A calculation of the relative military value of facilities performing similar functions
- Results in a military value array of these facilities

A key BRAC process which drives Scenario Development.

Military Value Analysis

DoD Interim Selection Criteria

Military Value

1. The current and future mission requirements...
2. The availability and condition of land, facilities & associated airspace...
3. The ability to accommodate contingency, mobilization, and future total force requirements...
4. The cost and manpower implications.
5. The extent and timing of potential cost savings, including the number of years, beginning with the date of completion of the closure or realignment, for savings to exceed costs.
6. The economic impact on existing communities in the vicinity of military installations.
7. The ability of both the existing and potential receiving communities' infrastructure to support forces, missions, and personnel.
8. The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

Attributes, Metrics, Questions, & Weights

Criteria 1 - Mission Requirements..... (Wt)
- Attribute(s).....(Wt)
  - Metric(s).....(Wt)
    - Question(s).....(Wt)

Criteria 2 - Land & Facilities.....(Wt)
- Attribute(s).....(Wt)
  - Metric(s).....(Wt)
    - Question(s).....(Wt)

Criteria 3 - Mobilization & Contingency (Wt)
- Attribute(s).....(Wt)
  - Metric(s).....(Wt)
    - Question(s).....(Wt)

Criteria 4 - Cost & Manpower..... (Wt)
- Attribute(s).....(Wt)
  - Metric(s).....(Wt)
    - Question(s).....(Wt)

MILDEP Data Call

(Questions without weights)

Certified Data

Scoring Analysis

Military Value Array

1. *(Highest)*
2.
3.
... *(Lowest)*

Military Value Attributes

- Key characteristics of functions and the location where work effort takes place
- Measurable and directly tied to Military Value Criteria
- Selected to ensure each criterion receives comprehensive review

Examples of Intelligence Military Value Attributes

Selection Criterion 1: ***Current & Future Mission Requirements ...***

- Real Time Collection
- Specialized Training

Selection Criterion 2: ***Availability & Condition of Land, Facilities ...***

- Office Buildings
- Equipment
- Security Facilities

Selection Criteria & Attribute Weights

- Both Criteria & Attributes are weighted to indicate relative importance
- Weights are based upon military judgment
- Consistent with SecDef transformational guidance

Examples of Intelligence Military Value Weighting

Selection Criterion 1: ***Current & Future Mission Requirements ...***
40 Points

Real Time Collection – 60 Points
Specialized Training – 40 Points

Selection Criterion 2: ***Availability & Condition of Land, Facilities ...***
25 Points

Office Buildings – 74 Points
Equipment – 10 Points
Security Programs – 16 Points

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Military Value Metrics

- Are numerical measures of an Attribute
- Non-objective information (i.e. a narrative response) will be converted into numerical data
- Provide the basis for developing Military Value Data Call questions
- May be similar or identical to capacity metrics previously developed

Examples of Intelligence Military Value Metrics

Specialized Training	Office Buildings
Foreign Language Signal intercept Decoding	Square Feet of Usable Space Type of Space Location of the Building

Develop Data Call Questions

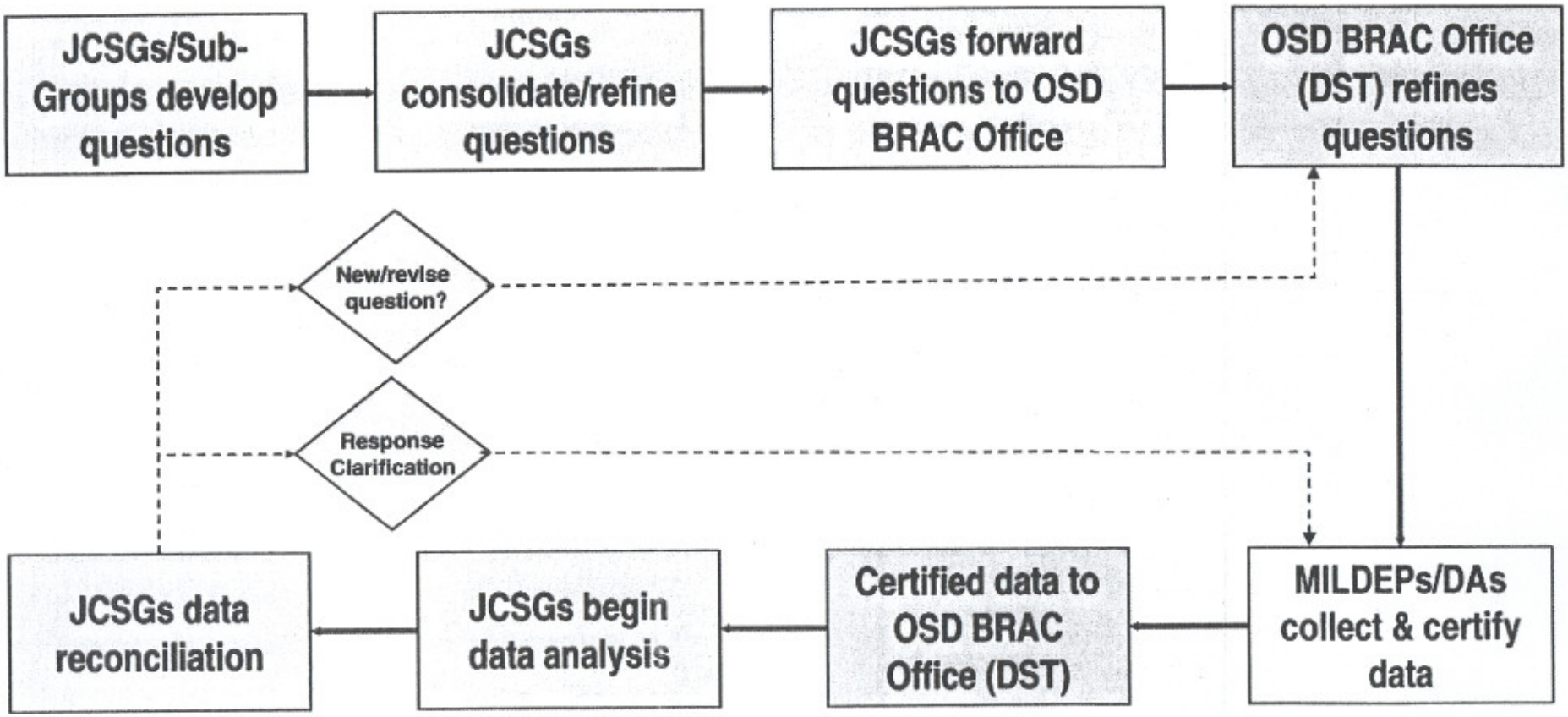
- Translate military value metrics into data call questions
  - Each question should tie directly to a metric, attribute & Military Value Criterion
  - In Military Value Analysis all questions are scored
- Refine questions before submission to OSD BRAC Office (Data Standardization Team will support this effort)
- Avoid requesting data already collected by a previous BRAC 05 Data Call
- Scoring Plans will not to be forwarded with questions

Military Value Scoring Plan

- Military Value Analysis requires development of a scoring methodology
- The plan should specify how --
  - Answers to every data call question will be scored
  - A numerical military value for each installation/facility will be determined

The scoring plan will be completed before submission of data call questions

Data Collection Process Flow

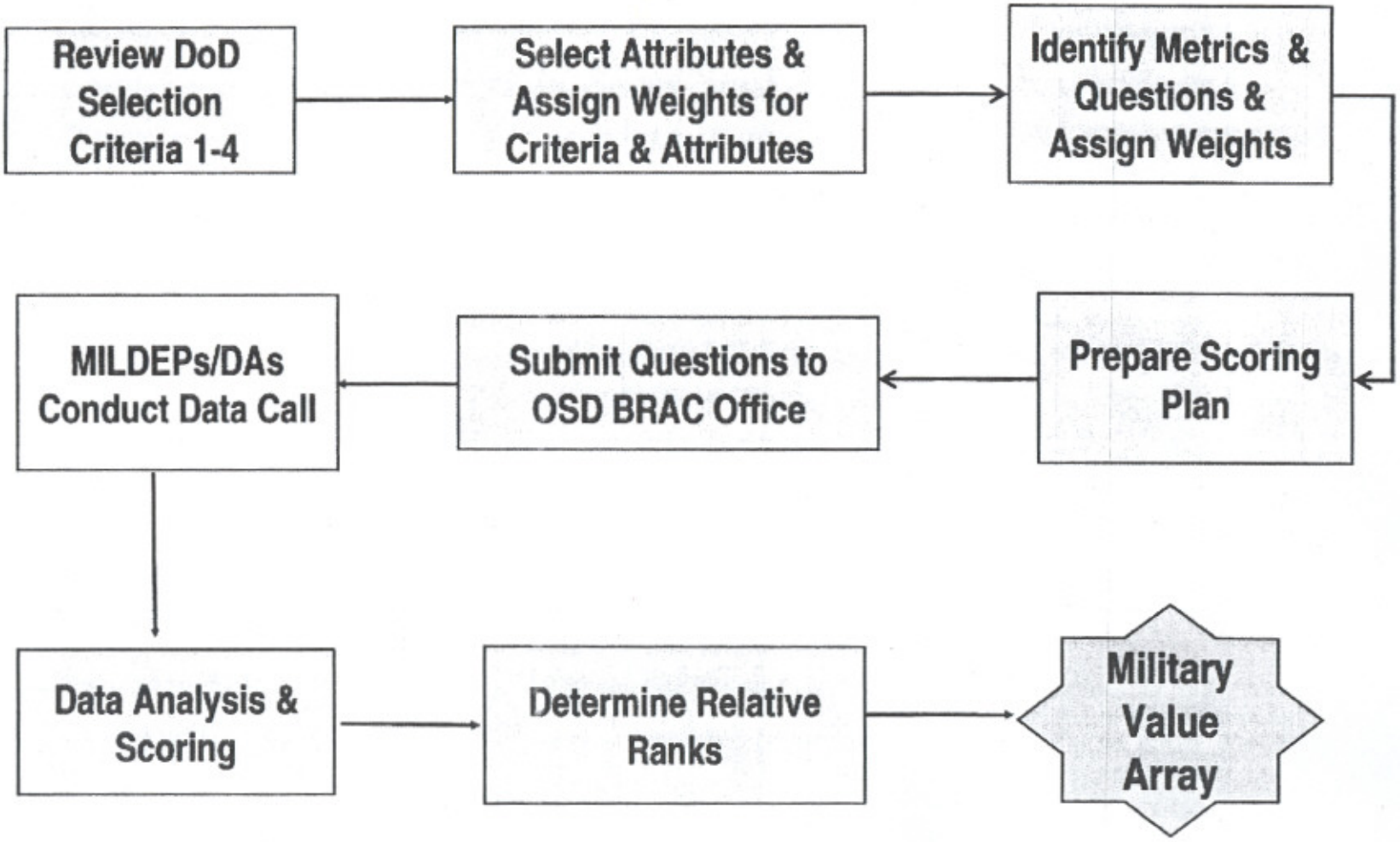


Conduct Military Value Analysis

JCSGs will--

- Review certified data collected by the MILDEPs/DAs
- Score data call responses in accordance with scoring plans
- Determine Military Value scores for facilities performing functions/sub functions being evaluated
- Prepare a military value array of facilities performing similar functions
- Fully document the analytical process

Military Value Analysis Summary



Key Military Value Terms

- Attribute – a measurable characteristic of a function or sub-function
- Facilities – something created to serve a particular function/activity.
- Functions – a work effort, i.e. undergraduate pilot training, a product line, engine overhaul, dental care
- Installation - a base, camp, post, or station, including leased facilities
- Metric – a numerical approach to measuring attributes
- Military Value Analysis - an assessment of the relative military value of an installation's ability to perform a specific function
- Military Value Criteria - DoD BRAC Selection Criteria 1-4
- Rank - the relative position of an installation's score compared to others performing similar functions
- Relational Software - an automation routine which translates raw scores in to relative ranking

Example of Military Value Scoring

		Location X		Location Y		Location Z	
Military Value	Weight	Criteria Scores	Weighted Score	Criteria Scores	Weighted Score	Criteria Scores	Weighted Score
Criteria 1	(40%)	75	30.0	85	34.0	90	32.0
Criteria 2	(35%)	85	29.8	80	28.0	90	31.5
Criteria 3	(5%)	90	4.5	70	3.5	80	4.0
Criteria 4	(20%)	60	12.0	75	15.0	80	16.0
Total:	100%		76.3		80.5		83.5

Military Value Ranking

1. Z 83.5
2. Y 80.5
3. X 76.3

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Examples of Criterion I Scoring

Criterion I (Mars support base)		Location X		Location Y		Location Z		Weighted score (assuming Criterion I receives 40% of the overall military value ranking)
	Weight	Attribute Scores	Weighted Score	Attribute Scores	Weighted Score	Attribute Scores	Weighted Score	
Attribute 1 "Location supports launches"	(40%)	75	30.0	85	34.0	90	32.0	X 30.52 Y 32.2 Z 33.4
Attribute 2 "Access to DoD users"	(35%)	85	29.8	80	28.0	90	31.5	
Attribute 3 "Proximity to public users"	(5%)	90	4.5	70	3.5	80	4.0	
Attribute 4 "Provides training options"	(20%)	60	12.0	75	15.0	80	16.0	
Total:	100%		76.3		80.5		83.5	

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Examples of Criterion I -- Attribute 1 Scoring

Attribute 1 "Location supports launches"		Location X		Location Y		Location Z		Weighted score (assuming Attribute I receives 40% of the overall Criterion I value)
	Weight	Metric Scores	Weighted Score	Metric Scores	Weighted Score	Metric Scores	Weighted Score	
Metric 1 "Launch Weather"	(30%)	60	18.0	65	19.5	90	27.0	X 26.8 Y 28.8 Z 34.4
Metric 2 "Mission Readiness"	(30%)	90	27.0	80	24.0	90	27.0	
Metric 3 "Maximum Annual Launches"	(30%)	50	15.0	70	21.0	80	24.0	
Metric 4 "Mission Control"	(10%)	70	7.0	75	7.5	80	8.0	
Total:	100%		67.0		72.0		86.0	

Examples of Criterion I – Attribute 1 – Metric 1 Scoring

Metric 1 "Launch Weather"		Location X		Location Y		Location Z		Weighted score (assuming Metric 1 receives 30% of the overall Attribute 1 value ranking)
	Weight	Question Scores	Weighted Score	Question Scores	Weighted Score	Question Scores	Weighted Score	
Question 1 "Average annual icing days"	(30%)	75	22.5	85	25.5	90	27.0	X 24.6 Y 22.95 Z 24.6
Question 2 "Average annual rain days"	(20%)	85	17.0	80	16.0	90	18.0	
Question 3 "Days cloud free"	(40%)	90	36.0	70	28.0	80	32.0	
Question 4 "Days launches are restricted due to down range weather"	(10%)	65	6.5	70	7.0	50	5.0	
Total:	100%		82.0		76.5		82.0	

Military Value Analysis

Final Thoughts

Questions?