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BRAC 2005 Industrial Joint Cross-Service Group (IJCSG)

Meeting Minutes of November 17, 2003

Mr. Michael Wynne, Acting Under Secretary of Defense for Acquisition, Technology and Logistics, chaired the meeting. The list of attendees is at Attachment 1.

The Chairman opened the fourth Industrial JCSG meeting. Mr. Bob Mason, IJCSG Executive Secretary, announced that the IJCSG Capacity Report, including the group's capacity questions, was signed on November 15, 2003. He thanked everyone for their work in completing this task.

Mr. Pete Potochney presented a training briefing on military value analysis. A copy of the briefing is at Attachment 2. He began the briefing by stressing the very sensitive nature of the military value analysis. The Joint Cross-Service Groups and Military Departments will eventually identify the locations of those functions as an array from most to least military value. This analysis will have a major impact on which bases are eventually recommended for closure or realignment. Mr. Wynne emphasized that while the JCSGs will be making BRAC recommendations, the Military Services will have opportunities to disagree with those recommendations through the Infrastructure Executive Council. For this reason, the Joint Cross-Service groups will be "initiating debate, not concluding it," in many instances. Mr. Wynne also emphasized the importance of coordination with the Military to preclude any surprise along the way.

Mr. Wynne said military value attributes should be selected that facilitate development of base rankings. He also said that the military value should be reduced for those bases with extra force protection requirements.

Mr. Potochney discussed strategic imperatives, such as recognizing the need for forward located bases. While strategic imperatives will be formally included in the scenario development stage of the BRAC process, the issues related to strategic imperatives, such as base location, could be considered in the military value analysis.

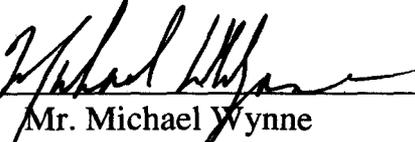
Mr. Potochney emphasized that environmental impacts, such as availability of air quality credits, can be included in the military value analysis if it results in an operational impact. Mr. Potochney also said that to maintain integrity in the

process, the scoring plan should be approved by the ISG before receiving and analyzing the data call responses. Tentatively, the military value scoring plan and questions have to be completed by late January 2004 to mid-February 2004.

RADM Klemm highlighted the importance of carefully coordinating the analysis of similar sub-functions across several sub-groups.

Mr. Wynne said that the group must carefully consider the scoring plan, including the weighting of the criteria, attributes and questions. The plan will have to be defended, and for this reason, his preference was for as much objectivity as possible in developing the scoring plan. He said that the analysis must consider attributes that impact military value, such as encroachment. He also said that since the BRAC process will be based on requirements from a 20 year force structure plan, installation flexibility is a very important military value consideration, stating the group should not be biased by the status quo.

Mr. Mason said that his staff was identifying workspaces that the IJCSG could use where data could be secured.

Approved: 
Mr. Michael Wynne
Chairman, Industrial Joint Cross-Service Group

Attachments:

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

**Industrial JCSG Meeting
November 17, 2003**

Attendees

Members:

- Michael Wynne, Acting Undersecretary of Defense for Acquisition, Technology and Logistics
- RADM Bill Klemm, Deputy Commander, Maintenance and I&D Ops, Naval Sea Systems Command
- Brig. Gen. Henry Taylor, Vice Director, Logistics (J-4)

Alternates:

- Susan Kinney, Deputy Director, Logistics Plans, Policy and Strategic Mobility Division, HQMC, for BGen Willie Williams
- Mr. Alan Becket, AF/ILM, for Mr. Ron Orr

Others:

- Maj. Gen. Mary Saunders, Vice Director, Defense Logistics Agency
- Mr. Peter Potochney, Director OSD BRAC Office
- Mr. Robert Mason, ADUSD Maintenance Policy, Programs and Resources
- Mr. Jay Berry, Maintenance Policy, Programs and Resources
- Mr. Mark VanGilst, HQ USAF/ILMM
- Maj. Stephen Dubois, HQMC I&L
- Mr. Steve Krum, NAVSEA
- Mr. Mike McAndrew, OSD BRAC Office
- Mr. John Desiderio, OSD BRAC Office
- Mr. Alex Yellin, OSD BRAC Office
- Mr. Bill Shimp, DoDIG
- LtCol Walt Eady, JCS/J4
- Mr. Fred Tillack, NAVAIR
- Capt Stuart Paul, NAVAIR
- Col Sara Smith, OSD-AT&L (MMP&R)
- LTC Linwood Clary, Maintenance Policy, Programs and Resources
- Mr. Brad Berksen, OSD AT&L
- Col Kirk Foster, HQ AMC
- Mr. Jim Hornick, AF/ILMM
- Ms. Carol Conrad, SAF/IEBJ
- Mr. Andy DeMott, DASN(ISA)
- Mr. Brent Boning, DASN(ISA)
- CDR James Jepson, DASN(ISA)

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Installations & Environment

BRAC 2005 MILITARY VALUE ANALYSIS

TRAINING MODULE

Industrial Joint Cross Service Group

17 November 2003

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BRAC 2005
MILITARY VALUE ANALYSIS

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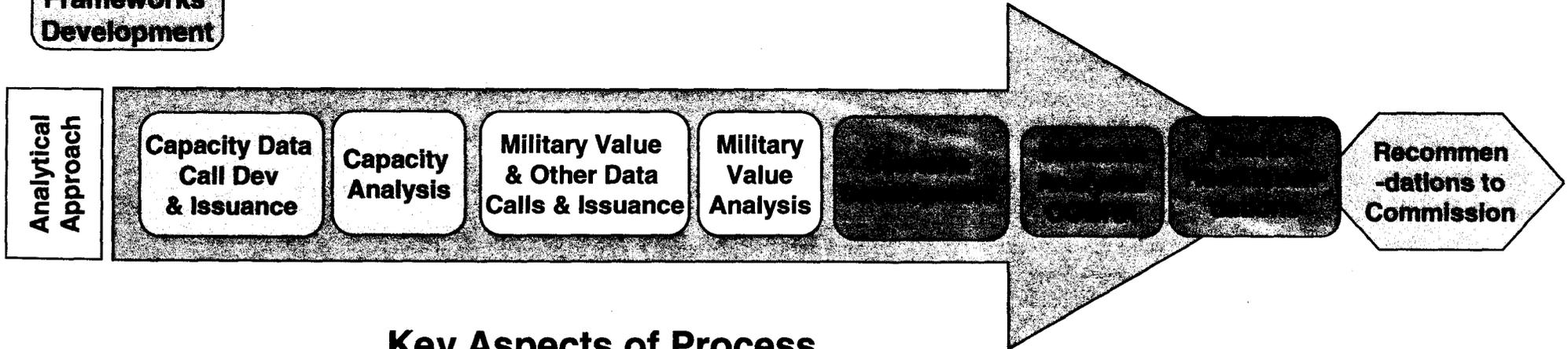
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BRAC 05 Process Overview

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Analytical Frameworks Development



Key Aspects of Process

CAPACITY

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



MILITARY VALUE

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

SCENARIO DEVELOPMENT/ANALYSIS

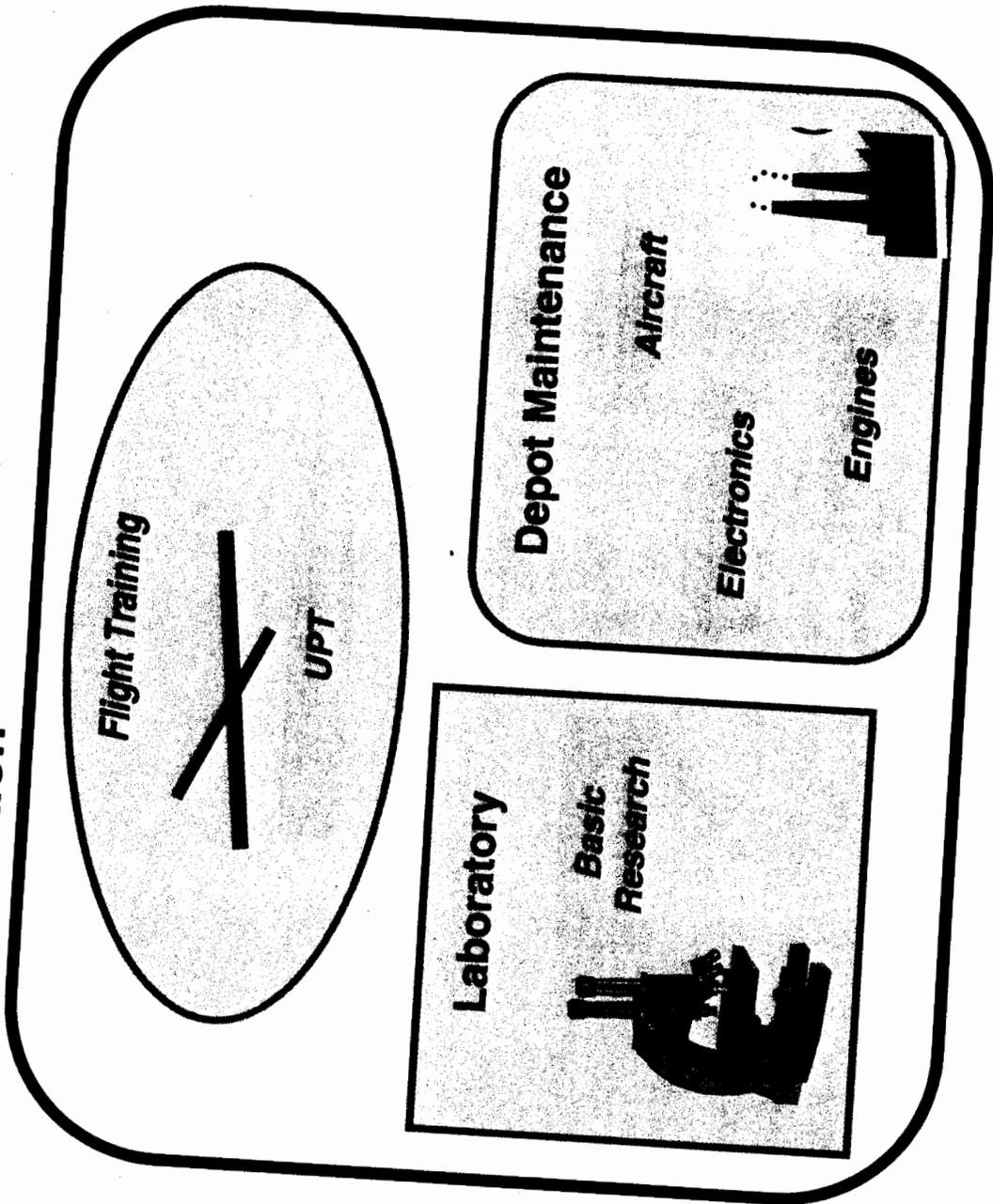
- 20 Year Force Structure Plan
- Optimization Model
 - Capacity
 - Military Value
 - Transformational Options
 - Policy Imperatives
- Selection Criteria (6-8)

Key Concepts



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Installation



Installation

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

Facility

Something created to serve a particular function/activity.

Functions & Sub functions

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

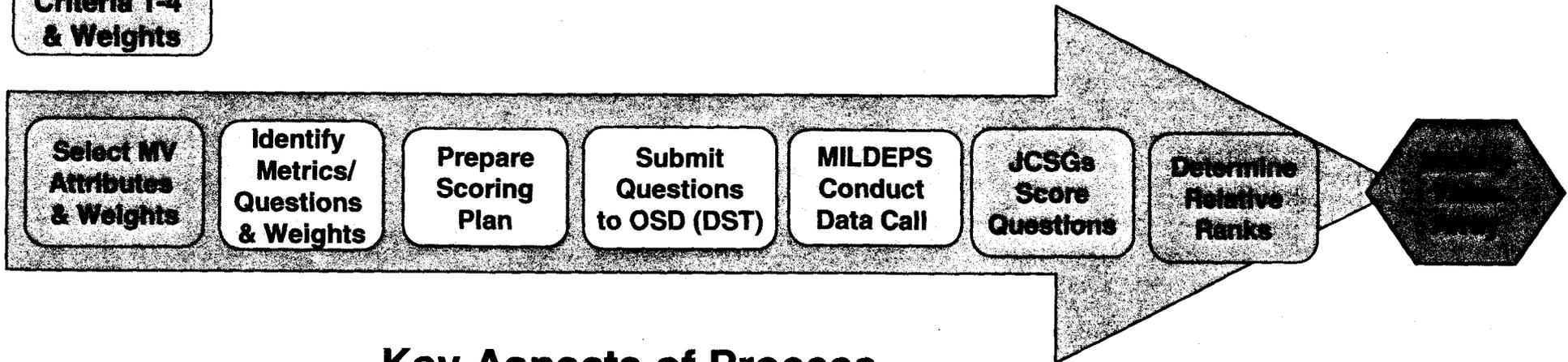
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Military Value (MV) Analysis Process

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**MV Selection
Criteria 1-4
& Weights**



Key Aspects of Process

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



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DoD Interim Selection Criteria 1-4

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

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

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What is Military Value Analysis?

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

**A key BRAC process which drives
Scenario Development.**

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Military Value Analysis

Installations & Environment

DoD Interim Selection Criteria

Military Value

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

Attributes, Metrics, Questions, & Weights

- Criteria 1 - Mission Requirements..... (Wt)
 - Attribute(s).....(Wt)
 - Metric(s).....(Wt)
 - Question(s).....(Wt)
- Criteria 2 - Land & Facilities.....(Wt)
 - Attribute(s).....(Wt)
 - Metric(s).....(Wt)
 - Question(s).....(Wt)
- Criteria 3 - Mobilization & Contingency (Wt)
 - Attribute(s).....(Wt)
 - Metric(s).....(Wt)
 - Question(s).....(Wt)
- Criteria 4 - Cost & Manpower..... (Wt)
 - Attribute(s).....(Wt)
 - Metric(s).....(Wt)
 - Question(s).....(Wt)

MILDEP Data Call
(Questions without weights)

Certified Data

Scoring Analysis

Military Value Array

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

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Military Value Attributes

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- Key characteristics of functions and the location where this work effort takes place
- Measurable and directly tied to military value criteria
- Selected to ensure each criterion receives comprehensive review

Examples of Industrial Military Value Attributes

Selection Criteria 1: Current & Future Mission Requirements ...

- Production Capability
- Deployment Network
- Available Workforce

Selection Criteria 2: Availability & Condition of Land, Facilities ...

- Percent Permanent Facilities
- Average Age of Facilities

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Selection Criteria & Attribute Weights

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- Both criteria & attributes are weighted to indicate relative importance
- Weights are based upon military judgement
- Consistent with SecDef transformational guidance

Examples of Industrial Military Value Weighting

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

- Production Capability-50 Points
- Deployment Network-25 Points
- Available Workforce-25 Points

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

- % Permanent Facilities-75 Points
- Average Age of Facilities-25 Points



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Military Value Metrics

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

Examples of Industrial Military Value Metrics

Production Capability

Direct Labor Man-hours

% Permanent Facilities

Total square footage of all existing permanent buildings divided by total installation facilities square footage.

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Develop Data Call Questions

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- Translate military value metrics into data call questions
 - Each question should tie directly to a metric, attribute & Military Value Criterion
 - In Military Value Analysis all questions are scored
- Refine questions before submission to OSD BRAC Office (Data Standardization Team will support this effort)
- Avoid requesting data already collected by a previous BRAC 05 Data Call
- Scoring Plans will be forwarded with questions

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Military Value Scoring Plan

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

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

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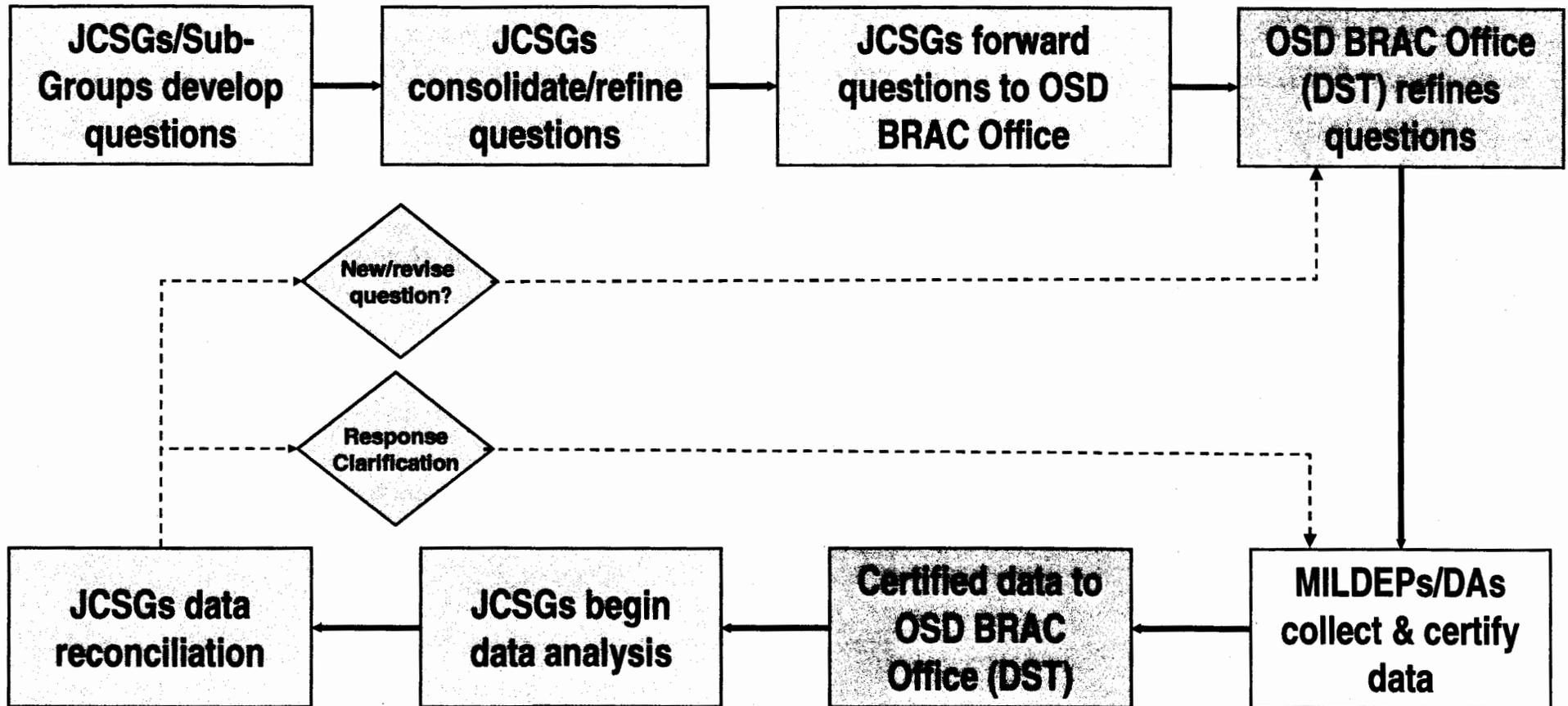


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Data Collection Process Flow

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Conduct Military Value Analysis

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JCSGs will--

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

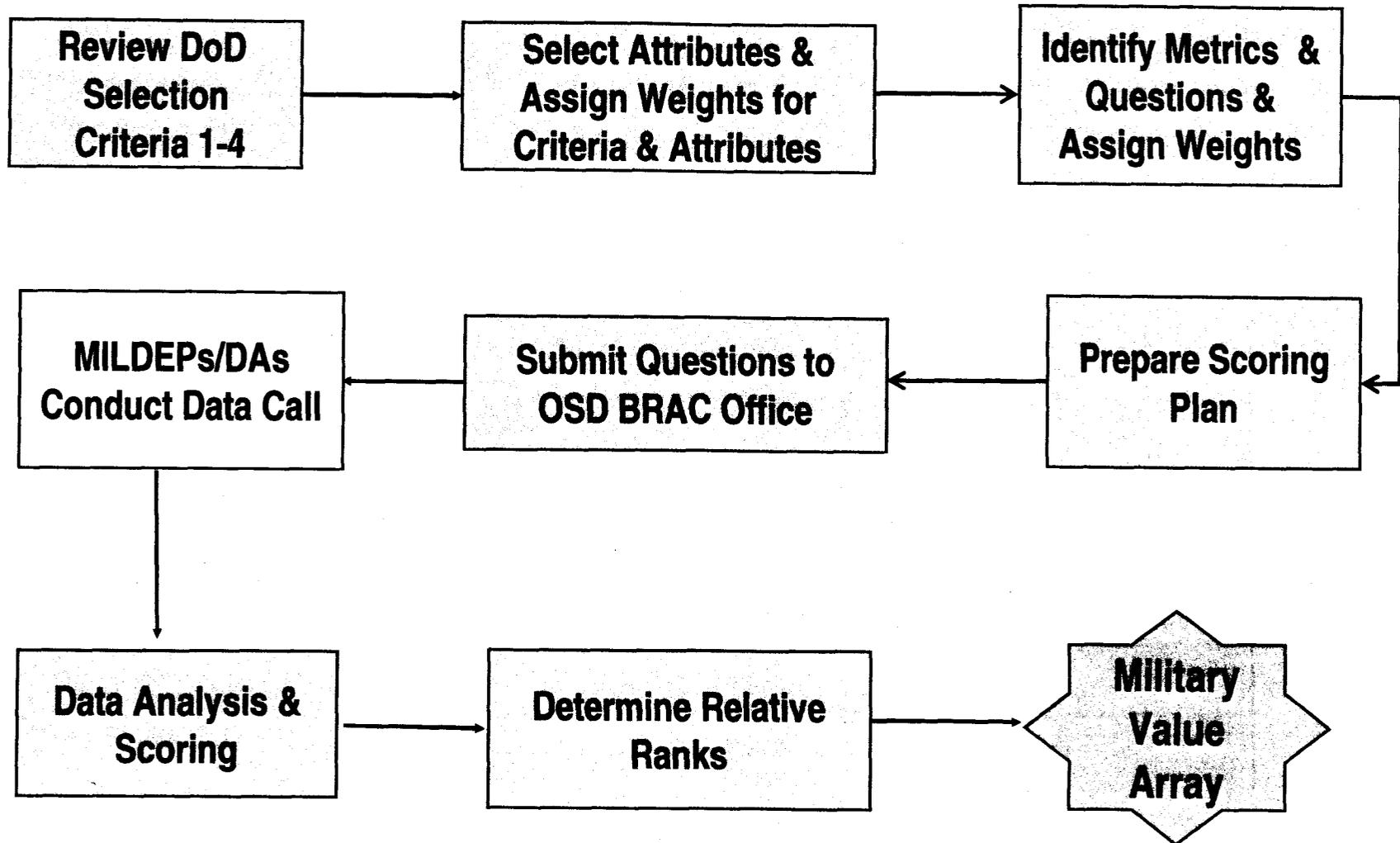
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Military Value Analysis Summary

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Key Military Value Terms

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

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Example of Military Value Scoring

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

Military Value Ranking

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

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Examples of Criterion I Scoring

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

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Examples of Criterion I -- Attribute 1 Scoring

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



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Examples of Criterion 1 – Attribute 1 – Metric 1 Scoring

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

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Military Value Analysis

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Final Thoughts

Questions?

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