BRAC 2005
Education & Training Joint Cross-Service Group

Meeting Minutes of December 10, 2003

The Principal Deputy Under Secretary of Defense (P&R) chaired the eighth meeting of the Education and Training Joint Cross-Service Group. The list of attendees is attached.

The Chairman stated the objective of the meeting was to receive the BRAC 2005 Military Value Analysis Training Brief (attached). Mr. Abell welcomed MG Buford Blount, USA, replacing LTG Lovelace and BG (Select) Thomas Maffey, USA, JCS/J7 replacing CAPT Russell to the JCSG. The Chair stated the ISG is still reviewing the inclusion of graduate level flight training as a function to be evaluated within the Education and Training JCSG, which is delaying final approval of the Capacity Analysis Report. The Departments of the Navy and the Air Force believe this function is service unique and should remain within the Military Departments. After some discussion, it was the collective opinion of the members that there was considerable value to a joint evaluation, as defined in the Capacity Report, in graduate level flight training. The Chair directed the Flight Training Subgroup to continue their graduate level analysis and directed VADM Hoewing to "poll the Services" and present the pros/ cons to inclusion of graduate level flight training in the JCSG analysis to him. The issue is scheduled to be discussed at the 9 January 2004 ISG meeting.

Next, the Chair discussed the progress to date in the Range and Collective Training Subgroup. Specifically, the Chair highlighted the requirement for the Range and Collective Training Subgroup to stay synchronized with the Technical JCSG. He also directed the Range and Collective Training Subgroup to lead all efforts with respect to Technical Ranges.

The Chair introduced Mr. Potochney, Director, BRAC who presented the Military Value Brief. At the conclusion of the brief, the Chair made the following comments, reinforcing the contents of the brief:

- Military Value Analysis -- key to the BRAC process, drives scenario development
- Military Value Analysis requires development of a scoring methodology
    - Scoring plans should specify…
        - How answers to every data call question will be scored/weighted
        - How a numerical military value for each installation/facility will be determined
    - Scoring plans are required for each E&T JCSG subgroup
    - Scoring plans must be completed <u>before</u> submission of data call questions

- Only principals' groups (e.g., E&T JCSG) can assign weights
  - A series of E&T JCSG meetings will be convened (est. mid-Jan) to reach agreement on scoring plan weights
- Imperative that military value data (entire process) be controlled to minimize potential leaks of **sensitive information**. Toward that goal:
  - Subgroup POCs are to finalize member lists
  - Subgroup participation should be limited to only those designated members on the approved list
  - Designated subgroup members should be prepared to participate "full time"
  - Designated subgroup members should come to meetings prepared to contribute to Military Value analysis work requirements -- limit observers to DoD IG
  - Subgroups must restrict e-mail messages and VTCs regarding Military Value
  - Military Value analysis data (documents, discs, spreadsheets, et cetera) must be controlled and <u>not</u> released outside the workings of the subgroup

The Chair announced there would be two meetings scheduled in January 2004 in anticipation of approving the Military Value scoring plans from the four Education and Training JCSG subgroups.

Approved: _____
Charles S. Abell
Principal Deputy Under Secretary of Defense (Personnel & Readiness)
Chairman, Education & Training Joint Cross-Service Group

Attachments:

1. List of Attendees
2. Briefing slides "BRAC 2005 Military Value Analysis Training Module"

Education and Training JCSG Meeting
December 10, 2003

Attendees

Members:

- Hon Charles S. Abell, Principal Deputy Under Secretary of Defense (P&R), Chair
- Hon Michael Dominguez, Assistant Secretary of the Air Force, Manpower and Reserve Affairs
- VADM Gerry Hoewing, USN, DCNO (MTP/CNP)
- MG Buford Blount, USA, DG-3, Army
- BGen George Flynn, Director, Training and Education Command, USMC
- BG (Sel) Thomas Maffey, USA, JCS/J7

Others:

- Mr. Paul Mayberry, DUSD (Readiness)
- Maj Gen Peter Sutton, HQ/USAF, AF/DPL
- Mr. Dan Gardner, Director, Readiness & Training
- Col James Briggs, USAF, AETC/DOO
- CAPT Bruce Russell, Division Chief, Joint Doctrine, J-7
- Col Nancy Weaver, USAF, AF/DPL
- CAPT Gene Summerlin, USN, Navy BRAC
- Mr. James Gunlicks, Director, Training Army G-3
- Mr. Bob Harrison, Army G3, DAMO-TR
- Mr. Alex Sabol, DASD(RA) M&F
- Mr. Stephan Jameson, OASD (RA) M&F
- COL Sam Retherford, Senior Military Assistant, PDUSD (P&R)
- Lt Col Anne Fitch, USAF, SAF/IEBJ
- Mr. Peter Potochney, Director, BRAC
- Mr. Brian Buzzell OSD BRAC Contract Support
- Mr. Ken Van Hove, DOD/IG

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E+T

Installations & Environment

BRAC 2005
MILITARY VALUE ANALYSIS

TRAINING MODULE

10 December 2003

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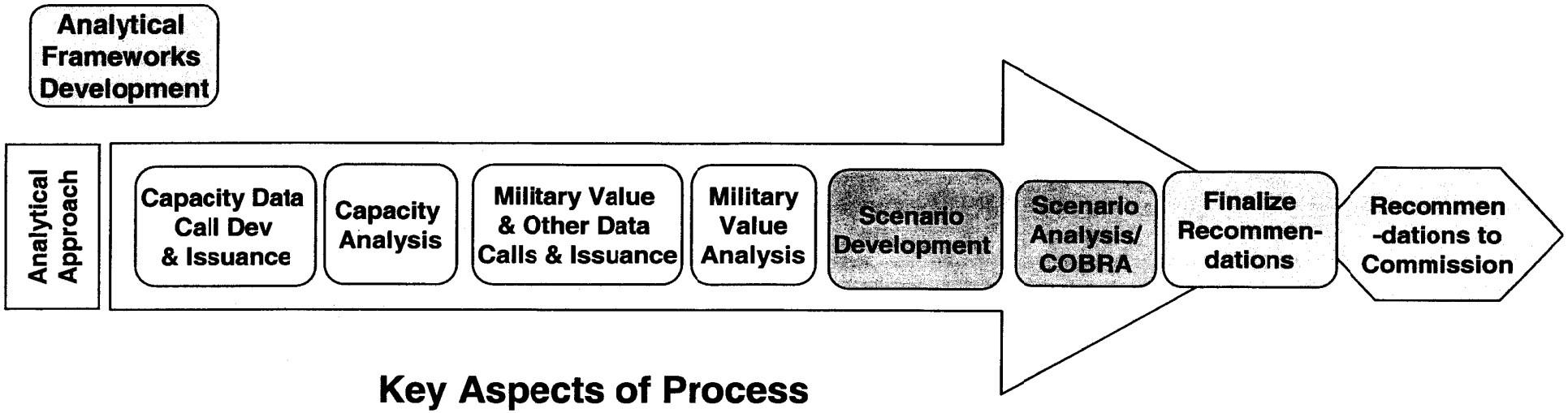
BRAC 05 Process Overview



Key Aspects of Process

CAPACITY	→ MILITARY VALUE	SCENARIO DEVELOPMENT/ANALYSIS

Inventory
• What
• Where
• How Big
• Usage
• Surge
	Selection Criteria (1-4)
	• What's important
	• How to measure
	• How to weight
	• Rank order
		• 20 Year Force Structure Plan
		• Optimization Model
		  • Capacity
		  • Military Value
		  • Transformational Options
		  • Policy Imperatives
		• Selection Criteria (6-8)

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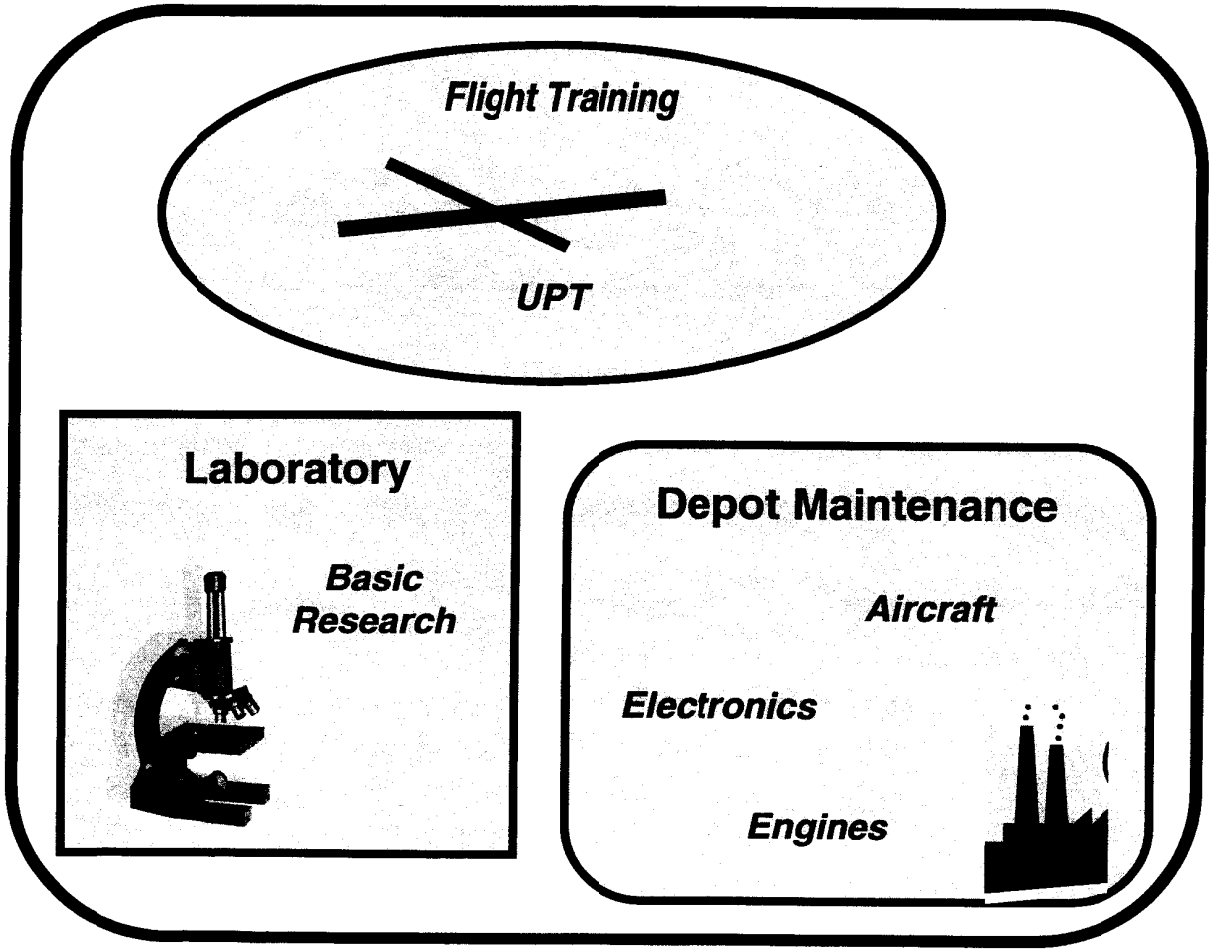
Key Concepts

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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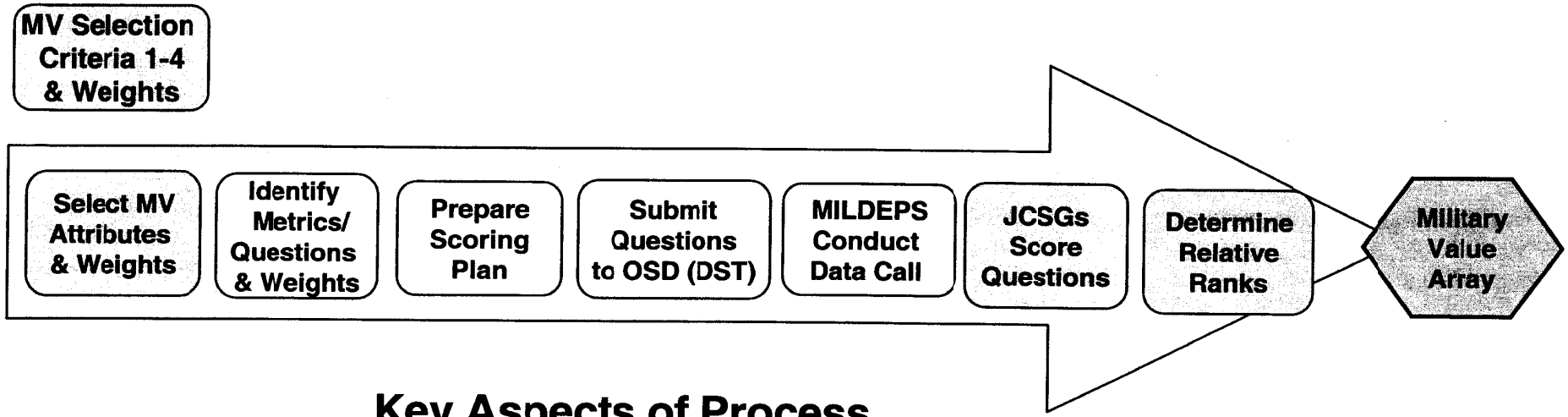
Military Value (MV) Analysis Process

Installations & Environment



Key Aspects of Process

- A careful review of Military Value Selection Criteria
- 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

Installations & Environment

- **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.

What is Military Value Analysis?

- 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)

Military Value Attributes

- 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 Education & Training Military Value Attributes

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

- Air Space/Flt Training Area
- Weather
- Managed Training Areas

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

- Airfields
- Ground Training Facilities
- Aircraft Maintenance Facilities

Selection Criteria & Attribute Weights

- Both Criteria & Attributes are weighted to indicate relative importance
- Weights are based upon military judgment
- Consistent with SecDef transformational guidance

Examples of Education & Training Military Value Weighting

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

- Air Space/Flt Training Area - 60 Points
- Weather - 30 Points
- Managed Training Areas - 10 Points

Selection Criterion 2: *Availability & Condition of Land, Facilities ...* *35 Points*

- Airfields – 70 Points
- Ground Training Facilities - 10 Points
- Aircraft Maintenance Facilities – 20 Pts

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 Education & Training Military Value Metrics

Air Space/Flt Training Areas

Amount of MOA/AA (sq nm)
Average distance to airspace
No. of bisecting airways

Airfields

No. of outlying/aux fields
Largest main field runway
No. of primary runways
Median distance to OLF/Aux

Develop Data Call Questions

- 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 not to be forwarded with questions

Military Value Scoring Plan

- 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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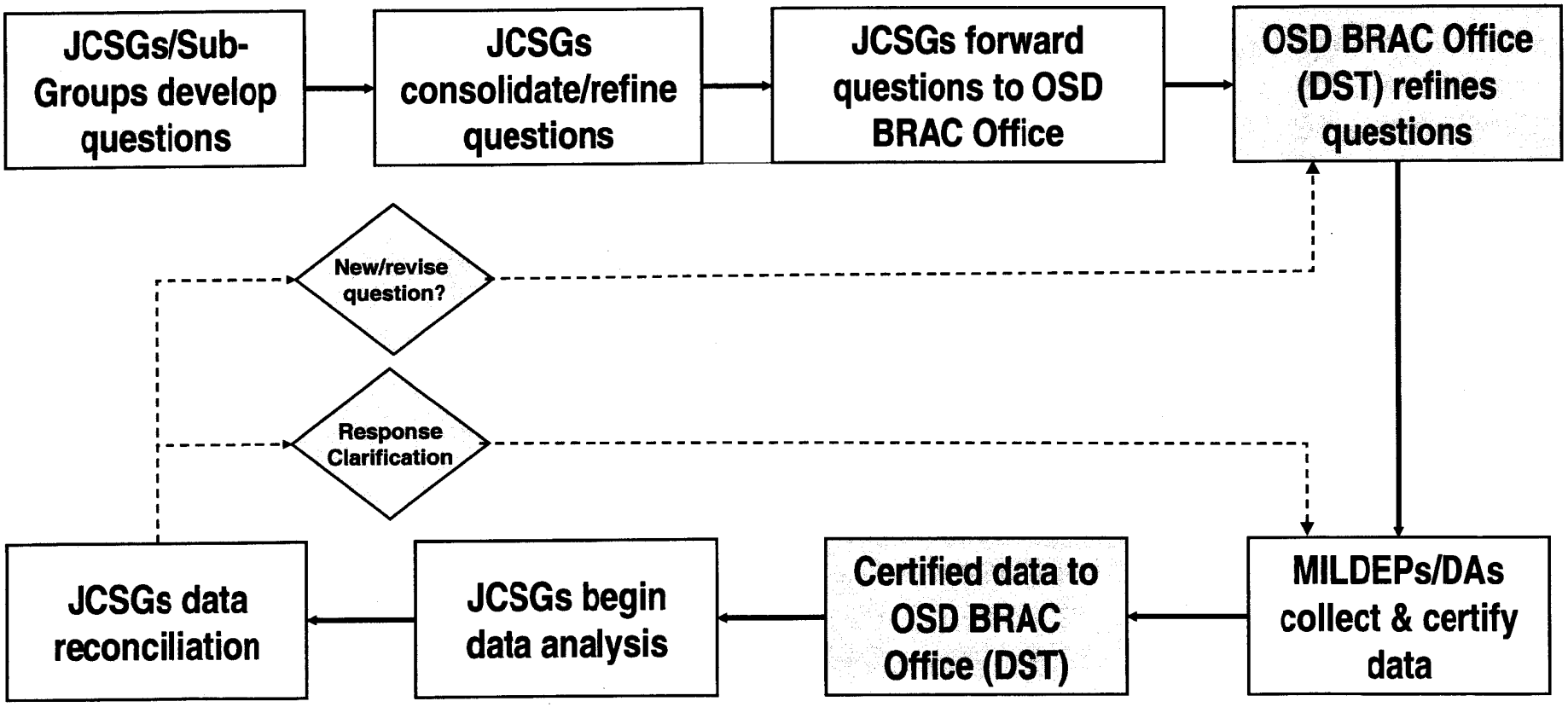

Conduct Military Value Analysis

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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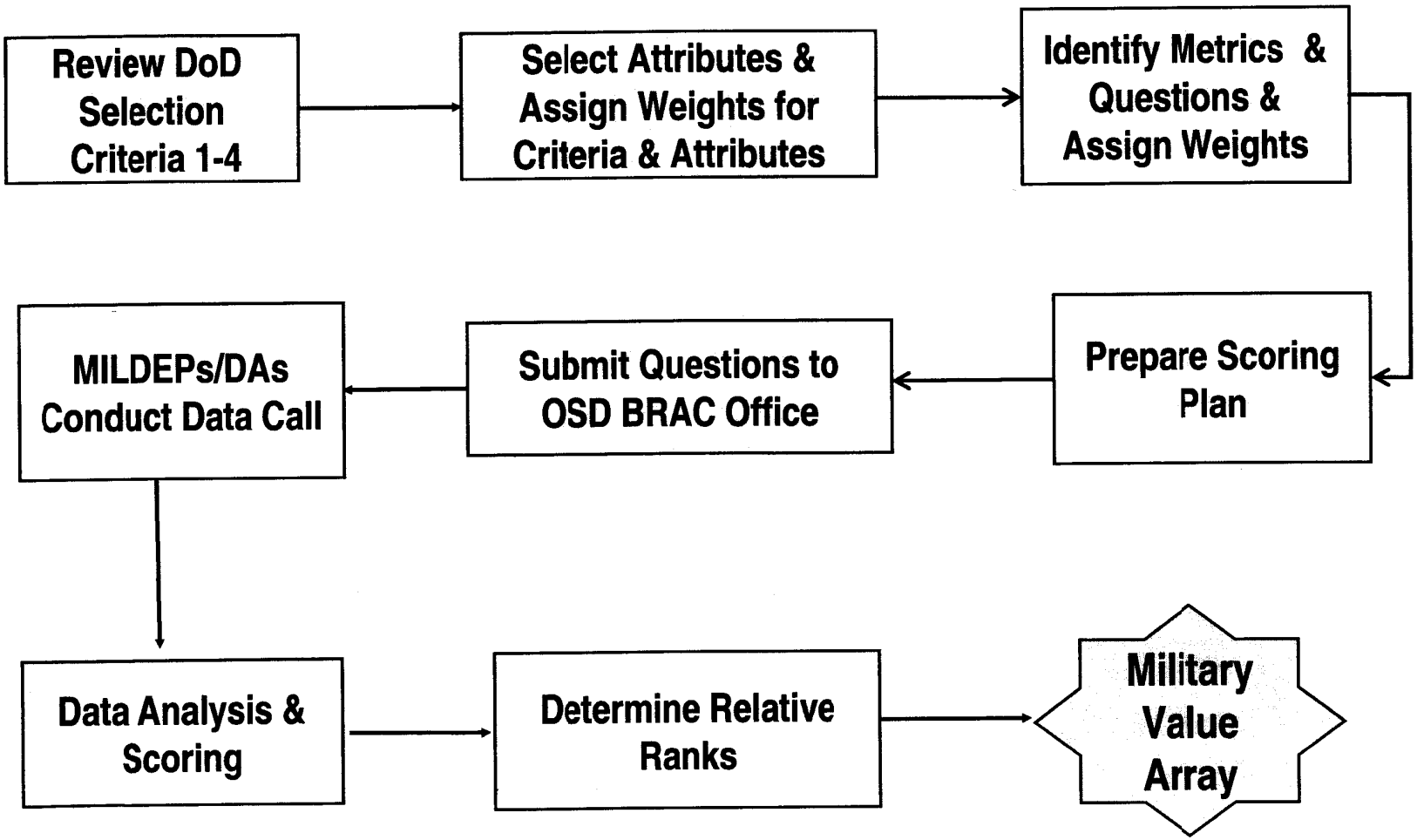
Military Value Analysis Summary

Installations & Environment



Key Military Value Terms

- 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		
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	Military Value Ranking
Criteria 2	(35%)	85	29.8	80	28.0	90	31.5	1. Z 83.5
Criteria 3	(5%)	90	4.5	70	3.5	80	4.0	2. Y 80.5 3. X 76.3
Criteria 4	(20%)	60	12.0	75	15.0	80	16.0	
Total:	100%		76.3		80.5		83.5	

[redacted]

Examples of Criterion I Scoring

Installations & Environment

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 Y 32.2 Z 33.4
Attribute 2 "Access to DoD users"	(35%)	85	29.8	80	28.0	90	31.5	
Attribute 3 "Proximity to public users"	(5%)	90	4.5	70	3.5	80	4.0	
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

Installations & Environment

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 Y 28.8 Z 34.4
Metric 2 "Mission Readiness"	(30%)	90	27.0	80	24.0	90	27.0	
Metric 3 "Maximum Annual Launches"	(30%)	50	15.0	70	21.0	80	24.0	
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 I – Attribute 1 – Metric 1 Scoring

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

Military Value Analysis

Final Thoughts

Questions?