BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of February 23, 2004

The Acting Under Secretary of Defense (Acquisition, Technology, and Logistics), Mr. Michael W. Wynne chaired this meeting. The list of attendees is attached.

Mr. Wynne opened the meeting and asked Mr. Don Tison, the Chair of the Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG), to brief the ISG on his group's approach to military value. Mr. Tison used the attached slides for his briefing. He reviewed the HSA JCSG's strategy and approach. During the opening portion of his briefing, he highlighted the JCSG's effort to review the size of the National Capital Region footprint, involve knowledgeable experts in developing appropriate models and metrics, and rank order metrics which most closely met the HSA JCSG strategy

During the review of the strategy and approach, the ISG members asked a number of questions about the efficacy of some of the metrics such as the metric measuring the number of times Senior Executives meet with Assistant Secretaries or Congressional staff. The ISG also asked how the headquarters function would be modeled and what definitions the JCSG intended to use for defining a Headquarters. Mr. Tison discussed these issues at some length and referenced the model contained later in the brief, citing the various DoD issuances (e.g. DoD Directives and Instructions) that define headquarters activities. He noted that the JCSG used the experience of the Navy's approach to reducing headquarters functions during the 1993 BRAC round. He agreed that the Assistant Secretaries who are members of the ISG should determine whether the metric related to their position of Assistant Secretary is properly constructed. Mr. Tison agreed that just because an organization believes that it needs to be proximate to an Assistant Secretary does not mean the Assistant Secretary may agree with the need for this position to be proximate to him or her.

Mr. Tison then reviewed more details of the HSA JCSG approach. The ISG asked questions concerning the definition of geographic clusters and how the latest efforts at regionalization will be factored into the approach. Mr. Tison and members of the JCSG stated that the data from the capacity data call will inform the JCSG about what constitutes a geographic cluster and that the military value data construct will properly factor the effects of regionalization. As part of his review, Mr. Tison noted that the number of questions proposed was only 80 in comparison to the 240 questions asked in the capacity data call. The ISG members made some other specific comments on a few of the metrics. Mr. Tison agreed to examine the questions to address the ISG concerns.

Mr. Tison next focused on the effort to assess the military value of major administrative functions and headquarters. He noted that measuring the military value of these functions was complicated and sensitive. The discussion prompted the ISG to discuss how and when policy imperatives would be developed. Mr. Tison stated that his

JCSG was working on some policy imperatives. The ISG decided that the Joint Staff should also come up with an initial list of policy imperatives developed from Senior Level Review Group decisions and operational planning documents to prompt the military departments and the JCSGs to develop their own imperatives for ISG consideration, as appropriate.

After the imperatives discussion, Mr. Tison quickly briefed the remaining topics of his presentation. He noted that the JCSG was testing the military value construct with notional data. In response to questions from the ISG, he stated that the HSA JCSG was working with the Army Reserve Component Process Action Team (RCPAT) and was cognizant of various efforts to merge and privatize functions such as financial accounting, computing, and personnel services.

The Chair closed the meeting by thanking the HSA JCSG for its effort to construct a military value approach for complex functions.

Approved: _____
Michael W. Wynne
Acting USD(Acquisition Technology and Logistics)
Chairman, Infrastructure Steering Group

Attachments:
1. List of Attendees
2. Briefing slides entitled "HSA JCSG Approach to Assessing Military Value" February 23, 2004

Infrastructure Steering Group Meeting
February 23, 2004

Attendees

Members:

- Mr. Michael W. Wynne Acting Under Secretary of Defense (Acquisition, Technology and Logistics)
- Mr. Raymond DuBois, Deputy Under Secretary of Defense (I&E)
- Hon. H.T. Johnson, Assistant Secretary of the Navy (I&E)
- Mr. Geoffrey Prosch, for Acting Assistant Secretary of the Army (I&E)
- Admiral William Mullen, Vice Chief of Naval Operations
- Hon. Nelson Gibbs, Assistant Secretary of the Air Force (IE&L)

Alternates:

- Lieutenant General James Cartwright, Director, Force Structure, Resources and Assessment, Joint Staff for General Peter Pace, Vice Chairman, Joint Chiefs of Staff
- Major General Gary W. Heckman, Assistant Deputy Chief of Staff of the Air Force for Plans and Programs for General Michael Mosley, Vice Chief of Staff of the Air Force
- Lieutenant General Richard Kelly, Deputy Commandant Installations & Logistics for General William Nyland, Assistant Commandant of the Marine Corps
- Major General Larry Lust, Assistant Chief of Staff for Installations for General George Casey, Vice Chief of Staff, Army

Headquarters and Support Activities JCSG

- Mr. Don Tison – Chair Assistant. Deputy Chief of Staff of the Army, Programs
- Mr. Howard Becker Deputy Director of Administration & Management, OSD
- RADM Jan Gaudio Commandant, Naval District Washington Headquarters
- Mr. William Davidson Administrative Assistant to the Secretary of the Air Force
- Mr. Michael Rhodes Assistant Deputy Commandant, Manpower and Reserve Affairs
- Colonel Scott West Division Chief, Forces Division, J-8

Supply and Storage JCSG

- Vice Admiral Gordon Holder, Director Logistics J4 Joint Staff

Education and Training

- Mr. Michael Dominguez Assistant Secretary of the Air Force, Manpower and Reserve Affairs

Others:

- Dr. Craig College, Deputy Assistant of the Army (I&A)
- Ms. Anne Davis, Deputy Assistant Secretary of the Navy (I&A)
- Mr. Mike Aimone, Deputy Assistant Secretary of the Air Force (Basing and Infrastructure Analysis)
- Mr. Phil Grone, Principal Assistant Deputy Under Secretary (Installations and Environment)
- Mr. Pete Potochney, Director, OSD BRAC
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations, DoD
- Captain Gene Porter, Senior Military Assistant for the Under Secretary of Defense (AT&L)
- Ms. Deborah Culp, Program Director, Contract Management Directorate, Office of the Inspector General
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Commander John Lathroum, Force Integration Branch Officer, Forces Division, J-8
- Colonel Carla Coulson, Army G-8
- Lieutenant Colonel Chris Hill, Senior Analyst, Resource Analysis Division, Center for Army Analysis

BRAC 2005 JCSG Approach to Military Value

Briefing to the

Infrastructure Steering Group

February 23, 2004

JCSG Military Value Briefing Schedule

- Schedule for Military Value briefings
  - ✓Feb 17 @ 14:00-15:00 Technical
  - ✓Feb 19 @ 10:00-11:00 Medical
  - ✓Feb 20 @ 14:30-15:30 Supply & Storage
  - ✓Feb 23 @ 09:00-10:00 Industrial (from Feb 12)
  - Feb 23 @ 13:00-14:00 H&SA
  - Feb 24 @ 10:00-11:00 Education & Training
  - Mar TBD Intelligence
  - Apr 2 @ 10:30-11:30 JCSG MV Integration

HSA JCSG
Approach to Assessing Military Value

Briefing to the

Infrastructure Steering Group

23 FEB 04

HSA JCSG Military Value Strategy

- Improve Jointness and Total Force capability
- Eliminate redundancy, duplication, excess
- Enhance force protection
- Exploit best business practices
- Increase effectiveness, efficiency, interoperability—reduce costs

Military Value Approach

- Hierarchical approach
  - Foundation: Selection Criteria, Guiding Principles, Objectives, and Assumptions
  - Goals used to develop and map attributes and metrics to criteria
- Iterative Process
  - Guided by Joint Analysis Team (CAA, CNA, AFSAA)
  - Built weights bottom-up by comparing metrics
  - Used metric rankings as a basis for weights
  - Mapped Metrics to Attributes to Criteria
- Open Process with Service LNO participation

HSA JCSG Overview

- Military Value Scoring Plans
  - Civilian Personnel
  - Major Administrative and Headquarters Activities
  - Mobilization
  - Military Personnel Centers
  - Correctional Facilities
  - Defense Finance and Accounting Service (DFAS)
  - Computing Services
  - Common Functions Within Geo Clusters
    - Installation Military Personnel
    - Finance and Accounting
    - Installation Management
    - Headquarters Support Activities

HSA JCSG Military Value Summary

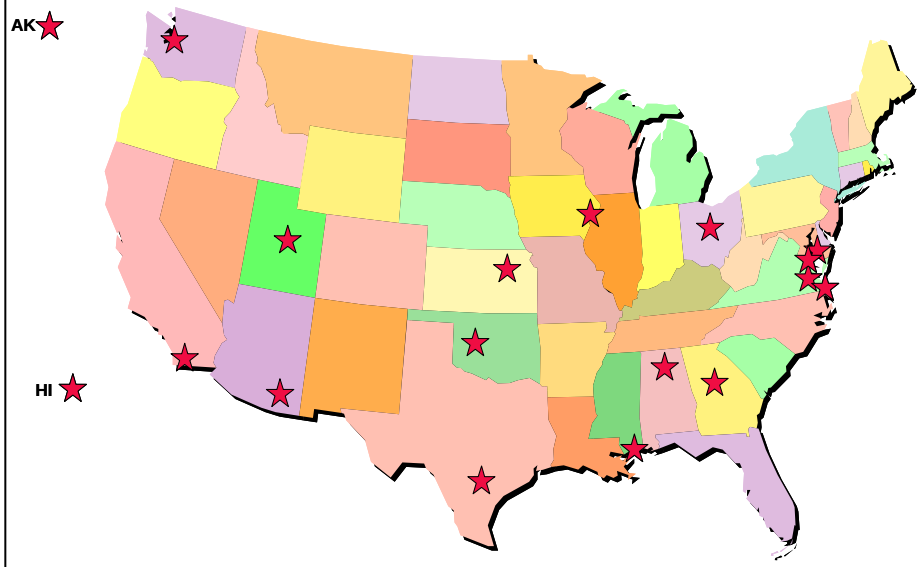
Scoring Plan	Number of Attributes	Readiness	Facilities	Mob/Total Force	Cost
Civilian Personnel Servicing Locations	8	35%	20%	30%	15%
Major Admin & Headquarters Activities	14	47%	39%	10%	4%
Mobilization	8	9%	6%	81%	4%
Military Personnel Centers	8	30%	20%	35%	15%
Correctional Facilities	10	40%	30%	15%	15%
Defense Finance and Accounting Service	8	40%	17%	12%	31%
Computing Services	4	40%	10%	20%	30%

HSA JCSG Military Value Summary

Scoring Plan	Number of Attributes	Readiness	Facilities	Mob/Total Force	Cost
Installation Military Personnel	4	35%	30%	15%	20%
Local Finance and Accounting	8	38%	20%	31%	11%
Installation Management	10	39%	11%	7%	43%
Headquarters Support Activities	8	35%	15%	5%	45%

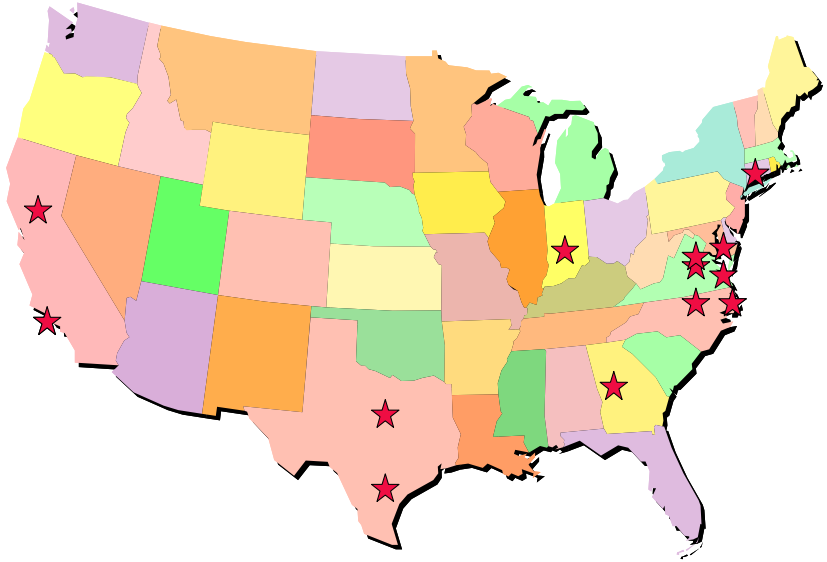
Civilian Personnel Servicing Locations

Dispersion—Services



Army: 6 Regions
Navy: 6 Regions
Air Force: 6 Regions

Dispersion—Defense Agencies



DeCA: 5 Regions
DCAA: 6 Regions
DFAS: 1 Region
WHS: 1 Region

Civilian Personnel Servicing Locations—Overview

- Criterion 1 – Operational Readiness – 35%
  - 3 attributes
  - 4 metrics
- Criterion 2 – Facilities – 20%
  - 2 attributes
  - 2 metrics
- Criterion 3 – Mob/Future Force Support – 30%
  - 1 attribute
  - 2 metrics
- Criterion 4 – Cost of Operations – 15%
  - 2 attributes
  - 2 metrics

Civilian Personnel Servicing Locations

Criteria	% of Total Weight	Attribute	% of Total Weight	Metric	% of Total Weight
Criterion 1 - Operational Readiness	**35**	Customer Service	17	Civilian Fill Time	12
				Service Ratio	5
		Civilian Personnel Office Location	13	Regional Civilian Personnel Offices	13
		Survivability	5	Compliance with AT/FP	5
Criterion 2 - Facilities	**20**	Facility Condition	15	Facility Condition Code	15
		Network Services	5	DISN Point of Presence	5
Criterion 3 - Mobilization/ Future Force Support	**30**	Expandability	30	Vacant Square Feet	20
				Buildable Land	10
Criterion 4 - Cost of Operations	**15**	Estimated Economic Cost of Location	7	Locality Pay Factor	7
		Operating Costs	8	Variable BOS Costs	8

Civilian Personnel Servicing Locations Metrics

35%	**CRITERION 1: Current and future mission capability**			
	17%	Attribute 1: Customer Service		
		12%	Metric 1: Civilian Fill Time	
			Question 1: What is your organization's average civilian position fill-time? (MV)	
				Scoring: Lowest fill=1, highest =0; Linear Decreasing Function
		5%	Metric 2: Service Ratio	
			Question 1: What is the ratio of personnelists to population serviced? (CDC)	
				Scoring: Lowest fill=0, highest =1; Linear Increasing Function
	13%	Attribute 2: Civilian Personnel Office Location		
		13%	Metric 1: Regional Civilian Personnel Offices	
			Question 1: Is your organization's primary facility within the perimeter of the main/host DoD installation (MV)?	
				Scoring: Yes=1, No=0; Binary Function
	5%	Attribute 3: Survivability		
		5%	Metric 1: Compliance with DoD Minimum Antiterrorist Standards for Buildings	
			Question 1: What percentage of leased installation is occupied by DoD? If less than 25%, building is not required to comply with AT/FP standards. (MV)	
			Question 2: Is the leased installation within a Controlled Perimeter? (MV)	
			Question 3: For a leased location, what is the distance to Parking and Roadways? (MV)	
			Question 4: For a leased location, is there parking beneath building? If yes, is it controlled? (MV)	
				Scoring: 1.0 = Installation and those who meet AT/FP; 0.8 for those with less than 25% occupying a building; 0.6 and 0.5 for the mid-level AT/FP compliance; and 0 with those who comply little. Nonlinear Function

Civilian Personnel Servicing Locations Metrics

20%	**CRITERION 2: Availability and condition of land, facilities and associated airspace**			
	15%	Attribute 1: Facility Condition		
		15%	Metric 1: Facility Condition Code	
			Question 1: What is the installation's facility condition code (C1-C4) for Administrative-type buildings? (CDC)	
				Scoring: C1=1, C2=.75, C3=.25, C4=0; Non-linear Function
	5%	Attribute 2: Network Services		
		5%	Metric 1: DISN Point of Presence (POP)	
			Question 1: Is your location on a DISN Point of Presence (POP)? (CDC)	
				Scoring: Yes=1, No=0; Binary Function
30%	**CRITERION 3: Ability to accommodate contingency, mobilization, and future total force requirements**			
	30%	Attribute 1: Expandability		
		20%	Metric 1: Vacant Square Feet	
			Question 1: How many blocks of contiguous vacant Administrative-type space over 10K GSF are located on the installation? (CDC)	
				Scoring: Min=0, Max=1; Linear Increasing Function
		10%	Metric 2: Buildable Land	
			Question 1: Does the installation have at least one parcel of buildable land greater than 5 acres? (CDC)	
				Scoring: Yes=1, No=0; Linear Increasing Function

Civilian Personnel Servicing Locations Metrics

15%	**CRITERION 4: Cost of operations and manpower implications.**			
	7%	Attribute 1: Estimated Economic Cost of Location		
		7%	Metric 1: Locality Pay Factor	
			Question 1: What is the civilian locality pay factor for your personnel office location? (MV)	
				Scoring: Min=1, Max=0; Linear Decreasing Function
	8%	Attribute 2: Operating Costs		
		8%	Metric 1: Variable Base Operating Supporting (BOS) Costs	
			Question 1: What is the annual variable Base Operating Support (BOS) expenditure per person? (MV)	
				Scoring: Min=1, Max=0; Linear Decreasing Function

Major Admin and Headquarters

- Scope
  - All Activities In DC Area
  - Specified Admin and C2 HQ outside DC Area:
    - Combatant Commands
      - Service Component Commands
      - Supporting Activities
    - Reserve Organizations
      - Reserve Command Headquarters
      - Reserve Force Management Organizations
    - Recruiting Command HQ
  - HQ within Geo Clusters

Rationalize DC area Presence

Footprint-Based Moves

MILDEP-Specific Entities

Most Complex and Sensitive Effort

Major Admin and Headquarters—Modeling

Military Value

MORE LIKELY TO REMAIN IN PLACE

1. Installation A (Outside DC)
2. Installation B (Outside DC)
3. Installation C (Outside DC)
4. Installation D (Outside DC)
5. Installation E (Inside DC)

▪
▪
▪

110. Activity 1 (on DC Installation)
111. Activity 2 (lease)
112. Activity 3 (lease + owned)
113. Activity 4 (lease)

n. Activity XX

MORE LIKELY TO MOVE

Optimization

Major Admin and Headquarters—Overview

- Criterion 1 – Operational Readiness – 47%
  - 6 attributes
  - 12 metrics
- Criterion 2 – Facilities – 39%
  - 3 attributes
  - 5 metrics
- Criterion 3 – Mob/Future Force Support – 10%
  - 3 attributes
  - 3 metrics
- Criterion 4 – Cost of Operations – 4%
  - 2 attributes
  - 2 metrics

Major Admin and Headquarters

Criteria	% of Total Weight	Attribute	% of Total Weight	Metric	% of Total Weight
Criterion 1 - Operational Readiness	**47**	Comm/IT	5	Fiber Network	2
				Backbone Architecture	1
				Special Communications	2
		Geographic Issues	2	Continuity of Operations	2
		Key Relationships in DC Area	14	Contacts with Congress	5
				Statutory Requirement	3
				Contacts Senior Leaders	6
		QOL	2	BAH	1
				Bachelors Degree Graduates	1
		Mission Relation to the DC Area	12	Mission Category	12
		Airfield Access	12	Distance to Airport	11
				Military Airfield	1

Major Admin and Headquarters

Criteria	% of Total Weight	Attribute	% of Total Weight	Metric	% of Total Weight
Criterion 2 - Facilities	**39**	Condition/ Quality of Space	3	Installation Facility Code	3
		Ownership/ Type Space	27	Leased, Temp, Owned Space	13
				Single/Multiple Locations	6
				Total USF Leased Space	8
		Survivability	9	Compliance with AT/FP	9
Criterion 3 - Mobilization/Future Force Support	**10**	Buildable Land	3	Contiguous Parcels	3
		Comm/IT	3	DISN Point of Presence	3
		Vacant Admin space	4	Block Contiguous Admin Space	4
Criterion 4 - Cost of Operations	**4**	Estimated Cost of Location	2	Cost of Living Index	2
		Workforce Pay Factor	2	Locality Pay	2

Major Admin & HQ Selected Metrics

47%	**CRITERION 1: Current and future mission capability**			
	14%	Attribute 3: Key Relationships in DC area		
		6%	Metric 1: Contacts with Senior Leaders	
			Question 1: During FY 03, how many times did the SES and Flag Officers (as defined in the amplification) in your Activity hold in-person meetings with Senior Executives of DoD activities and/or DC-based federal government entities (excluding Congress)? (MV)	
				Scoring: Lowest Contacts=0, highest =1; Linear Increasing Function
		5%	Metric 2: Contacts with Congress	
			Question 1: How many times did the SES and Flag Officers in your Activity hold in-person meetings with Members of Congress and/or their staffs? (MV)	
				Scoring: Lowest Contacts=0, highest =1; Linear Increasing Function
		3%	Metric 3: Statutory Requirement for Location	
			Question 1: Do you have a statutory requirement to be located within 100 miles of the Pentagon? (MV)	
			Question 2: Do you have a statutory requirement specifying that you remain in your current location? (MV)	
				Scoring: 1.0 = Yes for either or both questions; 0.0 = No to both questions; Nonlinear Function

Major Admin & HQ Selected Metrics

47%	**CRITERION 1: Current and future mission capability**			
	12%	Attribute 4: Mission in relation to the DC Area		
		12%	Metric 1: Mission Category	
			Question 1: Indicate the type of mission/location characteristic that best describes your Activity: (1) Security & Defense of DC Area; (2) Direct DC Area Administrative Support; (3) Other Mission; and, (4) Outside the DC Area. (MV)	
				Scoring: 0.0 = Other; 1.0 = Security & Def of DC Area, Direct Admin Support of DC Area, and Outside of DC; Binary Function with multiple categories.
39%	**CRITERION 2: Availability and condition of land, facilities and associated airspace**			
	27%	Attribute 2: Ownership/type of Space		
		13%	Metric 1: Leased, Temporary and/or Owned	
			Question 1: For each building of administrative space occupied by your Activity, is the building owned or leased? (CDC)	
			Question 2: What, if any, owned buildings identified in CDC Questions #301 and #303 are temporary buildings? (MV)	
				Scoring: 0.0 = leased; 0.25 = temporary; 1.0 = owned; Nonlinear Function

Major Admin & HQ Selected Metrics

39%	**CRITERION 2: Availability and condition of land, facilities and associated airspace**			
	9%	Attribute 3: Survivability		
		9%	Metric 1: Compliance with AT/FP	
				Question 1: What percentage of the leased installation is occupied by DoD? (MV)
				Question 2: Is the leased installation within a Controlled Perimeter? (MV)
				Question 3: For a leased location, what is the distance to parking and roadways? (MV)
				Question 4: For a leased location, is there parking beneath building? If yes, is it controlled? (MV)
				Scoring: 1.0 = Installation and those who meet AT/FP; 0.8 for those with less than 25% occupying a building; 0.6 and 0.5 for the mid-level AT/FP compliance; and 0 with those who comply little; Nonlinear Function

Mobilization Overview

- Over 351,000 RC Mobilizations since 9-11
- Each Military Service mobilizes uniquely, but all share common mobilization processing functions prior to deployment
- HSA-JCSG Mob Sub-group
  - Assumes Mob and Demob are carried out at same locations
  - Focuses on Mob pre-deployment processing functions
  - Potential for Regional Joint Mobilization Centers and increased efficiencies and savings

Mobilization "Perspective"

Military Service	Selected Reserve	Individual Ready Reserve	Mobs since 9-11	Primary MOB Sites
USAR	351,078	141,788	97,473	28 Power Projection & Support Platforms
ARNG	206,682		142,512	
USAFR	76,632	41,095	27,859	157 Primary Bases
ANG	112,071		36,675	
USNR	88,000	71,140	21,265	13
USMCR	40,000	58,039	25,434	2 *(Navy also use)*
	874,463	312,062	351,218	200

***** Data From OSD-RA

Mobilization Sub Group Focus

Our Focus

Lodge	Feed	Process ID's Finance Briefs Wills	Medical	Dental	CIF	Equipment Maintenance Req. will vary by service	Training Ranges Req. will vary by service	Modes of Transport & Distance to APOE, & Per Diem
8%	8%	19%	9%	9%	7%	7%	20%	13 %

Heavy Emphasis on Criterion 3

Beyond our Scope

PRE-MOB TRAINING & OPERATIONAL READINESS C1-C4

MIL DEPARTMENTS

FORCE FLOW & THEATER REQUIREMENTS

COMBATANT COMMANDERS

Beyond our Scope

Mobilization Military Value Model

Overview

- Criterion 1 – Operational Readiness – 9%
  - 1 attribute
  - 1 metric
- Criterion 2 – Facilities – 6%
  - 2 attributes
  - 4 metrics
- Criterion 3 – Mob/Future Force Support – 81%
  - 4 attributes
  - 10 metrics
- Criterion 4 – Cost of Operations – 4%
  - 1 attribute
  - 1 metric

Mobilization

Criteria	% of Total Weight	Attribute	% of Total Weight	Metric	% of Total Weight
Criterion 1 - Operational Readiness	**9**	Training Ranges	9	Number of Training Ranges by Type	9
Criterion 2 - Facilities	**6**	Expansion Capability	4	Acreage Available for Range Expansion	2
				Buildable Acreage	2
		Personnel Support	2	Dining Facility Condition	1
				Lodging Facility Condition	1

Mobilization

Criteria	% of Total Weight	Attribute	% of Total Weight	Metric	% of Total Weight
Criterion 3 - Mobilization/ Future Force Support	**81**	Dental and Medical Care Capacity	18	Dental Care Capacity	9
				Medical Care Capacity	9
		Maintenance Facilities	7	Number of Maintenance Bays	7
		Personnel Support Capacity	47	Feeding Capacity	7
				Lodging Capacity	7
				Personnel Processing Capacity	18
				Training Range Throughput	9
				Storage/ Warehouses	6
		Strategic Transportation Profile	9	Number and Type of Transportation ports within 100 miles	5
				Distance to Nearest Transportation Node	4
Criterion 4 - Cost of Operations	**4**	Estimated Economic Cost of Location	4	Per Diem Cost per Day	4

Mobilization Metrics

9%	**CRITERION 1: The current and future mission capabilities and the impact on operational readiness**			
	9%	Attribute 1: Training Ranges		
		9%	Metric 1: Number of Training Ranges by type	
			Question 1: How many types and numbers of training ranges does the installation have? (CDC)	
				Scoring: More is better, min-max; Linear Increasing Function

Mobilization Metrics

6%	**CRITERION 2: Availability and condition of land, facilities and airspace**			
	4%	Attribute 1: Expansion Capability		
		2%	Metric 1: Acreage Available for Range Expansion	
			Question 1: What acreage is available for range expansion? (CDC)	
				Scoring: More is better, min-max; Linear Increasing Function
		2%	Metric 1: Buildable Acreage	
			Question 1: What acreage is available for building expansion? (CDC)	
				Scoring: More is better, min-max; Linear Increasing Function
	2%	Attribute 2: Personnel Support		
		1%	Metric 1: Dining Facility Condition	
			Question 1: What are installation's dining facilities condition? (CDC)	
				Scoring: Lower is better, C1 thru C4, Nonlinear Function
		1%	Metric 1: Lodging Facility Condition	
			Question 1: What are installation's lodging facilities condition? (CDC)	
				Scoring: Lower is better C1 thru C4; Nonlinear Function

Mobilization Metrics

81%	**CRITERION 3: The ability to accommodate contingency, mobilization, and future total force requirements**			
	18%	Attribute 1: Dental and Medical Care Capacity		
		9%	Metric 1: Dental Care Capacity	
			Question 1: What are the installation's dental facilities through-put? (CDC)	
				Scoring: More is better, min-max; Linear Increasing Function
		9%	Metric 2: Medical Care Capacity	
			Question 1: What are the installation's medical facilities daily through-put? (CDC)	
				Scoring: More is better, min-max; Linear Increasing Function
	7%	Attribute 2: Maintenance Facilities		
		7%	Metric 1: Number of Maintenance Bays	
			Question 1: How many maintenance facilities and number of bays does the installation have? (CDC)	
				Scoring: More is better, min to max; Linear Increasing Function

Mobilization Metrics

81%	**CRITERION 3: The ability to accommodate contingency, mobilization, and future total force requirements**		
	47%	Attribute 3: Personnel Support Capacity	
		7%	Metric 1: Feeding Capacity
			Question 1: What are the installation dining facilities through-put? (CDC)
			Scoring: More is better, min-max; Linear Increasing Function
		7%	Metric 2: Lodging Capacity
			Question 1: How many lodging facilities, number of rooms, and beds does the installation have? (CDC)
			Scoring: More is better, min-max; Linear Increasing Function
		18%	Metric 3: Personnel Processing Capacity
			Question 1: How many personnel can be MOB processed during 24 hours? (CDC)
			Scoring: More is better, min-max; Linear Increasing Function
		9%	Metric 4: Training Range Through-put
			Question 1: How many firing points are at each range? (CDC)
			Scoring: More is better, min-max; Linear Increasing Function
		6%	Metric 5: Storage/Warehouses
			Question 1: How many supply and central issue facilities (and square footage) does the installation have? (CDC)
			Scoring: More is better, min-max; Linear Increasing Function

Mobilization Metrics

81%	**CRITERION 3: The ability to accommodate contingency, mobilization, and future total force requirements**			
	9%	Attribute 4: Strategic Transportation Profile		
		5%	Metric 1: How many major transportation ports (air, sea, rail are within a 100 mile radius of the installation?	
			Question 1: How many major transportation ports are within a 100 mile radius? (MV)	
				Scoring: More is better, min-max; Linear Increasing Function
		4%	Metric 2: What are the distances to each of the major transportation nodes?	
			Question 1: What is the distance to all transportation nodes from installation? (MV)	
				Scoring: Lower is better, min to max; Inverted S-Shaped Function
4%	**CRITERION 4: The cost of operations and the manpower implications**			
	4%	Attribute 1: Estimated Economic Cost of Location		
		4%	Metric 1: What is the installation's daily per diem cost?	
			Question 1: What is the installations daily per diem rate? (MV)	
				Scoring: Lower is better, min to max; Linear Decreasing Function

Issues

- Scope
  - Continue to take tiered approach
  - Capacity data analysis will re-focus
  - Financial Management Transactional Services and Installation-level Military Personnel Centers moved to Middle Tier
  - Base level communications no longer stand alone; evaluated as it supports other functions