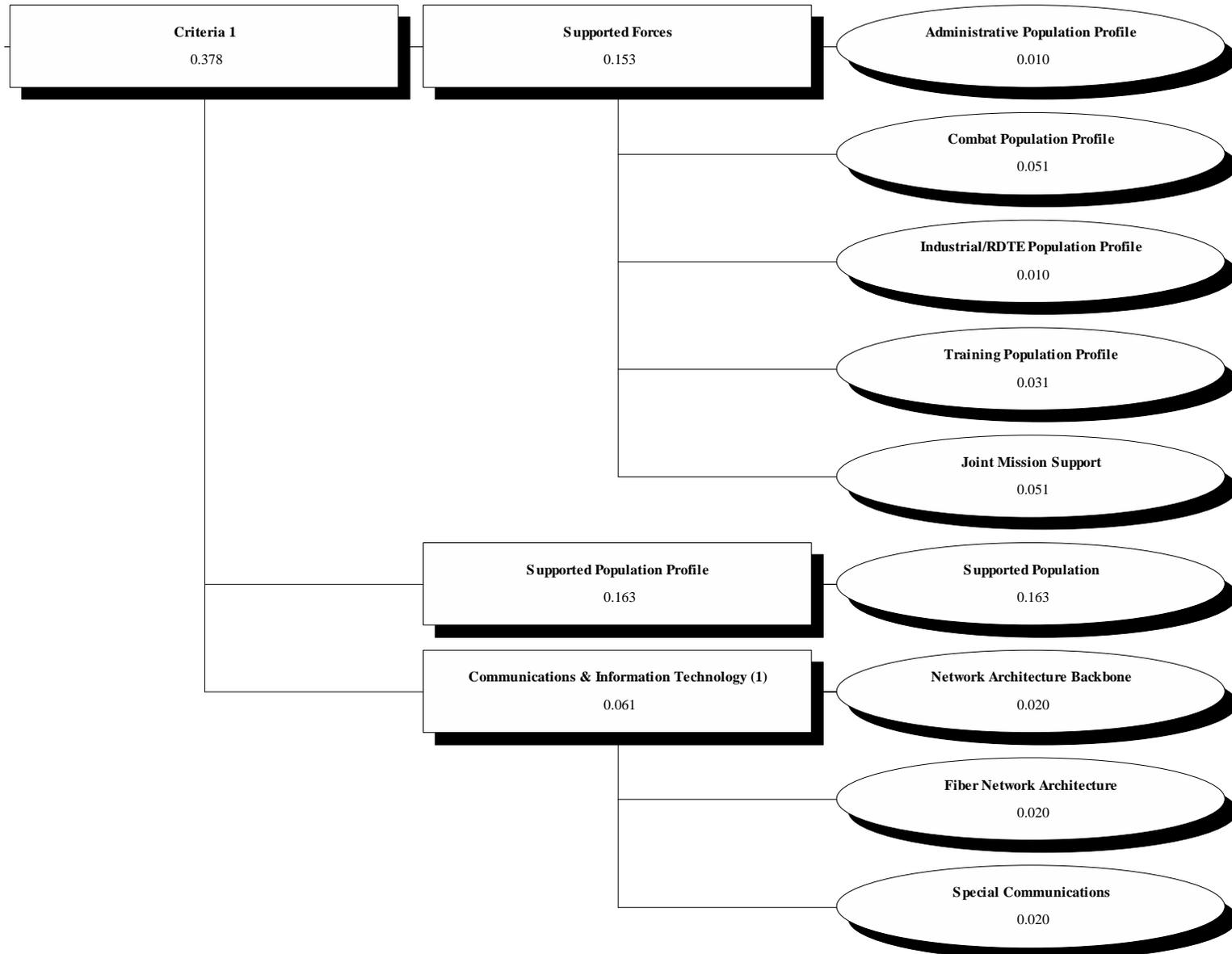
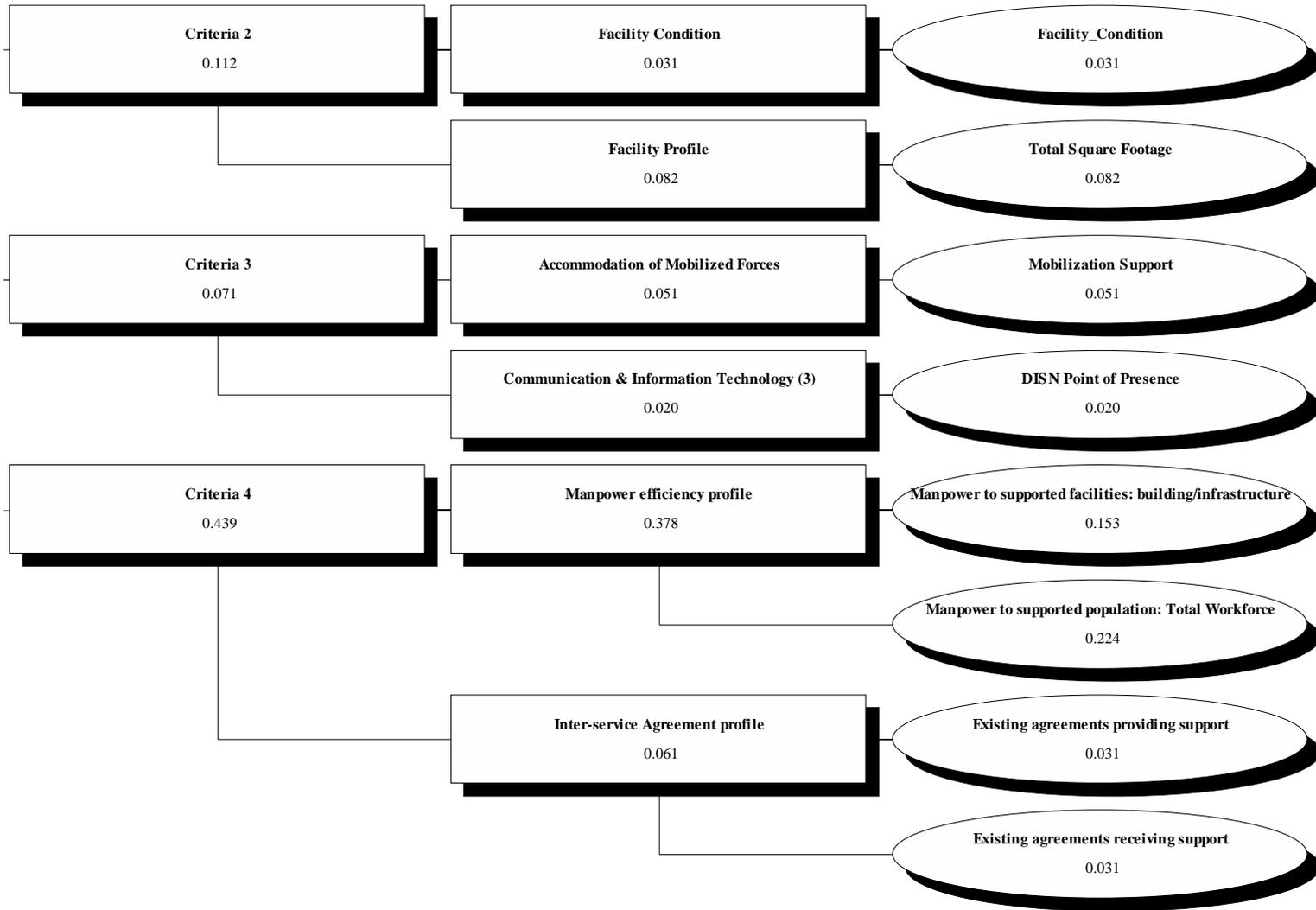


GEOGRAPHIC CLUSTERS(Installation Management (IM))





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1. **Scope.** The Installation Management modeling effort includes installations within designated geographic clusters as determined by Capacity analysis. The military value model will be a critical part of the process for developing recommendations/scenarios for consolidating management and support functions; consolidating excess installation management facilities; and designating overall MILDEP responsibility for installation management. Attributes and metrics are designed to establish which installations are the best candidates to accept additional installation management responsibilities and/or accept additional installation management personnel and facility related functions. Greatest efficiency, geographical predominance, capability, and expertise, in that order, are the primary factors for establishing the attributes and metrics to support this assessment.

2. **Assumptions.**
 - a. Analysis will provide military value of performing functions at current locations.
 - b. Analysis will reveal opportunities for organizational grouping.
 - c. Analysis may reveal transformational opportunities.
 - d. The installation support mission for operational forces is the most complex and important followed by training, industrial/research, development, test, and evaluation (RDTE) and last, host to administrative activities.
 - e. Communities where functions are performed embody a beneficial quality of life.

3. **Military Value Scoring Plan.**

Criterion/Attribute/Metric/Question	Rationale			Weight
Criterion 1 The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.	This criterion focuses on capabilities, expertise and geographical predominance with respect to providing installation support functions. This criterion received the second highest weighting based on factors of predominance, capabilities and expertise.			37.8%
Attribute 1 Supported Forces	Assess current missions with respect to capacity and importance. This attribute makes an assumption that support of a warfighting mission is most important, followed by training, industrial/RDTE and last, host to administrative activities.			15.3%
Metric 1 Administrative Activities Population Profile. Number of administrative personnel on installation. More is better.	Range	Scoring Plan	Function	1%
	Min - Max	0 = Min 1 = Max	Linear increasing	
Assesses the primary mission support role of the installation based on type and size of activities supported as measured by personnel assigned to the various types of organizations indicated.				

Criterion/Attribute/Metric/Question	Rationale			Weight
Question 1 What is the number of active duty (to include active RC/NG), civilian and contractor personnel assigned to all Administrative activities hosted by the installation? (DOD#: 1976).				
Metric 2 Combat Unit Population Profile. Number of tactical/combat personnel on installation. More is better.	Range	Scoring Plan	Function	5.1%
	Min - Max	0 = Min 1 = Max	Linear increasing	
Assesses the primary mission support role of the installation based on type and size of activities supported as measured by personnel assigned to the various types of organizations indicated.				
Question 1 What is the number of active duty (to include active RC/NG), civilian and contractor personnel assigned to all operational activities hosted by the installation? (DOD#: 1976).				
Metric 3 Industrial/RDTE Activities Population Profile. Number of industrial/RDTE personnel on installation. More is better.	Range	Scoring Plan	Function	1%
	Min - Max	0 = Min 1 = Max	Linear increasing	
Assesses the primary mission support role of the installation based on type and size of activities supported as measured by personnel assigned to the various types of organizations indicated				
Question 1 What is the number of active duty (to include active RC/NG), civilian and contractor personnel assigned to all Industrial and RDTE activities hosted by the installation? (DOD#: 1976).				
Metric 4 Training Activities Population Profile. Number of institutional training personnel on installation. More is better.	Range	Scoring Plan	Function	3.1%
	Min - Max	0.0 = Min 1.0 = Max	Linear increasing	
Assesses the primary mission support role of the installation based on type and size of activities supported as measured by personnel assigned to the various types of organizations indicated.				
Question 1 What is the number of active duty (to include active RC/NG), civilian and contractor personnel assigned to all institutional training activities hosted by the installation? (DOD#: 1976).				
Metric 5 Joint Mission Support. Number of authorized personnel assigned to the installation from all joint/other service organizations/activities hosted by the installation. More is better. Function is S-shaped increasing. Positive increase begins at 100 and begins to decrease at 1,500. Additional value is negligible after 1,500 to max (3,000).	Range	Scoring Plan	Function	5.1%
	0 - 3000	0.0 = Min 1.0 = Max	S-Shaped	
Assess the extent of Base Support provided to other services and joint organizations on a fulltime basis. The more extensive the support provided the greater the value based on existing capabilities and experience to support other services and joint organizations.				
Question 1 How many authorized personnel, to include active duty (including active RC/NG), civilian and contractor, are assigned to joint organizations and other services (not Joint) activities which are hosted by your installation? (DOD#: 1977).				
Attribute 2 Supported Population Profile				16.3%

Criterion/Attribute/Metric/Question	Rationale			Weight
<p>Metric 1 Supported Population. Number of personnel supported by the installation. More is better.</p>	Range	Scoring Plan	Function	16.3%
	Min – Max	Lowest value from data call = 0.0; Highest value from data call = 1.0	Linear increasing	
	Assesses the support requirement for the installation programs and services based on overall active duty, civilian, contractor, and dependent population. The greater the population, the greater the value based on predominance and capability of the service.			
<p>Question 1 Provide the total number of personnel supported by the installation, to include military members (active duty, full time guard, and reserves), civilians, contractors, and family members assigned to the installation. (DOD#: 4096).</p>				
<p>Attribute 3 Communications & Information Technology (COMM/IT)</p>	Information dominance is a critical element of the DoD’s transformation effort. Adequate COMM/IT services at an Installation are required to support the transformation. A ubiquitous network that provides the ability to command and control resources, analyze and disseminate intelligence, and implement appropriate actions from any defense facility in the world is required.			6.1%
<p>Metric 1 Network Architecture Backbone. Percentage of your installation network backbone that is fiber. Linear function, range is 0 to 1.</p>	Range	Scoring Plan	Function	2%
	Min – Max	Lowest value from data call = 0.0; Highest value from data call = 1.0	Linear increasing	
	Fiber optic cable backbone networks provide Installations with greater capability than copper wire based networks. The more fiber these network architectures are comprised of the more valuable they are, as they more readily lend themselves to meeting current and future operational requirements and support DoD transition to Network Centric Enterprise Services (NCES).			
<p>Question 1 What percentage of your Installation’s network backbone will be fiber optic cable by the end of FY04 (based on planned spending in the FY04 President’s budget)? (DOD#: 1959).</p>				
<p>Metric 2 Fiber Network Architecture. Percentage of Installation’s buildings that require network connection that will be connected to the network via Fiber Optic Cable by end of FY04. Divide response to Question 1 below by response to Question 2 to compute.</p>	Range	Scoring Plan	Function	2%
	Min – Max	Lowest value from data call = 0.0; Highest value from data call = 1.0	Linear increasing	
	Buildings serviced by fiber optic cable networks provide Installations with greater capability than copper wire based networks. The more fiber these network architectures are comprised of the more valuable they are, as they more readily lend themselves to meeting current and future operational requirements and support DoD transition to Network Centric Enterprise Services (NCES).			
<p>Question 1 What percentage of your buildings will be connected to the network backbone via Fiber Optic Cable at the end of FY04? (based on planned spending in the FY04 President’s budget). (DOD#: 1901).</p>				

Criterion/Attribute/Metric/Question	Rationale			Weight
Metric 3 Special Communications Capabilities. Measures selected special communications capabilities of the installation. More is better. Yes/No.	Range	Scoring Plan	Function	2%
	0 – 10	1 = Yes 0 = No; for each question. Number of “Yes” answers will be aggregated to determine score for this metric.	Binary	
Installations that have more means of communications readily available to them are more valuable.				
Question 1 Does your Installation have Defense Red Switch Network (DRSN) capability? (DOD#: 25).				
Question 2 Does your Installation have Land Mobile Radio (LMR) capability? (DOD#: 28).				
Question 3 Does your Installation have NIPRNET capability? (DOD#: 319).				
Question 4 Does your Installation have SIPRNET capability? (DOD#: 319).				
Question 5 Does your Installation provide any of the following commercial wireless services: cellular, pagers, messaging e.g., Blackberry)? (DOD#: 1960).				
Question 6 Does your Installation provide Video Teleconferencing (VTC) services – e.g., DISN Video Global Service (DVGS)? (DOD#: 1960).				
Question 7 Does your Installation provide diverse routing of NIPRNET? (DOD#: 1960).				
Question 8 Does your Installation provide diverse routing of SIPRNET? (DOD#: 1960).				
Question 9 Does your Installation have a Satellite Earth Terminal? (DOD#: 1960).				
Question 10 Does your Installation have a Voice over Internet Protocol (VOIP) Telephone Switch? (DOD#: 1960).				
Criterion 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.	This criterion received the third highest weighting. Unlike the other criteria, the metrics used in this criterion focus on capacity and condition which is considered a lesser factor in the military value model.			11.2%
Attribute 1 Facility Condition				
Metric 1 Facility Condition. Overall installation facility status based on condition code.	Range	Scoring Plan	Function	3.1%
	0-1	C1=1.0, C2=.75, C3=.25, C4=0.0	Non-linear	
This metric assesses overall installation facility condition.				
Question 1 What is the installation’s overall facility condition code rating? (DOD#: 1978, 1981, 1982).				
Attribute 2 Facility Profile				
Metric 1 Total Square Footage. Total gross Square Footage of all installation facilities.	Range	Scoring Plan	Function	8.2%
	Min – Max	Lowest value from data call = 0.0 – Highest value from data call = 1.0	Linear increasing	
Assesses total square footage of installation facilities as a means to determine service predominance in a geographical cluster.				
Question 1 What is the square footage of all space on the installation? (DOD#: 1979).				

Criterion/Attribute/Metric/Question	Rationale			Weight
Criterion 3 The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.	The availability of vacant administrative space and buildable land provides measures of an Installation's ability to accommodate future DoD needs. While viewed as important measures of an Installation's capability to handle future expansion, this Criterion is given relatively low weight in order not to overweight available space issues in the optimization phase.			7.1%
Attribute 1 Accommodation of Mobilized Forces				5.1%
Metric 1 Mobilization Support. Mobilization Requirement. Does the installation currently have a mobilization requirement? (Yes/No) Function is Binary (Yes = 1; No = 0).	Range	Scoring Plan	Function	5.1%
	0 - 1	0 = No; 1.0 = Yes	Binary	
Assesses the installation management staff's experience in supporting mobilization. Greater mobilization experience would support expanding responsibilities based on existing capabilities.				
Question 1 Does the installation currently have a mobilization requirement? If answer is yes, then obtain military value from Mobilization Group model. (DOD#: 336).				
Attribute 2 Communications & Information Technology (COMM/IT)	The future COMM/IT requirements will be more easily met by the presence of a major Defense Information Systems Network (DISN) Node. These nodes provide greater access to bandwidth at lower cost because they comprise the backbone of the network.			2%
Metric 1 DISN Point of Presence (POP). Measure is Binary (Yes and No), where Yes = Good.	Range	Scoring Plan	Function	2%
	0 - 1	1= Yes 0 = No	Binary	
DISN Points of Presence (POP) are critical to the DoD IT enterprise architecture. Installations hosting these POP gain the benefit of their potential network throughput and play heavily in meeting future IT requirements.				
Question 1 Does the installation have a DISN point of presence (POP)? (Military Value Question - Derived from CDC Question #326.) This CDC question identifies various types of DISN POPs that may reside within a facility. The type of POP is to be determined by HSA JCSG COMM/IT and its utility addressed during optimization by scoring plan owners. (DOD#: 1964).				
Criterion 4 The cost of operations and the manpower implications.	This criterion was given the greatest weighting. Demonstrated ability to provide programs and services for the installation with greatest efficiency is the major factor in recommendations/decisions to add responsibilities to the installation management mission.			43.9%
Attribute 1 Manpower efficiency profile	This establishes a general comparison of workforce efficiency within geographic clusters to assist in targeting potential savings through centralization/consolidation.			37.8%
Metric 1 Manpower to supported facilities: Total building/infrastructure. Measured in Square Feet. Ratio of square feet/person.	Range	Scoring Plan	Function	15.3%
	Min - Max	Lowest value from data call = 0.0; Highest value from data call = 1.0	Linear increasing	
Assesses the efficiency of the installation's major functional support mission. The higher the ratio of supported facilities to personnel, the greater the value.				
Question 1 What is the ratio of the total amount of space in square feet in all buildings maintained by the Public Works Directorate (government and contractor support) at this installation compared to the size of the Public Works staff? (Military Value Question derived from Military Value Question from Criterion 2, Attribute 2, Metric 1 and CDC Question #330) This CDC question collects the size of the Public Works Staff. (DOD#: 330, 1979).				

Criterion/Attribute/Metric/Question	Rationale			Weight
<p>Metric 2 Manpower to supported population: Ratio of supported (total workforce) to supporters (IM personnel support).</p>	Range	Scoring Plan	Function	22.4%
	Min – Max	Lowest value from data call = 0.0; Highest value from data call = 1.0	Linear increasing	
Assesses the efficiency of the collective missions of the installation workforce compared to the supported population. The greater the ratio of personnel supported, the greater the value.				
<p>Question 1 What is the ratio of the installations total workforce of military, civilian and contractor compared to the size of the installation management support staff of military, civilian, and contractor? (Military Value Question derived from Military Value Question from Criterion 1, Attribute 3, Metric 1 and CDC Question #330) This CDC question collects the size of the installation management staff. (DOD#: 330, 4096).</p>				
<p>Attribute 2 Inter-service Support Agreement (ISSA) Profile</p>	This establishes a value for both the support an installation provides to other services/agencies and receives from other services/agencies.			6.1%
<p>Metric 1 Existing Agreements Providing Support. Measured in dollars. What is the value (in dollars) for services provided through ISSAs?</p>	Range	Scoring Plan	Function	3.1%
	Min –Max	Lowest value from data call = 0.0; Highest value from data call = 1.0	Linear increasing	
Assesses the value of support provided by the installation to other services/agencies. The greater the value of service being provided supports expanding responsibilities.				
<p>Question 1 What is the value (in dollars) for services provided through ISSAs for the functional areas listed: Public Works, Resource Management, Contracting, Transportation, Supply, Maintenance, Airfield Operations, Personal & Family Services and MWR, Law Enforcement, Fire and Emergency Services, Communications, Plans, Training and Security, Installation Support Offices (Public Affairs Office (PAO), Safety, Internal Review (IR), Legal, etc)? (DOD#: 1980).</p>				
<p>Metric 2 Existing Agreements Receiving Support. Measured in dollars. What is the value (dollars) for services received through ISSAs?</p>	Range	Scoring Plan	Function	3.1%
	Min –Max	Lowest value from data call = 1.0 – Highest value from data call = 0.0	Linear decreasing	
This metric assesses the value of support being received from others services. The greater the outside support currently being received does not support taking on expanded responsibilities; therefore, less support being received has greater value.				
<p>Question 1 What is the value (dollars) for services received through ISSAs for the functional areas listed: Public Works, Resource Management, Contracting, Transportation, Supply, Maintenance, Airfield Operations, Personal & Family Services and MWR, Law Enforcement, Fire and Emergency Services, Communications, Plans, Training and Security, Installation Support Offices (Public Affairs Office (PAO), Safety, Internal Review (IR), Legal, etc)? (DOD#: 1980).</p>				