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DEPARTMENT OF THE AIR FORCE
 WASHINGTON, DC 20330-1000



MAR 10 2004

OFFICE OF THE ASSISTANT SECRETARY
 MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF BCEG) Meeting, 27 Feb 04

Maj Gen Heckman and Mr. Aimone called the meeting to order by at 0840 in Pentagon Room 5C279, the BCEG Conference Room. Attendance is reflected in attachment 1. The members reviewed the minutes from the 06 Feb 04 meeting and approved them without amendment.

Mr Aimone informed the BCEG that the Feb 27 session is not deliberative.

Mr. Aimone and Maj Gen Heckman reviewed building blocks on the Military Value Methodology Overview and critical timeline for the summer/fall campaign plan. BCEG members were urged to schedule annual leaves early in the summer and ensure continuity in their representation in the fall in winter, as the work pace will increase significantly after 1 Aug 04. Expect a BCEG vote to approve Data Call 1 at the 26 Mar 04 BCEG meeting. Offsite meetings planned for 15 and 22 Mar 04 aim to bring focus on the AF Military Value methodology (Slides 3-7).

briefed JCSG Command Relationships and crosscutting issues from the JCSG Military Value Reports (Slides 12-13 and 15).

briefed the Chief's Expeditionary Air Force Principles (Slides 18-31).

briefed the AF-proposed Military Value Methodology as information. This methodology will be further debated and voted on during the BCEG offsite (Slides 33-36).

Mr Nelson Gibbs, SAF/IE, joined the BCEG and highlighted his testimony before the House Appropriations Committee MILCON Subcommittee, during which significant discussion on BRAC occurred.

Maj Gen Heckman and Mr Aimone discussed timeline criticality and confirmed the next BCEG meetings for 15 and 22 March. The meeting was concluded at 1100.

BCEG Recorder

The minutes above are approved.

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

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

Attachments:
 As Stated

Base Closure Executive Group Attendance

Date: 27 Feb

Chairs

- Mr. Mike Aimone
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members

Alternate Members

Representatives

- | | | |
|---|---|---|
| <input checked="" type="checkbox"/> <u>Brig Gen Dave Brubaker</u> | <input type="checkbox"/> <u>Brig Gen Tony Haynes</u> | <input checked="" type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Rajczak</u> | | <input type="checkbox"/> _____ |
| <input type="checkbox"/> <u>Brig Gen Michael Lynch</u> | <input checked="" type="checkbox"/> <u>Mr. Fred Pease</u> | <input checked="" type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Fred Kuhn</u> | | <input type="checkbox"/> _____ |
| <input type="checkbox"/> <u>Ms. Cathy Sparks</u> | <input checked="" type="checkbox"/> <u>Ms. Kathy Ferguson</u> | <input checked="" type="checkbox"/> _____ |
| <input type="checkbox"/> Mr. Tim Beyland | <input checked="" type="checkbox"/> Mr. Matt Mleziva | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Ms. Gina Guy | | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> Mr. Jay Jordan | <input type="checkbox"/> | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Mr. William Kelly | <input checked="" type="checkbox"/> <u>Brig Gen William Ard</u> | <input checked="" type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> Ms. Maureen Koetz | <input type="checkbox"/> | <input type="checkbox"/> _____ |

Others

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

AFAA

Briefers

Headquarters U.S. Air Force

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BCEG Meeting



0830-1130
27 Feb 04

U.S. AIR FORCE



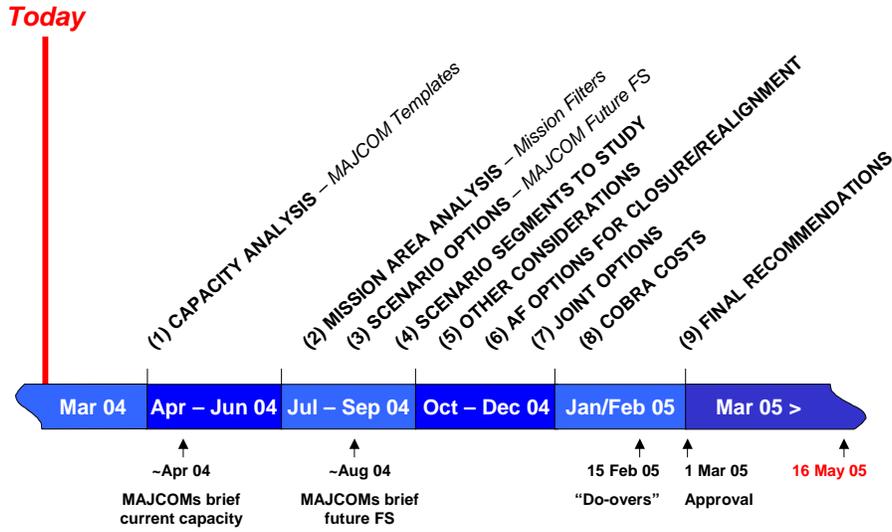
Overview

- Administrative Procedures..... MGen Heckman
 - Review Last Minutes
 - Timelines and Upcoming BCEGs
- Comments..... Co-chairs
- Command Relationships
- JCSG Crosscutting Issues
- Expeditionary AF Principles.....
- Military Value Methodology
- JPAT #7 (Criterion 7)
- Data Call #1 and 2 Update.....



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Military Value Methodology Overview



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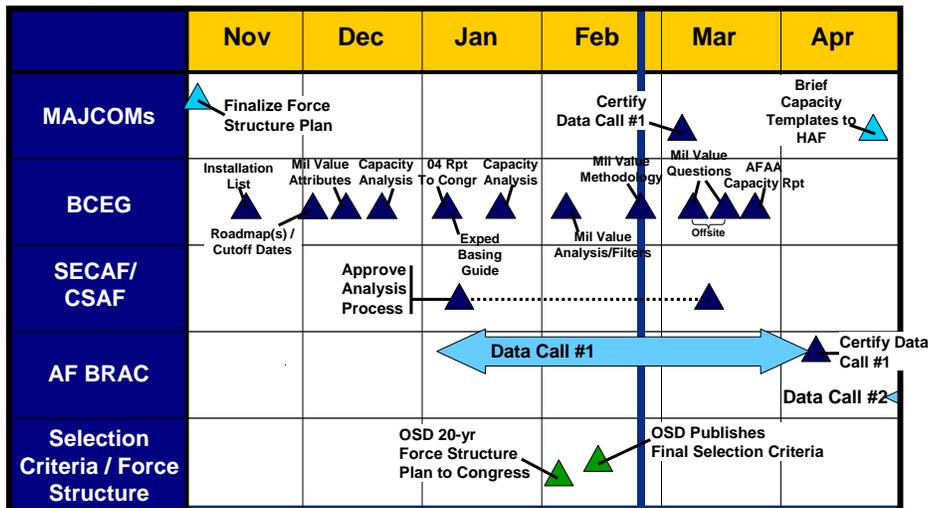
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Proposed BCEG 6-month Timeline

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



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BCEG

February Meetings

AF BRAC Deliberative Sessions ▲

▲ AF BRAC Non-Deliberative Sessions

February BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	<ul style="list-style-type: none"> • Military Value Filters (Del) • Intel JCSG Data Call • 04 Report to Congress 		12	0830-1000 4E1037	14
15	16	17	18	19	CNX	21
22	2	<ul style="list-style-type: none"> • Mil Value Methodology • Expeditionary AF Principles • Criterion 7 – Status 		26	0830-1130 5C279	28
29						

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

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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	6
7	8	<ul style="list-style-type: none"> • Mil Value Methodology (Del) • Mil Value Questions / Wgts • Attribute Weights 			CNX 0830-1000 5C279	13
14	15	16	17	18	19	20
21	22	<ul style="list-style-type: none"> • Mil Value Questions / Wgts (Del) • Attribute Weights (Del) 			0830-1000 5C279	27
28	29	<ul style="list-style-type: none"> • Criteria 5-8 analysis process (T) • AF Audit Agency Capacity Rpt (T) 				

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

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Off-Site Agenda 22 Mar 04

- Approve Weighting
 - Criteria
 - Attributes
- Approve Questions
- Working Lunch
- Approve Questions (Cont'd)
- Approve Mapping
- Way Ahead/Taskings



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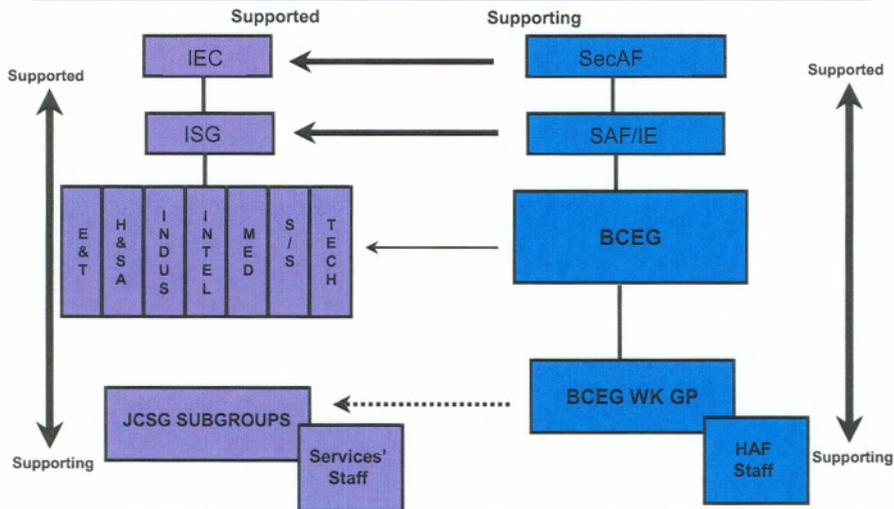


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AF BRAC 2005 Command Relationships





Joint Cross Service Group HAF Review OPRs

	Res/ ANG	IL	SG	DP	AQ	TE	XO	AA	BCEG Chair
Ind		(X)							
S/S		(X)							
Tech					(X)	X			
HAS	X	X	X	X			X	X	(X)
Med			X	(X)					
Ed & Tng				X		X	(X)		
Intel							(X)		

(X) = OPR



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JCSG Cross Cutting Issues From JCSG Military Value Reports

- JCSGs lack military imperatives and/or guiding principles
 - Inconsistent interpretation of Selection Criteria across JCSGs
 - Insufficient methodology to match requirements to capability
 - Military value requirements remain undefined
- Confusion between capacity and military value
 - Tendency to define military value in terms of what the infrastructure could support efficiently (capacity-based)
 - Should define MilVal in terms of tangible improvement in operational capability effectiveness through efficient combination of functions (mission-value based)
- Incomplete coordination among JCSGs may result in analytical constructs that prove incompatible during scenario development



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Expeditionary Air Force Principles



SAF/IEBB

U.S. AIR FORCE



How We Fight

As Air Expeditionary Task Forces (AETFs)

- Foundation of the AF Is the Air Expeditionary Force
- AETFs fight primarily from bases
- Agile Combat Support (ACS) makes our Air Force expeditionary
- Harmonizing the total force Is a key to success
- Core competencies ensure relevancy today and tomorrow
 - Developing airmen
 - War fighting-to-technology
 - Integrating operations

WE FIGHT AS AETFs

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MV Milestones (30-day look)

MV (DC2) question development begins	12 Jan	✓✓
Analysis tool development begins	15 Jan	✓✓
Analytical “mission filters” to BCEG	6 Feb	✓✓
MV Methodology	27 Feb	
Offsite – Non-Deliberative	15 Mar	
<i>Discuss Weighting: Criteria; Attributes; Questions</i>		
<i>Discuss MV Questions</i>		
Offsite – Deliberative	22 Mar	
<i>Approve Weighting: Criteria; Attributes; Questions</i>		
<i>Approve MV Questions</i>		
<i>Reattacks</i>		



Off-Site Agenda 15 Mar 04

- Runway Check
- MV Methodology.....
- Weighting Methodology
 - Criteria
 - Attributes
- Working Lunch
 - (IVT demo/JAST update)
- Discussion of Weighting
- Discussion of Questions
- Question Mapping
- Way Ahead/Taskings



How We Fight

Increasing AEF Effectiveness is Key

- Organize into 10 AEFs of equal capability
 - Obviate need for mobilization or cross-AEF actions to meet day-to-day expeditionary requirements
- Optimize squadron size effectiveness: Exploit the more effective systems...manning, crew ratio, positioning
- Establish sustainable force balance / rotational base
 - Between: CONUS/OCONUS, accompanied/remote tours, LD/HD
 - Across: AEFs, combat and support units, RCCs, total force...both at home and deployed
- Reshape, consolidate, and collocate legacy forces to maximize common support effectiveness



AEF Effectiveness is Key

Optimal Unit Size and Crew Ratios

Aircraft	Type	Crew Ratio
<i>Fighter</i>	A-10	1.5
24 PAA	OA-10	1.5
	F-15C	1.25
	F-15E	1.5
	F-16	1.25
	F-22	1.75
	F-35	1.75



AEF Effectiveness is Key

Optimal Unit Size and Crew Ratios

Aircraft	Type	Crew Ratio
<i>Bomber</i>	B-1	1.31
12 PAA	B-2	1.31
	B-52	1.4
<i>Tanker/Transport</i>	C-5	3.5
12 PAA	C-17	5.0
(C-130 16 PAA)	C-130	2.0
	KC-10	3.5
	KC-135	2.0
	KC-X	2.75



We Fight from Bases

Geographically Unique Infrastructure

- Proximity to Homeland Defense (HLD) response areas
- Support polar and equatorial space launch, and responsive space lift
- Centrally locate bombers, space/missile defense ops
- Preserve United States basing as springboard for Projecting/sustaining joint military power worldwide
 - Minimum two Air Mobility Wings on each coast
 - Mobility structure in Hawaii and Alaska
 - Politically secure forward basing

HLD, FORCE PROJECTION, SPACE/MISSILE DEFENSE



We Fight from Bases

Operationally Significant Infrastructure

- Need proximity and access to training (E.G. air-to-air and air-to-ground, drop zones, low level routes)
- Require weapons storage facilities for fighter ops
- Consolidate like-type total force units where sensible
- Dispersal / surge
 - Geographically separate mobility bases to preclude single point of failure for weather
 - Ensure best combat airpower over critical sites
 - Facilitate missile warning and defense
 - Accommodate natural (E.G. HUREVAC) and man-made (E.G. deployments, runway repair) surge needs



We Fight from Bases

Operationally Significant Infrastructure

- Relevant ranges: airspace, land, frequency spectrum
 - Versatility for both operations and RDT&E
 - Airspace for future capabilities (F/A-22, hypersonic, directed energy, UAVs, satellite testing)
 - Requirements will change as force/tactics evolve
- Basing constellations to better “fight the base”
 - Integrate combat and ACS ops to increase readiness
 - Habitual working relationships within AEFs
 - Provide training “ranges” for ACS forces
- Opening bases is an AEF requirement stressing ACS



Agile Combat Support *Total Force Key Enabler*

- ACS needs exceed that purely proportional to AEFs
- Expeditionary Combat Support (ECS) Forces
 - Subset of base ACS...deploys to sustain combat ops
 - Prepared to support joint, allied, coalition and agency needs
- Regional basing in the US can prevent us “breaking the base” with AEF commitments
 - Efficiency From associating and focusing ACS forces within regional “watershed” areas
 - Effectiveness thru habitual total force relationships among bases within a constellation of bases

ACS: SUPPORT FOR BOTH HOME AND AWAY



We Fight from Bases *Materiel Basing Infrastructure*

- Sustain an RDT&E and maintenance infrastructure for both future and legacy systems
- integrating material management is key for AEF ops
- Continuing access to the intellectual capital of civilian manpower and technological expertise
- Collocate development and acquisition with test and evaluation and ops for synergy
- Preserve and sustain Air Force preeminence in C4ISR for integrating operations, air and space armament, and aerospace medicine

RAPIDLY TRANSFORM TECHNOLOGY-TO-WAR FIGHTER



We Fight from Bases ***Functional Basing Infrastructure***

- Preserve unique ground/space sensors, and other high value developmental capabilities
- Developing airmen
 - Responsive/requirement-focused education & training
 - Technical training and military education infrastructure
- Transform training / train the total force
 - Distributed mission operations, joint focus
 - Dedicated training bases and squadrons



We Fight from Bases ***People***

- Basing must consider quality of life**
- E.G., cost of living, jobs, medical care, schools
 - In the Air Force this is a retention issue
 - The Air Force holds its wing commanders accountable for the well-being of their airmen, at home and deployed
 - One base-one boss is key to achieving this
 - Where practicable, set up high quality “home bases:”
 - For family and AEF stability
 - For effective support to dependents and retirees

WE RECRUIT AIRMEN BUT RETAIN FAMILIES



We Fight from Bases *Base Loading Principles*

- Must maintain deployment and surge ops capability
- Base load similar missions/equipment where practical
- Consider encroachment and environmental factors
 - Access to ground water
 - Air and space ops clear areas
 - Noise restrictions
- Eliminate unneeded geo-separated units and locations
- Explore joint/dual use: share fixed costs and support
 - admin HQ, supply/storage, intel, medical
- Requires sufficient deployment surge capacity



We Fight as a Total Force Team: *Harnessing the Total Force*

- Active duty, guard, reserve, civilian and contractor
 - Harmonize total force balance to support AEF
 - Fix stressed career fields and LD/HD systems
- Consolidate legacy systems, look to future missions
- Total force integration is the rule—not the exception
 - Use the full power of the total force...associate, active associate, sponsored reserve, et al
- Consolidate ARC base footprint as force size decreases
 - Leverage recruiting, volunteerism, civilian infrastructure

KEEP THE ARC RELEVANT



Air Force 21st Century

Executing Our Mission

- **Balanced AEFs, organized for maximum effectiveness**
- **Appropriate basing and force organization**
- **Agile combat support, both for AEF and non-AEF mission, both home and away**
- **Right total force mix**

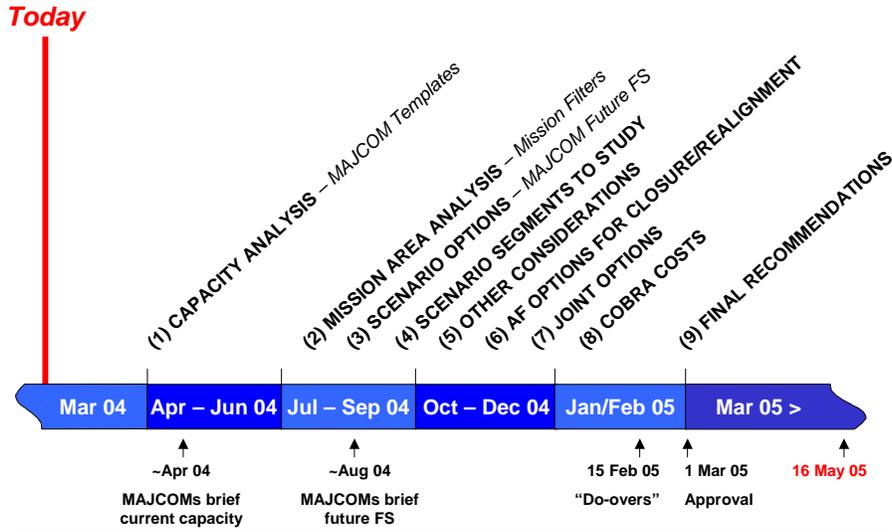


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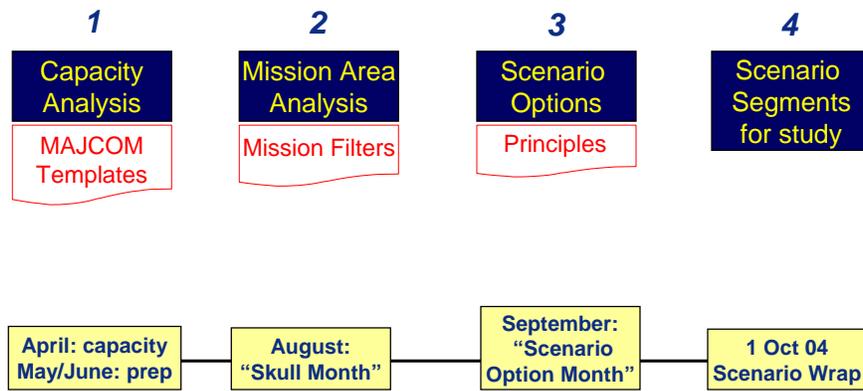
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Military Value Methodology Overview



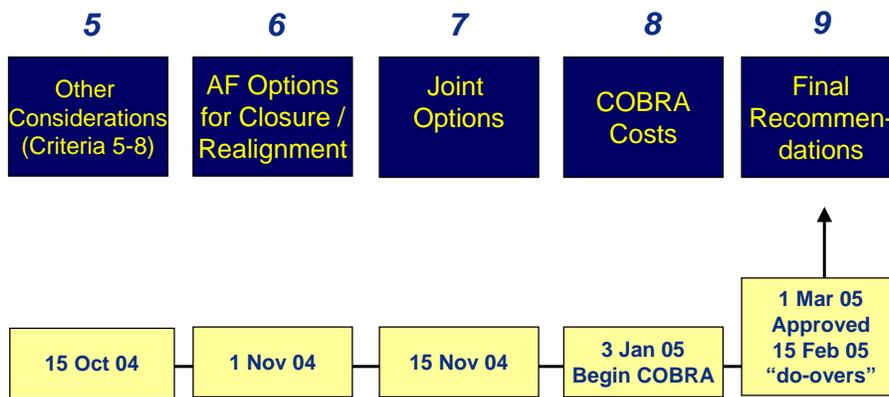
Military Value Methodology





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Military Value Methodology



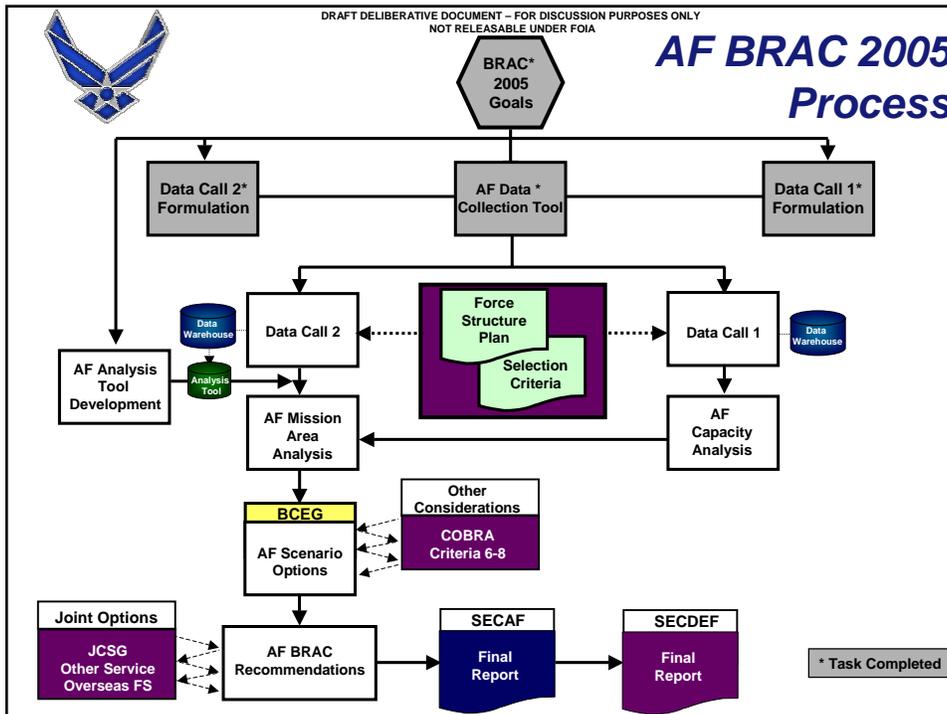
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AF BRAC 2005 Process





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Criterion 7 Update



27 Feb 04

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Agenda

- Process
- Attributes
- Rule Set Example
- Metrics, Questions, Experts
- Federal Register Notice
- Issue



Criterion 7

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



Process

- **Triangulated Approach**
 - **Member Surveys**
 - **Public Domain Sources**
 - **Experts**
- **Previous BRAC Studies**
- **Developed Attributes, Metrics, Questions, Sources – 75% solution**



Attributes

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



Rule Set Example

- Use MSA if available; if not available, use counties/cities/municipalities containing 80% of installation's military and civilian population.
- Suggested Source: Installation Housing Market Analysis; Census Table SF#3



Child Care

METRICS/QUESTIONS/EXPERT(S):

Child Care Centers –

How many licensed child care centers do you have?

How many are accredited?

What is the average cost in a licensed/accredited child care center for a child 0 – 3 years old? (Under Cost of Living? – use at all?)

OSD .

Child Care Center Growth – **Can the local community's current child care centers absorb a 20%, 50%, 100% increase in the military community?**



Cost of Living

METRICS/QUESTIONS/EXPERT(S):

Household Income – **What is the median household income?**

CENSUS –

Value of Owner-Occupied Housing Units - **What is the median value of an owner-occupied housing unit?**

OSD -

Locality Pay – **What is the locality pay rate for the GS pay schedule? (JCSG question) (Contained in COBRA model)**

BAH – **What is the BAH rate for the average officer/enlisted salary? (JCSG question) (Contained in COBRA model)**

In-State Tuition - **Does your state offer higher education in-state tuition for military members/military family members?**

Does your state offer continuing higher education in-state tuition for members/family members when member PCSs?

Army - Education Study



Education

METRICS/QUESTIONS/EXPERT(S):

*SAT/ACT - **What is your average SAT/ACT score?**

in, U.S. Department of Education, National Center for Education Statistics

*Student/teacher ratio - **What is your student/teacher ratio?**

U.S. Department of Education, National Center for Education Statistics

*Graduation - **What is your high school graduation rate?**

U.S. Department of Education, National Center for Education Statistics

*Certified Teachers – **What percent of classroom teachers are certified in their subject/core area?**

U.S. Department of Education, National Center for Education Statistics

Post Secondary Educational Opportunities – **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?**

*Education Growth – **Can your school district(s) absorb a 20%, 50%, 100% increase in the military community?**

** All answers are for high school public education*



Employment

METRICS/QUESTIONS/EXPERT(S):

Unemployment - **What is the average number of persons unemployed as a percent of the civilian labor force, seasonally adjusted from 1995-2003? (JCSG question)**

Bureau of Labor Statistics (BLS) -

Job Growth - **What is the percentage change in job growth from 1995-2003?**

Bureau of Labor Statistics (BLS) -



Housing

METRICS/QUESTIONS/EXPERT(S):

Occupancy/vacancy of rentals - **What was the rental vacancy rate for the year 2003?**

OSD ;

Housing Growth - **Can the local community's current housing capacity absorb a 20%, 50%, 100% increase in the military community?**



Medical

METRICS/QUESTIONS/EXPERT(S):

Providers/100,000 population - **What is the total number of providers/100,000 population? (JCSG Medical Question)**
Medical Joint Cross Service Group

Hospital beds/100,000 population - **What is the total number of beds/100,000 population? (JCSG Medical Question)**
Medical Joint Cross Service Group

Tri-Care Providers - **What percent of providers accept Tri-Care?**

Medical Growth - **Can the local community's current medical providers absorb a 20%, 50%, 100% increase in the military community?**



Population Center

METRICS/QUESTIONS/EXPERT(S):

Population Center - **What is the distance in miles to the nearest population center/city that has a population greater than 100,000?**

CENSUS



Safety/Crime

METRICS/QUESTIONS/EXPERT(S):

Crime - **What is your overall crime index?**
FBI



Transportation

METRICS/QUESTIONS/EXPERT(S):

Commercial airport - **What is the distance in miles to the nearest commercial airport that offers regularly-scheduled service by a major airline carrier?**
(JCSG/AF Mil Value Question)
Federal Aviation Administration (FAA)

Public Transportation - **Is the base served by regularly-scheduled public transportation?** (JCSG/AF Mil Value Question)

Transportation Growth – **Can the local community's current roadway system absorb a 20%, 50%, 100% increase in the military community?**



Utilities

METRICS/QUESTIONS/EXPERT(S):

Water Growth – **Can the local community’s current water system absorb a 20%, 50%, 100% increase in the military community?**

Electric Growth – **Can the local community’s current electric system absorb a 20%, 50%, 100% increase in the military community?**

Sewage Growth – **Can the local community’s current sewage system absorb a 20%, 50%, 100% increase in the military community?**



Federal Register Notice

- **Capture importance of having an available pool of intellectual capital**
 - **Education attribute**
- **Impact on local community and retirees**
- **Include Criterion 7 in Military Value**
 - **Working with JCSGs to find common themes, i.e., Cost of Living, Quality School Index, Population Density**
- **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**
- **Quality of Life is captured in Criterion 7**



Issues

- **Criterion 7 as a Quality of Life issue vs Capacity of local community to support additional forces**



QUESTIONS?



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Data Call #1 Lessons Learned

Data Call #2 Timelines



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SAF/IEBB

27 Feb 04



Lessons Learned

Question Clarity

- **Issue: Question Clarity**
 - **Description:**
 - Hq-level experts were question writers
 - Many Questions “Over the heads” of responders
 - Limited time for responder-level review and field comments
 - Extensive Definitions, Amplifications and Library References
 - Too much information can detract from clarity
 - Service/JCSG specific terminology
 - QRT (Question Resolution Teams) combined like questions (good) but process frequently compromised clarity (bad)
- **Proposed Fix:**
 - Understandable Questions/Definitions; Focus on End Data
 - Thorough Service Review of Non-proponent questions
 - Questions Written/Reviewed by Responders



Lessons Learned

Questionnaire Complexity

- **Issue: Questions Ultimately Too Complex**
 - **Description:**
 - To Reduce the Number of total Questions, related questions combined; resulting in expansive questions
 - #303 – 23 Elements x Each Admin Bld on installation
 - #697-731 – 240 Elements x 34 questions (8160 elements) on Tech FTEs
 - Probability of Error/Inconsistency Increased
 - **Proposed Fix:**
 - Limit “size” of Question
 - Ensure all Data requested supports analysis
 - Questions Written/Reviewed by Responders



Lessons Learned

Questionnaire Development and Review

- **Issue: Collecting More Data Than Needed/Can Use**
 - **Description:**
 - Pre-determined Capacity analysis/Methodology not Focus
 - End use of data collected was not well-defined for capacity data call--no uniformity on how data will be used
 - Tendency to Gather any Capacity data that “might be needed” vs just data that support pre-determined analysis
 - **Proposed Fix:**
 - Ensure Each Data Element requested supports analysis and Methodology



Lessons Learned

Questionnaire Development and Review

- **Issue: Data Standardization Team (DST) Not Fully Effective**
 - **Description:**
 - DST charter vague, lacked authority
 - No enforcement of the rule: “each data element tied to analysis”
 - No effective limits on number and size of questions
 - 3 MILDEP data tools developed with different capabilities
 - Data collection approaches (Army/Air Force/Navy)
 - Not all JCSGs understood this distinction and implications
 - QRT process combined elements of related questions into single “conglomerate questions” & assigned to a single proponent
 - **Proposed Fix:**
 - OSD Establish DST Charter: Define Responsibility, Authority and Capability
 - Ensure Adequate Time Incorporated for DST Process

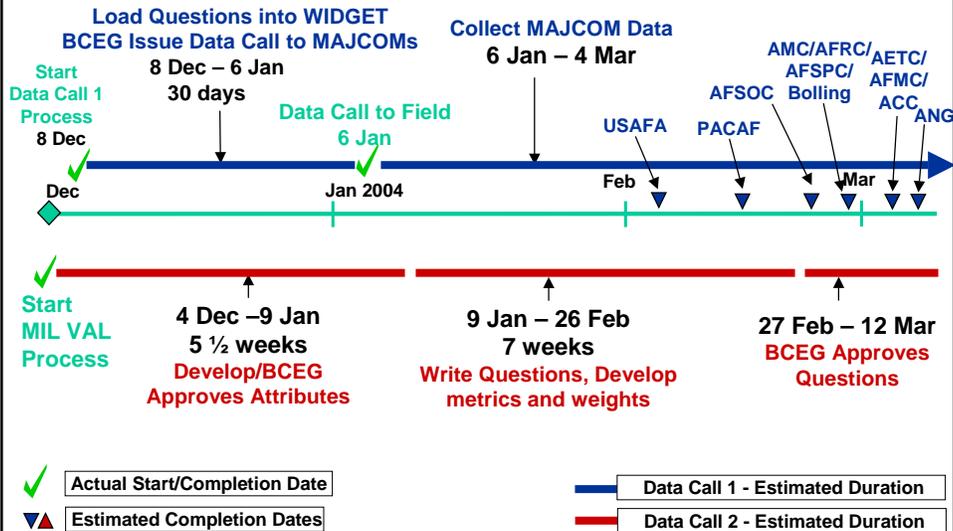


OSD Data Call #2 Military Value

- **Data Call #2 Questionnaire to Focus on Military Value, COBRA Data, and Selection Criteria (6,7,8) Issues**
 - Mil Value: Distance to Training, Wx, etc.
 - COBRA (Cost of Base Realignment Actions)
 - Selection Criteria: 6 – Economic Impact; 7 – Receiving Infrastructure; 8 – Environmental Impact
- **Questions Developed By Military Departments & Joint Cross Service Groups**
 - AF Focus: Installation
 - JCSG Focus: Function
 - (MILDEPS/JCSGs Conduct Own Mil Value Analysis)

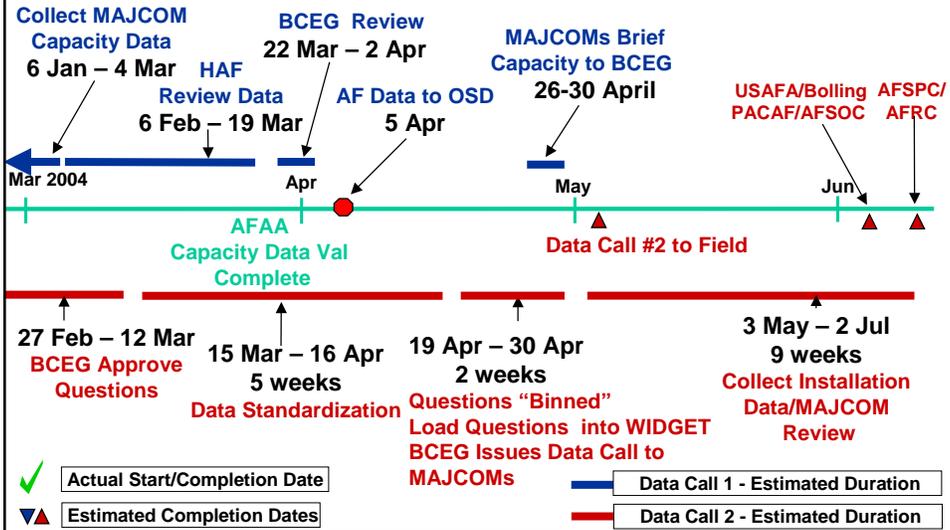


Data Call Critical Timeline

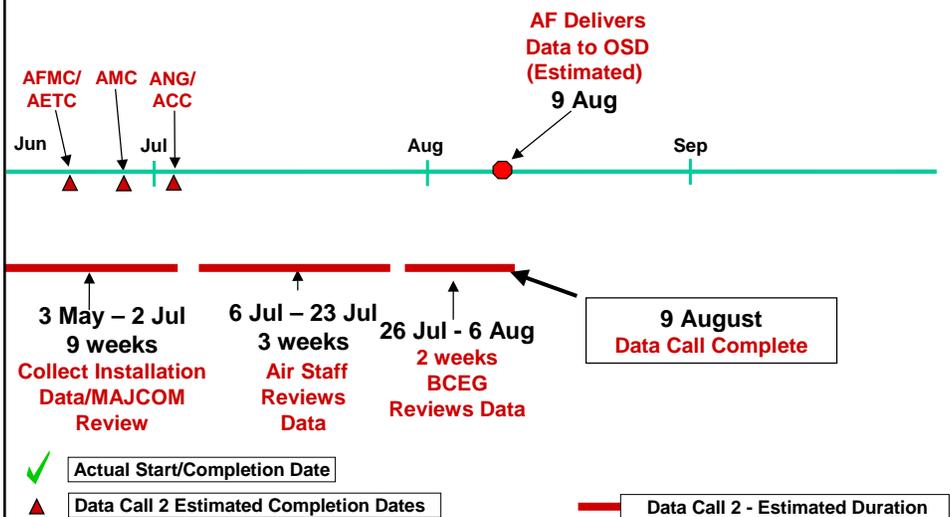




Data Call Critical Timeline



Data Call Critical Timeline





OSD Military Value Data Call Estimated Dates

Major Data Call #2 Milestones

- **Mil Value Data Call Issued to Installations - April/May 04**
 - **Dependent on Duration/Complexity of ISG Reviews and DST Process**

- **MAJCOM Mil Value Data Due to HAF for Review – Jul 04**

- **Mil Value Data Call Planned Completion to OSD - Aug 04**



Questions?



Wrap Up

- Action Items?

- Next BCEG Meeting(s):
 - Date: 15 Mar 04
 - Time: 0800-1700
 - Location: Rosslyn, 1560 Wilson, Suite 900
 - Focus:
 - Mil Value Questions
 - Attribute Weights

 - Date: 22 Mar 04
 - Time: 0800-1700
 - Location: Rosslyn, 1560 Wilson, Suite 900
 - Focus:
 - Mil Value Questions – Deliberative
 - Attribute Weights - Deliberative



Back-up



IEBB To Do List

- **Weighting**
 - **Compare 1995 weights to 2005 analytical approach**
 - **Apply weights to Criteria, Attributes, and Questions**