Department of the Navy
IAT
INFRASTRUCTURE ANALYSIS TEAM
ODASN (IS&A), 2221 South Clark Street, Suite 900, Arlington, VA 22202
DCN:5414
(703)-602-6500

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IAT/REV
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MEMORANDUM FOR THE INFRASTRUTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 26 FEBRUARY 2004

Encl: (1) IAT Military Value Analysis Introductory Brief
(2) List of Notional Targeted Activities for Operation's Functions

1. The first deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 1048 on 26 February 2004 in the Infrastructure Analysis Team (IAT) conference room located at Crystal Plaza 6, 9th floor. The following members of the IEG were present: Mr. H. T. Johnson, Chair; Ms. Anne R. Davis, Vice Chair; VADM Charles W. Moore, Jr., USN, Member; Mr. Thomas R. Crabtree, alternate for VADM Albert H. Konetzni, USN, Member; Ms. Carla Liberatore, alternate for LtGen Richard L. Kelly, USMC, Member; LtGen Michael A. Hough, USMC, Member; Mr. Michael F. McGrath, Member; Mr. Ron Shames, alternate for Dr. Russ Beland, Member. Mr. Ronnie J. Booth, Navy Audit Service (NAVAUDSVC), Representative and the following members of the IAT were present: Mr. Dennis Biddick; Mr. David W. LaCroix; CAPT Chris T. Nichols, USN; CDR Edward J. Fairbairn, USN; CDR Robert E. Vincent II, JAGC, USN; and, Capt James A. Noel, USMC.

2. Ms. Davis provided a brief outline of the deliberative session process and highlighted the differences between an IEG meeting and deliberative session, noting that the IEG Chairman signs the minutes upon IEG approval and a Recorder signs all deliberative reports, which the IEG reviews and accepts. The IEG can modify the report only in a subsequent deliberative session.

3. Ms. Davis advised the IEG that the purpose of this deliberative session was to consider the military value analysis methodology for naval operational functions. She used enclosure (1) to provide an overview of the BRAC process. She explained that applicable law does not dictate a BRAC process. Rather, it requires data analyses and documented deliberations. Accordingly, DOD and the Services must implement BRAC processes designed to show compliance with applicable law. Ms. Davis

highlighted the major changes in the BRAC 2005 process as outlined in slide 20 of enclosure (1). She noted these changes included the fact that the current process is based upon a "functional" view of activities, requires military value analysis regardless of the results of the capacity data call, provides an opportunity to explore trade-offs between reducing capacity and retaining high military value, and adds levels of complexity for analysis by weighting attributes under each applicable selection criteria and incorporating scaleable functions.

4. CAPT Nichols and CDR Fairbairn, members of the IAT's Operations Team, presented the proposed DON methodology for the military value analysis of naval operational functions using enclosure (1). They explained the military value process contains six stages with alternating IAT and IEG responsibilities. The IAT Operations Team identified three operations functions for military value analysis: Surface/Subsurface, Aviation, and Ground. CDR Fairbairn provided enclosure (2) to the IEG members. CAPT Nichols identified the proposed attributes and metrics for each of the three operational functions described in enclosure (1). CDR Fairbairn provided an overview of the weighting and banding process for evaluating the military value of a function.

5. The IEG approved the proposed methodology for conducting the military value analysis of naval operational functions. The IEG agreed that the approved methodology could be modified if necessary. Additionally, the IEG approved the three operational functions. The IEG agreed that the approved functions could be refined as needed.

6. The deliberative session adjourned at 1207.

ROBERT E. VINCENT II
Commander, JAGC, U.S. Navy
Recorder, IAT

TAB 1

Military Value Analysis

Introductory Brief

to Infrastructure Evaluation Group (IEG)

26 February 2004

Enclosure (1)

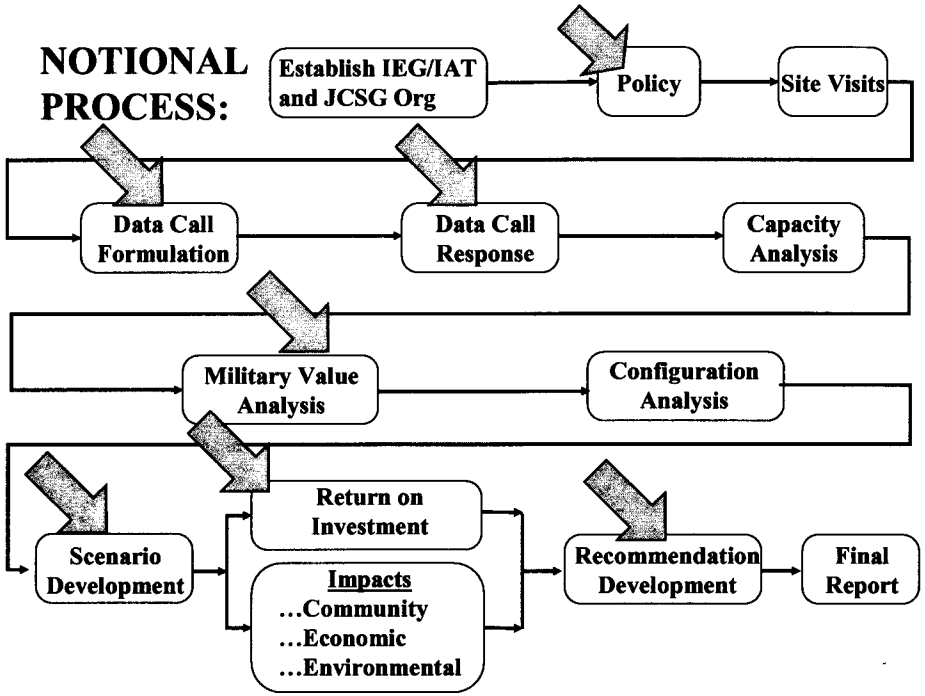
BRAC Process

- **Designed to show compliance with the law**
  - **All bases treated equally**
  - **Certified data**
  - **Force structure plan**
  - **Selection criteria**
- **Process created – not dictated by law**
  - **Based on lessons learned, criticisms**
  - **Developed to undergo Commission, community scrutiny**
  - **Requires both data analysis & documented deliberations**

BRAC Process

- **Process linkages**
  - **All bases equally = like data/analyses for like bases**
  - **Certified data = analytical methods for capacity, military value & scenario development**
  - **Force structure plan = capacity analysis**
  - **Selection criteria = military value (1-4), COBRA (costs) (5), and impacts (6-8)**
- **Each part has a distinct purpose**
  - **Separately – to show it was done**
  - **Together – to produce solutions**
  - **Interwoven – can't pull threads & unravel**

BRAC Process



- **Building block approach**
- **Focus on doing it right, not on the answer**

Military Value - What

- **Score(s) for a particular base/activity**
  - One score for each function
  - Relevant only in comparison to base with same function
  - Distinctions revealed by point-to-point comparison
- **Based on selection criteria 1-4**
  1. Mission capabilities & operational readiness
  2. Availability/condition of land, facilities, airspace
  3. Ability to accommodate contingency, mobilization and future total force requirements
  4. Cost of operations & manpower implications

OSD Final Selection Criteria #1

- ***"The current and future mission capabilities and the impact on operational readiness of thr Department of Defense's total force including impacts on joint warfighting, training and readiness."***
- **Referred to as "Readiness" with the abbreviation "R" in BRAC 1995 deliberative documents.**

OSD Final Selection 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."***
- **Referred to as "Facilities" with the abbreviation "F" in BRAC 1995 deliberative documents.**

OSD Final Selection Criteria #3

- ***"The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training."***
- **Referred to as "Mobilization and Capability" with the abbreviation "M" in BRAC 1995 deliberative documents.**

OSD Final Selection Criteria #4

- ***"The cost of operations and the manpower implications."***
- **Referred to as itself with the abbreviation "C" BRAC 1995 deliberative documents.**

Military Value - Why

- **Make quantitative and objective what could be perceived as subjective**
  - **Tie to military value selection criteria**
  - **Like comparison only to like**
- **Display what is considered important for each subcategory**
  - **Articulation of military judgment/operational needs**
  - **Articulation of what constitutes critical differences**
  - **Issues identified by outside commenters**

Military Value - Why

- **Process compliance**
  - **Use of certified data**
  - **Defined analytical methodologies**
  - **Documented deliberations**
- **Outputs used to generate scenarios**
  - **Combined with capacity measures**
  - **Where is best place to do what**
- **Translates mature military judgment into useful "quantifier"**

Military Value
OSD Construct

- **Function/Sub-function**
  - **Attribute**
    - **Metrics**
    - ⇒ **Question(s)**
- **Each attribute identified as supporting one or more selection criteria (1-4).**
- **Activities will have scores for each function, as appropriate.**
- **Some metrics/questions will be used for multiple functions. However, weighting will be determined as appropriate to the function.**
- **Many questions will be answered from the capacity data call.**

Military Value
OSD Construct

"Functional" Military Value

- **Joint Cross-Service Groups**
  - Industrial
  - Supply & Storage
  - Technical
  - Education & Training
  - Headquarters & Support
  - Medical
  - Intelligence
- **Department of the Navy**
  - Surface/Subsurface Operations
  - Aviation Operations
  - Ground Operations

Military Value Analysis Process

Six stages with alternating IAT and IEG tasking

- **Stage 1 (IAT Tasks)**
  - Identify functions
  - Identify attributes and metrics for each function
  - Generate list of questions (yes/no and scalable)
  - Rank each question from 1 to 3 based on relative importance
  - Suggest the criteria and attribute to which each question applies
  - Track each question to a data call request (data call # and page)

(Note: Red indicates changes from the BRAC 1995 Process)

Military Value Analysis Process

- **Stage 2 (IEG Tasks)**
  - Approve all Navy-Specific functions for Military Value Analysis
  - Assign weights to the four military value criteria
  - Review/modify/approve list of attributes and metrics
  - Assign weights to attributes under each selection criteria
  - Review/modify/approve list of questions
  - Review/modify/approve criteria and attribute assignments of each question
  - Assign a score (between 1 and 10) to each question
- **Stage 3 (IAT Tasks)**
  - Calculate military value weight of each question Weighting Slides
- **Stage 4 (IEG Tasks)**
  - Review/modify/approve question weights

(Note: Weights are determined before any questions are answered)

Military Value Analysis Process

- **Stage 5 (IAT Tasks)**
  - **Answer questions for each installation using certified data**
    - **Yes/no and scalable functions**
  - **Calculate military value scores for each function at each installation**
    - **Total score**
    - **Score for each question group**
  - **Prepare bar charts showing scores**
- **Stage 6 (IEG Tasks)**
  - **Review/modify/approve question answers**
  - **Review military value scores for consistency and counter-intuitive results**
  - **Approve scores**

Question Weighting Issues

- **Question Weight depends heavily on**
  - **The number of criteria to which it is assigned**
  - **The number of other questions assigned to those criteria**
  - **The score assigned by the IEG**
- **A question that received an IEG score of 10 could end up with a lower MV weight than a question that received a score of 1**
- **Guard against having only a few questions for any one Selection Criteria/attribute combination**

Meaning of the "Score"

- Relative measure of military value
  - Function at Installation A is more valuable than same function at Installation B
  - How much more valuable -- don't know
  - A 10% difference does not mean one installation is 10% more valuable
- Relative differences are consistent
- Highest possible score may not be 100 (due to cascading questions)

Examples of results

BRAC 1995:

- **Operational Air Stations**
  - Key operational assets (training ranges, airspace, facilities, OLFs)
  - Near term readiness more important than mobilization
  - Score range for 20 bases: 30.82 – 82.90
- **Naval Air Depots**
  - DoN & DoD unique facilities, equipment, skills (production, strategic concerns, customers)
  - Facilities & cost/manpower of equal importance
  - Score range for 3 bases: 61.1 – 67.5

BRAC 2005 Changes

- **Functional view**
  - **A base will have a "set of scores" for each function it does or could do, not just one score**
- **Will analyze military value regardless of capacity results**
- **Explore trade-offs between reducing capacity and retaining high military value**
- **Added levels of complexity for analysis**
  - **Attributes weighted under each applicable selection criteria**
  - **Using scalable (fuzzy) functions where appropriate for some questions**

Summary

- Iterative review of questions
- Each review for different reason
- Consistency of intellectual construct
- Documentation of specific judgments and guidance
- Answers revealed only after each step approved
- Analysts analyze; decision makers decide

Complexity guards against "single point of failure"

Military Value Potential Issues

- Start from selection criteria or from what's important about function/type of base
- Right number of questions/metrics
- Consistency of methodology & thought process
- Rationale for relative weights
- Documentation of deliberations
- Multiple scores due to multiple functions performed by individual activities/installations

Military Value Analysis of Naval Operational Functions

Operations Functions

- Surface / Subsurface Operations
- Aviation Operations
- Ground Operations (Marine Corps, Seabees & Spec Ops)

Sub-functions not recommended for Military Value analysis

Sub-functions (Fixed wing vs. Helo; Sub vs Carrier; Marine vs. Const. Bn) can be captured within function attributes and metrics

JCSG interest identified

Collect data on functional capabilities at "other" bases

- Army / Air Force Air bases
- Training Air Bases
- Technical / Test sites (with runways and helo pads)
- Shipyards (Ship berthing capability)
- Weapons Stations (Ship berthing capability)

– Will facilitate analysis of "opportunities" as a result of JCSG and MilDep scenarios.

2005 Attributes

- 1995 Attributes and weights evaluated as a starting point for 2005.
- Focused on
  - Naval Bases
  - Naval Air Stations
- In 1995, ground bases (Marine Corps and Constructions Battalions) were not analyzed for military value because there was no excess identified.
  - "Clean Sheet" required for ground function.

Surface/Subsurface Operations Attributes

- **Operational Infrastructure**
  - Ship Berthing
  - Intermediate / Emergent Maintenance Capability
  - Weapons Handling Capability
  - Operational Staff Facilities
  - Security / Fire & Rescue
  - Unique Capabilities / Missions
    (e. g. IUSS, MIW)

Selection Criteria

- 1, 2, 3
- 1, 2, 4 (IND)
- 1, 2, 3 (IND)
- 1, 2, 3 (H&SA)
- 1, 3 (H&SA)
- 1, 2 (TECH)

Surface/Subsurface Operations Attributes

- Operational Training — Selection Criteria
  - Training Facilities
    - Shiphandling — 1, 2, 3, 4 (E&T)
    - Firefighting
    - Damage Control
    - "C" / "F" Schools
  - Small Arms Training — 1, 2, 3 (E&T)
  - OPAREAS / Ranges — 1, 2, 3, 4 (E&T)

Surface/Subsurface Operations Attributes

	Selection Criteria
• Port Characteristics	
– Operational Location	– 1, 3
– Locality Cost	– 4
– Port Restrictions	– 2, 4
– Supply and Storage	– 1, 3, 4 (S&S)
– Force Protection liabilities/capabilities	– 1, 2, 4
• Environment and Encroachment	– 3, 4 (E&E)

Surface/Subsurface Operations Attributes

• Personnel Support	Selection Criteria
– Administration	– 2, 4 (H&SA)
– Medical	– 1, 2, 3, 4 (Med)
– Dental	– 1, 2, 3, 4 (Med)
– Housing	– 2, 4 (H&SA)
– Messing	– 2, 4 (H&SA)
– Spouse Employment	– 4 (H&SA)
– MWR	– 2, 4 (H&SA)
– NEX/Commissary	– 2, 4 (H&SA)
– Non-Military Education	– 4 (H&SA)
– Fleet & Family Services	– 4 (H&SA)
– Follow-on Tour Opportunities	– 4 (H&SA)
– Local Crime Rate	– 4 (H&SA)

Aviation Operations Attributes

• Operational Infrastructure	Selection Criteria
– Runways / Arresting Gear	– 1, 2, 3
– Hangars / Ramps / Taxiways	– 1, 2, 3
– Navaids/Lighting/ACLS	– 1, 2, 3
– Terminal	– 1, 2, 3
– OLF/Divert	– 1, 2, 3
– Operational Staff Facilities	– 1, 2 ,3
– Security / Fire & Rescue	– 1, 2, 3 (H&SA)
– Intermediate Maintenance	– 1, 2
– Unique Capabilities	– 1, 2, 3 (IND)
– Weapons Handing	– 1, 2 (TECH)
	– 1, 2, 3, 4

Aviation Operations Attributes

	Selection Criteria
• Operational Training	
– Warning Areas	– 1, 2, 3 (E&T)
– MOAs	– 1, 2, 3 (E&T)
– Restricted Areas	– 1, 2, 3 (E&T)
– Ranges (Bombing, Acoustic, Laser, EW, Supersonic)	– 1, 2, 3 (E&T)
– Small Arms Ranges	– 1, 2, 3
– Physiological / Flight Deck Training Facilities	– 1, 2, 3, 4 (E&T)
– Simulator Facilities	– 1, 2

Aviation Operations Attributes

	Selection Criteria
• Airfield Characteristics	
– Av Ship Berths	– 1, 2, 3
– Weather	– 1, 3
– Operational Location	– 1, 3
– Airfield Restrictions	– 2, 4
– Supply and Storage	– 1, 3, 4 (S&S)
– Locality Cost	– 4
• Environment and Encroachment	– 1, 3, 4 (E&E)

Aviation Operations Attributes

Personnel Support	Selection Criteria
– Administration	– 2, 4 (H&SA)
– Medical	– 1, 2, 3, 4 (Med)
– Dental	– 1, 2, 3, 4 (Med)
– Housing	– 2, 4 (H&SA)
– Messing	– 2, 4 (H&SA)
– Spouse Employment	– 4 (H&SA)
– MWR	– 2, 4 (H&SA)
– NEX/Commissary	– 2, 4 (H&SA)
– Non-Military Education	– 4 (H&SA)
– Fleet & Family Services	– 4 (H&SA)
– Follow-on Tour Opportunities	– 4 (H&SA)
– Local Crime Rate	– 4 (H&SA)

Ground Operations Attributes

- **Operational Infrastructure**

	Selection Criteria
– Receiving and Staging Area	– 1, 2, 3
– Operational Staff Facilities	– 1, 2, 3
– Ordnance Handling	– 1, 2, 3 (IND)
– Intermediate Maintenance	– 1, 2, 3 (IND)
– Security / Fire & Rescue	– 1, 3 (H&SA)
– Unique Capabilities / Missions (Armored, Engineer/EOD, Recon, etc)	– 1, 2 (TECH)

Ground Operations Attributes

- **Operational Training**
  - Training Facilities
  - Maneuver / Ranges to support MAGTF (Ground, Air & Littoral)
    - Indirect Fire- Mortar/Artillery
    - Direct Fire
      - Small Arms (<.50)
      - Tank/Anti Tank
      - EOD/Engineer
      - Laser
    - FAC (Close Air Support)
    - Ground to Air (Stinger)

Selection Criteria

- 1, 2, 3, 4 (O&T)
- 1, 2, 3, 4 (E&T)

Ground Operations Attributes

	Selection Criteria
• Ground Base Characteristics	
– Operational Location	– 1, 3
– Locality Cost	– 4
– Throughput Restrictions	– 2, 4
– Supply and Storage	– 1, 3, 4 (S&S)
• Environment and Encroachment	– 3, 4 (E&E)

Ground Operations Attributes

• Personnel Support	Selection Criteria
– Administration	– 2, 4 (H&SA)
– Medical	– 1, 2, 3, 4 (Med)
– Dental	– 2, 3, 4 (Med)
– Housing	– 2, 4 (H&SA)
– Messing	– 2, 4 (H&SA)
– Spouse Employment	– 4 (H&SA)
– MWR	– 2, 4 (H&SA)
– MCCS/PX/Commissary	– 2, 4 (H&SA)
– Non-Military Education	– 4 (H&SA)
– Fleet & Family Services	– 4 (H&SA)
– Follow-on Tour Opportunities	– 4 (H&SA)
– Local Crime Rate	– 4 (H&SA)

The Way Ahead

- Detailed development of metrics and questions (Stage 1 – IAT)
- Briefing to to establish weighting scheme (Stage 2 – IEG)
- Develop checklist to assess impact on Operations functions as a result of JCSG scenarios and decisions
- Ensure small, unique but important capabilities should receive some "credit" in Military Value.
  - Address in scenario generation
  - Raise awareness of unintended consequences

Backup

Criteria	Readiness			Facility		Mobilize		Cost				Miltary Value	
Attribute	Equipment capability	Distance	Skills	Equipment condition	Security	Distance	Skills	Quality of life	Cost	Score	Weight	Depot 1	Depot 2
Criteria/attribute weight	25.0	15.0	10.0	9.0	6.0	11.0	9.0	7.5	7.5				
Activity characteristics	Characteristic applies to criteria/attribute												
Equipped machine shops	1	0	0	0	0	0	0	0	0	7	6.034	0.691	0.837
Equipped bench facilities	1	0	0	0	0	0	0	0	0	7	6.034	0.653	0.875
Foundry	1	0	0	0	0	0	0	0	0	10	8.621	0.778	1.000
Secure outdoor storage	0	0	0	0	1	0	0	0	0	7	2.800	0.944	0.944
Water	0	0	0	1	0	0	0	1	1	6	9.865	1.000	1.000
Number of shipping and receiving docks	1	0	0	1	0	0	0	0	0	5	7.772	1.000	1.000
Annual maintenance budget	0	0	0	1	0	0	0	0	1	2	2.538	0.031	0.211
Size of local mfg labor market	0	0	1	0	0	0	1	0	1	5	12.385	0.969	0.719
Local labor skills	0	0	1	0	0	0	1	0	0	5	9.500	0.400	0.150
Distance to nearest commercial air trans terminal	0	1	0	0	0	1	0	0	0	7	6.067	0.500	0.778
Distance to nearest railhead	0	1	0	0	0	1	0	0	0	5	4.333	0.944	0.778
Distance to nearest interstate highway	0	1	0	0	0	1	0	0	0	6	5.200	0.745	1.000
Distance to nearest sea water trans dock	0	1	0	0	0	1	0	0	0	4	3.467	0.000	0.255
Local crime rate	0	0	0	0	0	0	0	1	0	6	2.250	0.139	0.080
Average one-way rush-hour commuting time	0	1	0	0	1	1	0	1	0	8	13.133	0.056	0.755
	0.86	0.50	1.00	0.69	0.40	0.37	0.90	0.38	0.58		**100.00**	**63.015**	**74.363**
											Rank	**2**	**1**

Weighting Military Value for a Function

Selection Criteria (SC)	Readiness	Facilities	Mobilization	Cost	TOTAL
Weighting	50	25	10	15	100
Attribute					
Operational Infrastructure					
Operational Training					
Port Characteristics					
Personnel Support					

IEG Determines Selection Criteria Weights for the function

Weighting Military Value for a Function

Selection Criteria (SC)	Readiness	Facilities	Mobilization	Cost	TOTAL
Weighting	50	25	10	15	100
Attribute					
Operational Infrastructure	50	35	20	20	
Operational Training	25	35	20	20	
Port Characteristics	20	10	35	30	
Personnel Support	5	20	25	30	
	100	100	100	100	

IEG Determines Attribute weights for each Selection Criteria

Weighting Military Value for a Function

Selection Criteria (SC)	Readiness		Facilities	Mobilization	Cost	TOTAL
Weighting	50		25	10	15	100
Attribute						
Operational Infrastructure	50	25	35	20	20	
Operational Training	25	12.5	35	20	20	
Port Characteristics	20	10	10	35	30	
Personnel Support	5	2.5	20	25	30	
	100	50	100	100	100	

Multiplying the Selection Criteria Weight by the Attribute weight /100 yields the weight for each "Attribute/Selection Criteria Pair"

Weighting Military Value for a Function

Selection Criteria (SC)	Readiness		Facilities		Mobilization		Cost		TOTAL
Weighting	50		25		10		15		100
Attribute									
Operational Infrastructure	50	25	35	8.75	20		20		
Operational Training	25	12.5	35	8.75	20		20		
Port Characteristics	20	10	10	2.5	35		30		
Personnel Support	5	2.5	20	5	25		30		
	100	50	100	25	100		100		

Total for each "pair" under the selection criteria is equal the weight of the selection criteria

Weighting Military Value for a Function

Selection Criteria (SC)	Readiness		Facilities		Mobilization		Cost		TOTAL
Weighting	50		25		10		15		100
Attribute									
Operational Infrastructure	50	25	35	8.75	20	2	20	3	38.75
Operational Training	25	12.5	35	8.75	20		20		
Port Characteristics	20	10	10	2.5	35		30		
Personnel Support	5	2.5	20	5	25		30		
	100	50	100	25	100		100		

Attribute Total across all Selection Criteria

Weighting Military Value for a Function

Selection Criteria (SC)	Readiness		Facilities		Mobilization		Cost		TOTAL
Weighting	50		25		10		15		100
Attribute									
Operational Infrastructure	50	25	35	8.75	20	2	20	3	38.75
Operational Training	25	12.5	35	8.75	20	2	20	3	26.25
Port Characteristics	20	10	10	2.5	35	3.5	30	4.5	20.5
Personnel Support	5	2.5	20	5	25	2.5	30	4.5	14.5
	100	50	100	25	100	10	100	15	100

Sum of all attribute totals must equal 100

Weighting Military Value for a Function

Selection Criteria (SC)	Readiness		Facilities		Mobilization		Cost		TOTAL
Weighting	50		25		10		15		100
Attribute									
Operational Infrastructure	50	25	35	8.75	20	2	20	3	38.75
Operational Training	25	12.5	35	8.75	20	2	20	3	26.25
Port Characteristics	20	10	10	2.5	35	3.5	30	4.5	20.5
Personnel Support	5	2.5	20	5	25	2.5	30	4.5	14.5
	100	~~50~~	100	~~25~~	100	~~10~~	100	~~15~~	100

IEG will map questions to "Attribute/Selection Criteria Pairs" (ASP)

ASP weights used to determine the weight of each question

Question Weighting

Selection Criteria	Readiness				Facilities				Mobilization				Cost					
ASP	OI	OT	PC	PS	OI	OT	PC	PS	OI	OT	PC	PS	OI	OT	PC	PS		
Weight	25	12.5	10	2.5	8.75	8.75	2.5	5	2	2	3.5	2.5	3	3	4.5	4.5		
Question	BAND																Score	Weight
Q_1																		
Q_2																		
Q_3																		
Q_4																		
Q_5																		
Q_6																		
Q_7																		
Q_8																		
Q_9																		
Q_{10}																		
Q_{11}																		
Q_{12}																		
Q_{13}																		
																		100

ASP Weights determined from previous slide

Question Weighting

Selection Criteria		Readiness				Facilities				Mobilization				Cost					
ASP		OI	OT	PC	PS	OI	OT	PC	PS	OI	OT	PC	PS	OI	OT	PC	PS		
Weight		25	12.5	10	2.5	8.75	8.75	2.5	5	2	2	3.5	2.5	3	3	4.5	4.5		
Question	BAND																	Score	Weight
Q_1	1																		
Q_2	1																		
Q_3	2																		
Q_4	3																		
Q_5	2																		
Q_6	1																		
Q_7	1																		
Q_8	2																		
Q_9	3																		
Q_{10}	3																		
Q_{11}	2																		
Q_{12}	1																		
Q_{13}	3																		
																			100

List of IEG Approved Questions

IAT Recommends Band indicating importance of question with 1 being most important.

Question Weighting

Selection Criteria	Readiness				Facilities				Mobilization				Cost					
ASP	OI	OT	PC	PS	OI	OT	PC	PS	OI	OT	PC	PS	OI	OT	PC	PS		
Weight	25	12.5	10	2.5	8.75	8.75	2.5	5	2	2	3.5	2.5	3	3	4.5	4.5		
Question	BAND																Score	Weight
Q_1	1	1	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	10	
Q_2	1	1	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	8	
Q_3	2	1	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	7	
Q_4	3	0	1	0	0	0	1	0	0	0	1	0	0	0	1	0	0	4	
Q_5	2	0	1	0	0	0	1	0	0	0	1	0	0	0	0	0	0	7	
Q_6	1	0	1	0	0	0	1	0	0	0	1	0	0	0	1	0	0	9	
Q_7	1	0	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	9	
Q_8	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	6	
Q_9	3	0	0	1	0	0	0	1	0	0	0	0	0	0	0	1	0	3	
Q_{10}	3	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	3	
Q_{11}	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	5	
Q_{12}	1	0	0	0	1	0	0	0	1	0	0	0	1	0	0	0	1	8	
Q_{13}	3	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	1	4	
																		100

IEG "assigns" each question to 1 or more ASP

IEG, after reviewing IAT "band" scores each question 1 – 10, with 10 being most important

Question Weighting

Selection Criteria		Readiness				Facilities				Mobilization				Cost					
ASP		OI	OT	PC	PS	OI	OT	PC	PS	OI	OT	PC	PS	OI	OT	PC	PS		
Weight		25	12.5	10	2.5	8.75	8.75	2.5	5	2	2	3.5	2.5	3	3	4.5	4.5		
Question	BAND																	Score	Weight
Q_1	1	1	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	10	14.2
Q_2	1	1	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	8	11.35
Q_3	2	1	0	0	0	1	0	0	0	1	0	0	0	0	0	0	0	7	9.93
Q_4	3	0	1	0	0	0	1	0	0	0	1	0	0	0	1	0	0	4	5.6
Q_5	2	0	1	0	0	0	1	0	0	0	1	0	0	0	0	0	0	7	8.14
Q_6	1	0	1	0	0	0	1	0	0	0	1	0	0	0	1	0	0	9	11.64
Q_7	1	0	0	1	0	0	0	0	0	0	0	1	0	0	0	1	0	9	11.4
Q_8	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	6	1.29
Q_9	3	0	0	1	0	0	0	1	0	0	0	0	0	0	0	1	0	3	5.64
Q_{10}	3	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	0	3	1.3
Q_{11}	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	5	1.323
Q_{12}	1	0	0	0	1	0	0	0	1	0	0	0	1	0	0	0	1	8	12.12
Q_{13}	3	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	1	4	2.2
																			100

Question weights are mathematically determined

$$\text{Question Weight} = \sum_{\text{All ASPs}} \frac{\text{ASP Weight} \times \text{Question Score}}{\sum \text{Question Scores Applicable to Question}}$$

back

back

TAB 2

Notional Targeted Activities for Operation's Functions

Surface/Subsurface Function Targeted Activities

Naval Base Coronado*
Naval Base Pt Loma
Naval Station Agana, Guam
Naval Amphib Base Little Creek*
Naval Shipyard Norfolk
Naval Shipyard Pearl Harbor
Naval Shipyard Portsmouth
Naval Shipyard Puget Sound
Naval Weapon Station Charleston
Naval Weapon Station Concord
Naval Weapon Station Earl
Naval Weapon Station Seal Beach
Naval Weapon Station Yorktown
Naval Station Bremerton
Naval Station Everett
Naval Station Ingleside
Naval Station Mayport*
Naval Station Newport
Naval Station Norfolk*
Naval Station Pascagoula
Naval Station Pearl Harbor
Naval Station San Diego
Subase Bangor
Subase Kings Bay
Subase New London
Subase San Diego

Ground Function Targeted Activities

Naval Base Coronado* (SEAL)
Naval Amphib Base Little Creek* (SEAL)
CBC Gulfport
Naval Station Ventura County*
Camp Lejeune
Camp Pendleton*
MCB Hawaii*
MCB Quantico*

Enclosure (2)

Naval Air Function Targeted Activities

MCAS Beaufort
MCAS Cherry Point
MCB Hawaii (Kaneohe Bay)
MCB Camp Pendleton*
MCAS Miramar
MCB Quantico*
MCAS New River
MCAS Yuma
NAF El Centro
NAF Key West
NAF Washington
NAS Atlanta
NAS Brunswick
NAS Corpus Christi
NAS Fallon
NAS Jacksonville
NAS JRB Ft Worth
NAS JRB New Orleans
NAS JRB Willow Grove
NAS Lemoore
NAS North Island
NAS Oceana
NAS Whidbey Island
Naval Station Mayport*
Naval Station Norfolk*
Naval Station Ventura County* (Pt Mugu)
NAWC Patuxent River
NAWC China Lake
29 Palms

*Indicates multiple functions at an installation