

**BRAC 2005**  
**Supply and Storage Joint Cross Service Group**

**Meeting Minutes of December 5, 2003**

Vice Admiral Gordon Holder, Director, Logistics (J4), the Joint Staff, chaired this 7<sup>th</sup> meeting of the JCSG principals. The list of attendees is attached. (Attachment 1.)

The Chairman welcomed BGen Usher, USMC, to the Supply and Storage JCSG, and indicated that the main purpose of the meeting was for Mr. Potochney to brief the principal members on the process to be used for the military value analysis. The Chairman prefaced Mr. Potochney's military value analysis presentation by stating that the time for performing the military value analysis is tight, but it can be accomplished within the timeframe. Mr. Potochney reinforced that the timeline will assure sufficient time for all required analysis and development of scenarios by the summer of 2004.

Mr. Potochney then briefed the attached military value analysis slides (Attachment 2.), and encouraged dialog and discussion as part of the presentation. Mr. Potochney stressed the following points:

- The concept of military value compares the relative military value of a facility with other like type facilities on other installations.
- Although shown as "interim" selection criteria, we expect that, with very minor word changes, these will be the draft selection criteria published in the Federal Register.
- All 8 criteria must ultimately be considered in justifying a recommendation. However, the legislation requires the military value criteria (the first four) be given priority consideration. The JCSG effort should be focused on criteria 1 through 4, and the remaining criteria should be addressed through information provided to the JCSG for its consideration.
- Scoring plans must be complete before submission of data calls (in order to avoid the perception of gaming the data).
- Regarding the role of policy imperatives in military value and scenario development, policy imperatives flow from military judgment or policy requirements, and will serve to structure the analysis and frame potential solutions. Examples of notional policy imperatives could be mandatory geographic dispersion of supplies to support both East Coast and West Coast

installations, or maximize just-in-time-inventory. Military Department policy imperatives which impact Supply & Storage flow through the BRAC chain of command - the Infrastructure Executive Council and the Infrastructure Steering Group (ISG). Where the Supply and Storage JCSG believes policy imperatives should be initiated, they should be surfaced early, keyed into the military value construct, and included in their report for ISG deliberations.

- Existing legislated policy constraints (such as 50/50) should not preclude analysis of alternatives and would be considered at the end of the analysis.

JCSG member discussion on the military value analysis process provided examples of how the relative importance of various attributes and metrics can be differentiated by weighting.

VADM Holder thanked everyone for their effort, and directed the working group to continue developing and weighting military value attributes, metrics and questions for the upcoming military value data call.

Capt. England emphasized that the working group will continue to adhere to its regular 11:00a.m. Tuesday meeting schedule to review progress in development of military value attributes, metrics and questions.

An off-site meeting to finalize military value concepts and weighting is tentatively scheduled for the Principals and working groups on January 12, 2004, at DLA Headquarters

The meeting was concluded at 1400 hours.

Approved: 

VADM Gordon Holder  
Chairman, Supply and Storage  
Joint Cross Service Group

Attachments:

1. List of Attendees
2. Military Value briefing slides

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## Supply and Storage JCSG Meeting 5 December 2003

### Attendees

#### Members:

VADM Gordon Holder, Director, Logistics (J4), Joint Staff  
VADM Keith Lippert, Commander, Defense Logistics Agency  
RDML Al Thompson, Director, Supply, Ordnance, and Logistics Operations Division,  
N41

#### Alternates:

MGen Craig Rasmussen, Acting DCS (Installations and Logistics), HQ USAF  
BG Willie Williams, Assistant Deputy Commandant, Installations and Logistics  
(Facilities), Headquarters, U.S. Marine Corps

#### Others:

LT Daniel Bessman, JS J4  
Captain David Coderre, OPNAV N41  
LTC Nancy Combs, USAF BRAC  
Captain Dave England, JS J4  
CDR Mike Evans, OPNAV N41  
Major Hilary Feaster, USAF BRAC  
CDR Tom Hammang, JS J4  
CPT Emit Hernandez, AF/ILG  
Colonel Rocky Hills, HQDA  
Ms. Mary Horvath, DLA HQ  
Colonel Dave King, AF/ILG  
Mr. Bob Meyer, OSD, ODUSD (I&E)  
Captain Eric Myhre, OPNAV 41  
Mr. Rod Okabayashi, HQDA  
Mr. Peter Potochney, Director, Housing, ODUSD (I&E)  
Mr. Tilghman Schraden, DODIG  
CDR John Spicer, OPNAV N41  
LCDR Tim Stark, OPNAV N41  
Lt Col Greg Truba, IL HQMC  
Mr. Robert Williams, USA rep



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Installations & Environment

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# **BRAC 2005 MILITARY VALUE ANALYSIS**

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## **TRAINING MODULE Supply and Storage**

**5 December 2003**

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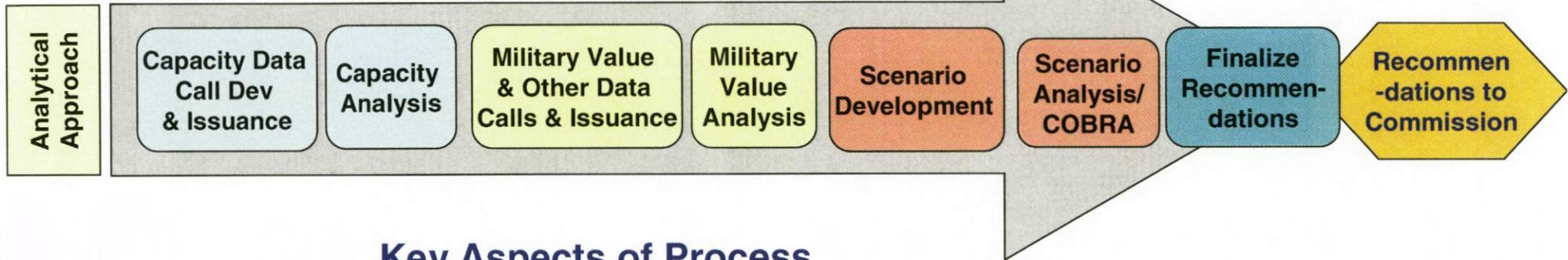
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# BRAC 05 Process Overview

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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)

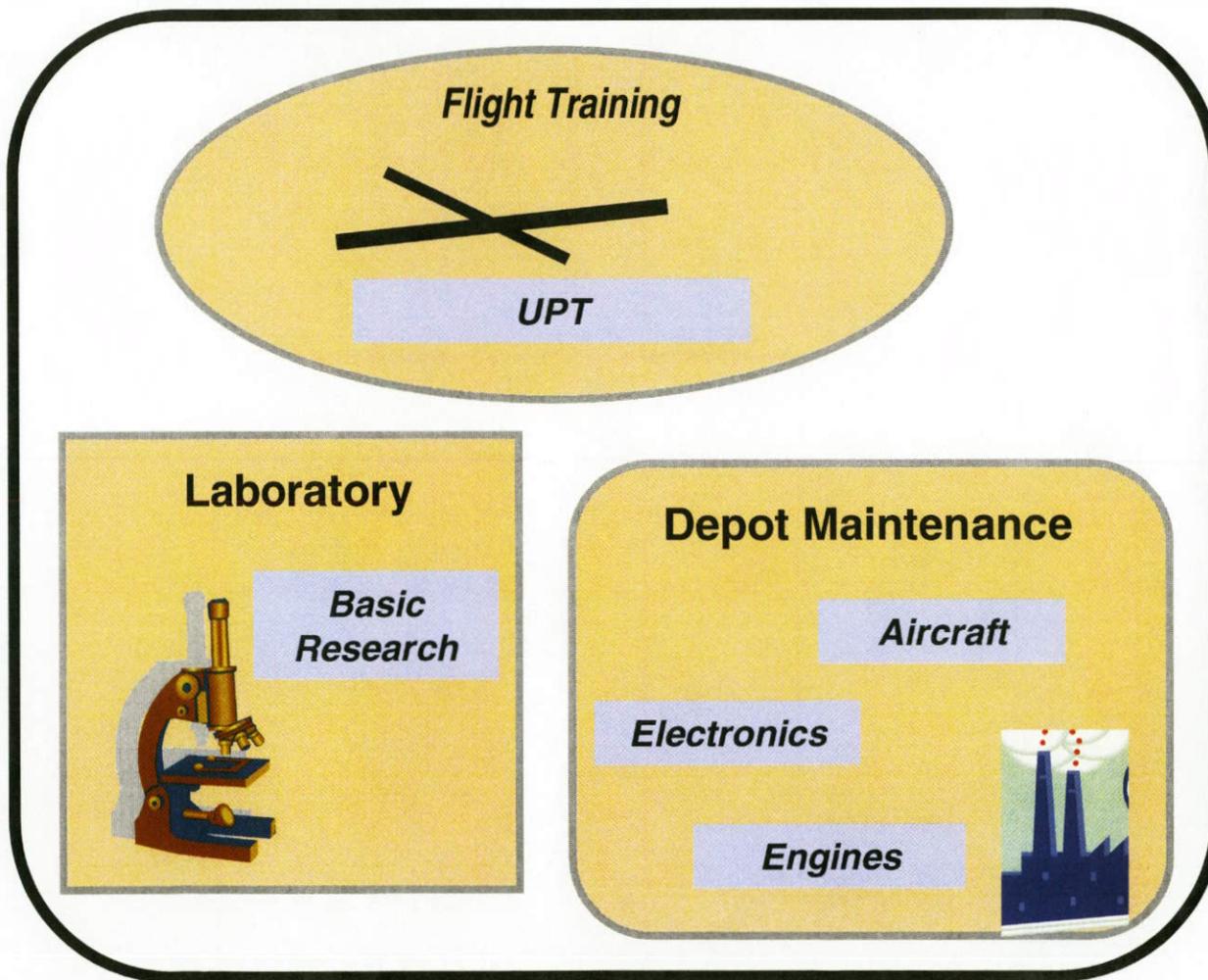
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# Key Concepts

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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



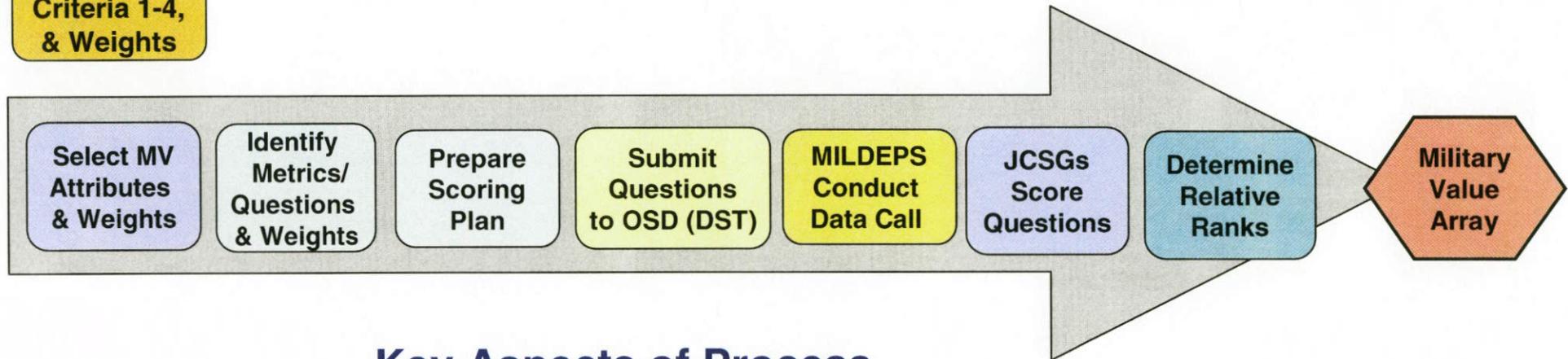
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# Military Value (MV) Analysis Process

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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 work effort takes place
- Measurable and directly tied to Military Value Criteria
- Selected to ensure each criterion receives comprehensive review

## Examples of Supply & Storage Military Value Attributes

### **Selection Criterion 1: *Current & Future Mission Requirements ...***

- Storage Capability
- Shipping Capability
- Fuel Testing Capability
- Available Workforce

### **Selection Criterion 2: *Availability & Condition of Land, Facilities ...***

- Distance to rail Facilities
- Condition of Storage Facilities



# 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 Supply & Storage Military Value Weighting

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

- Storage Capability-40 Points
- Shipping Capability-30 Points
- Fuel Testing Capability-10 Points
- Available Workforce-20 Points

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

- Distance to rail -50 Points
- Condition of Storage Facilities-50 Points



# Military Value Metrics

- Are numerical measures of an Attribute
- Non-objective 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 Supply & Storage Military Value Metrics

### **Storage Capability**

Total square footage for Facility

Type of storage:

Cold Storage

Mechanized bin storage

Outdoor rack storage

### **Condition of Storage Facilities**

Total square footage of each type of storage multiplied by average condition code



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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

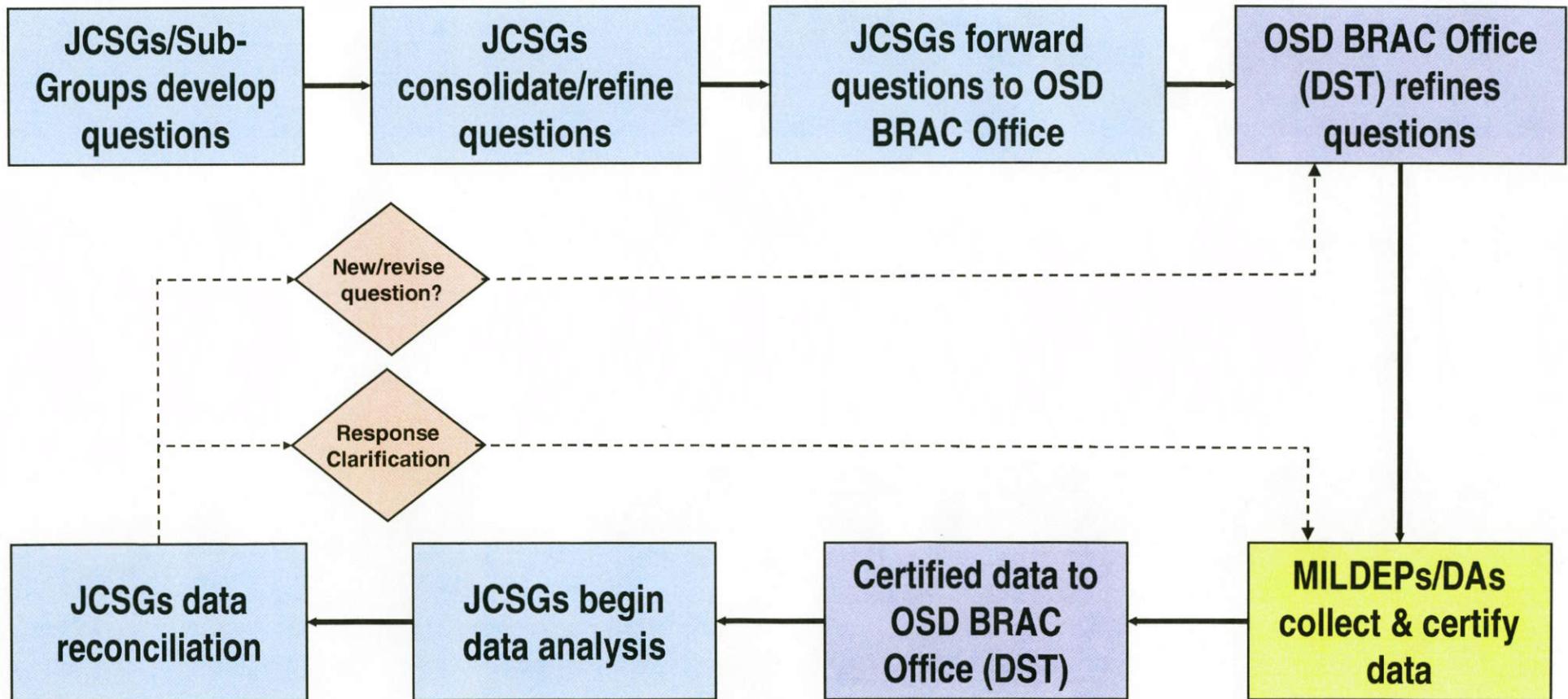
**The scoring plan will be completed before submission of data call questions**

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# Data Collection Process Flow

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# Conduct Military Value Analysis

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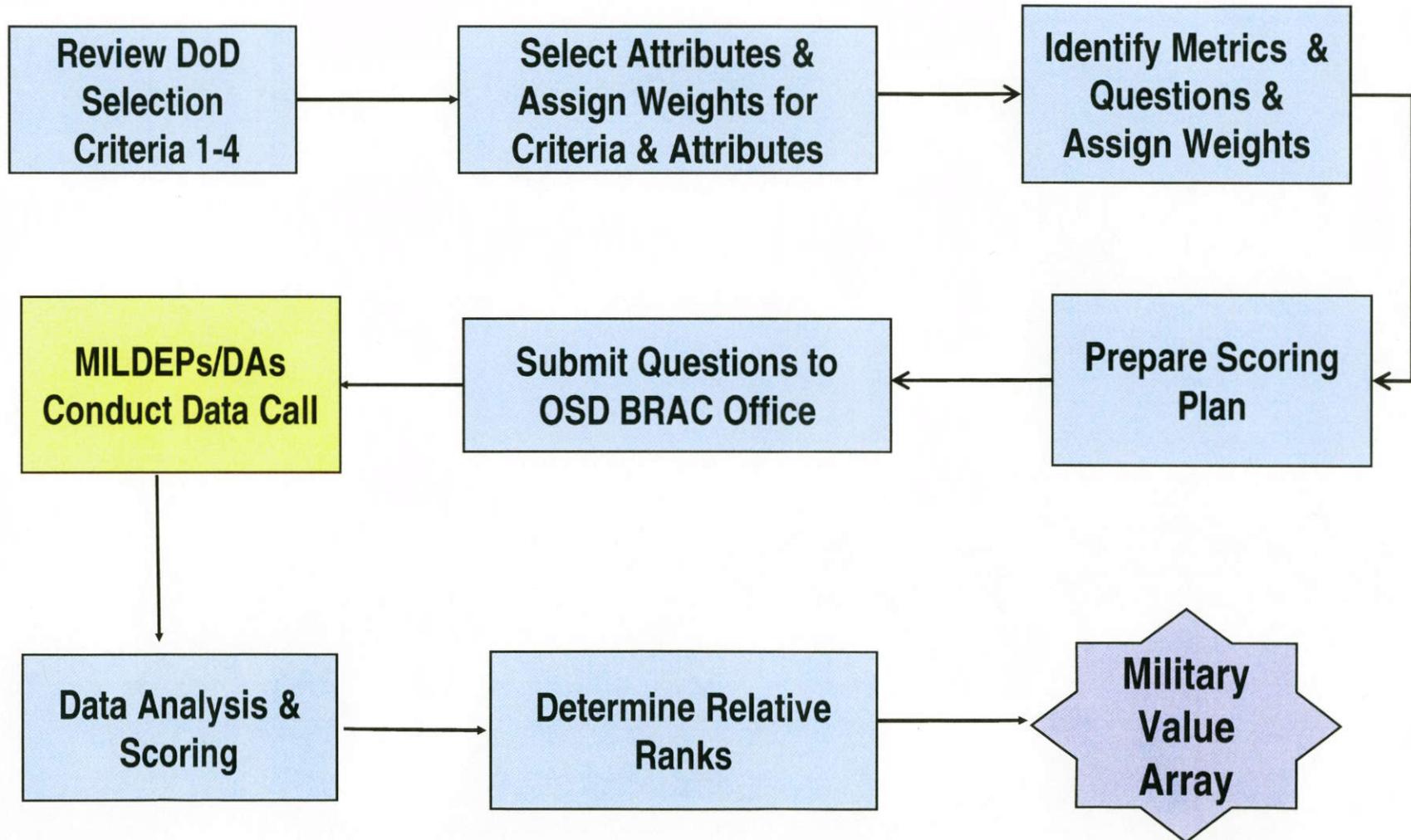
JCSGs will--

- 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



# Military Value Analysis Summary

Installations & Environment





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# Key Military Value Terms

Installations & Environment

- 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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|                |             | Location X      |                | Location Y      |                | Location Z      |                | <b>Military Value Ranking</b><br><br>1. Z 83.5<br>2. Y 80.5<br>3. X 76.3 |
|----------------|-------------|-----------------|----------------|-----------------|----------------|-----------------|----------------|--|
| Military Value | Weight      | 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           |  |
| <b>Total:</b>  | <b>100%</b> |                 | <b>76.3</b>    |                 | <b>80.5</b>    |                 | <b>83.5</b>    |  |

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# Examples of Criterion I Scoring

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



# Examples of Criterion I -- Attribute 1 Scoring

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| Attribute 1<br>"Location supports launches" |             | Location X    |                | Location Y    |                | Location Z    |                | Weighted score<br>(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<br>"Launch Weather"                | (30%)       | 60            | 18.0           | 65            | 19.5           | 90            | 27.0           | X 26.8   |
| Metric 2<br>"Mission Readiness"             | (30%)       | 90            | 27.0           | 80            | 24.0           | 90            | 27.0           | Y 28.8   |
| Metric 3<br>"Maximum Annual Launches"       | (30%)       | 50            | 15.0           | 70            | 21.0           | 80            | 24.0           | Z 34.4   |
| Metric 4<br>"Mission Control"               | (10%)       | 70            | 7.0            | 75            | 7.5            | 80            | 8.0            |  |
| <b>Total:</b>                               | <b>100%</b> |               | <b>67.0</b>    |               | <b>72.0</b>    |               | <b>86.0</b>    |  |



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# Examples of Criterion 1 – Attribute 1 – Metric 1 Scoring

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| Metric 1<br>“Launch Weather”  |             | Location<br>X      |                   | Location<br>Y      |                   | Location<br>Z      |                   | Weighted score<br>(assuming Metric 1<br>receives 30% of the<br>overall Attribute 1<br>value ranking) |         |
|---|-------------|--------------------|-------------------|--------------------|-------------------|--------------------|-------------------|--|---------|
|   | Weight      | Question<br>Scores | Weighted<br>Score | Question<br>Scores | Weighted<br>Score | Question<br>Scores | Weighted<br>Score |  |         |
| Question 1<br>“Average<br>annual icing<br>days”                                 | (30%)       | 75                 | 22.5              | 85                 | 25.5              | 90                 | 27.0              |  | X 24.6  |
| Question 2<br>“Average<br>annual rain<br>days”                                  | (20%)       | 85                 | 17.0              | 80                 | 16.0              | 90                 | 18.0              |  | Y 22.95 |
| Question 3<br>“Days cloud<br>free”  | (40%)       | 90                 | 36.0              | 70                 | 28.0              | 80                 | 32.0              |  | Z 24.6  |
| Question 4<br>“Days launches<br>are restricted<br>due to down<br>range weather” | (10%)       | 65                 | 6.5               | 70                 | 7.0               | 50                 | 5.0               |  |         |
| <b>Total:</b>   | <b>100%</b> |                    | <b>82.0</b>       |                    | <b>76.5</b>       |                    | <b>82.0</b>       |  |         |

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# Military Value Analysis

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**Final Thoughts**

**Questions?**

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