



DEPARTMENT OF THE AIR FORCE

WASHINGTON, DC 20330-1000

MAR 22 2004

OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Meeting, 15 Mar 04

Maj Gen Heckman and Mr. Aimone called the meeting to order at 0800 in Suite 900, Conference Room 5, 1560 Wilson Blvd, Rosslyn, VA. Attendance is reflected in attachment 1.

Following announcement of administrative details, Maj Gen Heckman provided introductory remarks and reviewed the agenda.

Mr Aimone informed the BCEG that the March 15 session is not deliberative.

1 provided a framework review for the Military Value analysis in preparation for the MAJCOM Capacity Briefings scheduled for 26-30 Apr 2004. A requirement for a common lexicon was discussed with Maj Gen Heckman highlighting crosscutting issues. (Slides 4-17). Maj Milam led the BCEG through a practical exercise demonstrating the analytic framework. (Slides 18-22)

2 reviewed Criterion 1. (Slides 26 - 31)

Maj Gen Heckman reoriented the group to the notional attribute bins and details of selection criteria. (Slides 81, 43, and BRAC 2005 Final Selection Criteria 1-4)

Maj Gen Heckman and Mr Aimone discussed mid-course correction to the attributes with the intention of readdressing this subject at a future BCEG.

Mr Aimone introduced Criteria 5 through 8.

3 briefed an overview of the COBRA model. (Slides 45-54)

Mr William Kelly briefed Criteria 7. (Slides 57-70)

4 briefed Criterion 8. (Slides 71-77)

5 briefed attributes and data mapping using the BRAC '95 Framework for demonstration purposes. (Slides 95-106)

DELIBERATIVE DOCUMENT-FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

Mr Aimone discussed Data Call issues of quality and accuracy. He also outlined upcoming Congressional testimony by Mr Gibbs.

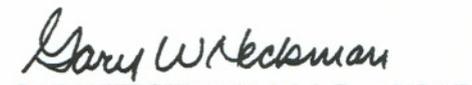
Maj Gen Heckman and Mr Aimone presented closing matters including pending BCEG personnel changes and amendments to the BCEG Charter.

Maj Gen Heckman and Mr Aimone discussed timeline criticality and confirmed the next BCEG meeting will be held at the same location 22 March 04. That meeting will include discussion by functional area experts. The meeting was concluded at 1600. The members reviewed the minutes from 27 Feb 04 meeting, which were received without comment.

BCEG Recorder

The minutes above are approved.


MICHAEL A. AIMONE, P.E.
SAF/IEB
Co-Chairman


GARY HECKMAN, Maj Gen, USAF
AF/XP
Co-Chairman

Attachments:
As Stated

DELIBERATIVE DOCUMENT-FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

DELIBERATIVE DOCUMENT-FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

Mr Aimone discussed Data Call issues of quality and accuracy. He also outlined upcoming Congressional testimony by Mr Gibbs.

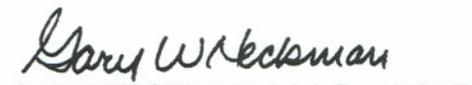
Maj Gen Heckman and Mr Aimone presented closing matters including pending BCEG personnel changes and amendments to the BCEG Charter.

Maj Gen Heckman and Mr Aimone discussed timeline criticality and confirmed the next BCEG meeting will be held at the same location 22 March 04. That meeting will include discussion by functional area experts. The meeting was concluded at 1600. The members reviewed the minutes from 27 Feb 04 meeting, which were received without comment.

BCEG Recorder

The minutes above are approved.


MICHAEL A. AIMONE, P.E.
SAF/IEB
Co-Chairman


GARY HECKMAN, Maj Gen, USAF
AF/XP
Co-Chairman

Attachments:
As Stated

DELIBERATIVE DOCUMENT-FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

Headquarters U.S. Air Force

Integrity - Service - Excellence

BCEG Offsite



0800-1700

15 Mar 04

U.S. AIR FORCE



Off-Site Agenda

15 Mar 04

| | | |
|-----------|--------------------------------------|--------------|
| 0800-0900 | Tune-up Brief | |
| | - Review MV Terms and Framework..... | Maj Milam |
| | - Analytical Framework Update..... | “ ” |
| | - Practical Exercise..... | “ ” |
| 0900-0930 | --Break-- | |
| 0930-1100 | Criteria 1-4 Review..... | Lt Col Cork |
| | - Language from Statute | Mr. Sosa |
| | - Federal Register Notice | |
| 1100-1130 | --Break-- | |
| 1130-1300 | Working Lunch - Criteria 5-8..... | Mr. Sosa, |
| | - Attribute Review, Screen for MV | Mr. Kelly, |
| 1300-1330 | --Break-- | Mr. Meshako |
| 1330-1500 | Attribute / Data Mapping..... | Maj Milam |
| 1500-1530 | --Break-- | “ ” |
| 1530-1630 | Weights and Questions | “ ” |
| 1630-1700 | Way Ahead/Taskings..... | MGen Heckman |

Headquarters U.S. Air Force

Integrity - Service - Excellence

MV Analysis



Maj Curt Milam
SAF/IEBB

U.S. AIR FORCE

Briefing is UNCLASSIFIED



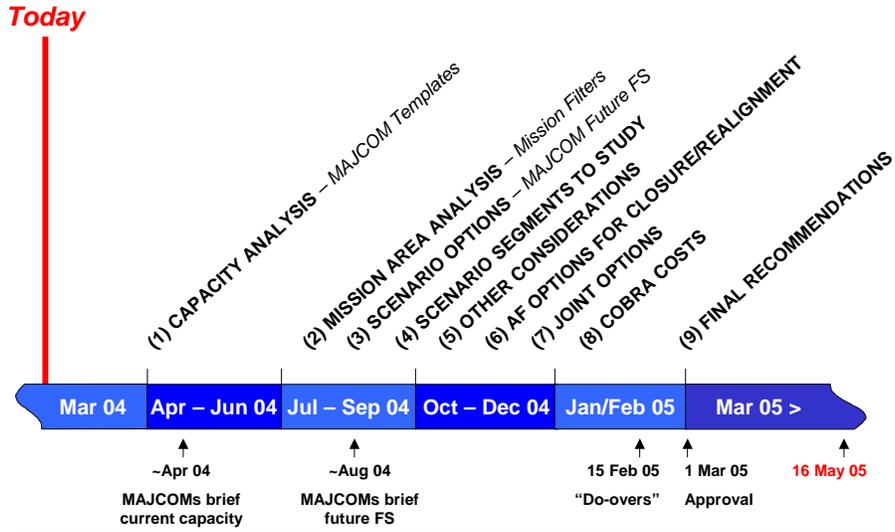
MV Questions

- Should address installation characteristics ... NOT units based there
- Have a discrete answer: Yes, no, a number or a range
- Should not:
 - Be predicated on fungible assets
 - Military personnel or portable equipment
 - Be based on unit-based plans
 - DOC statements, TPFDS, OPORDS, etc—these apply to units, not to bases
- Should:
 - Things we can't change ... no matter how much money we have
 - The WX, the geography and terrain, encroachment, demographics
 - Proximity to established training airspace
 - Proximity to mission (HLD)
 - Things that would be very expensive to replace
 - Rocket launch, missile silos
 - Bulk logistics: rail, roads, port, fuel delivery
 - Basic airfield capabilities: weight bearing, wide-body capable, parking MOG
 - Weapons handling



DRAFT DELIBERATIVE DOCUMENT – FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

Military Value Methodology Overview



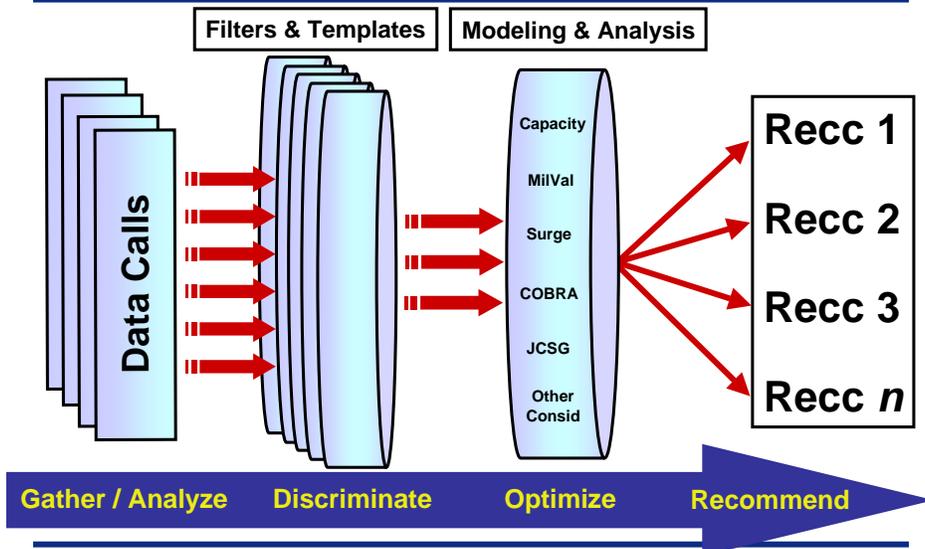
Integrity - Service - Excellence

5



DRAFT DELIBERATIVE DOCUMENT – FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

BRAC Analytical Process



Integrity - Service - Excellence

6



Purpose

- Review key elements of the AF MV lexicon
- Review (and refine) the analytical framework
- Understand what drives the *order of merit*
 - Practical exercise



A Common Lexicon

- **Military Capacity:** The capability to receive, contain, conduct, and support military activities. The measurable and quantifiable data about an installation's facilities, real property, range(s), airspace, and environmental infrastructure.
- **Military Value:** The collection of attributes that determine how well an installation supports force structure functions and or missions.

MOST REQUIREMENTS RELATE TO CAPACITY
MOST PRINCIPLES RELATE TO MILITARY VALUE



A Common Lexicon

- **Principle:** An enduring or fundamental tenet which describes an operational or physical characteristic which has or produces military value. Principles guide decisions on the military value of installations.
- **Imperative:** A principle that constitutes a go/no-go installation constraint *vis-a-vis* an installation choice. Basing imperatives should be established prior to realignment and closure analysis.

MOST PRINCIPLES ARE NOT IMPERATIVES

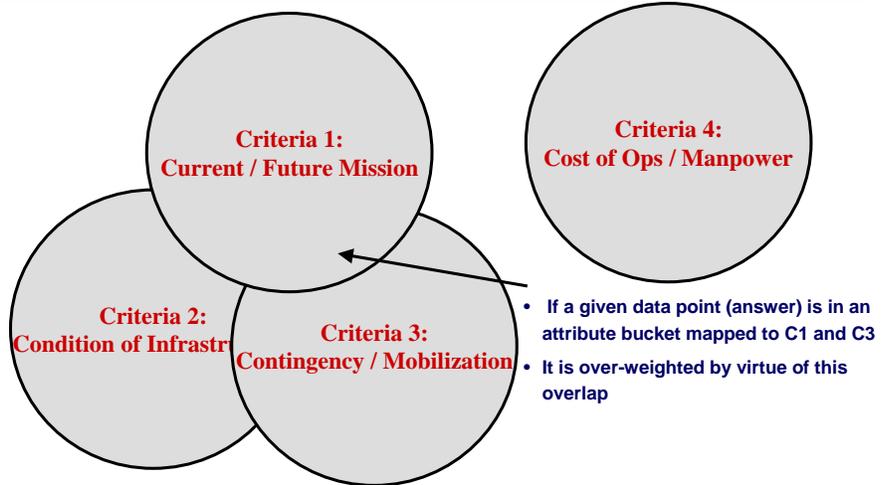


A Common Lexicon

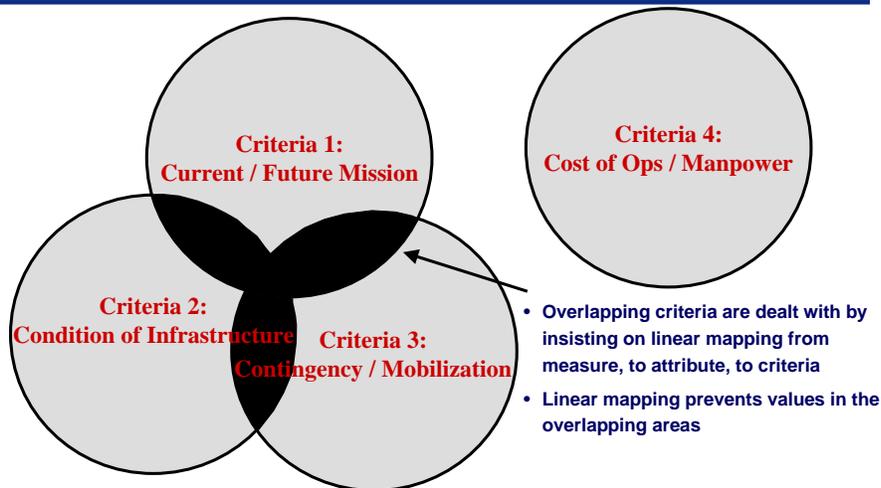
- **Criterion:** One of the eight DoD selection criteria. Used as a standard of judgment, a rule or principle for evaluating an installation.
- **Attribute:** Those operational or physical characteristics inherent to installations and associated with one or more DoD selection criteria.
- **Question Themes:** An information requirement that uses a question or series of related questions grouped together to provide measurable data on an installation's capacity and/or military value.
- **Question Metrics:** Value ranges applied to answers.
- **Weight:** An arithmetic value applied to criteria, attributes and associated questions to indicate their relative importance.



Overlapping Criteria

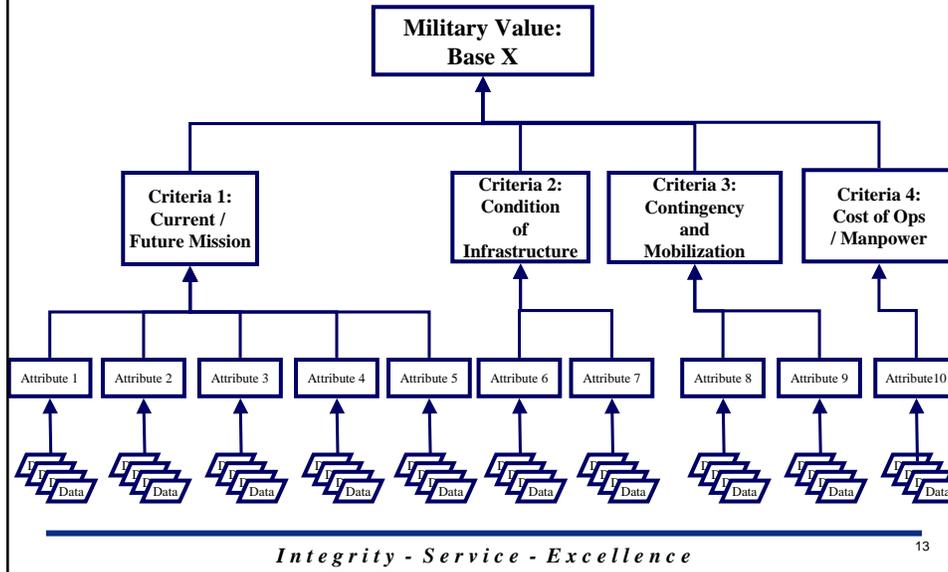


Overlapping Criteria





MV Analysis Hierarchical Framework

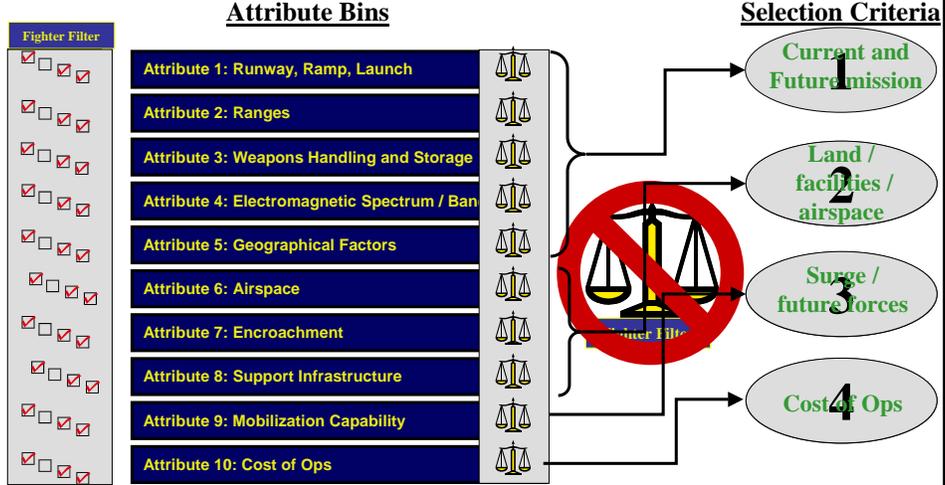


Installation Attributes Military Value “Buckets”

- **Runway, Ramp, and Space Launch:** Capacity, capability, and condition
- **Weapons Handling:** Capacity, capability, and condition
- **Infrastructure:** Mobilization and base operations
- **Airspace:** Congestion and architecture
- **Electromagnetic Spectrum and Bandwidth:** Capacity, capability, and interference
- **Ranges:** Capacity, capability, and access
- **Geographical / Environmental Factors:** Encroachment, weather, topography, proximity to mission and joint operations



Analytical Framework



Mission-area Filters

| <u>Mission-area Filters</u> | |
|------------------------------|-----------------|
| SOF / Helo / Attack | Fighter |
| UAV/UCAV | Bomber |
| ABL | Tanker / C2ISR |
| Airlift (inter) | Airlift (intra) |
| Space Launch | Space Ops |
| ICBMs | |
| | |
| <u>Supplementary Filters</u> | |
| Homeland Defense | ARC Unit |



Order of Merit

- Provides an “order of merit” in two arrays
 - By installation (ordinal)
 - By mission-area (cardinal)

| Order of Merit | |
|---------------------------------------|------------------------|
| Mission-area by Base | Bases by Mission-area |
| Snake AFB | Fighter Mission |
| 1. Fighter (4 th) | 1. Bird AFB |
| 2. Tanker (2 nd) | 2. Cat AFB |
| 3. Airlift (inter) (7 th) | 3. Dog AFB |
| 4. Airlift (intra) (5 th) | 4. Snake AFB |
| 5. SOF/Helo (7 th) | 5. Goat AFB |
| (and so forth) | (and so forth) |



Practical Exercise



Questions

Scoring and Weighting (notional)

How far (NM) is the base's primary training range for live release?

← Question

| Fighter | Metric Value |
|---------|--------------|
| < 150 | 100 |
| 151-250 | 50 |
| > 250 | 0 |

Metric

Weight ↓

Score ↓

$$X \quad (.2) = (10)$$

BCEG



Attributes and Criteria

Scoring and Weighting (notional)

Question: How far (NM) is the base's primary training range for live release?

$$50 \times (.2) = (10)$$

| | | |
|----------|---|-----|
| .2 | Attribute 1: Runway, Ramp, Launch | 35% |
| .1 | Attribute 2: Ranges | 35% |
| .2 | Attribute 3: Weapons Handling and Storage | 10% |
| .2 | Attribute 4: Electromagnetic Spectrum / Bandwidth | 5% |
| .3 | Attribute 5: Geographical Factors | 15% |
| <u>1</u> | | |

$$10 + 7 + 18 + 17 + 25 = 77 \times .35 = 27$$



Attributes and Criteria Scoring and Weighting (notional)

| | | | | | |
|---|--|--|--------------------------------------|--------------------------------------|--------------------------------------|
| Attribute 1: Runway, Ramp, Launch | Criteria 1: Current and Future Mission | Criteria 1: Current and Future Mission | Criteria 3: Joint Operations and HLD | Criteria 4: Cost of Manpower and Ops | Criteria 4: Cost of Manpower and Ops |
| Attribute 2: Ranges | | | | | |
| Attribute 3: Weapons Handling and Storage | | | | | |
| Attribute 4: Electromagnetic Spectrum / Bandwidth | | | | | |
| Attribute 5: Geographical Factors | | | | | |
| Attribute 6: Airspace | | | | | |
| Attribute 7: Encroachment | | | | | |
| Attribute 8: Support Infrastructure | | | | | |
| Attribute 9: Mobilization Capability | | | | | |
| Attribute 10: Cost of Ops | | | | | |
| Criteria Score (raw) | 84 | 72 | 89 | 76 | 81.7 |
| Criteria Weight | 65% | 20% | 10% | 5% | |
| Weighted Criteria Score | 54.6 | 14.4 | 8.9 | 3.8 | |



Weights and Questions Suggested Sequence

- Step 1: Weight Criteria
 - Step 2: Weight Attributes
 - Step 3: Approve questions
 - Step 4: Weight questions
 - Step 5: Approve metrics
- } ← Presented by filter



Questions ?



Off-Site Agenda 15 Mar 04

| | | |
|-----------|--------------------------------------|--------------|
| 0800-0900 | Tune-up Brief | |
| | - Review MV Terms and Framework..... | |
| | - Analytical Framework Update..... | “ ” |
| | - Practical Exercise..... | “ ” |
| 0900-0930 | --Break-- | |
| 0930-1100 | Criteria 1-4 Review..... | |
| | - Language from Statute | |
| | - Federal Register Notice | |
| 1100-1130 | --Break-- | |
| 1130-1300 | Working Lunch - Criteria 5-8..... | |
| | - Attribute Review, Screen for MV | |
| 1300-1330 | --Break-- | |
| 1330-1500 | Attribute / Data Mapping..... | |
| 1500-1530 | --Break-- | “ ” |
| 1530-1630 | Weights and Questions | “ ” |
| 1630-1700 | Way Ahead/Taskings..... | MGen Heckman |



Off-Site Agenda

15 Mar 04

| | | |
|-----------|--------------------------------------|--------------|
| 0800-0900 | Tune-up Brief | |
| | - Review MV Terms and Framework..... | |
| | - Analytical Framework Update..... | “ ” |
| | - Practical Exercise..... | “ ” |
| 0900-0930 | --Break-- | |
| 0930-1100 | Criteria 1-4 Review..... | |
| | - Language from Statute | |
| | - Federal Register Notice | |
| 1100-1130 | --Break-- | |
| 1130-1300 | Working Lunch - Criteria 5-8..... | |
| | - Attribute Review, Screen for MV | |
| 1300-1330 | --Break-- | |
| 1330-1500 | Attribute / Data Mapping..... | ” |
| 1500-1530 | --Break-- | “ ” |
| 1530-1630 | Weights and Questions | “ ” |
| 1630-1700 | Way Ahead/Taskings..... | MGen Heckman |



Criteria Review

Approach

- Language from Statute
- Federal Register Notice (FRN) “Deliverables”
- Discuss data needs
- Review Criteria 5-8
 - Attribute Review
 - Screening process for pulling forward to Criteria 1-4



FRN Promises

General Comments

- **(1a)** “Both the BRAC legislation and DoD’s implementation of it ensure that all installations will be treated equally in the base realignment and closure process”
- **(1b)** *Exclusion of certain type of installations.* “The Department has issued guidance to all DoD Components instructing them to treat all installations equally”
- **(1f)** *Weighting Criteria.* “Other than the requirement to give the military value criteria priority consideration, the numbering reflected in the listing of the criteria are not intended to assign an order of precedence to an individual criterion”
- **(1g)** *Exclusions for less than 300 civilian authorizations.* “In order for the Department to reconfigure its current infrastructure into one in which operational capacity maximizes both warfighting capability and efficiency, it must undertake an analysis of the totality of its infrastructure, not just those with 300 or more authorized civilian positions”



FRN Promises

General Comments

- **(1h)** *Privatization.* “If any closure or realignment recommendation includes privatization, it will be clearly stated in the recommendation”
- **(1i)** *Overseas installations.* “BRAC will accommodate any decisions from that study that relocate forces to the U.S. DoD will incorporate our global basing strategy into a comprehensive BRAC analysis, thereby ensuring that any overseas redeployment decisions inform our recommendations to the BRAC Commission”
- **(1j)** *Inactive status.* “The Department will exercise the utmost caution and consideration when exercising its authority to retain installations in an inactive status. It should be noted that the Department has always had this authority, even though its appearance in the authorizing legislation for the 2005 round would indicate it is a new authority.”



FRN Promises General Comments

- **(1k)** *Relocating activities within same state/community.* “The Department recognizes that the economic impact of BRAC reductions can be lessened by moving functions to geographically proximate locations. However, as specified in the BRAC legislation, military value must be the primary consideration when making these decisions. Specifically, those factors that are set out in criteria one through four are the most important considerations when selecting receiving locations.”
- **(2a)** MV refers to the collection of attributes that determine how well an installation supports force structure, functions and/or missions



Criterion 1 Military Value – Current/Future Mission

The current and future mission **capabilities** and the impact on operational readiness of the Department of Defense's total force, **including impacts on joint warfighting, training, and readiness.**

FRN Deliverables:

- (2e) R&D, engineering, procurement & other tech capabilities are MV **(Crit 1- 4)**
- (2f) Availability/skill of work force and relationship w/ local institutions **(1, 3, 7)**
- (2g) Strategic location of DoD facilities **(1, 2, 3)**
- (2h) Ability to perform a mission and quality of that work—both of which, in turn, capture the willingness to transform and streamline **(1, 3)**
- (2i) Homeland Defense and security **(1, 3)**
- (2k) Ability to accommodate current/future force requirements, which includes Federal licensing and permitting requirements **(1, 2, 3)**



BRAC 2005

Final Selection Criteria

Military Value

1. The current and future mission **capabilities** and the impact on operational readiness of the Department of Defense's total force, **including impacts on joint warfighting, training, and readiness.**
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.
3. The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations **to support operations and training.**
4. The cost **of operations** and manpower implications.

Words in **green** reflect modifications to BRAC 95 criteria



Final Selection Criteria

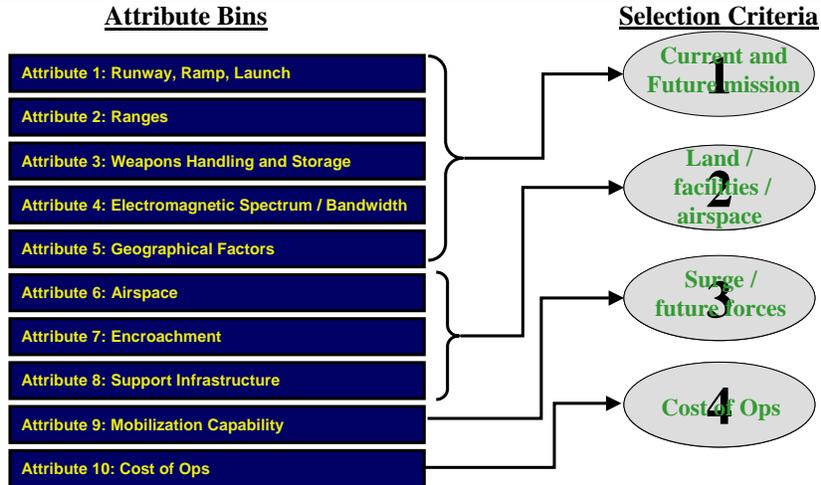
Other Considerations

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the 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.**

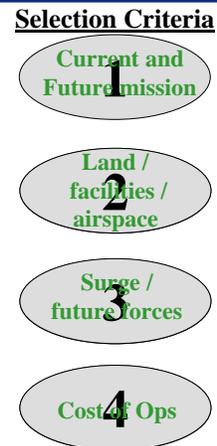
Words in **green** reflect 2005 modifications to BRAC 1995 criteria



Analytical Framework



Analytical Framework





Criterion 1

Military Value – Current/Future Mission

USAF Interpretation:

- Geographic and/or strategic location?
- Operations infrastructure & facilities?
- Weather? Crit 1—VML; Crit 4—Utility Costs
- Distance to ranges? Crit 1
- Quality of ranges?
- Access to and type of airspace?
- Environmental impacts on ops?
- Encroachment impacts?
- Quality of local workforce?
- Joint training/warfighting suitability?
- Recruiting base?



Criterion 2

Military Value - Infrastructure

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.

FRN Deliverables:

- (2e) R&D, engineering, procurement & other tech capabilities are MV (Crit 1- 4)
- (2g) Location – availability/condition of land and facilities are integral to MV (1,2,3)
- (2i) Homeland Defense – availability/condition of land, facilities and associated airspace ... as staging areas for the use in homeland defense missions (1,3)
- (2j) Encroachment (2)
- (2k) Ability to accommodate current/future force requirements, which includes Federal licensing and permitting requirements (1, 2, 3)



Criterion 2

Military Value – Infrastructure

USAF Interpretation:

- Encroachment?
- Environmental considerations—noise, air quality, QD arcs?
- Population density?
- Land (usable) – availability and condition?
- Facilities – availability and condition?
- Airspace – availability?
- Ranges – training diversity?



Criterion 3

Military Value - Mobilization

The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.

FRN Deliverables:

- (2e) R&D, engineering, procurement & other tech capabilities are MV (Crit 1- 4)
- (2f) Availability/skill of work force and relationship w/ local institutions (1, 3, 7)
- (2g) Strategic location of DoD facilities (1, 2, 3)
- (2h) Ability to perform a mission and quality of that work—both of which, in turn, capture the willingness to transform and streamline (1, 3)
- (2i) Homeland Defense and security (1, 3)
- (2k) Ability to accommodate current/future force requirements, which includes Federal licensing and permitting requirements (1, 2, 3)



Criterion 3

Military Value – Mobilization

USAF Interpretation:

- Surge?
- Versatility; size matters—not a one-trick pony?
- Expansion capacity?
- Infrastructure diversity?



Criterion 4

Military Value – Cost of Ops

The cost of operations and the manpower implications.

FRN Deliverables:

(2e) R&D, engineering, procurement & other tech capabilities are MV (Crit 1- 4)

(2l) Because DoD operates in a resource constrained environment, all resources—land facilities, personnel and financial—have value (4)

(2l) Monetary resources are an inextricable component of military value because all equipment, services, and military salaries are dependent on this resource. Therefore, the extent to which one installation can be operated at less cost than another is worthy of consideration, particularly for business operations, although the importance of this will vary depending on the function involved (4)



Criterion 4

Military Value – Cost of Ops

USAF Interpretation:

- **Observable, measurable & certifiable**
 - **Locality pay**
 - **Area cost factor**
 - **MILCON**
 - **Sustainment**
 - **BAH**



Criterion 4

Military Value – Cost of Ops

ARMY Interpretation:

- **Workforce Availability** -- looks at the population density and the average education level in a 2-dimensional metric
- **Area Cost Factor** -- standard factor for MILCON, provides the geographical cost perspective
- **Joint facilities** -- includes the percentage of costs provided by other services and/or DOD compared to total budget, we combine this with the installations overall size in a 2-dimensional metric.
- **C1 TGT for facilities** -- the Army has chosen several "focus" facilities (the important ones) , this looks at the installations contribution to the Army's total bill to get these facilities up to a certain standard
- **Variable cost factor** -- BASOPS from COBRA, relative efficiency of the installation
- **Joint Workload** -- labor hours for inter-service workload



Off-Site Agenda

15 Mar 04

| | | |
|-----------|--------------------------------------|--------------|
| 0800-0900 | Tune-up Brief | |
| | - Review MV Terms and Framework..... | |
| | - Analytical Framework Update..... | “ “ |
| | - Practical Exercise..... | “ ” |
| 0900-0930 | --Break-- | |
| 0930-1100 | Criteria 1-4 Review..... | |
| | - Language from Statute | |
| | - Federal Register Notice | |
| 1100-1130 | --Break-- | |
| 1130-1300 | Working Lunch - Criteria 5-8..... | |
| | - Attribute Review, Screen for MV | |
| 1300-1330 | --Break-- | |
| 1330-1500 | Attribute / Data Mapping..... | |
| 1500-1530 | --Break-- | “ ” |
| 1530-1630 | Weights and Questions | “ ” |
| 1630-1700 | Way Ahead/Taskings..... | MGen Heckman |



Off-Site Agenda

15 Mar 04

| | | |
|-----------|--------------------------------------|--------------|
| 0800-0900 | Tune-up Brief | |
| | - Review MV Terms and Framework..... | |
| | - Analytical Framework Update..... | “ “ |
| | - Practical Exercise..... | “ ” |
| 0900-0930 | --Break-- | |
| 0930-1100 | Criteria 1-4 Review..... | |
| | - Language from Statute | |
| | - Federal Register Notice | |
| 1100-1130 | --Break-- | |
| 1130-1300 | Working Lunch - Criteria 5-8..... | |
| | - Attribute Review, Screen for MV | |
| 1300-1330 | --Break-- | |
| 1330-1500 | Attribute / Data Mapping..... | |
| 1500-1530 | --Break-- | “ ” |
| 1530-1630 | Weights and Questions | “ ” |
| 1630-1700 | Way Ahead/Taskings..... | MGen Heckman |

Headquarters U.S. Air Force

Integrity - Service - Excellence

Selection Criteria Other Considerations



U.S. AIR FORCE

Mike Aimone

**SAF/IEB
15 Mar 04**



Purpose

- Review the remaining 4 Selection Criteria
- Identify potential attributes that should be moved into Military Value



BRAC 2005

Final Selection Criteria

Military Value

1. The current and future mission **capabilities** and the impact on operational readiness of the Department of Defense's total force, **including impacts on joint warfighting, training, and readiness.**
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.
3. The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations **to support operations and training.**
4. The cost **of operations** and manpower implications.

Words in **green** reflect modifications to BRAC 95 criteria



BRAC 2005

Final Selection Criteria

Other Considerations

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the 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.**

Words in **green** reflect 2005 modifications to BRAC 1995 criteria



Analytical Framework

Attribute Bins

- Attribute 1: Runway, Ramp, Launch
- Attribute 2: Ranges
- Attribute 3: Weapons Handling and Storage
- Attribute 4: Electromagnetic Spectrum / Bandwidth
- Attribute 5: Geographical Factors
- Attribute 6: Airspace
- Attribute 7: Encroachment
- Attribute 8: Support Infrastructure
- Attribute 9: Mobilization Capability
- Attribute 10: Cost of Ops

Selection Criteria

- 1 Current and Future Mission
- 2 Land / facilities / airspace
- 3 Surge / future forces
- 4 Cost of Ops



Other Criteria The Score Card

| Criteria | OPR | Status |
|---------------------------------------|------|---|
| #5 -- COBRA | Army | Model significantly updated; ISG Briefed early on; Questions & data sources developed, but not yet vetted to BRAC Dirs. Rebrief to ISG? |
| #6 Community Economic Impact | OSD | Will use similar model from 95 (LMI developed); OSD to let new contract. ECD Unk |
| #7 Community Infrastructure & Support | AF | Attributes/questions developed; vetted with BRAC Dirs; Waiting to Brief to ISG |
| #8 Environmental | Navy | Attributes being developed; will use significant # of Questions from DC#1. Probably need ISG brief. |



Criterion 5

Other Consideration – Return on Investment

The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.

FRN Deliverables:

(3b) The Department agrees that costs and savings must be calculated uniformly. To that end, we are improving the Cost of Base Realignment Actions (COBRA) model used successfully in previous BRAC rounds to address issues of uniformity and will provide it to the Military Departments and the Joint Cross-Service Groups for calculation of costs, savings, and return on investment in accordance with criterion five. **(5)**

(3c) DoD has improved the Cost of Base Realignment Actions (COBRA) model used in prior BRAC rounds to more accurately and appropriately reflect the variety of costs of base realignment and closure actions. DoD will provide it to the Military Departments and the Joint Cross-Service Groups for calculation of costs, savings, and return on investment in accordance with criterion five. **(5)**



Criterion 5

Other Consideration – Return on Investment

FRN Deliverables (cont):

(3d) In accordance with section 2913(d), the Department's application of its cost and savings criterion will "take into account the effect of the proposed closure or realignment on the costs of any other activity of the Department of Defense or any other Federal agency that may be required to assume responsibility for activities at the military installations."

(3e) While military value criteria must be the primary consideration, the impact of a closure or realignment on the local community, including military retirees residing therein, will be considered through criteria five, six, and seven. **(5, 6, 7)**



Criterion 5

Other Consideration – Return on Investment

FRN Deliverables (cont):

(3g) The GAO suggested that DoD clarify two issues:

(1) the Department's intention to consider potential costs to other DoD activities or federal agencies that may be affected by a proposed closure or realignment recommendation under the criterion related to cost and savings, and

(2) the extent to which the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities will be included in cost and savings analyses of individual BRAC recommendations.

As discussed above, DoD recognizes that the BRAC legislation required it to consider cost impacts to other DoD entities and Federal agencies in its BRAC decision-making and will issue implementing guidance to ensure that such costs are considered under criterion five. **(5)**



Criterion 5

Other Consideration – Return on Investment

USAF Interpretation:

- Observable, measurable & certifiable
 - 20 Yr Net Present Value (NPV)
 - One-time costs
 - Pay back period



COBRA **General Overview**

- Requirements
 - Calculate scenario return on investment and net present value
 - Use data “readily” available to the Service
 - Complies with past BRAC law
- Capabilities
 - Calculates scenario costs and savings over 20 years
 - Comparative, macro-level tool, not an optimizing tool
 - Models all actions in up to 6 years and assumes steady state thru 20 years
 - Estimates costs and savings of stationing actions
 - A tool for all DoD
 - Combine scenarios



COBRA **General Overview – Data Input Screens**

- Static installation data - starting position (“baseline”)
 - Population
 - Operating Costs
 - Demographics
 - Installation specific cost factors
- Dynamic scenario data
 - Personnel moved/eliminated/added
 - Equipment moved
 - Scheduling of moves/eliminations
 - Identified unique costs and savings
 - Construction/rehabilitation requirements
- Standard Factors
 - Demographics
 - Financial cost data
 - Pay and allowances
 - Civilian, transportation, and construction costing factors
 - Relocation program factors



General Overview - Output Reports

- COBRA produces a variety of reports that document scenario analyses
 - Realignment Summary
 - Net Present Values
 - One-Time Cost
 - Sustainment, Restoration, Modernization (SR/M) BOS change
 - BOS, Land, square feet, & SRM delta
 - Military Construction assets
 - Personnel impact
 - Personnel Summary
 - Input data
 - Error report



JPAT Data Call - Questions

- Number of Personnel Authorized
 - For your activity, how many Officer, Enlisted, Student, and Civilians are authorized each year for FY05 through FY11? (includes DoD tenants, excludes part-time reservists)
- Cost and Utilization of Government Family Housing
 - For your activity, what were the family housing expenditures for FY03 and what was the family housing utilization rate on 30 Sept 2003?
- Surface Motor Freight Costs
 - What was the average cost of surface freight movement from your base for FY03?



COBRA

JPAT Data Call – Questions (cont'd)

- Square Footage of Existing Facilities
 - What is the total thousands of square feet of facilities, except for family housing, existing at your activity on 30 Sep 2003?
- Personnel Involved in Sustainment
 - For officers, enlisted, and civilians, how many were authorized to perform sustainment based on the FY03 Unit Manning Document?
- Base Operating Support
 - What are your BOS non-payroll expenditures for your activity and the number of personnel authorized to this function?



COBRA

Data Collection

- Installation data call questions
- Open source data – certification memos
 - JFTR
 - JTR
 - BAH / Per Diem
- Authoritative source data – request memos
 - OSD (P&R)
 - OSD (P&R) – Health Affairs
 - SDDC = MTMC
- JPAT Approved Analysis
- OSD
 - FSM
 - Recap Rates



Criterion 6

Other Consideration – Economic Impact

The economic impact on **existing communities in the vicinity of military installations.**

FRN Deliverable:

(3e) While military value criteria must be the primary consideration, the impact of a closure or realignment on the local community, including military retirees residing therein, will be considered through criteria five, six, and seven. The DoD Components will calculate economic impact on existing communities by measuring the effects on direct and indirect employment for each recommended closure or realignment. These effects will be determined by using statistical information obtained from the Departments of Labor and Commerce. This is consistent with the methodology used in prior BRAC rounds to measure economic impact. **(5, 6, 7)**



Criterion 6

Other Consideration – Economic Impact

USAF Interpretation: OSD-led effort to define

Headquarters U.S. Air Force

Integrity - Service - Excellence



Criterion 7

15 Mar 04

U.S. AIR FORCE



Agenda

- Review Federal Register
- Review Attributes and Questions



Criterion 7

The ability of both the existing and potential receiving communities' infrastructure to support forces, mission, and personnel



Criterion 7

Other Consideration – Community Support

The ability of both the existing and potential receiving communities' infrastructure to support forces, missions and personnel.

FRN Deliverable:

(3e) While military value criteria must be the primary consideration, the impact of a closure or realignment on the local community, including military retirees residing therein, will be considered through criteria five, six, and seven. **(5, 6, 7)**

(3h) DoD has demonstrated in previous BRAC rounds that factors falling within this criterion can be applied within the military value criteria if they directly relate to the elements of criteria one through four.

(3j) The infrastructure provided by the communities surrounding our installations is a key component in their efficient and effective operation. As the BRAC legislation has established a stringent timetable for the Secretary to arrive at recommendations, the Department must focus on the existing, demonstrated ability of a community to support its installation, especially as potential investment actions may not translate into reality.



Criterion 7

Other Consideration – Community Support

The ability of both the existing and potential receiving communities' infrastructure to support forces, missions and personnel.

FRN Deliverable (cont):

(3l) The Department agrees that the quality of life provided to its military personnel and their families significantly contributes to the Department's ability to recruit and retain quality personnel. Military personnel are better able to perform their missions when they feel comfortable that their needs and those of their families are taken care of. Quality of life is captured throughout the criteria, particularly criterion seven. **(7)**



Federal Register Notice

- **Military Value refers to the collection of attributes that determine how well an installation supports force structure, functions, and or missions**
 - **Criteria 7 looked outside the installation**
- **FRN Areas of potential overlap:**
 - **Surge Requirements**
 - **Intellectual Capital**
 - **Global War on Terrorism/domestic preparedness**
 - **Encroachment**



Attributes

- CHILD CARE
- COST OF LIVING
- EDUCATION
- EMPLOYMENT
- HOUSING
- MEDICAL/HEALTH
- POPULATION CENTER
- SAFETY/CRIME
- TRANSPORTATION
- UTILITIES



Surge Requirements

- “Surge Requirements can arisecontingencies, mobilization, ...”
 - Overlaps with 4 attributes
 - Proximity to Population Center
 - Metropolitan area can provide surge billeting in local hotels
 - Transportation
 - Commercial airport to bring troops/equipment in and out
 - Medical/Health
 - Potential surge in medical capacity
 - Child Care
 - Potential short-term issue until dependent care plan gets implemented



Intellectual Capacity

- **“DOD appreciates the importance of having an available pool of intellectual capacity...”**
 - **Overlap with “Education” attribute**
 - **Attribute captures intellectual capacity by asking about vocational/technical schools, undergraduate and graduate programs within 25 miles of the base**



Global War On Terrorism Domestic Preparedness

- **“...domestic preparedness, or fighting the war on terrorism, is an important DoD mission...”**
 - **Overlaps with 2 attributes**
 - **Proximity to Population Center**
 - **Can provide synergy with local disaster preparedness forces (police, firefighters, EMT) in the event of act of terrorism**
 - **Medical/Health**
 - **Can provide synergy in treating mass casualty victims**



Land Availability Encroachment

“...availability and condition of land and facilities are an integral part of military value”

- **Overlap with “Metropolitan Area” attribute**
 - **Being close to a metropolitan area could result in encroachment issues**



Summary

- **Questions that are candidates to be included in Military Value:**
 - **Child Care**
 - **How many licensed child care centers are available in the local community?**
 - **How many of these child care centers are accredited by the NAEYC?**
 - **Education**
 - **How many vocational/technical schools are available off-base?**
 - **How many undergraduate colleges/universities are available off-base?**
 - **How many graduate colleges are available off-base?**



Summary

- **Medical/Health**
 - What is the total number of providers/100,000 population?
 - What is the total number of beds/100,000 population?
- **Population Center**
 - What is the distance in miles to the nearest population center/city that has a population greater than 100,000?
- **Transportation**
 - What is the distance in miles to the nearest commercial airport that offers regularly-scheduled service by a major airline carrier?



QUESTIONS?



Criterion 8

Other Consideration – Environmental

The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

FRN Deliverable:

(2k) DoD recognizes the importance of federal licenses and permits. The ability to accommodate current and future force requirements, which includes Federal licensing and permitting requirements, is covered under criteria one, two and three. Furthermore, the impact of environmental compliance activities (i.e., permits and licenses) is also specifically captured in criterion eight. **(8)**



Criterion 8

Other Consideration – Environmental

The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

FRN Deliverable (cont):

(3g) DoD policy guidance has historically stipulated that environmental restoration costs were not to be factored into analyses of costs and savings when examining potential installations for realignment and closure, since DoD was obligated to restore contaminated sites on military installations regardless of whether or not they were closed. DoD concurs with GAO that determining such costs could be problematic in advance of a closure decision, since reuse plans for BRAC properties would not yet be determined and studies to identify restoration requirements would not yet be completed. As suggested, DoD will issue guidance to clarify consideration of environmental costs.

(3k) As has been the case in prior rounds of base closure, the Department will consider historic properties as a part of criterion eight. **(8)**



Criterion 8 - Attributes

- Air Quality
- Dredging
- Cultural/Archeological/Tribal Resources
- Land Use Constraints
- Sensitive Resource Areas
- Marine Mammals/Resources/Sanctuaries
- Wetlands
- Threatened and Endangered Species/Critical Habitat
- Water Resources
- Noise



Criterion 8 – Attributes

Key Factors

- Air Quality
 - Attainment classification
 - State Implementation Plan (SIP)
 - Emission credits
 - Operating Restrictions
- Dredging
 - Impediments
 - Capacity for dredge disposal
 - Restrictions due to ordnance
- Cultural/Archeological/Tribal Resources
 - Restrictions due to archeological sites
 - Historic property
 - Programmatic agreement for historic properties



Criterion 8 – Attributes

Key Factors

- **Land Use Constraints**
 - Electromagnetic radiation constraints
 - Restrictions due to off-installation hazardous waste sites
 - Military munitions response areas
- **Sensitive Resource Areas**
 - Training/Testing/Operations restricted by sensitive resource areas
- **Marine Mammals/Resources**
 - %OPAREA or Range restricted by marine mammals, resources, sanctuaries



Criterion 8 – Attributes

Key Factors

- **Wetlands**
 - Wetlands present
 - % Area restricted by wetlands
- **Threatened and Endangered Species/Critical Habitat**
 - Threatened and Endangered Species (TES) present
 - Restrictions due to TES
 - Candidate species present
 - Critical Habitat designates
 - % Area restricted by Critical Habitat
 - Restrictions due to biological opinions



Criterion 8 – Attributes

Key Factors

- **Water Resources**
 - Surface water contamination
 - Discharge to impaired waterway
 - Located over recharge zone of sole source aquifer
 - Ground water contamination in potable groundwater source
 - Can groundwater withdrawals be increased under permit
 - Water source currently subject to McCarren Act litigation
 - Sanitary sewage treatment capacity
- **Noise**
 - Noise contours extend off-base into incompatible areas
 - Noise abatement procedures published



Off-Site Agenda

15 Mar 04

| | | |
|-----------|--------------------------------------|--------------|
| 0800-0900 | Tune-up Brief | |
| | - Review MV Terms and Framework..... | - |
| | - Analytical Framework Update..... | “ ” |
| | - Practical Exercise..... | “ ” |
| 0900-0930 | --Break-- | |
| 0930-1100 | Criteria 1-4 Review..... | |
| | - Language from Statute | |
| | - Federal Register Notice | |
| 1100-1130 | --Break-- | |
| 1130-1300 | Working Lunch - Criteria 5-8..... | |
| | - Attribute Review, Screen for MV | |
| 1300-1330 | --Break-- | |
| 1330-1500 | Attribute / Data Mapping..... | |
| 1500-1530 | --Break-- | ” |
| 1530-1630 | Weights and Questions | “ ” |
| 1630-1700 | Way Ahead/Taskings..... | MGen Heckman |



Off-Site Agenda

15 Mar 04

| | | |
|-----------|--------------------------------------|--------------|
| 0800-0900 | Tune-up Brief | |
| | - Review MV Terms and Framework..... | |
| | - Analytical Framework Update..... | “ ” |
| | - Practical Exercise..... | “ ” |
| 0900-0930 | --Break-- | |
| 0930-1100 | Criteria 1-4 Review..... | |
| | - Language from Statute | |
| | - Federal Register Notice | |
| 1100-1130 | --Break-- | |
| 1130-1300 | Working Lunch - Criteria 5-8..... | |
| | - Attribute Review, Screen for MV | |
| 1300-1330 | --Break-- | |
| 1330-1500 | Attribute / Data Mapping..... | |
| 1500-1530 | --Break-- | “ ” |
| 1530-1630 | Weights and Questions | “ ” |
| 1630-1700 | Way Ahead/Taskings..... | MGen Heckman |

Headquarters U.S. Air Force

Integrity - Service - Excellence

Analytical Framework



SAF/IEBB

U.S. AIR FORCE

Briefing is UNCLASSIFIED



Analytical Framework

Attribute Bins

- Attribute 1: Runway, Ramp, Launch
- Attribute 2: Ranges
- Attribute 3: Weapons Handling and Storage
- Attribute 4: Electromagnetic Spectrum / Bandwidth
- Attribute 5: Geographical Factors
- Attribute 6: Airspace
- Attribute 7: Encroachment
- Attribute 8: Support Infrastructure
- Attribute 9: Mobilization Capability
- Attribute 10: Cost of Ops

Selection Criteria

- 1 Current and Future mission
- 2 Land / facilities / airspace
- 3 Surge / future forces
- 4 Cost of Ops



Analytical Framework

Attribute Bins

- Attribute 1: Runway, Ramp, Launch
- Attribute 2: Ranges
- Attribute 3: Weapons Handling and Storage
- Attribute 4: Electromagnetic Spectrum / Bandwidth
- Attribute 5: Geographical Factors
- Attribute 6: Airspace
- Attribute 7: Encroachment
- Attribute 8: Support Infrastructure
- Attribute 9: Mobilization Capability
- Attribute 10: Cost of Ops

Selection Criteria

- 1 Current and Future mission
- 2 Land / facilities / airspace
- 3 Surge / future forces
- 4 Cost of Ops



Attributes

Runway, Ramp, and Launch:

This includes, but is not limited to, runway capacity and capability, aircraft hangar space, sunshades for low-observable aircraft, AGE pads to reduce congestion, in-ground hydrant refueling system, hot pit refueling, material storage capacity (hazardous, fuels/propellants, explosive materials), operations facilities, and all other aspects of operations or operations support that are physically located on the ramp or associated with flightline or launch operations.

Criterion 1?



Attributes

Ranges:

This includes, but is not limited to, distance to, access to, and quality of, test and training ranges. Key characteristics include access to supersonic airspace, restricted airspace, drop and landing zones, and quality of target arrays and threat simulations.

Criterion 1? 2?



Attributes

Weapons Handling and Storage:

This includes, but is not limited to, weapons storage (conventional or nuclear), arming/de-arming area, live weapons load area, live ordnance jettison area, quantity-distance load out restrictions, and all other aspects of munitions handling, storage, and training associated with operations.

Criterion 1?



Attributes

Electromagnetic Spectrum and Bandwidth:

This includes, but is not limited to, adequate communications infrastructure and equipment, the unrestricted ability to track, receive mission data from, and command satellites, and all other aspects of C4I (including frequency spectrum interference) directly or indirectly associated with operations.

Criterion 1?



Attributes

Geographical Factors:

This includes, but is not limited to, weather, mission impact of the local terrain, topography, line-of-site and other geographically-unique requirements, proximity to mission and customers, proximity to and opportunity for joint operations, quality and availability of the civilian workforce, recruiting areas for Air Reserve Component, ability to grow, access to transportation infrastructure, and any other operationally significant aspects not part of or physically on the installation.

Criterion 1?



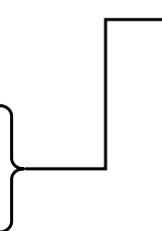
Analytical Framework

Attribute Bins

- Attribute 1: Runway, Ramp, Launch
- Attribute 2: Ranges
- Attribute 3: Weapons Handling and Storage
- Attribute 4: Electromagnetic Spectrum / Bandwidth
- Attribute 5: Geographical Factors
- Attribute 6: Airspace**
- Attribute 7: Encroachment**
- Attribute 8: Support Infrastructure**
- Attribute 9: Mobilization Capability
- Attribute 10: Cost of Ops

Selection Criteria

- Current and Future mission **1**
- Land / facilities / airspace **2**
- Surge / future forces **3**
- Cost of Ops **4**





Attributes

Airspace:

This includes, but is not limited to, the airport traffic area (tower's airspace), high altitude traffic pattern airspace, access to IR / VR routes, number of adequate divert or alternate airfields, proximity to and characteristics of other controlled airspace in the installation's arrival and departure corridors, and all other aspects of the local civil airspace which the base must contend with in order to operate.

Criterion 1? 2?



Attributes

Encroachment:

This includes, but is not limited to, external factors that may constrict or limit the installation's mission such as available operating hours, civilian growth and development, noise and environmental considerations, or other issues that may restrict an installation's growth potential or ability to expand its operations.

Criteria 2



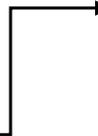
Analytical Framework

Attribute Bins

| |
|---|
| Attribute 1: Runway, Ramp, Launch |
| Attribute 2: Ranges |
| Attribute 3: Weapons Handling and Storage |
| Attribute 4: Electromagnetic Spectrum / Bandwidth |
| Attribute 5: Geographical Factors |
| Attribute 6: Airspace |
| Attribute 7: Encroachment |
| Attribute 8: Support Infrastructure |
| Attribute 9: Mobilization Capability |
| Attribute 10: Cost of Ops |

Selection Criteria

- 1 Current and Future Mission
- 2 Land / facilities / airspace
- 3 Surge / future forces
- 4 Cost of Ops



Attributes

Support Infrastructure:

This includes, but is not limited to, available land, facilities and other physical support aspects of the installation not located on the flightline, in the operating area, or otherwise directly associated with operations.

Criterion 2?



Attributes

Mobilization Capability:

This includes, but is not limited to, logistics readiness capacity and facilities, deployment processing capacity and facilities, and other physical installation aspects not otherwise directly associated with operations that facilitate contingency and force mobilization requirements.

Criteria 3



Analytical Framework

Attribute Bins

- Attribute 1: Runway, Ramp, Launch
- Attribute 2: Ranges
- Attribute 3: Weapons Handling and Storage
- Attribute 4: Electromagnetic Spectrum / Bandwidth
- Attribute 5: Geographical Factors
- Attribute 6: Airspace
- Attribute 7: Encroachment
- Attribute 8: Support Infrastructure
- Attribute 9: Mobilization Capability
- Attribute 10: Cost of Ops**

Selection Criteria

- Current and Future mission **1**
- Land / facilities / airspace **2**
- Surge / future forces **3**
- Cost of Ops **4**





Off-Site Agenda 15 Mar 04

| | | |
|-----------|--------------------------------------|--------------|
| 0800-0900 | Tune-up Brief | |
| | - Review MV Terms and Framework..... | “ “ |
| | - Analytical Framework Update..... | “ ” |
| | - Practical Exercise..... | “ ” |
| 0900-0930 | --Break-- | |
| 0930-1100 | Criteria 1-4 Review..... | |
| | - Language from Statute | |
| | - Federal Register Notice | |
| 1100-1130 | --Break-- | |
| 1130-1300 | Working Lunch - Criteria 5-8..... | |
| | - Attribute Review, Screen for MV | |
| 1300-1330 | --Break-- | |
| 1330-1500 | Attribute / Data Mapping..... | |
| 1500-1530 | --Break-- | “ ” |
| 1530-1630 | Weights and Questions | “ ” |
| 1630-1700 | Way Ahead/Taskings..... | MGen Heckman |



Off-Site Agenda 15 Mar 04

| | | |
|-----------|--------------------------------------|--------------|
| 0800-0900 | Tune-up Brief | |
| | - Review MV Terms and Framework..... | “ “ |
| | - Analytical Framework Update..... | “ ” |
| | - Practical Exercise..... | “ ” |
| 0900-0930 | --Break-- | |
| 0930-1100 | Criteria 1-4 Review..... | |
| | - Language from Statute | |
| | - Federal Register Notice | |
| 1100-1130 | --Break-- | |
| 1130-1300 | Working Lunch - Criteria 5-8..... | |
| | - Attribute Review, Screen for MV | |
| 1300-1330 | --Break-- | |
| 1330-1500 | Attribute / Data Mapping..... | |
| 1500-1530 | --Break-- | “ ” |
| 1530-1630 | Weights and Questions | “ ” |
| 1630-1700 | Way Ahead/Taskings..... | MGen Heckman |

Headquarters U.S. Air Force

Integrity - Service - Excellence

Introduction to Weighting Criteria and Attributes



SAF/IEBB

U.S. AIR FORCE

Briefing is UNCLASSIFIED

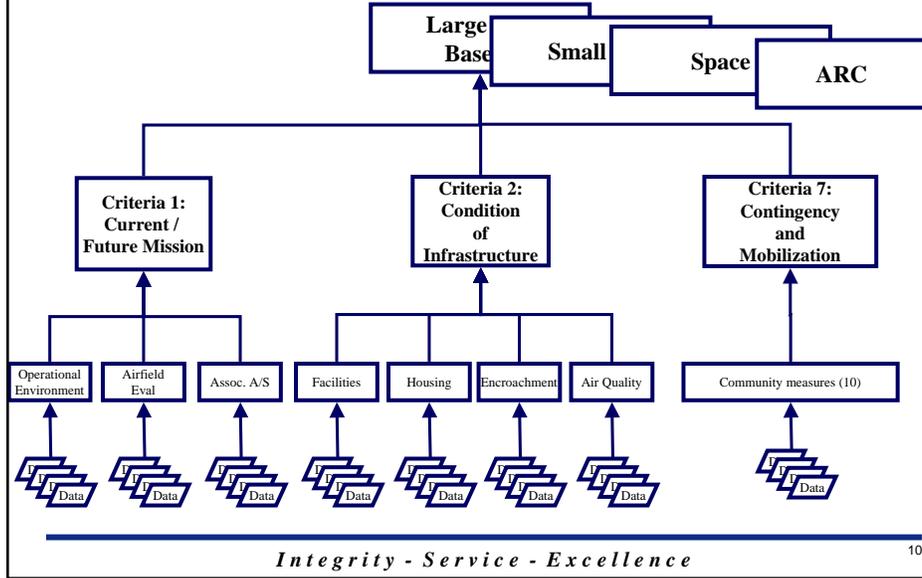


Purpose

- Review BRAC 95 weights
- Compare / contrast 95 / 05 analytical frameworks
- Preview weighting exercise
 - Criteria and attributes



BRAC 95 Framework



BRAC 95 Weights Attributes

| Criteria | Attributes | Large A/C | Small A/C | Space | ARC |
|--|--|------------|------------|------------|------------|
| C1: Current and Future Mission | Operational Environment (includes Rwy) | 88 | 70 | 0 | 88 |
| | Airfield Evaluation | 12 | 10 | 0 | 12 |
| | Associated A/S | 0 | 20 | 0 | 0 |
| | | 100 | 100 | 0 | 100 |
| C2: Condition of Infrastructure | Base Facilities | 25 | 25 | 25 | 28 |
| | Housing | 10 | 10 | 10 | 0 |
| | Encroachment | 25 | 25 | 25 | 28 |
| | Air Quality | 40 | 40 | 40 | 44 |
| | | 100 | 100 | 100 | 100 |
| C3: Contingency, Mob., Future Force | Ramp size (MOG) | 20 | | | |
| | Wide-body capable | 20 | | | |
| | Fuels | 25 | | | |
| | Munitions | 20 | | | |
| | Rail/Port/Proximity to Joint Users | 15 | | | |
| | | 100 | | | |
| C7: Community | Off-base Housing | 14 | | | 0 |
| | Trans/Rec./Shop/Metro area | 28 | | | 0 |
| | Crime | 14 | | | 0 |
| | Education | 14 | | | 0 |
| | Employment | 14 | | | 0 |
| | Medical Care | 14 | | | 0 |
| | Recruiting Pool | 0 | | | 20 |
| | Other ARC Units? | 0 | | | 20 |
| | Population per Unit | 0 | | | 40 |
| Total Population | 0 | | | 20 | |
| | | 98 | | | 100 |



Differences

| BRAC 95 | BRAC 05 |
|--|---|
| Basic Framework | |
| Pre-categorized bases | No pre-judgment about what a base can be |
| MV not a discrete part of the overall analysis | Clear distinction about MV determination |
| Statistics-based (standard deviation) | Value-focused based (Decision Analysis) |
| Criteria | |
| Criteria weight not published | Criteria weight published |
| Weighted 1, 2, and 7 (considered others) | Weight 1-4 (consider others) |
| Attributes | |
| Weighted according to base “category” | Weighted according to mission-area filter |
| No buckets | Weighted buckets |

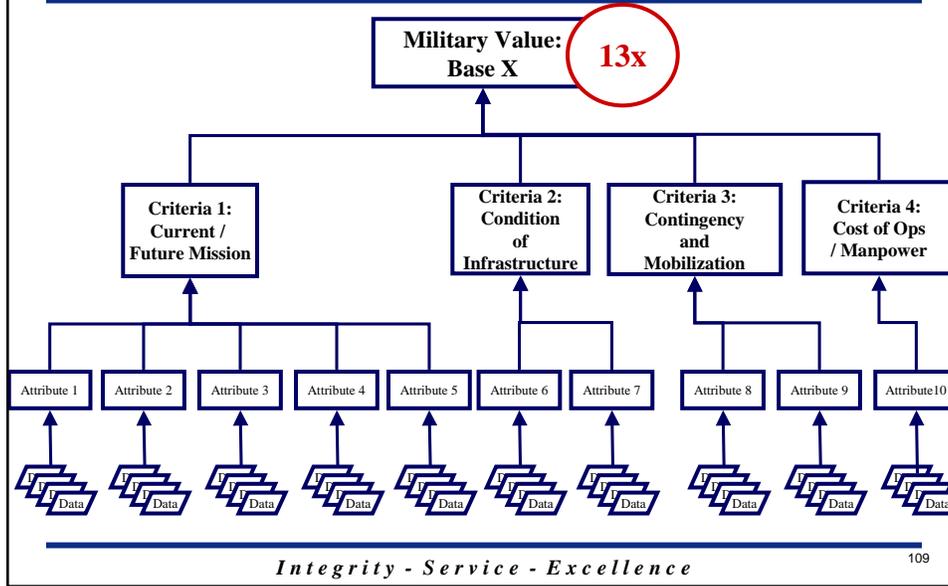


Similarities

| BRAC 95 | BRAC 05 |
|--|---|
| Basic Framework | |
| Linear mapping (question-attribute-criteria) | Same |
| Criteria | |
| Most weight on Criteria 1 | Same (?) |
| Criteria 7 weighted | Some Criteria 7,8 questions will be pulled into MV and weighted |
| Attributes | |
| Grouped by criteria | Same |



BRAC 05 Framework



BRAC 05 Weights Criteria

| | 1995 (approximate) | 2005 (proposed) |
|-----------------------------------|-----------------------|--------------------|
| Criteria 1: Mission | 80 | |
| Criteria 2: Infrastructure | 15 | |
| Criteria 3: Mobilization | 0* | |
| Criteria 4: Cost of ops | 0* | |
| Criteria 7: Community | 5 | |

* considered, not mathematically weighted



Weights and Questions

Suggested Sequence

- Step 1: Weight Criteria
 - Step 2: Weight Attributes
 - Step 3: Approve questions
 - Step 4: Weight questions
 - Step 5: Approve metrics
- ← Presented by filter



BRAC 05 Weights Attributes

| | Launch and Control | | | | Space | | | | ARC | | | |
|---|--------------------|------|------|------|---------|------|------|------|-----|------|----|----|
| | C1 | C2 | C3 | C4 | C1 | C2 | C3 | C4 | C1 | C2 | C3 | C4 |
| Tanker, Airlift, C2ISR, ABL | MAF | | | | Space | | | | ARC | | | |
| Attribute 1: Runway, Ramp, and Launch | 50% | 0% | 0% | 0% | 50% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 2: Ranges | 20% | 0% | 0% | 0% | 15% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 3: Weapons Handling and Storage | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 4: Electromagnetic Spectrum and Bandwidth | 10% | 0% | 0% | 0% | 15% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 5: Geographical Factors | 20% | 0% | 0% | 0% | 20% | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| Attribute 6: Airspace | 0% | 25% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 7: Encroachment | 0% | 35% | 0% | 0% | 0% | 40% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 8: Support Infrastructure | 0% | 40% | 0% | 0% | 0% | 60% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 9: Mobilization Capability | 0% | 0% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% |
| Attribute 10: Cost of Ops | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0% | 100% | 0% | 0% |
| Fighter, Bomber, SOF, UAV | CAF | | | | Missile | | | | HLD | | | |
| Attribute 1: Runway, Ramp, and Launch | 40% | 0% | 0% | 0% | 45% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 2: Ranges | 20% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 3: Weapons Handling and Storage | 15% | 0% | 0% | 0% | 25% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 4: Electromagnetic Spectrum and Bandwidth | 5% | 0% | 0% | 0% | 30% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 5: Geographical Factors | 20% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| Attribute 6: Airspace | 0% | 35% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 7: Encroachment | 0% | 35% | 0% | 0% | 0% | 35% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 8: Support Infrastructure | 0% | 30% | 0% | 0% | 0% | 65% | 0% | 0% | 0% | 0% | 0% | 0% |
| Attribute 9: Mobilization Capability | 0% | 0% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% | 0% |
| Attribute 10: Cost of Ops | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 100% | 0% | 0% | 0% | 0% |
| | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 0% | 100% | 0% | 0% |



Off-Site Agenda

15 Mar 04

| | | |
|-----------|--------------------------------------|--------------|
| 0800-0900 | Tune-up Brief | |
| | - Review MV Terms and Framework..... | |
| | - Analytical Framework Update..... | “ ” |
| | - Practical Exercise..... | “ ” |
| 0900-0930 | --Break-- | |
| 0930-1100 | Criteria 1-4 Review..... | |
| | - Language from Statute | |
| | - Federal Register Notice | |
| 1100-1130 | --Break-- | |
| 1130-1300 | Working Lunch - Criteria 5-8..... | |
| | - Attribute Review, Screen for MV | |
| 1300-1330 | --Break-- | |
| 1330-1500 | Attribute / Data Mapping..... | “ ” |
| 1500-1530 | --Break-- | “ ” |
| 1530-1630 | Weights and Questions | “ ” |
| 1630-1700 | Way Ahead/Taskings..... | MGen Heckman |



Questions ?

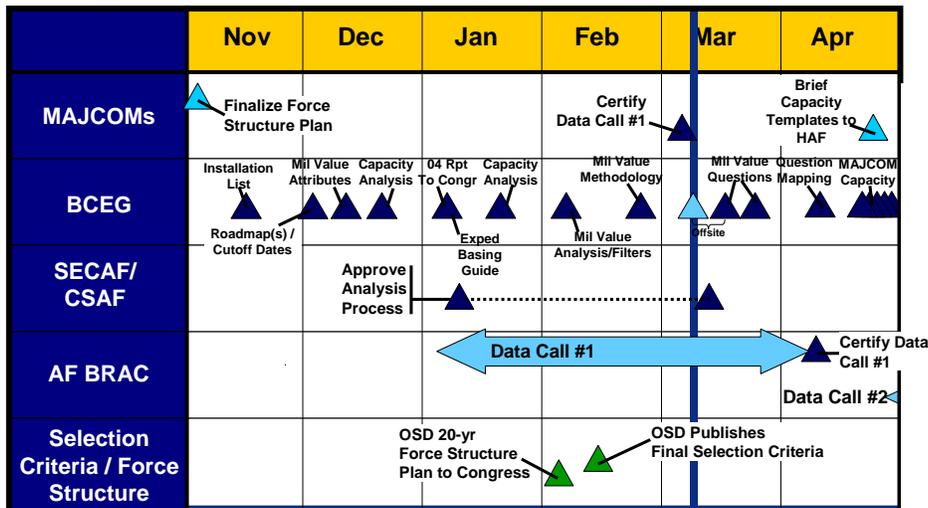


BACKUP



Proposed BCEG 6-month Timeline

▲ AF BRAC Deliberative Sessions ▲ Strategic Milestones ▲ AF Process Milestones





DRAFT DELIBERATIVE DOCUMENT - FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

Proposed BCEG March Meetings

AF BRAC Deliberative Sessions ▲

▲ AF BRAC Non-Deliberative Sessions

| March BCEG Meetings | | | | | | |
|---------------------|---|--|-----------|----------|---------------------------------|----------|
| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday |
| | 1 | 2 | 3 | 4 | 5 CNX 0830-1000 5C279 | 6 |
| 7 | 8 | --OFFSITE 1-- • Mil Value Methodology (Del) • Mil Value Analysis Process • Criteria 1-4, 5-8 Discussion | | | 12 CNX 0830-1000 5C279 | 13 |
| 14 | 15 0800-1245 1560 Wilson, Ste. 900 | 16 | 17 | 18 | 19 | 20 |
| 21 | 22 0800-1700 1560 Wilson, Ste. 900 | --OFFSITE 2-- • Mil Value Questions Review • Attribute Weights (Del) | | | 26 0830-1200 5C279 | 27 |
| 28 | 29 | • Approve MV Questions (Del) • Approve Data Call #1 Results | | | | |

Primary Topics in Bold
(T) - Tentative
(Del) - Deliberative

Integrity - Service - Excellence

117



DRAFT DELIBERATIVE DOCUMENT - FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

Proposed BCEG April Meetings

AF BRAC Deliberative Sessions ▲

▲ AF BRAC Non-Deliberative Sessions

| April BCEG Meetings | | | | | | | |
|---------------------|---|---------------------------------------|-----------|----------|--------------------------|----------|----|
| Sunday | Monday | Tuesday | Wednesday | Thursday | Friday | Saturday | |
| | | | | 1 | 2 | 3 | |
| 4 | 5 | 6 | 7 | 8 | 9 | 10 | |
| 11 | • Mil Value Questions (Del) • Mil Value Question Wgts (Del) • Mil Value Question/Attribute/Criteria Map | | | 15 | 16 0830-1000 5C279 | 17 | |
| 18 | 19 | MAJCOM Capacity Template Briefings | | | 2 | 23 | 24 |
| 25 | 26 | 27 | 28 | 29 | 30 | | |

Primary Topics in Bold
(T) - Tentative
(Del) - Deliberative

Integrity - Service - Excellence



Off-Site Agenda 22 Mar 04

| | | |
|-----------|---|--------------|
| 0800-0900 | Question Review | Team 1 – TBD |
| 0900-0930 | | Team 2 – TBD |
| 0930-0945 | -- BREAK -- | |
| 0945-1015 | | Team 2 – TBD |
| 1015-1115 | | Team 3 – TBD |
| 1115-1230 | -- Working Lunch (IVT demo/JAST Update) | |
| 1230-1330 | Questions Review | Team 4 – TBD |
| 1330-1400 | | Team 5 – TBD |
| 1400-1430 | | Team 5 – TBD |
| 1430-1445 | -- BREAK -- | |
| 1445-1545 | | Team 6 – TBD |
| 1545-1645 | | ARC Specific |
| 1645-1700 | Way Ahead/Taskings | |



Expanded Agenda 26 Mar 04

| | |
|-----------|-----------------------------------|
| 0800-0845 | Approve Questions (Team 1-2) |
| 0845-0930 | Approve Questions (Team 3-4) |
| 0930-0945 | - Break - |
| 0945-1045 | Approve Questions (Team 5,6, ARC) |
| 1045-1115 | Question Mapping Summary – Part 1 |
| 1115-1130 | - Break - |
| 1130-1200 | Question Mapping Summary – Part 2 |

* Need to expand current meeting time (0830-1000) to 0800-1200



Additional BCEG Agenda ***16 Apr 04***

- 0830-0915** **Approve Question/Attribute/Criteria Mapping**
- 0915-0945** **BRAC 95 Weighting**
- 0945-1030** **Notional BRAC 05 Weighting (Criteria & Attributes) -- Demo of BRAC Analysis Tool**



Additional BCEG Agenda ***26 Apr 04***

**** In conjunction with first MAJCOM Capacity briefing**

- 90 mins** **Approve BRAC 05 Weighting (Criteria & Attributes)**