

COBRA RUN 1B - DISC

DLA RUN INCLUDING:

ONE TIME TRANSFER COSTS SPREAD OVER
96-98 RELATED TO ITEM TRANSFERS
COST INCLUDES ONLY DISC ITEMS TRANSFERRING

UNIQUE COSTS AT DPSC FOR 98 & 99 RELATED
TO DPSC REMAINING OPEN TWO ADDITIONAL
YEARS

COBRA REALIGNMENT SUMMARY (COBRA v5.01)
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

*included to
 run under J.02*

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Starting Year : 1996
 Final Year : 1999
 ROI Year : 2004 (5 Years)

NPV in 2015(\$K): -141,000
 1-Time Cost(\$K): 134,437

Net Costs (\$K) Constant Dollars	1996 1997 1998 1999 2000 2001 Total Beyond							
	-----	-----	-----	-----	-----	-----	-----	-----
MilCon	-27,276	510	510	510	510	0	-25,234	0
Person	0	0	0	-6,255	-15,015	-15,015	-36,285	-15,015
Overhd	-6,710	-5,548	-3,419	-3,186	-3,319	-3,319	-25,501	-3,319
Moving	0	0	0	9,275	0	0	9,275	0
Missio	0	0	0	0	0	0	0	0
Other	22,000	22,000	48,269	27,358	0	0	119,627	0
TOTAL	-11,986	16,962	45,361	27,702	-17,823	-18,334	41,882	-18,334
		1996	1997	1998	1999	2000	2001	TOTAL
		-----	-----	-----	-----	-----	-----	-----
POSITIONS ELIMINATED								
Officers		0	0	0	4	0	0	4
Enlisted		0	0	0	0	0	0	0
Civilians		0	0	0	404	0	0	404
TOTAL		0	0	0	408	0	0	408
POSITIONS REALIGNED								
Officers		0	0	0	11	0	0	11
Enlisted		0	0	0	1	0	0	1
Students		0	0	0	0	0	0	0
Civilians		0	0	0	323	0	0	323
TOTAL		0	0	0	335	0	0	335

Summary:

This run is for swag purposes only. The following changes were made:

- * \$66.184 M in 1T unique costs at DGSC were spread across 96-98; represents costs involved in transferring items
- * \$26.085 M in 1T unique costs at DPSC for both 98 & 99; represents costs for 2 additional years DPSC must remain open; costs taken from BRAC'93 DLA run (PRES3)

- Included costs in key DPSC areas for 2 extra years.
- Used #'s from BRAC '93
- Left JCA. Elwood Med. in this run.

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

	Costs (\$K) Constant Dollars						Total	Beyond
	1996	1997	1998	1999	2000	2001		
MilCon	1,343	510	510	510	510	0	3,385	0
Person	0	0	0	1,264	0	0	1,264	0
Overhd	-6,710	-5,548	-3,419	133	0	0	-15,544	0
Moving	0	0	0	9,300	0	0	9,300	0
Missio	0	0	0	0	0	0	0	0
Other	22,000	22,000	48,269	27,358	0	0	119,627	0
TOTAL	16,633	16,962	45,361	38,565	510	0	118,032	0

	Savings (\$K) Constant Dollars						Total	Beyond
	1996	1997	1998	1999	2000	2001		
MilCon	28,619	0	0	0	0	0	28,619	0
Person	0	0	0	7,519	15,015	15,015	37,549	15,015
Overhd	0	0	0	3,319	3,319	3,319	9,957	3,319
Moving	0	0	0	25	0	0	25	0
Missio	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
TOTAL	28,619	0	0	10,863	18,334	18,334	76,150	18,334

NET PRESENT VALUES REPORT (COBRA v5.01)
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
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Year	Cost(\$)	Adjusted Cost(\$)	NPV(\$)
1996	-11,985,835	-11,824,353	-11,824,353
1997	16,962,177	16,285,790	4,461,437
1998	45,360,952	42,386,502	46,847,939
1999	27,702,206	25,192,887	72,040,827
2000	-17,823,367	-15,775,078	56,265,748
2001	-18,333,925	-15,792,664	40,473,084
2002	-18,333,925	-15,369,989	25,103,095
2003	-18,333,925	-14,958,627	10,144,468
2004	-18,333,925	-14,558,274	-4,413,806
2005	-18,333,925	-14,168,637	-18,582,443
2006	-18,333,925	-13,789,428	-32,371,871
2007	-18,333,925	-13,420,367	-45,792,239
2008	-18,333,925	-13,061,185	-58,853,424
2009	-18,333,925	-12,711,615	-71,565,039
2010	-18,333,925	-12,371,402	-83,936,441
2011	-18,333,925	-12,040,294	-95,976,735
2012	-18,333,925	-11,718,048	-107,694,783
2013	-18,333,925	-11,404,426	-119,099,209
2014	-18,333,925	-11,099,198	-130,198,407
2015	-18,333,925	-10,802,139	-141,000,546

TOTAL ONE-TIME COST REPORT (COBRA v5.01)
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

(All values in Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	3,385,000	
Family Housing Construction	0	
Information Management Account	0	
Land Purchases	0	
Total - Construction		3,385,000
Personnel		
Civilian RIF	769,322	
Civilian Early Retirement	240,002	
Civilian New Hires	59,319	
Eliminated Military PCS	26,626	
Unemployment	169,128	
Total - Personnel		1,264,398
Overhead		
Program Planning Support	860,421	
Mothball / Shutdown	0	
Total - Overhead		860,421
Moving		
Civilian Moving	5,698,847	
Civilian PPS	3,499,200	
Military Moving	66,712	
Freight	35,169	
One-Time Moving Costs	0	
Total - Moving		9,299,928
Other		
HAP / RSE	1,272,911	
Environmental Mitigation Costs	0	
One-Time Unique Costs	118,354,000	
Total - Other		119,626,911
Total One-Time Costs		134,436,659
One-Time Savings		
Military Construction Cost Avoidances	28,619,000	
Family Housing Cost Avoidances	0	
Military Moving	24,769	
Land Sales	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	
Total One-Time Savings		28,643,769
Total Net One-Time Costs		105,792,890

ONE-TIME COST REPORT (COBRA v5.01) - Page 2
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DGSC, VA
 (All values in Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	0	
Family Housing Construction	0	
Information Management Account	0	
Land Purchases	0	
Total - Construction		0
Personnel		
Civilian RIF	0	
Civilian Early Retirement	0	
Civilian New Hires	59,319	
Eliminated Military PCS	0	
Unemployment	0	
Total - Personnel		59,319
Overhead		
Program Planning Support	0	
Mothball / Shutdown	0	
Total - Overhead		0
Moving		
Civilian Moving	0	
Civilian PPS	0	
Military Moving	0	
Freight	0	
One-Time Moving Costs	0	
Total - Moving		0
Other		
HAP / RSE	0	
Environmental Mitigation Costs	0	
One-Time Unique Costs	66,184,000	
Total - Other		66,184,000
Total One-Time Costs		66,243,319
One-Time Savings		
Military Construction Cost Avoidances	0	
Family Housing Cost Avoidances	0	
Military Moving	0	
Land Sales	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	
Total One-Time Savings		0
Total Net One-Time Costs		66,243,319

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DISC, PA
 (All values in Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	0	
Family Housing Construction	0	
Information Management Account	0	
Land Purchases	0	
Total - Construction		0
Personnel		
Civilian RIF	270,687	
Civilian Early Retirement	121,645	
Civilian New Hires	0	
Eliminated Military PCS	26,626	
Unemployment	59,508	
Total - Personnel		478,467
Overhead		
Program Planning Support	860,421	
Mothball / Shutdown	0	
Total - Overhead		860,421
Moving		
Civilian Moving	5,698,847	
Civilian PPS	403,200	
Military Moving	66,712	
Freight	35,169	
One-Time Moving Costs	0	
Total - Moving		6,203,928
Other		
HAP / RSE	728,128	
Environmental Mitigation Costs	0	
One-Time Unique Costs	0	
Total - Other		728,128
Total One-Time Costs		8,270,944
One-Time Savings		
Military Construction Cost Avoidances	0	
Family Housing Cost Avoidances	0	
Military Moving	24,769	
Land Sales	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	
Total One-Time Savings		24,769
Total Net One-Time Costs		8,246,175

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DPSC, PA
 (All values in Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	3,385,000	
Family Housing Construction	0	
Information Management Account	0	
Land Purchases	0	
Total - Construction		3,385,000
Personnel		
Civilian RIF	0	
Civilian Early Retirement	0	
Civilian New Hires	0	
Eliminated Military PCS	0	
Unemployment	0	
Total - Personnel		0
Overhead		
Program Planning Support	0	
Mothball / Shutdown	0	
Total - Overhead		0
Moving		
Civilian Moving	0	
Civilian PPS	0	
Military Moving	0	
Freight	0	
One-Time Moving Costs	0	
Total - Moving		0
Other		
HAP / RSE	0	
Environmental Mitigation Costs	0	
One-Time Unique Costs	52,170,000	
Total - Other		52,170,000
Total One-Time Costs		55,555,000
One-Time Savings		
Military Construction Cost Avoidances	25,523,000	
Family Housing Cost Avoidances	0	
Military Moving	0	
Land Sales	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	
Total One-Time Savings		25,523,000
Total Net One-Time Costs		30,032,000

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DCSC, OH
 (All values in Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	0	
Family Housing Construction	0	
Information Management Account	0	
Land Purchases	0	
Total - Construction		0
Personnel		
Civilian RIF	498,634	
Civilian Early Retirement	118,357	
Civilian New Hires	0	
Eliminated Military PCS	0	
Unemployment	109,620	
Total - Personnel		726,612
Overhead		
Program Planning Support	0	
Mothball / Shutdown	0	
Total - Overhead		0
Moving		
Civilian Moving	0	
Civilian PPS	3,096,000	
Military Moving	0	
Freight	0	
One-Time Moving Costs	0	
Total - Moving		3,096,000
Other		
HAP / RSE	544,783	
Environmental Mitigation Costs	0	
One-Time Unique Costs	0	
Total - Other		544,783
Total One-Time Costs		4,367,395
One-Time Savings		
Military Construction Cost Avoidances	3,096,000	
Family Housing Cost Avoidances	0	
Military Moving	0	
Land Sales	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	
Total One-Time Savings		3,096,000
Total Net One-Time Costs		1,271,395

TOTAL MILITARY CONSTRUCTION ASSETS (COBRA v5.01)
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
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All Costs in \$K

Base Name	Total MilCon	IMA Cost	Land Purch	Cost Avoid	Total Cost
DGSC	0	0	0	0	0
DISC	0	0	0	0	0
DPSC	3,385	0	0	-25,523	-22,138
DCSC	0	0	0	-3,096	-3,096
Totals:	3,385	0	0	-28,619	-25,234

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

MilCon for Base: DPSC, PA

All Costs in \$K

Description:	MilCon Cateq	Using Rehab	Rehab Cost*	New MilCon	New Cost*	Total Cost*
DISC TO DPSC	OTHER	0	n/a	0	n/a	3,385

Total Construction Cost:						3,385
+ Info Management Account:						0
+ Land Purchases:						0
- Construction Cost Avoid:						25,523

TOTAL:						-22,138

* MilCon Costs include Site Preparation Costs, Design Costs, Contingency Planning Costs and SIOH Costs where applicable

Department : DLA
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MilCon for Base: DCSC, OH

All Costs in \$K

Description:	MilCon Categ	Using Rehab	Rehab Cost*	New MilCon	New Cost*	Total Cost*

			Total Construction Cost:			0
			+ Info Management Account:			0
			+ Land Purchases:			0
			- Construction Cost Avoid:			3,096

			TOTAL:			-3,096

* MilCon Costs include Site Preparation Costs, Design Costs,
 Contingency Planning Costs and SIOH Costs where applicable

PERSONNEL SUMMARY REPORT (COBRA v5.01)
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Department : DLA
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PERSONNEL SUMMARY FOR: DGSC, VA

BASE POPULATION (FY 1996, Prior to BRAC Action):

Officers	Enlisted	Students	Civilians
24	3	0	2,198

PERSONNEL REALIGNMENTS:

From Base: DISC, PA

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	11	0	0	11
Enlisted	0	0	0	1	0	0	1
Students	0	0	0	0	0	0	0
Civilians	0	0	0	323	0	0	323
TOTAL	0	0	0	335	0	0	335

TOTAL PERSONNEL REALIGNMENTS (Into DGSC, VA):

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	11	0	0	11
Enlisted	0	0	0	1	0	0	1
Students	0	0	0	0	0	0	0
Civilians	0	0	0	323	0	0	323
TOTAL	0	0	0	335	0	0	335

BASE POPULATION (After BRAC Action):

Officers	Enlisted	Students	Civilians
35	4	0	2,521

PERSONNEL SUMMARY FOR: DISC, PA

BASE POPULATION (FY 1996):

Officers	Enlisted	Students	Civilians
26	3	0	1,851

FORCE STRUCTURE CHANGES:

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	-412	-126	-136	-298	0	0	-972
TOTAL	-412	-126	-136	-298	0	0	-972

BASE POPULATION (Prior to BRAC Action):

Officers	Enlisted	Students	Civilians
26	3	0	879

PERSONNEL REALIGNMENTS:

To Base: DGSC, VA

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	11	0	0	11
Enlisted	0	0	0	1	0	0	1
Students	0	0	0	0	0	0	0
Civilians	0	0	0	323	0	0	323
TOTAL	0	0	0	335	0	0	335

PERSONNEL SUMMARY REPORT (COBRA v5.01) - Page 2
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TOTAL PERSONNEL REALIGNMENTS (Out of DISC, PA):

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	11	0	0	11
Enlisted	0	0	0	1	0	0	1
Students	0	0	0	0	0	0	0
Civilians	0	0	0	323	0	0	323
TOTAL	0	0	0	335	0	0	335

SCENARIO POSITION CHANGES:

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	-4	0	0	-4
Enlisted	0	0	0	0	0	0	0
Civilians	0	0	0	-46	0	0	-46
TOTAL	0	0	0	-50	0	0	-50

BASE POPULATION (After BRAC Action):

Officers	Enlisted	Students	Civilians
11	2	0	510

PERSONNEL SUMMARY FOR: DPSC, PA

BASE POPULATION (FY 1996, Prior to BRAC Action):

Officers	Enlisted	Students	Civilians
49	5	0	2,098

BASE POPULATION (After BRAC Action):

Officers	Enlisted	Students	Civilians
49	5	0	2,098

PERSONNEL SUMMARY FOR: DCSC, OH

BASE POPULATION (FY 1996):

Officers	Enlisted	Students	Civilians
44	5	0	3,323

FORCE STRUCTURE CHANGES:

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	-39	-15	-131	-125	0	0	-310
TOTAL	-39	-15	-131	-125	0	0	-310

BASE POPULATION (Prior to BRAC Action):

Officers	Enlisted	Students	Civilians
44	5	0	3,013

SCENARIO POSITION CHANGES:

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Civilians	0	0	0	-358	0	0	-358
TOTAL	0	0	0	-358	0	0	-358

Department : DLA
Option Package : RUN1
Scenario File : C:\COBRA\DLA95\RUN1B.CBR
Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

BASE POPULATION (After BRAC Action):

Officers	Enlisted	Students	Civilians
----- 44	----- 5	----- 0	----- 2,655

TOTAL PERSONNEL IMPACT REPORT (COBRA v5.01)
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Department : DLA
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	Rate	1996	1997	1998	1999	2000	2001	Total
CIVILIAN POSITIONS REALIGNING OUT								
Early Retirement*	10.00%	0	0	0	323	0	0	323
Regular Retirement*	5.00%	0	0	0	32	0	0	32
Civilian Turnover*	15.00%	0	0	0	16	0	0	16
Civs Not Moving (RIFs)*+		0	0	0	48	0	0	48
Civilians Moving (the remainder)		0	0	0	19	0	0	19
Civilian Positions Available		0	0	0	208	0	0	208
		0	0	0	115	0	0	115
CIVILIAN POSITIONS ELIMINATED								
Early Retirement	10.00%	0	0	0	404	0	0	404
Regular Retirement	5.00%	0	0	0	41	0	0	41
Civilian Turnover	15.00%	0	0	0	20	0	0	20
Priority Placement‡	60.00%	0	0	0	61	0	0	61
Civilians Available to Move		0	0	0	243	0	0	243
Civilians Moving		0	0	0	39	0	0	39
Civilian RIFs (the remainder)		0	0	0	4	0	0	4
		0	0	0	35	0	0	35
CIVILIAN POSITIONS REALIGNING IN								
Civilians Moving		0	0	0	323	0	0	323
New Civilians Hired		0	0	0	212	0	0	212
Other Civilian Additions		0	0	0	111	0	0	111
		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIRMENTS		0	0	0	73	0	0	73
TOTAL CIVILIAN RIFS		0	0	0	54	0	0	54
TOTAL CIVILIAN PRIORITY PLACEMENTS‡		0	0	0	243	0	0	243
TOTAL CIVILIAN NEW HIRES		0	0	0	111	0	0	111

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

+ The Percentage of Civilians Not Moving (Voluntary RIFs) varies by base.

‡ Not all Priority Placements involve a Permanent Change of Station. The rate of PPS placements involving a PCS is 50.00%

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
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Base: DGSC, VA	Rate	1996	1997	1998	1999	2000	2001	Total
CIVILIAN POSITIONS REALIGNING OUT		0	0	0	0	0	0	0
Early Retirement*	10.00%	0	0	0	0	0	0	0
Regular Retirement*	5.00%	0	0	0	0	0	0	0
Civilian Turnover*	15.00%	0	0	0	0	0	0	0
Civs Not Moving (RIFs)*	6.00%	0	0	0	0	0	0	0
Civilians Moving (the remainder)		0	0	0	0	0	0	0
Civilian Positions Available		0	0	0	0	0	0	0
CIVILIAN POSITIONS ELIMINATED		0	0	0	0	0	0	0
Early Retirement	10.00%	0	0	0	0	0	0	0
Regular Retirement	5.00%	0	0	0	0	0	0	0
Civilian Turnover	15.00%	0	0	0	0	0	0	0
Priority Placement‡	60.00%	0	0	0	0	0	0	0
Civilians Available to Move		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
Civilian RIFs (the remainder)		0	0	0	0	0	0	0
CIVILIAN POSITIONS REALIGNING IN		0	0	0	323	0	0	323
Civilians Moving		0	0	0	212	0	0	212
New Civilians Hired		0	0	0	111	0	0	111
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIRMENTS		0	0	0	0	0	0	0
TOTAL CIVILIAN RIFs		0	0	0	0	0	0	0
TOTAL CIVILIAN PRIORITY PLACEMENTS‡		0	0	0	0	0	0	0
TOTAL CIVILIAN NEW HIRES		0	0	0	111	0	0	111

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

‡ Not all Priority Placements involve a Permanent Change of Station. The rate of PPS placements involving a PCS is 50.00%

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DISC, PA	Rate	1996	1997	1998	1999	2000	2001	Total
CIVILIAN POSITIONS REALIGNING OUT		0	0	0	323	0	0	323
Early Retirement*	10.00%	0	0	0	32	0	0	32
Regular Retirement*	5.00%	0	0	0	16	0	0	16
Civilian Turnover*	15.00%	0	0	0	48	0	0	48
Civs Not Moving (RIFs)*	6.00%	0	0	0	19	0	0	19
Civilians Moving (the remainder)		0	0	0	208	0	0	208
Civilian Positions Available		0	0	0	115	0	0	115
CIVILIAN POSITIONS ELIMINATED		0	0	0	46	0	0	46
Early Retirement	10.00%	0	0	0	5	0	0	5
Regular Retirement	5.00%	0	0	0	2	0	0	2
Civilian Turnover	15.00%	0	0	0	7	0	0	7
Priority Placement‡	60.00%	0	0	0	28	0	0	28
Civilians Available to Move		0	0	0	4	0	0	4
Civilians Moving		0	0	0	4	0	0	4
Civilian RIFs (the remainder)		0	0	0	0	0	0	0
CIVILIAN POSITIONS REALIGNING IN		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
New Civilians Hired		0	0	0	0	0	0	0
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIREMENTS		0	0	0	37	0	0	37
TOTAL CIVILIAN RIFs		0	0	0	19	0	0	19
TOTAL CIVILIAN PRIORITY PLACEMENTS‡		0	0	0	28	0	0	28
TOTAL CIVILIAN NEW HIRES		0	0	0	0	0	0	0

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

‡ Not all Priority Placements involve a Permanent Change of Station. The rate of PPS placements involving a PCS is 50.00%

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DPSC, PA	Rate	1996	1997	1998	1999	2000	2001	Total
CIVILIAN POSITIONS REALIGNING OUT		0	0	0	0	0	0	0
Early Retirement*	10.00%	0	0	0	0	0	0	0
Regular Retirement*	5.00%	0	0	0	0	0	0	0
Civilian Turnover*	15.00%	0	0	0	0	0	0	0
Civs Not Moving (RIFs)*	6.00%	0	0	0	0	0	0	0
Civilians Moving (the remainder)		0	0	0	0	0	0	0
Civilian Positions Available		0	0	0	0	0	0	0
CIVILIAN POSITIONS ELIMINATED		0	0	0	0	0	0	0
Early Retirement	10.00%	0	0	0	0	0	0	0
Regular Retirement	5.00%	0	0	0	0	0	0	0
Civilian Turnover	15.00%	0	0	0	0	0	0	0
Priority Placement‡	60.00%	0	0	0	0	0	0	0
Civilians Available to Move		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
Civilian RIFs (the remainder)		0	0	0	0	0	0	0
CIVILIAN POSITIONS REALIGNING IN		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
New Civilians Hired		0	0	0	0	0	0	0
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIREMENTS		0	0	0	0	0	0	0
TOTAL CIVILIAN RIFs		0	0	0	0	0	0	0
TOTAL CIVILIAN PRIORITY PLACEMENTS‡		0	0	0	0	0	0	0
TOTAL CIVILIAN NEW HIRES		0	0	0	0	0	0	0

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

‡ Not all Priority Placements involve a Permanent Change of Station. The rate of PPS placements involving a PCS is 50.00%

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DCSC, OH	Rate	1996	1997	1998	1999	2000	2001	Total
CIVILIAN POSITIONS REALIGNING OUT		0	0	0	0	0	0	0
Early Retirement*	10.00%	0	0	0	0	0	0	0
Regular Retirement*	5.00%	0	0	0	0	0	0	0
Civilian Turnover*	15.00%	0	0	0	0	0	0	0
Civs Not Moving (RIFs)*	6.00%	0	0	0	0	0	0	0
Civilians Moving (the remainder)		0	0	0	0	0	0	0
Civilian Positions Available		0	0	0	0	0	0	0
CIVILIAN POSITIONS ELIMINATED		0	0	0	358	0	0	358
Early Retirement	10.00%	0	0	0	36	0	0	36
Regular Retirement	5.00%	0	0	0	18	0	0	18
Civilian Turnover	15.00%	0	0	0	54	0	0	54
Priority Placement‡	60.00%	0	0	0	215	0	0	215
Civilians Available to Move		0	0	0	35	0	0	35
Civilians Moving		0	0	0	0	0	0	0
Civilian RIFs (the remainder)		0	0	0	35	0	0	35
CIVILIAN POSITIONS REALIGNING IN		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
New Civilians Hired		0	0	0	0	0	0	0
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIRMENTS		0	0	0	36	0	0	36
TOTAL CIVILIAN RIFs		0	0	0	35	0	0	35
TOTAL CIVILIAN PRIORITY PLACEMENTS‡		0	0	0	215	0	0	215
TOTAL CIVILIAN NEW HIRES		0	0	0	0	0	0	0

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

‡ Not all Priority Placements involve a Permanent Change of Station. The rate of PPS placements involving a PCS is 50.00%

PERSONNEL YEARLY PERCENTAGES (COBRA v5.01)
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DGSC, VA

Year	Moving In		MilCon TimPhas	Move Out/Elim		ShutDn TimPhas
	Total	Percent		Total	Percent	
1996	0	0.00%	0.00%	0	0.00%	16.67%
1997	0	0.00%	0.00%	0	0.00%	16.67%
1998	0	0.00%	100.00%	0	0.00%	16.67%
1999	335	100.00%	0.00%	0	0.00%	16.67%
2000	0	0.00%	0.00%	0	0.00%	16.67%
2001	0	0.00%	0.00%	0	0.00%	16.67%
TOTALS	335	100.00%	100.00%	0	0.00%	100.00%

Base: DISC, PA

Year	Moving In		MilCon TimPhas	Move Out/Elim		ShutDn TimPhas
	Total	Percent		Total	Percent	
1996	0	0.00%	50.00%	0	0.00%	0.00%
1997	0	0.00%	25.00%	0	0.00%	0.00%
1998	0	0.00%	25.00%	0	0.00%	0.00%
1999	0	0.00%	0.00%	385	100.00%	100.00%
2000	0	0.00%	0.00%	0	0.00%	0.00%
2001	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	0	0.00%	100.00%	385	100.00%	100.00%

Base: DPSC, PA

Year	Moving In		MilCon TimPhas	Move Out/Elim		ShutDn TimPhas
	Total	Percent		Total	Percent	
1996	0	0.00%	33.33%	0	0.00%	16.67%
1997	0	0.00%	16.67%	0	0.00%	16.67%
1998	0	0.00%	16.67%	0	0.00%	16.67%
1999	0	0.00%	16.67%	0	0.00%	16.67%
2000	0	0.00%	16.67%	0	0.00%	16.67%
2001	0	0.00%	0.00%	0	0.00%	16.67%
TOTALS	0	0.00%	100.00%	0	0.00%	100.00%

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DCSC, OH

Year	Moving In		MilCon TimPhas	Move Out/Elim		ShutDn TimPhas
	Total	Percent		Total	Percent	
1996	0	0.00%	50.00%	0	0.00%	0.00%
1997	0	0.00%	25.00%	0	0.00%	0.00%
1998	0	0.00%	25.00%	0	0.00%	0.00%
1999	0	0.00%	0.00%	358	100.00%	100.00%
2000	0	0.00%	0.00%	0	0.00%	0.00%
2001	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	0	0.00%	100.00%	358	100.00%	100.00%

TOTAL APPROPRIATIONS DETAIL REPORT (COBRA v5.01)
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

ONE-TIME COSTS -----(\$K)-----	1996	1997	1998	1999	2000	2001	Total
CONSTRUCTION							
MILCON	1,343	510	510	510	510	0	3,385
Fam Housing	0	0	0	0	0	0	0
Land Purch	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIF	0	0	0	769	0	0	769
Civ Retire	0	0	0	240	0	0	240
CIV MOVING							
Per Diem	0	0	0	605	0	0	605
POV Miles	0	0	0	9	0	0	9
Home Purch	0	0	0	2,236	0	0	2,236
HHG	0	0	0	1,367	0	0	1,367
Misc	0	0	0	148	0	0	148
House Hunt	0	0	0	385	0	0	385
PPS	0	0	0	3,499	0	0	3,499
RITA	0	0	0	947	0	0	947
FREIGHT							
Packing	0	0	0	0	0	0	0
Freight	0	0	0	35	0	0	35
Vehicles	0	0	0	0	0	0	0
Driving	0	0	0	0	0	0	0
Unemployment	0	0	0	169	0	0	169
OTHER							
Program Plan	315	236	177	133	0	0	860
Shutdown	0	0	0	0	0	0	0
New Hire	0	0	0	59	0	0	59
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	1	0	0	1
POV Miles	0	0	0	0	0	0	0
HHG	0	0	0	57	0	0	57
Misc	0	0	0	8	0	0	8
OTHER							
Elim PCS	0	0	0	27	0	0	27
OTHER							
HAP / RSE	0	0	0	1,273	0	0	1,273
Environmental	0	0	0	0	0	0	0
Info Manage	0	0	0	0	0	0	0
1-Time Other	22,000	22,000	48,269	26,085	0	0	118,354
TOTAL ONE-TIME	23,657	22,746	48,956	38,565	510	0	134,437

TOTAL APPROPRIATIONS DETAIL REPORT (COBRA v5.01) - Page 2
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

RECURRING COSTS -----(\$K)-----	1996	1997	1998	1999	2000	2001	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	-7,024	-5,784	-3,596	0	0	0	-16,404	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
Caretaker	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-7,024	-5,784	-3,596	0	0	0	-16,404	0
TOTAL COST	16,633	16,962	45,361	38,565	510	0	118,032	0
ONE-TIME SAVES -----(\$K)-----	1996	1997	1998	1999	2000	2001	Total	
CONSTRUCTION								
MILCON	28,619	0	0	0	0	0	28,619	
Fam Housing	0	0	0	0	0	0	0	
O&M								
1-Time Move	0	0	0	0	0	0	0	
MIL PERSONNEL								
Mil Moving	0	0	0	25	0	0	25	
OTHER								
Land Sales	0	0	0	0	0	0	0	
Environmental	0	0	0	0	0	0	0	
1-Time Other	0	0	0	0	0	0	0	
TOTAL ONE-TIME	28,619	0	0	25	0	0	28,644	
RECURRING SAVES -----(\$K)-----	1996	1997	1998	1999	2000	2001	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	7,379	14,758	14,758	36,895	14,758
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	111	222	222	556	222
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	29	34	34	98	34
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	3,319	3,319	3,319	9,957	3,319
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	10,838	18,334	18,334	47,506	18,334
TOTAL SAVINGS	28,619	0	0	10,863	18,334	18,334	76,150	18,334

TOTAL APPROPRIATIONS DETAIL REPORT (COBRA v5.01) - Page 3
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

ONE-TIME NET -----(\$K)-----	1996 ----	1997 ----	1998 ----	1999 ----	2000 ----	2001 ----	Total -----	
CONSTRUCTION								
MILCON	-27,276	510	510	510	510	0	-25,234	
Fam Housing	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	0	0	1,009	0	0	1,009	
Civ Moving	0	0	0	9,233	0	0	9,233	
Other	315	236	177	361	0	0	1,089	
MIL PERSONNEL								
Mil Moving	0	0	0	68	0	0	68	
OTHER								
HAP / RSE	0	0	0	1,273	0	0	1,273	
Environmental	0	0	0	0	0	0	0	
Info Manage	0	0	0	0	0	0	0	
1-Time Other	22,000	22,000	48,269	26,085	0	0	118,354	
Land	0	0	0	0	0	0	0	
TOTAL ONE-TIME	-4,961	22,746	48,956	38,541	510	0	105,793	
RECURRING NET -----(\$K)-----	1996 ----	1997 ----	1998 ----	1999 ----	2000 ----	2001 ----	Total -----	Beyond -----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	-7,024	-5,784	-3,596	0	0	0	-16,404	0
Unique Operat	0	0	0	0	0	0	0	0
Carétaker	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	-7,379	-14,758	-14,758	-36,895	-14,758
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	-111	-222	-222	-556	-222
House Allow	0	0	0	-34	-34	-34	-98	-34
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	-1,319	-1,319	-1,319	-3,957	-1,319
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-7,024	-5,784	-3,596	-16,338	-16,334	-16,334	-63,911	-16,334
TOTAL NET COST	-11,986	16,962	45,361	27,702	-17,623	-16,334	41,882	-16,334

APPROPRIATIONS DETAIL REPORT (COBRA v5.01) - Page 4
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DGSC, VA ONE-TIME COSTS -----(\$K)-----	1996 ----	1997 ----	1998 ----	1999 ----	2000 ----	2001 ----	Total -----
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
Fam Housing	0	0	0	0	0	0	0
Land Purch	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	0	0	0	0	0	0
Civ Retire	0	0	0	0	0	0	0
CIV MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
Home Purch	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
House Hunt	0	0	0	0	0	0	0
PPS	0	0	0	0	0	0	0
RITA	0	0	0	0	0	0	0
FREIGHT							
Packing	0	0	0	0	0	0	0
Freight	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Driving	0	0	0	0	0	0	0
Unemployment	0	0	0	0	0	0	0
OTHER							
Program Plan	0	0	0	0	0	0	0
Shutdown	0	0	0	0	0	0	0
New Hires	0	0	0	59	0	0	59
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
OTHER							
Elim PCS	0	0	0	0	0	0	0
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0
Info Manage	0	0	0	0	0	0	0
1-Time Other	22,000	22,000	22,184	0	0	0	66,184
TOTAL ONE-TIME	22,000	22,000	22,184	59	0	0	66,243

APPROPRIATIONS DETAIL REPORT (COBRA v5.01) - Page 5
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DGSC, VA	1996	1997	1998	1999	2000	2001	Total	Beyond
RECURRING COSTS								
-----(\$K)-----								
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
Caretaker	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	0	0	0	0	0
TOTAL COSTS	22,000	22,000	22,184	59	0	0	66,243	0
ONE-TIME SAVES								
-----(\$K)-----								
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	0
Fam Housing	0	0	0	0	0	0	0	0
O&M								
1-Time Move	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	0
OTHER								
Land Sales	0	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0	0
TOTAL ONE-TIME	0	0	0	0	0	0	0	0
RECURRING SAVES								
-----(\$K)-----								
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	22	34	34	91	34
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	22	34	34	91	34
TOTAL SAVINGS	0	0	0	22	34	34	91	34

APPROPRIATIONS DETAIL REPORT (COBRA v5.01) - Page 6
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DGSC, VA

ONE-TIME NET -----(\$K)-----	1996	1997	1998	1999	2000	2001	Total	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
Fam Housing	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	0	0	0	0	0	0	
Civ Moving	0	0	0	0	0	0	0	
Other	0	0	0	59	0	0	59	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	0	0	0	0	0	0	0	
Info Manage	0	0	0	0	0	0	0	
1-Time Other	22,000	22,000	22,184	0	0	0	66,184	
Land	0	0	0	0	0	0	0	
TOTAL ONE-TIME	22,000	22,000	22,184	59	0	0	66,243	
RECURRING NET -----(\$K)-----	1996	1997	1998	1999	2000	2001	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Unique Operat	0	0	0	0	0	0	0	0
Caretaker	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	-22	-34	-34	-91	-34
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	-22	-34	-34	-91	-34
TOTAL NET COST	22,000	22,000	22,184	37	-34	-34	66,152	-34

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Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DISC, PA ONE-TIME COSTS -----(\$K)-----	1996	1997	1998	1999	2000	2001	Total
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
Fam Housing	0	0	0	0	0	0	0
Land Purch	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	0	0	271	0	0	271
Civ Retire	0	0	0	122	0	0	122
CIV MOVING							
Per Diem	0	0	0	605	0	0	605
POV Miles	0	0	0	9	0	0	9
Home Purch	0	0	0	2,236	0	0	2,236
HHG	0	0	0	1,367	0	0	1,367
Misc	0	0	0	148	0	0	148
House Hunt	0	0	0	385	0	0	385
PPS	0	0	0	403	0	0	403
RITA	0	0	0	947	0	0	947
FREIGHT							
Packing	0	0	0	0	0	0	0
Freight	0	0	0	35	0	0	35
Vehicles	0	0	0	0	0	0	0
Driving	0	0	0	0	0	0	0
Unemployment	0	0	0	59	0	0	59
OTHER							
Program Plan	315	236	177	133	0	0	860
Shutdown	0	0	0	0	0	0	0
New Hires	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	1	0	0	1
POV Miles	0	0	0	0	0	0	0
HHG	0	0	0	57	0	0	57
Misc	0	0	0	8	0	0	8
OTHER							
Elim PCS	0	0	0	27	0	0	27
OTHER							
HAP / RSE	0	0	0	728	0	0	728
Environmental	0	0	0	0	0	0	0
Info Manage	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0
TOTAL ONE-TIME	315	236	177	7,543	0	0	8,271

APPROPRIATIONS DETAIL REPORT (COBRA v5.01) - Page 8
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Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DISC, PA	1996	1997	1998	1999	2000	2001	Total	Beyond
RECURRING COSTS								
-----(SK)----								
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	-5,017	-3,888	-2,670	0	0	0	-11,574	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
Caretaker	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-5,017	-3,888	-2,670	0	0	0	-11,574	0
TOTAL COSTS	-4,702	-3,652	-2,493	7,543	0	0	-3,303	0
ONE-TIME SAVES								
-----(SK)----								
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	0
Fam Housing	0	0	0	0	0	0	0	0
O&M								
1-Time Move	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Moving	0	0	0	25	0	0	25	0
OTHER								
Land Sales	0	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0	0
TOTAL ONE-TIME	0	0	0	25	0	0	25	0
RECURRING SAVES								
-----(SK)----								
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	840	1,680	1,680	4,201	1,680
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	111	222	222	556	222
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	7	0	0	7	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	919	919	919	2,757	919
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	1,878	2,822	2,822	7,521	2,822
TOTAL SAVINGS	0	0	0	1,903	2,822	2,822	7,546	2,822

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Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DISC, PA	1996	1997	1998	1999	2000	2001	Total	
ONE-TIME NET								
----(\$K)----	----	----	----	----	----	----	----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
Fam Housing	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	0	0	392	0	0	392	
Civ Moving	0	0	0	6,137	0	0	6,137	
Other	315	236	177	192	0	0	920	
MIL PERSONNEL								
Mil Moving	0	0	0	68	0	0	68	
OTHER								
HAP / RSE	0	0	0	728	0	0	728	
Environmental	0	0	0	0	0	0	0	
Info Manage	0	0	0	0	0	0	0	
1-Time Other	0	0	0	0	0	0	0	
Land	0	0	0	0	0	0	0	
TOTAL ONE-TIME	315	236	177	7,518	0	0	8,246	
RECURRING NET								
----(\$K)----	----	----	----	----	----	----	----	----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	-5,017	-3,888	-2,670	0	0	0	-11,574	0
Unique Operat	0	0	0	0	0	0	0	0
Caretaker	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	-840	-1,680	-1,680	-4,201	-1,680
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	-111	-222	-222	-556	-211
House Allow	0	0	0	-7	0	0	-7	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	-919	-919	-919	-2,757	-919
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-5,017	-3,888	-2,670	-1,878	-2,822	-2,822	-19,095	-2,822
TOTAL NET COST	-4,702	-3,652	-2,493	5,641	-2,822	-2,822	-10,849	-2,822

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Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DPSC, PA ONE-TIME COSTS ----(\$K)----	1996	1997	1998	1999	2000	2001	Total
CONSTRUCTION							
MILCON	1,343	510	510	510	510	0	3,385
Fam Housing	0	0	0	0	0	0	0
Land Purch	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	0	0	0	0	0	0
Civ Retire	0	0	0	0	0	0	0
CIV MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
Home Purch	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
House Hunt	0	0	0	0	0	0	0
PPS	0	0	0	0	0	0	0
RITA	0	0	0	0	0	0	0
FREIGHT							
Packing	0	0	0	0	0	0	0
Freight	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Driving	0	0	0	0	0	0	0
Unemployment	0	0	0	0	0	0	0
OTHER							
Program Plan	0	0	0	0	0	0	0
Shutdown	0	0	0	0	0	0	0
New Hires	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
OTHER							
Elim PCS	0	0	0	0	0	0	0
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0
Info Manage	0	0	0	0	0	0	0
1-Time Other	0	0	26,085	26,085	0	0	52,170
TOTAL ONE-TIME	1,343	510	26,595	26,595	510	0	55,555

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Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DPSC, PA	1996	1997	1998	1999	2000	2001	Total	Beyond
RECURRING COSTS								
-----(\$K)-----								
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
Caretaker	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	0	0	0	0	0
TOTAL COSTS	1,343	510	26,595	26,595	510	0	55,555	0
ONE-TIME SAVES								
-----(\$K)-----								
CONSTRUCTION								
MILCON	25,523	0	0	0	0	0	25,523	
Fam Housing	0	0	0	0	0	0	0	
O&M								
1-Time Move	0	0	0	0	0	0	0	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
Land Sales	0	0	0	0	0	0	0	
Environmental	0	0	0	0	0	0	0	
1-Time Other	0	0	0	0	0	0	0	
TOTAL ONE-TIME	25,523	0	0	0	0	0	25,523	
RECURRING SAVES								
-----(\$K)-----								
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	0	0	0	0	0
TOTAL SAVINGS	25,523	0	0	0	0	0	25,523	0

APPROPRIATIONS DETAIL REPORT (COBRA v5.01) - Page 12
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Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DPSC, PA

ONE-TIME NET -----(\$K)-----	1996	1997	1998	1999	2000	2001	Total	
CONSTRUCTION								
MILCON	-24,180	510	510	510	510	0	-22,138	
Fam Housing	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	0	0	0	0	0	0	
Civ Moving	0	0	0	0	0	0	0	
Other	0	0	0	0	0	0	0	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	0	0	0	0	0	0	0	
Info Manage	0	0	0	0	0	0	0	
1-Time Other	0	0	26,085	26,085	0	0	52,170	
Land	0	0	0	0	0	0	0	
TOTAL ONE-TIME	-24,180	510	26,595	26,595	510	0	30,032	
RECURRING NET -----(\$K)-----	1996	1997	1998	1999	2000	2001	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Unique Operat	0	0	0	0	0	0	0	0
Carétaker	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	0	0	0	0	0
TOTAL NET COST	-24,180	510	26,595	26,595	510	0	30,032	0

APPROPRIATIONS DETAIL REPORT (COBRA v5.01) - Page 13
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DCSC, OH ONE-TIME COSTS ----(\$K)----	1996	1997	1998	1999	2000	2001	Total
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
Fam Housing	0	0	0	0	0	0	0
Land Purch	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	0	0	499	0	0	499
Civ Retire	0	0	0	118	0	0	118
CIV MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
Home Purch	0	0	0	0	0	0	0
HHC	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
House Hunt	0	0	0	0	0	0	0
PPS	0	0	0	3,096	0	0	3,096
RITA	0	0	0	0	0	0	0
FREIGHT							
Packing	0	0	0	0	0	0	0
Freight	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Driving	0	0	0	0	0	0	0
Unemployment	0	0	0	110	0	0	110
OTHER							
Program Plan	0	0	0	0	0	0	0
Shutdown	0	0	0	0	0	0	0
New Hires	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
HHC	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
OTHER							
Elim PCS	0	0	0	0	0	0	0
OTHER							
HAP / RSE	0	0	0	545	0	0	545
Environmental	0	0	0	0	0	0	0
Info Manage	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0
TOTAL ONE-TIME	0	0	0	4,367	0	0	4,367

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Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DCSC, OH	1996	1997	1998	1999	2000	2001	Total	Beyond
RECURRING COSTS								
-----(\$K)-----								
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	-2,007	-1,896	-926	0	0	0	-4,830	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
Caretaker	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-2,007	-1,896	-926	0	0	0	-4,830	0
TOTAL COSTS	-2,007	-1,896	-926	4,367	0	0	-462	0
ONE-TIME SAVES								
-----(\$K)-----								
CONSTRUCTION								
MILCON	3,096	0	0	0	0	0	3,096	0
Fam Housing	0	0	0	0	0	0	0	0
O&M								
1-Time Move	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	0
OTHER								
Land Sales	0	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0	0
TOTAL ONE-TIME	3,096	0	0	0	0	0	3,096	0
RECURRING SAVES								
-----(\$K)-----								
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	6,539	13,078	13,078	32,694	13,078
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	2,400	2,400	2,400	7,200	2,400
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	8,939	15,478	15,478	39,894	15,478
TOTAL SAVINGS	3,096	0	0	8,939	15,478	15,478	42,990	15,478

APPROPRIATIONS DETAIL REPORT (COBRA v5.01) - Page 15
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DCSC, OH	1996	1997	1998	1999	2000	2001	Total	
ONE-TIME NET								
-----(\$K)-----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	-3,096	0	0	0	0	0	-3,096	
Fam Housing	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	0	0	617	0	0	617	
Civ Moving	0	0	0	3,096	0	0	3,096	
Other	0	0	0	110	0	0	110	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
HAP / RSE	0	0	0	545	0	0	545	
Environmental	0	0	0	0	0	0	0	
Info Manage	0	0	0	0	0	0	0	
1-Time Other	0	0	0	0	0	0	0	
Land	0	0	0	0	0	0	0	
TOTAL ONE-TIME	-3,096	0	0	4,367	0	0	1,271	
RECURRING NET								
-----(\$K)-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	-2,007	-1,896	-926	0	0	0	-4,830	0
Unique Operat	0	0	0	0	0	0	0	0
Caretaker	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	-6,539	-13,078	-13,078	-32,694	-13,078
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	-2,400	-2,400	-2,400	-7,200	-2,400
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-2,007	-1,896	-926	-8,939	-15,478	-15,478	-44,724	-15,478
TOTAL NET COST	-5,103	-1,896	-926	-4,571	-15,478	-15,478	-43,453	-15,478

PERSONNEL, SF, RPMA, AND BOS DELTAS (COBRA v5.01)
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base	Personnel		SF		
	Change	%Change	Change	%Change	Chg/Per
DGSC	335	15%	0	0%	0
DISC	-385	-42%	0	0%	0
DPSC	0	0%	0	0%	0
DCSC	-358	-12%	0	0%	0

Base	RPMA(\$)			BOS(\$)		
	Change	%Change	Chg/Per	Change	%Change	Chg/Per
DGSC	0	0%	0	0	0%	0
DISC	0	0%	0	0	0%	0
DPSC	0	0%	0	0	0%	0
DCSC	0	0%	0	0	0%	0

Base	RPMABOS(\$)		
	Change	%Change	Chg/Per
DGSC	0	0%	0
DISC	0	0%	0
DPSC	0	0%	0
DCSC	0	0%	0

RPMA/BOS CHANGE REPORT (COBRA v5.01)
 Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Net Change(\$K)	1996	1997	1998	1999	2000	2001	Total	Beyond
RPMA Change	0	0	0	0	0	0	0	0
BOS Change	-7,024	-5,784	-3,596	0	0	0	-16,404	0
Housing Change	0	0	0	0	0	0	0	0
TOTAL CHANGES	-7,024	-5,784	-3,596	0	0	0	-16,404	0

INPUT DATA REPORT (COBRA v5.01)
Data As Of 16:06 01/27/1995, Report Created 22:45 04/23/1995

Department : DLA
Option Package : RUN1
Scenario File : C:\COBRA\DLA95\RUN1B.CBR
Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

INPUT SCREEN ONE - GENERAL SCENARIO INFORMATION

Model Year One : FY 1996

Model does Time-Phasing of Construction/Shutdown: Yes

Base Name	Strategy:
-----	-----
DGSC, VA	Realignment
DISC, PA	Realignment
DPSC, PA	Realignment
DCSC, OH	Realignment

Summary:

This run is for swag purposes only. The following changes were made:

* \$66.184 M in 1T unique costs at DGSC were spread across 96-98;
represents costs involved in transferring items
* \$26.085 M in 1T unique costs at DPSC for both 98 & 99;
represents costs for 2 additional years DPSC must remain open;
costs taken from BRAC'93 DLA run (PRES3)

(See final page for Explanatory Notes)

INPUT SCREEN TWO - DISTANCE TABLE

From Base:	To Base:	Distance:
-----	-----	-----
DGSC, VA	DISC, PA	237 mi

INPUT SCREEN THREE - MOVEMENT TABLE

Transfers from DISC, PA to DGSC, VA

	1996	1997	1998	1999	2000	2001
	----	----	----	----	----	----
Officer Positions:	0	0	0	11	0	0
Enlisted Positions:	0	0	0	1	0	0
Civilian Positions:	0	0	0	323	0	0
Student Positions:	0	0	0	0	0	0
Missn Eqpt (tons):	0	0	0	0	0	0
Suppt Eqpt (tons):	0	0	0	117	0	0
Military Light Vehicles:	0	0	0	0	0	0
Heavy/Special Vehicles:	0	0	0	0	0	0

INPUT SCREEN FOUR - STATIC BASE INFORMATION

Name: DGSC, VA

Total Officer Employees:	24	RPMA Non-Payroll (\$K/Year):	7,075
Total Enlisted Employees:	3	Communications (\$K/Year):	15,708
Total Student Employees:	0	BOS Non-Payroll (\$K/Year):	7,691
Total Civilian Employees:	2,198	BOS Payroll (\$K/Year):	13,935
Mil Families Living On Base:	16.0%	Family Housing (\$K/Year):	198
Civilians Not Willing To Move:	6.0%	Area Cost Factor:	0.80
Officer Housing Units Avail:	2	CHAMPUS In-Pat (\$/Visit):	0
Enlisted Housing Units Avail:	3	CHAMPUS Out-Pat (\$/Visit):	0
Total Base Facilities(KSF):	870	CHAMPUS Shift to Medicare:	20.9%
Officer VHA (\$/Month):	129	Activity Code:	32
Enlisted VHA (\$/Month):	106		
Per Diem Rate (\$/Day):	93	Homeowner Assistance Program:	No
Freight Cost (\$/Ton/Mile):	0.07	Unique Activity Information:	No

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

INPUT SCREEN FOUR - STATIC BASE INFORMATION

Name: DISC, PA

Total Officer Employees:	26	RPMA Non-Payroll (\$K/Year):	3,443
Total Enlisted Employees:	3	Communications (\$K/Year):	9,723
Total Student Employees:	0	BOS Non-Payroll (\$K/Year):	7,119
Total Civilian Employees:	1,851	BOS Payroll (\$K/Year):	10,540
Mil Families Living On Base:	10.0%	Family Housing (\$K/Year):	0
Civilians Not Willing To Move:	6.0%	Area Cost Factor:	1.18
Officer Housing Units Avail:	0	CHAMPUS In-Pat (\$/Visit):	0
Enlisted Housing Units Avail:	0	CHAMPUS Out-Pat (\$/Visit):	0
Total Base Facilities(KSF):	252	CHAMPUS Shift to Medicare:	20.9%
Officer VHA (\$/Month):	381	Activity Code:	33
Enlisted VHA (\$/Month):	316	Homeowner Assistance Program:	No
Per Diem Rate (\$/Day):	123	Unique Activity Information:	No
Freight Cost (\$/Ton/Mile):	0.07		

Name: DPSC, PA

Total Officer Employees:	49	RPMA Non-Payroll (\$K/Year):	2,496
Total Enlisted Employees:	5	Communications (\$K/Year):	15,235
Total Student Employees:	0	BOS Non-Payroll (\$K/Year):	9,215
Total Civilian Employees:	2,098	BOS Payroll (\$K/Year):	24,575
Mil Families Living On Base:	20.0%	Family Housing (\$K/Year):	0
Civilians Not Willing To Move:	6.0%	Area Cost Factor:	1.18
Officer Housing Units Avail:	0	CHAMPUS In-Pat (\$/Visit):	0
Enlisted Housing Units Avail:	0	CHAMPUS Out-Pat (\$/Visit):	0
Total Base Facilities(KSF):	417	CHAMPUS Shift to Medicare:	20.9%
Officer VHA (\$/Month):	355	Activity Code:	36
Enlisted VHA (\$/Month):	324	Homeowner Assistance Program:	No
Per Diem Rate (\$/Day):	123	Unique Activity Information:	No
Freight Cost (\$/Ton/Mile):	0.07		

Name: DCSC, OH

Total Officer Employees:	44	RPMA Non-Payroll (\$K/Year):	11,076
Total Enlisted Employees:	5	Communications (\$K/Year):	16,548
Total Student Employees:	0	BOS Non-Payroll (\$K/Year):	8,431
Total Civilian Employees:	3,323	BOS Payroll (\$K/Year):	17,393
Mil Families Living On Base:	14.3%	Family Housing (\$K/Year):	94
Civilians Not Willing To Move:	6.0%	Area Cost Factor:	0.91
Officer Housing Units Avail:	0	CHAMPUS In-Pat (\$/Visit):	0
Enlisted Housing Units Avail:	0	CHAMPUS Out-Pat (\$/Visit):	0
Total Base Facilities(KSF):	1,503	CHAMPUS Shift to Medicare:	20.9%
Officer VHA (\$/Month):	28	Activity Code:	5
Enlisted VHA (\$/Month):	76	Homeowner Assistance Program:	No
Per Diem Rate (\$/Day):	103	Unique Activity Information:	No
Freight Cost (\$/Ton/Mile):	0.07		

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

INPUT SCREEN FIVE - DYNAMIC BASE INFORMATION

Name: DGSC, VA

	1996	1997	1998	1999	2000	2001
1-Time Unique Cost (\$K):	22,000	22,000	22,184	0	0	0
1-Time Unique Save (\$K):	0	0	0	0	0	0
1-Time Moving Cost (\$K):	0	0	0	0	0	0
1-Time Moving Save (\$K):	0	0	0	0	0	0
Env Non-MilCon Req'd (\$K):	0	0	0	0	0	0
Activ Mission Cost (\$K):	0	0	0	0	0	0
Activ Mission Save (\$K):	0	0	0	0	0	0
Misc Recurring Cost (\$K):	0	0	0	0	0	0
Misc Recurring Save (\$K):	0	0	0	0	0	0
Land (+Buy/-Sales) (\$K):	0	0	0	0	0	0
Construction Schedule(%):	0%	0%	0%	0%	0%	0%
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%
MilCon Cost Avoidnc (\$K):	0	0	0	0	0	0
Fam Housing Avoidnc (\$K):	0	0	0	0	0	0
Procurement Avoidnc (\$K):	0	0	0	0	0	0
CHAMPUS In-Patients/Yr:	0	0	0	0	0	0
CHAMPUS Out-Patients/Yr:	0	0	0	0	0	0
Facil ShutDown(KSF):	0	Perc Family Housing ShutDown:				0.0%

Name: DISC, PA

	1996	1997	1998	1999	2000	2001
1-Time Unique Cost (\$K):	0	0	0	0	0	0
1-Time Unique Save (\$K):	0	0	0	0	0	0
1-Time Moving Cost (\$K):	0	0	0	0	0	0
1-Time Moving Save (\$K):	0	0	0	0	0	0
Env Non-MilCon Req'd (\$K):	0	0	0	0	0	0
Activ Mission Cost (\$K):	0	0	0	0	0	0
Activ Mission Save (\$K):	0	0	0	0	0	0
Misc Recurring Cost (\$K):	0	0	0	0	0	0
Misc Recurring Save (\$K):	0	0	0	919	919	919
Land (+Buy/-Sales) (\$K):	0	0	0	0	0	0
Construction Schedule(%):	0%	0%	0%	0%	0%	0%
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%
MilCon Cost Avoidnc (\$K):	0	0	0	0	0	0
Fam Housing Avoidnc (\$K):	0	0	0	0	0	0
Procurement Avoidnc (\$K):	0	0	0	0	0	0
CHAMPUS In-Patients/Yr:	0	0	0	0	0	0
CHAMPUS Out-Patients/Yr:	0	0	0	0	0	0
Facil ShutDown(KSF):	0	Perc Family Housing ShutDown:				0.0%

Name: DPSC, PA

	1996	1997	1998	1999	2000	2001
1-Time Unique Cost (\$K):	0	0	26,085	26,085	0	0
1-Time Unique Save (\$K):	0	0	0	0	0	0
1-Time Moving Cost (\$K):	0	0	0	0	0	0
1-Time Moving Save (\$K):	0	0	0	0	0	0
Env Non-MilCon Req'd (\$K):	0	0	0	0	0	0
Activ Mission Cost (\$K):	0	0	0	0	0	0
Activ Mission Save (\$K):	0	0	0	0	0	0
Misc Recurring Cost (\$K):	0	0	0	0	0	0
Misc Recurring Save (\$K):	0	0	0	0	0	0
Land (+Buy/-Sales) (\$K):	0	0	0	0	0	0
Construction Schedule(%):	0%	0%	0%	0%	0%	0%
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%
MilCon Cost Avoidnc (\$K):	25,523	0	0	0	0	0
Fam Housing Avoidnc (\$K):	0	0	0	0	0	0
Procurement Avoidnc (\$K):	0	0	0	0	0	0
CHAMPUS In-Patients/Yr:	0	0	0	0	0	0
CHAMPUS Out-Patients/Yr:	0	0	0	0	0	0
Facil ShutDown(KSF):	0	Perc Family Housing ShutDown:				0.0%

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN1B.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

STANDARD FACTORS SCREEN ONE - PERSONNEL

Percent Officers Married:	90.33%	Civ Early Retire Pay Factor:	9.00%
Percent Enlisted Married:	74.07%	Priority Placement Service:	60.00%
Enlisted Housing MilCon:	0.00%	PPS Actions Involving PCS:	50.00%
Officer Salary(\$/Year):	55,568.04	Civilian PCS Costs (\$):	28,800.00
Off BAQ with Dependents(\$):	765.28	Civilian New Hire Cost(\$):	534.41
Enlisted Salary(\$/Year):	28,854.75	Nat Median Home Price(\$):	114,600.00
Enl BAQ with Dependents(\$):	524.84	Home Sale Reimburse Rate:	10.00%
Avg Unemploy Cost(\$/Week):	174.00	Max Home Sale Reimburs(\$):	22,385.00
Unemployment Eligibility(Weeks):	18	Home Purch Reimburse Rate:	5.00%
Civilian Salary(\$/Year):	36,530.00	Max Home Purch Reimburs(\$):	11,191.00
Civilian Turnover Rate:	15.00%	Civilian Homeowning Rate:	64.00%
Civilian Early Retire Rate:	10.00%	HAP Home Value Reimburse Rate:	22.90%
Civilian Regular Retire Rate:	5.00%	HAP Homeowner Receiving Rate:	5.00%
Civilian RIF Pay Factor:	39.00%	RSE Home Value Reimburse Rate:	19.00%
SF File Desc:	ICPs	RSE Homeowner Receiving Rate:	12.00%

STANDARD FACTORS SCREEN TWO - FACILITIES

RPMA Building SF Cost Index:	0.93	Rehab vs. New MilCon Cost:	59.00%
BOS Index (RPMA vs population):	0.00	Info Management Account:	3.20%
(Indices are used as exponents)		MilCon Design Rate:	10.50%
Program Management Factor:	10.00%	MilCon SIOE Rate:	6.00%
Caretaker Admin(SF/Care):	162.00	MilCon Contingency Plan Rate:	5.00%
Mothball Cost (\$/SF):	1.25	MilCon Site Preparation Rate:	15.20%
Avg Bachelor Quarters(SF):	500.00	Discount Rate for NPV.RPT/ROI:	2.75%
Avg Family Quarters(SF):	2,000.00	Inflation Rate for NPV.RPT/ROI:	0.00%
APPDET.RPT Inflation Rates:			
1996: 0.00% 1997: 3.00% 1998: 3.00%		1999: 3.00% 2000: 3.00% 2001: 3.00%	

STANDARD FACTORS SCREEN THREE - TRANSPORTATION

Material/Assigned Person(Lb):	0	Equip Pack & Crate(\$/Ton):	284.00
HHG Per Off Family (Lb):	14,500.00	Mil Light Vehicle(\$/Mile):	0.00
HHG Per Enl Family (Lb):	9,000.00	Heavy/Spec Vehicle(\$/Mile):	0.00
HHG Per Mil Single (Lb):	6,400.00	POV Reimbursement(\$/Mile):	0.18
HHG Per Civilian (Lb):	18,000.00	Avg Mil Tour Length (Years):	3.00
Total HHG Cost (\$/100Lb):	35.00	Routine PCS(\$/Pers/Tour):	6,192.20
Air Transport (\$/Pass Mile):	0.20	One-Time Off PCS Cost(\$):	6,656.63
Misc Exp (\$/Direct Employ):	700.00	One-Time Enl PCS Cost(\$):	4,620.02

STANDARD FACTORS SCREEN FOUR - MILITARY CONSTRUCTION

Category	UM	\$/UM	Category	UM	\$/UM
Horizontal	(SY)	0	ADP Construction	(SF)	141
Waterfront	(LF)	0	Cold Storage	(SF)	136
Air Operations	(SF)	0	Hazardous Storage	(SF)	92
Operational	(SF)	122	Classroom/Training	(SF)	106
Administrative	(SF)	111	Cafeteria	(SF)	144
School Buildings	(SF)	0	Child Devel Center	(SF)	122
Maintenance Shops	(SF)	98	Convert Whse to Admi	(SF)	88
Bachelor Quarters	(SF)	94	Lease	(SF)	0
Family Quarters	(SF)	67	Optional Category I		0
Covered Storage	(SF)	59	Optional Category J		0
Dining Facilities	(SF)	0	Optional Category K		0
Recreation Facilities	(SF)	99	Optional Category L		0
Communications Facil	(SF)	181	Optional Category M		0
Shipyard Maintenance	(SF)	0	Optional Category N		0
RDT & E Facilities	(SF)	0	Optional Category O		0
POL Storage	(BL)	38	Optional Category P		0
Ammunition Storage	(SF)	0	Optional Category Q		0
Medical Facilities	(SF)	0	Optional Category R		0
Environmental	()	0			

COBRA RUN 6 - DISC

DPSC MOVED PER BRAC 93 PLUS COMMON SUPPORT
DCSC AND DISC AS WEAPONS SYSTEM CENTERS
DPSC AS TROOP SUPPORT
DGSC AS GENERAL SUPPORT

DLA RUN INCLUDING:

ELIMINATION OF POSTIONS AT DISC
AND DPSC FROM COMMON SUPPORT CONSOLIDATIONS

ONE TIME UNIQUE COSTS SPREAD OVER 96-98 RELATED
TO ITEM TRANSFERS

POSITION ELIMINATIONS AT DCSC AND DGSC FROM COMBINING
EFFICIENCIES OF WEAPONS SYSTEM AND GENERAL SUPPORT

ALL MILCON COST AND COST AVOIDANCES
REMOVED

POSITION ELIMINATIONS AT DCSC COLUMBUS AND DISC
REMOVED

ALL MILCON COSTS AND COST AVOIDANCES REMOVED
ALL BOS/RPMA SAVINGS REMOVED

POSITION MOVEMENTS FROM DISC TO DGSC REMOVED

copy
37
47
1000000

COBRA REALIGNMENT SUMMARY (COBRA v5.01)
 Data As Of 16:06 01/27/1995, Report Created 23:49 04/24/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Starting Year : 1996
 Final Year : 1999
 ROI Year : 2001 (2 Years)

NPV in 2015(\$K): -280,903
 1-Time Cost(\$K): 59,999

Net Costs (\$K) Constant Dollars								
	1996	1997	1998	1999	2000	2001	Total	Beyond
	----	----	----	----	----	----	----	----
MilCon	0	0	0	0	0	0	0	0
Person	0	313	0	-9,593	-21,589	-21,589	-52,458	-21,589
Overhd	-10,131	-6,060	-3,058	-4,521	-4,603	-4,603	-32,976	-4,603
Moving	0	3,498	0	5,112	0	0	8,610	0
Missio	0	0	0	0	0	0	0	0
Other	19,131	15,326	13,836	856	0	0	49,150	0
TOTAL	9,000	13,077	10,778	-8,145	-26,192	-26,192	-27,674	-26,192
	1996	1997	1998	1999	2000	2001	TOTAL	
	----	----	----	----	----	----	----	----
POSITIONS ELIMINATED								
Officers	0	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0	0
Civilians	0	0	0	0	591	0	0	591
TOTAL	0	0	0	0	591	0	0	591
POSITIONS REALIGNED								
Officers	0	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0	0
Civilians	0	270	0	0	0	0	0	270
TOTAL	0	270	0	0	0	0	0	270

Summary:

- This run is for swag purposes only. The following changes were made:
- * removed 358 eliminations at DCSC & 50 at DISC
 - * adjusted BOS/RPMA: 2.415 for DCSC (nc) & 2.188 for DGSC (same calc)
 - * removed all MILCON costs/cost avoidances & BOS/RPMA savings
 - * movements fm DISC to DGSC removed
 - * movement: 71 fm DPSC to DISC & 199 fm DGSC to DISC
 - * added \$28.778 M 1T unique costs for item transfer
 - * added 477 eliminations - 358 at DCSC & 233 at DGSC

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Costs (\$K)	Constant Dollars						Total	Beyond
	1996	1997	1998	1999	2000	2001		
MilCon	0	0	0	0	0	0	0	0
Person	0	313	0	1,202	0	0	1,515	0
Overhd	-10,131	-6,060	-3,058	81	0	0	-19,167	0
Moving	0	3,498	0	5,112	0	0	8,610	0
Missio	0	0	0	0	0	0	0	0
Other	19,131	15,326	13,836	856	0	0	49,150	0
TOTAL	9,000	13,077	10,778	7,252	0	0	40,107	0

Savings (\$K)	Constant Dollars						Total	Beyond
	1996	1997	1998	1999	2000	2001		
MilCon	0	0	0	0	0	0	0	0
Person	0	0	0	10,795	21,589	21,589	53,973	21,589
Overhd	0	0	0	4,603	4,603	4,603	13,809	4,603
Moving	0	0	0	0	0	0	0	0
Missio	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
TOTAL	0	0	0	15,398	26,192	26,192	57,782	26,192

NET PRESENT VALUES REPORT (COBRA v5.01)
 Data As Of 16:06 01/27/1995, Report Created 23:49 04/24/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Year	Cost(\$)	Adjusted Cost(\$)	NPV(\$)
1996	9,000,386	8,879,126	8,879,126
1997	13,077,172	12,555,704	21,434,830
1998	10,777,954	10,071,212	31,506,042
1999	-8,145,588	-7,407,745	24,098,297
2000	-26,192,230	-23,182,178	916,119
2001	-26,192,230	-22,561,730	-21,645,611
2002	-26,192,230	-21,957,888	-43,603,500
2003	-26,192,230	-21,370,208	-64,973,708
2004	-26,192,230	-20,798,256	-85,771,964
2005	-26,192,230	-20,241,611	-106,013,575
2006	-26,192,230	-19,699,865	-125,713,440
2007	-26,192,230	-19,172,618	-144,886,058
2008	-26,192,230	-18,659,482	-163,545,541
2009	-26,192,230	-18,160,080	-181,705,621
2010	-26,192,230	-17,674,044	-199,379,665
2011	-26,192,230	-17,201,016	-216,580,681
2012	-26,192,230	-16,740,648	-233,321,330
2013	-26,192,230	-16,292,602	-249,613,931
2014	-26,192,230	-15,856,547	-265,470,478
2015	-26,192,230	-15,432,162	-280,902,640

TOTAL ONE-TIME COST REPORT (COBRA V5.01)
 Data As Of 16:06 01/27/1995, Report Created 23:48 04 24 1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CER
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

(All values in Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	0	
Family Housing Construction	0	
Information Management Account	0	
Land Purchases	0	
Total - Construction		0
Personnel		
Civilian RIF	997,269	
Civilian Early Retirement	359,728	
Civilian New Hires	33,477	
Eliminated Military PCS	0	
Unemployment	219,240	
Total - Personnel		1,514,715
Overhead		
Program Planning Support	723,970	
Mothball / Shutdown	0	
Total - Overhead		723,970
Moving		
Civilian Moving	3,476,717	
Civilian PPS	3,113,000	
Military Moving		
Freight	21,642	
One-Time Moving Costs		
Total - Moving		6,589,717
Other		
HAP / RSE	1,122,711	
Environmental Mitigation Costs	48,027,000	
One-Time Unique Costs		
Total - Other		49,149,711
Total One-Time Costs		59,998,759
One-Time Savings		
Military Construction Cost Avoidances	0	
Family Housing Cost Avoidances	0	
Military Moving	0	
Land Sales	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	
Total One-Time Savings		0
Total Net One-Time Costs		59,998,759

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DGSC, VA
 (All values in Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	0	
Family Housing Construction	0	
Information Management Account	0	
Land Purchases	0	
Total - Construction		0
Personnel		
Civilian RIF	498,634	
Civilian Early Retirement	141,371	
Civilian New Hires	0	
Eliminated Military PCS	0	
Unemployment	109,620	
Total - Personnel		749,626
Overhead		
Program Planning Support	528,880	
Mothball / Shutdown	0	
Total - Overhead		528,880
Moving		
Civilian Moving	3,476,717	
Civilian PPS	2,815,000	
Military Moving	0	
Freight	21,642	
One-Time Moving Costs	0	
Total - Moving		5,514,360
Other		
EAP / RSE	577,927	
Environmental Mitigation Costs	0	
One-Time Unique Costs	0	
Total - Other		577,927
Total One-Time Costs		7,370,793
One-Time Savings		
Military Construction Cost Avoidances	0	
Family Housing Cost Avoidances	0	
Military Moving	0	
Land Sales	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	
Total One-Time Savings		0
Total Net One-Time Costs		7,370,793

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DISC, PA
 (All values in Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	0	
Family Housing Construction	0	
Information Management Account	0	
Land Purchases	0	
Total - Construction		0
Personnel		
Civilian RIF	0	
Civilian Early Retirement	0	
Civilian New Hires	38,477	
Eliminated Military PCS	0	
Unemployment	0	
Total - Personnel		38,477
Overhead		
Program Planning Support	0	
Mothball / Shutdown	0	
Total - Overhead		0
Moving		
Civilian Moving	0	
Civilian PPS	0	
Military Moving	0	
Freight	0	
One-Time Moving Costs	0	
Total - Moving		0
Other		
EMP / RSE	0	
Environmental Mitigation Costs	0	
One-Time Unique Costs	19,249,000	
Total - Other		19,249,000
Total One-Time Costs		19,287,477
One-Time Savings		
Military Construction Cost Avoidances	0	
Family Housing Cost Avoidances	0	
Military Moving	0	
Land Sales	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	
Total One-Time Savings		0
Total Net One-Time Costs		19,287,477

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DPSC, PA
 (All values in Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	0	
Family Housing Construction	0	
Information Management Account	0	
Land Purchases	0	
Total - Construction		0
Personnel		
Civilian RIF	0	
Civilian Early Retirement	0	
Civilian New Hires	0	
Eliminated Military PCS	0	
Unemployment	0	
Total - Personnel		0
Overhead		
Program Planning Support	195,093	
Mothball / Shutdown	0	
Total - Overhead		195,093
Moving		
Civilian Moving	0	
Civilian PPS	0	
Military Moving	0	
Freight	0	
One-Time Moving Costs	0	
Total - Moving		0
Other		
HAP / RSE	0	
Environmental Mitigation Costs	0	
One-Time Unique Costs	0	
Total - Other		0
Total One-Time Costs		195,093
One-Time Savings		
Military Construction Cost Avoidances	0	
Family Housing Cost Avoidances	0	
Military Moving	0	
Land Sales	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	
Total One-Time Savings		0
Total Net One-Time Costs		195,093

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DCSC, OH
 (All values in Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	0	
Family Housing Construction	0	
Information Management Account	0	
Land Purchases	0	
Total - Construction		0
Personnel		
Civilian RIF	498,634	
Civilian Early Retirement	113,357	
Civilian New Hires	0	
Eliminated Military PCS	0	
Unemployment	109,620	
Total - Personnel		726,612
Overhead		
Program Planning Support	0	
Motifball / Shutdown	0	
Total - Overhead		0
Moving		
Civilian Moving	0	
Civilian PDS	2,095,000	
Military Moving	0	
Freight	0	
One-Time Moving Costs	0	
Total - Moving		2,095,000
Other		
ERP / RSE	544,700	
Environmental Mitigation Costs	0	
One-Time Unique Costs	28,778,000	
Total - Other		29,322,700
Total One-Time Costs		33,145,395
One-Time Savings		
Military Construction Cost Avoidances	0	
Family Housing Cost Avoidances	0	
Military Moving	0	
Land Sales	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	
Total One-Time Savings		0
Total Net One-Time Costs		33,145,395

TOTAL MILITARY CONSTRUCTION ASSETS (COBRA 75.01)
Data As Of 15:06 01/27/1995, Report Created 23:49 04/24/1995

Department : DLA
Option Package : RUN1
Scenario File : C:\COBRA\DLA95\RUN6.CBR
Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

All Costs in \$K

Base Name	Total MilCon	IHA Cost	Land Purch	Cost Avoid	Total Cost
DGSC	0	0	0	0	0
DISC	0	0	0	0	0
DPSC	0	0	0	0	0
DCSC	0	0	0	0	0
Totals:	0	0	0	0	0

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

PERSONNEL SUMMARY FOR: DGSC, VA

BASE POPULATION (FY 1996):

Officers	Enlisted	Students	Civilians	Total
-----	-----	-----	-----	-----
24	3	0	2,198	

FORCE STRUCTURE CHANGES:

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	-132	-83	-79	-76	0	0	-370
TOTAL	-132	-83	-79	-76	0	0	-370

BASE POPULATION (Prior to BRAC Action):

Officers	Enlisted	Students	Civilians	Total
-----	-----	-----	-----	-----
24	3	0	1,828	

PERSONNEL REALIGNMENTS:

To Base: DISC, PA

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	0	199	0	0	0	0	199
TOTAL	0	199	0	0	0	0	199

TOTAL PERSONNEL REALIGNMENTS (Out of DGSC, VA):

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	0	199	0	0	0	0	199
TOTAL	0	199	0	0	0	0	199

SCENARIO POSITION CHANGES:

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Civilians	0	0	0	-233	0	0	-233
TOTAL	0	0	0	-233	0	0	-233

BASE POPULATION (After BRAC Action):

Officers	Enlisted	Students	Civilians	Total
-----	-----	-----	-----	-----
24	3	0	1,396	

PERSONNEL SUMMARY FOR: DISC, PA

BASE POPULATION (FY 1996):

Officers	Enlisted	Students	Civilians	Total
-----	-----	-----	-----	-----
26	3	0	1,851	

FORCE STRUCTURE CHANGES:

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	-172	-55	-65	-62	0	0	-354
TOTAL	-172	-55	-65	-62	0	0	-354

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

BASE POPULATION (Prior to BRAC Action):

Officers	Enlisted	Students	Civilians
26	3	0	1,497

PERSONNEL REALIGNMENTS:

From Base: DGSC, VA

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	0	199	0	0	0	0	199
TOTAL	0	199	0	0	0	0	199

From Base: DPSC, PA

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	0	71	0	0	0	0	71
TOTAL	0	71	0	0	0	0	71

TOTAL PERSONNEL REALIGNMENTS (Into DISC. PA):

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	0	270	0	0	0	0	270
TOTAL	0	270	0	0	0	0	270

BASE POPULATION (After BRAC Action):

Officers	Enlisted	Students	Civilians
26	3	0	1,767

PERSONNEL SUMMARY FOR: DPSC, PA

BASE POPULATION (FY 1996):

Officers	Enlisted	Students	Civilians
49	5	0	2,098

FORCE STRUCTURE CHANGES:

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	-240	-235	-65	-78	0	0	-618
TOTAL	-240	-235	-65	-78	0	0	-618

BASE POPULATION (Prior to BRAC Action):

Officers	Enlisted	Students	Civilians
49	5	0	1,480

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

PERSONNEL REALIGNMENTS:

To Base: DISC, PA

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	0	71	0	0	0	0	71
TOTAL	0	71	0	0	0	0	71

TOTAL PERSONNEL REALIGNMENTS (Out of DPSC, PA):

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	0	71	0	0	0	0	71
TOTAL	0	71	0	0	0	0	71

BASE POPULATION (After BRAC Action):

Officers	Enlisted	Students	Civilians
49	5	0	1,409

PERSONNEL SUMMARY FOR: DCSC, CH

BASE POPULATION (FY 1996):

Officers	Enlisted	Students	Civilians
44	5	0	3,323

FORCE STRUCTURE CHANGES:

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	-39	-15	-121	-125	0	0	-310
TOTAL	-39	-15	-121	-125	0	0	-310

BASE POPULATION (Prior to BRAC Action):

Officers	Enlisted	Students	Civilians
44	5	0	3,013

SCENARIO POSITION CHANGES:

	1996	1997	1998	1999	2000	2001	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Civilians	0	0	0	-358	0	0	-358
TOTAL	0	0	0	-358	0	0	-358

BASE POPULATION (After BRAC Action):

Officers	Enlisted	Students	Civilians
44	5	0	2,655

TOTAL PERSONNEL IMPACT REPORT (COBRA v5.01)
 Data As Of 16:06 01/27/1995, Report Created 23:49 04/24/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

	Rate	1996	1997	1998	1999	2000	2001	Total
CIVILIAN POSITIONS REALIGNING OUT		0	270	0	0	0	0	270
Early Retirement*	10.00%	0	20	0	0	0	0	20
Regular Retirement*	5.00%	0	10	0	0	0	0	10
Civilian Turnover*	15.00%	0	30	0	0	0	0	30
Civs Not Moving (RIFs)**		0	12	0	0	0	0	12
Civilians Moving (the remainder)		0	198	0	0	0	0	198
Civilian Positions Available		0	72	0	0	0	0	72
CIVILIAN POSITIONS ELIMINATED		0	0	0	591	0	0	591
Early Retirement	10.00%	0	0	0	59	0	0	59
Regular Retirement	5.00%	0	0	0	30	0	0	30
Civilian Turnover	15.00%	0	0	0	39	0	0	39
Priority Placement#	60.00%	0	0	0	355	0	0	355
Civilians Available to Move		0	0	0	58	0	0	58
Civilians Moving		0	0	0	0	0	0	0
Civilian RIFs (the remainder)		0	0	0	58	0	0	58
CIVILIAN POSITIONS REALIGNING IN		0	270	0	0	0	0	270
Civilians Moving		0	198	0	0	0	0	198
New Civilians Hired		0	72	0	0	0	0	72
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIREMENTS		0	20	0	59	0	0	79
TOTAL CIVILIAN RIFs		0	12	0	58	0	0	70
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	0	0	355	0	0	355
TOTAL CIVILIAN NEW HIRES		0	72	0	0	0	0	72

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

- The Percentage of Civilians Not Moving (Voluntary RIFs) varies by base.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPS placements involving a PCS is 50.00%

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DGSC, VA	Rate	1996	1997	1998	1999	2000	2001	Total
CIVILIAN POSITIONS REALIGNING OUT		0	199	0	0	0	0	199
Early Retirement*	10.00%	0	20	0	0	0	0	20
Regular Retirement*	5.00%	0	10	0	0	0	0	10
Civilian Turnover*	15.00%	0	30	0	0	0	0	30
Civs Not Moving (RIFs)*	6.00%	0	12	0	0	0	0	12
Civilians Moving (the remainder)		0	127	0	0	0	0	127
Civilian Positions Available		0	72	0	0	0	0	72
CIVILIAN POSITIONS ELIMINATED		0	0	0	233	0	0	233
Early Retirement	10.00%	0	0	0	23	0	0	23
Regular Retirement	5.00%	0	0	0	12	0	0	12
Civilian Turnover	15.00%	0	0	0	35	0	0	35
Priority Placement#	60.00%	0	0	0	140	0	0	140
Civilians Available to Move		0	0	0	23	0	0	23
Civilians Moving		0	0	0	0	0	0	0
Civilian RIFs (the remainder)		0	0	0	23	0	0	23
CIVILIAN POSITIONS REALIGNING IN		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
New Civilians Hired		0	0	0	0	0	0	0
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIREMENTS		0	20	0	23	0	0	43
TOTAL CIVILIAN RIFs		0	12	0	23	0	0	35
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	0	0	140	0	0	140
TOTAL CIVILIAN NEW HIRES		0	0	0	0	0	0	0

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPS placements involving a PCS is 50.00%

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DISC, PA	Rate	1996	1997	1998	1999	2000	2001	Total
CIVILIAN POSITIONS REALIGNING OUT		0	0	0	0	0	0	0
Early Retirement*	10.00%	0	0	0	0	0	0	0
Regular Retirement*	5.00%	0	0	0	0	0	0	0
Civilian Turnover*	15.00%	0	0	0	0	0	0	0
Civs Not Moving (RIFs)*	6.00%	0	0	0	0	0	0	0
Civilians Moving (the remainder)		0	0	0	0	0	0	0
Civilian Positions Available		0	0	0	0	0	0	0
CIVILIAN POSITIONS ELIMINATED		0	0	0	0	0	0	0
Early Retirement	10.00%	0	0	0	0	0	0	0
Regular Retirement	5.00%	0	0	0	0	0	0	0
Civilian Turnover	15.00%	0	0	0	0	0	0	0
Priority Placement#	60.00%	0	0	0	0	0	0	0
Civilians Available to Move		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
Civilian RIFs (the remainder)		0	0	0	0	0	0	0
CIVILIAN POSITIONS REALIGNING IN		0	270	0	0	0	0	270
Civilians Moving		0	198	0	0	0	0	198
New Civilians Hired		0	72	0	0	0	0	72
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIREMENTS		0	0	0	0	0	0	0
TOTAL CIVILIAN RIFs		0	0	0	0	0	0	0
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	0	0	0	0	0	0
TOTAL CIVILIAN NEW HIRES		0	72	0	0	0	0	72

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PCS placements involving a PCS is 50.00.

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DPSC, PA	Rate	1996	1997	1998	1999	2000	2001	Total
CIVILIAN POSITIONS REALIGNING OUT		0	71	0	0	0	0	71
Early Retirement*	10.00%	0	0	0	0	0	0	0
Regular Retirement*	5.00%	0	0	0	0	0	0	0
Civilian Turnover*	15.00%	0	0	0	0	0	0	0
Civs Not Moving (RIFs)*	6.00%	0	0	0	0	0	0	0
Civilians Moving (the remainder)		0	71	0	0	0	0	71
Civilian Positions Available		0	0	0	0	0	0	0
CIVILIAN POSITIONS ELIMINATED		0	0	0	0	0	0	0
Early Retirement	10.00%	0	0	0	0	0	0	0
Regular Retirement	5.00%	0	0	0	0	0	0	0
Civilian Turnover	15.00%	0	0	0	0	0	0	0
Priority Placement‡	60.00%	0	0	0	0	0	0	0
Civilians Available to Move		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
Civilian RIFs (the remainder)		0	0	0	0	0	0	0
CIVILIAN POSITIONS REALIGNING IN		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
New Civilians Hired		0	0	0	0	0	0	0
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIREMENTS		0	0	0	0	0	0	0
TOTAL CIVILIAN RIFs		0	0	0	0	0	0	0
TOTAL CIVILIAN PRIORITY PLACEMENTS‡		0	0	0	0	0	0	0
TOTAL CIVILIAN NEW HIRES		0	0	0	0	0	0	0

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

‡ Not all Priority Placements involve a Permanent Change of Station. The rate of PPS placements involving a PCS is 50.00%.

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DCSC, OH	Rate	1996	1997	1998	1999	2000	2001	Total
CIVILIAN POSITIONS REALIGNING OUT		0	0	0	0	0	0	0
Early Retirement*	10.00%	0	0	0	0	0	0	0
Regular Retirement*	5.00%	0	0	0	0	0	0	0
Civilian Turnover*	15.00%	0	0	0	0	0	0	0
Civs Not Moving (RIFs)*	6.00%	0	0	0	0	0	0	0
Civilians Moving (the remainder)		0	0	0	0	0	0	0
Civilian Positions Available		0	0	0	0	0	0	0
CIVILIAN POSITIONS ELIMINATED		0	0	0	358	0	0	358
Early Retirement	10.00%	0	0	0	36	0	0	36
Regular Retirement	5.00%	0	0	0	18	0	0	18
Civilian Turnover	15.00%	0	0	0	54	0	0	54
Priority Placement#	60.00%	0	0	0	215	0	0	215
Civilians Available to Move		0	0	0	35	0	0	35
Civilians Moving		0	0	0	0	0	0	0
Civilian RIFs (the remainder)		0	0	0	35	0	0	35
CIVILIAN POSITIONS REALIGNING IN		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
New Civilians Hired		0	0	0	0	0	0	0
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIRMENTS		0	0	0	36	0	0	36
TOTAL CIVILIAN RIFs		0	0	0	35	0	0	35
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	0	0	215	0	0	215
TOTAL CIVILIAN NEW HIRES		0	0	0	0	0	0	0

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPS placements involving a PCS is 50.00%

PERSONNEL YEARLY PERCENTAGES (COBRA V5.01)
 Data As Of 16:06 01/27/1995, Report Created 23:49 04/24 1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DGSC, VA

Year	Moving In		MilCon TimPhas	Move Out/Elim		ShutDn TimPhas
	Total	Percent		Total	Percent	
1996	0	0.00%	50.00%	0	0.00%	0.00%
1997	0	0.00%	25.00%	199	46.06%	46.06%
1998	0	0.00%	25.00%	0	0.00%	0.00%
1999	0	0.00%	0.00%	233	53.94%	53.94%
2000	0	0.00%	0.00%	0	0.00%	0.00%
2001	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	0	0.00%	100.00%	432	100.00%	100.00%

Base: DISC, PA

Year	Moving In		MilCon TimPhas	Move Out/Elim		ShutDn TimPhas
	Total	Percent		Total	Percent	
1996	0	0.00%	100.00%	0	0.00%	16.67%
1997	270	100.00%	0.00%	0	0.00%	16.67%
1998	0	0.00%	0.00%	0	0.00%	16.67%
1999	0	0.00%	0.00%	0	0.00%	16.67%
2000	0	0.00%	0.00%	0	0.00%	16.67%
2001	0	0.00%	0.00%	0	0.00%	16.67%
TOTALS	270	100.00%	100.00%	0	0.00%	100.00%

Base: DPSC, PA

Year	Moving In		MilCon TimPhas	Move Out/Elim		ShutDn TimPhas
	Total	Percent		Total	Percent	
1996	0	0.00%	100.00%	0	0.00%	0.00%
1997	0	0.00%	0.00%	71	100.00%	100.00%
1998	0	0.00%	0.00%	0	0.00%	0.00%
1999	0	0.00%	0.00%	0	0.00%	0.00%
2000	0	0.00%	0.00%	0	0.00%	0.00%
2001	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	0	0.00%	100.00%	71	100.00%	100.00%

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DCSC, OH

Year	Moving In		MilCon TimPhas	Move Out/Elim		ShutDn TimPhas
	Total	Percent		Total	Percent	
1996	0	0.00%	50.00%	0	0.00%	0.00%
1997	0	0.00%	25.00%	0	0.00%	0.00%
1998	0	0.00%	25.00%	0	0.00%	0.00%
1999	0	0.00%	0.00%	358	100.00%	100.00%
2000	0	0.00%	0.00%	0	0.00%	0.00%
2001	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	0	0.00%	100.00%	358	100.00%	100.00%

TOTAL APPROPRIATIONS DETAIL REPORT (COBRA v5.01)
 Data As Of 16:06 01/27/1995, Report Created 23:49 04/24/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

ONE-TIME COSTS -----(SK)-----	1996	1997	1998	1999	2000	2001	Total
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
Fam Housing	0	0	0	0	0	0	0
Land Purch	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIF	0	171	0	326	0	0	997
Civ Retire	0	66	0	194	0	0	260
CIV MOVING							
Per Diem	0	479	0	0	0	0	479
POV Miles	0	5	0	0	0	0	5
Home Purch	0	1,205	0	0	0	0	1,205
HHG	0	819	0	0	0	0	819
Misc	0	89	0	0	0	0	89
House Hunt	0	297	0	0	0	0	297
PPS	0	0	0	5,112	0	0	5,112
RITA	0	581	0	0	0	0	581
FREIGHT							
Packing	0	0	0	0	0	0	0
Freight	0	22	0	0	0	0	22
Vehicles	0	0	0	0	0	0	0
Driving	0	0	0	0	0	0	0
Unemployment	0	27	0	102	0	0	129
OTHER							
Program Plan	105	128	105	11	0	0	349
Shutdown	0	0	0	0	0	0	0
New Hire	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
OTHER	0	0	0	0	0	0	0
Elim PCS	0	0	0	0	0	0	0
OTHER							
HAP / RSE	0	266	0	856	0	0	1,123
Environmental	0	0	0	0	0	0	0
Info Manage	0	0	0	0	0	0	0
1-Time Other	19,131	15,060	13,836	0	0	0	48,027
TOTAL ONE-TIME	19,436	19,366	13,945	7,252	0	0	59,999

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

RECURRINGCOSTS -----(SK)-----	1996	1997	1998	1999	2000	2001	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	-10,435	-6,289	-3,167	0	0	0	-19,891	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
Caretaker	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-10,435	-6,289	-3,167	0	0	0	-19,891	0
TOTAL COST	9,000	13,077	10,778	7,252	0	0	40,107	0
ONE-TIME SAVES -----(SK)-----	1996	1997	1998	1999	2000	2001	Total	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
Fam Housing	0	0	0	0	0	0	0	
O&M								
1-Time Move	0	0	0	0	0	0	0	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
Land Sales	0	0	0	0	0	0	0	
Environmental	0	0	0	0	0	0	0	
1-Time Other	0	0	0	0	0	0	0	
TOTAL ONE-TIME	0	0	0	0	0	0	0	
RECURRINGSAVES -----(SK)-----	1996	1997	1998	1999	2000	2001	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	10,795	21,589	21,589	53,973	21,589
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	4,603	4,603	4,603	13,809	4,603
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	15,398	26,192	26,192	67,782	26,192
TOTAL SAVINGS	0	0	0	15,398	26,192	26,192	67,782	26,192

TOTAL APPROPRIATIONS DETAIL REPORT (COBRA v5.01) - Page 3
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Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

ONE-TIME NET -----(SK)-----	1996	1997	1998	1999	2000	2001	Total	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
Fam Housing	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	237	0	1,020	0	0	1,257	
Civ Moving	0	3,498	0	5,112	0	0	8,610	
Other	305	305	109	263	0	0	982	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
HAP / RSE	0	266	0	856	0	0	1,123	
Environmental	0	0	0	0	0	0	0	
Info Manage	0	0	0	0	0	0	0	
1-Time Other	19,131	15,060	13,836	0	0	0	48,027	
Land	0	0	0	0	0	0	0	
TOTAL ONE-TIME	19,436	19,366	13,945	7,252	0	0	59,999	
RECURRING NET -----(SK)-----	1996	1997	1998	1999	2000	2001	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&H								
RPMA	0	0	0	0	0	0	0	0
BOS	-10,435	-6,289	-3,167	0	0	0	-19,891	0
Unique Operat	0	0	0	0	0	0	0	0
Carétaker	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	-10,788	-11,589	-11,589	-33,973	-21,589
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	-4,603	-4,603	-4,603	-13,809	-4,603
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-10,435	-6,289	-3,167	-15,398	-26,192	-26,192	-87,573	-26,192
TOTAL NET COST	9,000	13,077	10,778	-8,145	-26,192	-26,192	-27,674	-26,192

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DGSC, VA ONE-TIME COSTS ----(\$K)----	1996	1997	1998	1999	2000	2001	Total
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
Fam Housing	0	0	0	0	0	0	0
Land Purch	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	171	0	328	0	0	499
Civ Retire	0	66	0	76	0	0	141
CIV MOVING							
Per Diem	0	479	0	0	0	0	479
POV Miles	0	5	0	0	0	0	5
Home Purch	0	1,205	0	0	0	0	1,205
HHC	0	819	0	0	0	0	819
Misc	0	89	0	0	0	0	89
House Hunt	0	297	0	0	0	0	297
PPS	0	0	0	2,016	0	0	2,016
RITA	0	581	0	0	0	0	581
FREIGHT							
Packing	0	0	0	0	0	0	0
Freight	0	22	0	0	0	0	22
Vehicles	0	0	0	0	0	0	0
Driving	0	0	0	0	0	0	0
Unemployment	0	37	0	72	0	0	109
OTHER							
Program Plan	193	145	109	31	0	0	529
Shutdown	0	0	0	0	0	0	0
New Hires	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
HHC	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
OTHER							
Elim PCS	0	0	0	0	0	0	0
OTHER							
HAP./ RSE	0	266	0	312	0	0	578
Environmental	0	0	0	0	0	0	0
Info Manage	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0
TOTAL ONE-TIME	193	4,184	109	2,885	0	0	7,371

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DGSC, VA	1996	1997	1998	1999	2000	2001	Total	Beyond
RECURRING COSTS								
-----(SK)----								
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	-2,503	-1,630	-799	0	0	0	-4,932	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
Caretaker	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-2,503	-1,630	-799	0	0	0	-4,932	0
TOTAL COSTS	-2,309	2,554	-690	2,885	0	0	2,438	0
ONE-TIME SAVES								
-----(SK)----								
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	0
Pan Housing	0	0	0	0	0	0	0	0
O&M								
1-Time Move	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	0
OTHER								
Land Sales	0	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0	0
TOTAL ONE-TIME	0	0	0	0	0	0	0	0
RECURRING SAVES								
-----(SK)----								
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	4,256	8,511	8,511	21,279	8,511
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	2,188	2,188	2,188	6,564	2,188
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	6,444	10,699	10,699	27,843	10,699
TOTAL SAVINGS	0	0	0	6,444	10,699	10,699	27,843	10,699

APPROPRIATIONS DETAIL REPORT (COBRA v5.01) - Page 5
 Data As Of 16:06 01/27/1995, Report Created 23:49 04/24/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DGSC, VA								
ONE-TIME NET	1996	1997	1998	1999	2000	2001	Total	
-----(\$K)-----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
Fam Housing	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	237	0	403	0	0	640	
Civ Moving	0	3,498	0	2,016	0	0	5,514	
Other	193	183	109	154	0	0	638	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
HAP / RSE	0	266	0	312	0	0	578	
Environmental	0	0	0	0	0	0	0	
Info Manage	0	0	0	0	0	0	0	
1-Time Other	0	0	0	0	0	0	0	
Land	0	0	0	0	0	0	0	
TOTAL ONE-TIME	193	4,184	109	2,885	0	0	7,371	
RECURRING NET	1996	1997	1998	1999	2000	2001	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	-2,503	-1,630	-799	0	0	0	-4,932	0
Unique Operat	0	0	0	0	0	0	0	0
Caretaker	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	-4,256	-3,511	-3,511	-11,278	-3,511
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	-2,188	-2,188	-2,188	-6,564	-2,188
Unigue Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-2,503	-1,630	-799	-6,444	-10,699	-10,699	-32,775	-10,699
TOTAL NET COST	-2,309	2,554	-690	-3,559	-10,699	-10,699	-25,404	-10,699

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DISC, PA ONE-TIME COSTS ----(\$K)-----	1996 ----	1997 ----	1998 ----	1999 ----	2000 ----	2001 ----	Total ----
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
Fam Housing	0	0	0	0	0	0	0
Land Purch	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	0	0	0	0	0	0
Civ Retire	0	0	0	0	0	0	0
CIV MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
Home Purch	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
House Hunt	0	0	0	0	0	0	0
PPS	0	0	0	0	0	0	0
RITA	0	0	0	0	0	0	0
FREIGHT							
Packing	0	0	0	0	0	0	0
Freight	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Driving	0	0	0	0	0	0	0
Unemployment	0	0	0	0	0	0	0
OTHER							
Program Plan	0	0	0	0	0	0	0
Shutdown	0	0	0	0	0	0	0
New Hires	0	38	0	0	0	0	38
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
OTHER							
Elim PCS	0	0	0	0	0	0	0
OTHER							
HAP./ RSE	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0
Info Manage	0	0	0	0	0	0	0
1-Time Other	10,131	6,060	3,058	0	0	0	19,249
TOTAL ONE-TIME	10,131	6,098	3,058	0	0	0	19,287

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DISC, PA	1996	1997	1998	1999	2000	2001	Total	
ONE-TIME NET								
----- (SK) -----	----	----	----	----	----	----	----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
Fam Housing	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	0	0	0	0	0	0	
Civ Moving	0	0	0	0	0	0	0	
Other	0	38	0	0	0	0	38	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	0	0	0	0	0	0	0	
Info Manage	0	0	0	0	0	0	0	
1-Time Other	10,131	6,060	3,058	0	0	0	19,249	
Land	0	0	0	0	0	0	0	
TOTAL ONE-TIME	10,131	6,098	3,058	0	0	0	19,287	
RECURRING NET	1996	1997	1998	1999	2000	2001	Total	Beyond
----- (SK) -----	----	----	----	----	----	----	----	----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	-1,630	-1,138	-555	0	0	0	-3,324	0
Unique Operat	0	0	0	0	0	0	0	0
Carstaker	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-1,630	-1,138	-555	0	0	0	-3,324	0
TOTAL NET COST	8,500	4,961	2,502	0	0	0	15,964	0

APPROPRIATIONS DETAIL REPORT (COBRA v5.01) - Page 10
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Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DPSC, PA ONE-TIME COSTS -----(\$K)-----	1996	1997	1998	1999	2000	2001	Total
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
Fam Housing	0	0	0	0	0	0	0
Land Purch	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	0	0	0	0	0	0
Civ Retire	0	0	0	0	0	0	0
CIV MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
Home Purch	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
House Hunt	0	0	0	0	0	0	0
PPS	0	0	0	0	0	0	0
RITA	0	0	0	0	0	0	0
FREIGHT							
Packing	0	0	0	0	0	0	0
Freight	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Driving	0	0	0	0	0	0	0
Unemployment	0	0	0	0	0	0	0
OTHER							
Program Plan	111	84	0	0	0	0	195
Shutdown	0	0	0	0	0	0	0
New Hires	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
OTHER							
Elim PCS	0	0	0	0	0	0	0
OTHER							
HAP./ RSE	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0
Info Manage	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0
TOTAL ONE-TIME	111	84	0	0	0	0	195

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DPSC, PA

ONE-TIME NET -----(SK)-----	1996	1997	1998	1999	2000	2001	Total	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
Fam Housing	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	0	0	0	0	0	0	
Civ Moving	0	0	0	0	0	0	0	
Other	111	34	0	0	0	0	195	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	0	0	0	0	0	0	0	
Info Manage	0	0	0	0	0	0	0	
1-Time Other	0	0	0	0	0	0	0	
Land	0	0	0	0	0	0	0	
TOTAL ONE-TIME	111	34	0	0	0	0	195	
RECURRING NET -----(SK)-----	1996	1997	1998	1999	2000	2001	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	-1,305	-1,305	-886	0	0	0	-5,805	0
Unique Operat	0	0	0	0	0	0	0	0
Caretaker	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-4,295	-1,625	-886	0	0	0	-6,805	0
TOTAL NET COST	-4,183	-1,541	-886	0	0	0	-6,610	0

APPROPRIATIONS DETAIL REPORT (COBRA v5.01) - Page 13
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Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DCSC, OH ONE-TIME COSTS ----(\$K)-----	1996	1997	1998	1999	2000	2001	Total
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
Fam Housing	0	0	0	0	0	0	0
Land Purch	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	0	0	499	0	0	499
Civ Retire	0	0	0	118	0	0	118
CIV MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
Home Purch	0	0	0	0	0	0	0
HFG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
House Hunt	0	0	0	0	0	0	0
PPS	0	0	0	3,096	0	0	3,096
RITA	0	0	0	0	0	0	0
FREIGHT							
Packing	0	0	0	0	0	0	0
Freight	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Driving	0	0	0	0	0	0	0
Unemployment	0	0	0	110	0	0	110
OTHER							
Program Plan	0	0	0	0	0	0	0
Shutdown	0	0	0	0	0	0	0
New Hires	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
HFG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
OTHER							
Elim PCS	0	0	0	0	0	0	0
OTHER							
HAP./ RSE	0	0	0	545	0	0	545
Environmental	0	0	0	0	0	0	0
Info Manage	0	0	0	0	0	0	0
1-Time Other	9,000	9,000	10,778	0	0	0	28,778
TOTAL ONE-TIME	9,000	9,000	10,778	4,367	0	0	33,145

APPROPRIATIONS DETAIL REPORT (COBRA 75.01) - Page 14
 Data As Of 16:06 01/27/1995, Report Created 23:49 01/24/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DCSC, OH

RECURRING COSTS -----(SK)-----	1996	1997	1998	1999	2000	2001	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	-2,007	-1,896	-926	0	0	0	-4,830	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
CHAMPUS	0	0	0	0	0	0	0	0
Caretaker	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-2,007	-1,896	-926	0	0	0	-4,830	0
TOTAL COSTS	6,992	7,104	9,852	4,367	0	0	28,315	0
ONE-TIME SAVES -----(SK)-----	1996	1997	1998	1999	2000	2001	Total	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
Fam Housing	0	0	0	0	0	0	0	
O&M								
1-Time Move	0	0	0	0	0	0	0	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
Land Sales	0	0	0	0	0	0	0	
Environmental	0	0	0	0	0	0	0	
1-Time Other	0	0	0	0	0	0	0	
TOTAL ONE-TIME	0	0	0	0	0	0	0	
RECURRING SAVES -----(SK)-----	1996	1997	1998	1999	2000	2001	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Unique Operat	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	6,539	13,078	13,078	32,694	13,078
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	2,415	2,415	2,415	7,245	2,415
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	8,954	15,493	15,493	39,939	15,493
TOTAL SAVINGS	0	0	0	8,954	15,493	15,493	39,939	15,493

APPROPRIATIONS DETAIL REPORT (COBRA '95.01) - Page 15
 Data As Of 16:06 01/27/1995, Report Created 23:49 01/24/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base: DCSC, OH	1996	1997	1998	1999	2000	2001	Total	
ONE-TIME NET								
-----(SK)----	----	----	----	----	----	----	----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
Fam Housing	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	0	0	617	0	0	617	
Civ Moving	0	0	0	3,096	0	0	3,096	
Other	0	0	0	110	0	0	110	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
HAP / RSE	0	0	0	545	0	0	545	
Environmental	0	0	0	0	0	0	0	
Info Manage	0	0	0	0	0	0	0	
1-Time Other	9,000	9,000	10,778	0	0	0	28,778	
Land	0	0	0	0	0	0	0	
TOTAL ONE-TIME	9,000	9,000	10,778	4,367	0	0	33,145	
RECURRING NET	1996	1997	1998	1999	2000	2001	Total	Beyond
-----(SK)----	----	----	----	----	----	----	----	----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
RPMA	0	0	0	0	0	0	0	0
BOS	-2,007	-1,396	-926	0	0	0	-4,329	0
Unique Operat	0	0	0	0	0	0	0	0
Carétaker	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	-8,539	-13,478	-11,373	-33,390	-13,078
CHAMPUS	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	-2,415	-2,415	-2,415	-7,245	-2,415
Unique Other	0	0	0	0	0	0	0	0
TOTAL RECUR	-2,007	-1,896	-926	-8,954	-15,493	-15,493	-44,769	-15,493
TOTAL NET COST	6,992	7,104	9,852	-4,586	-15,493	-15,493	-11,624	-15,493

PERSONNEL, SF, RPMA, AND BOS DELTAS (COBRA V5.01)
 Data As Of 16:06 01/27/1995, Report Created 13:49 04/24/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Base	Personnel		SF		
	Change	%Change	Change	%Change	Chg/Per
DGSC	-432	-23%	0	0%	0
DISC	270	18%	0	0%	0
DPSC	-71	-5%	0	0%	0
DCSC	-358	-12%	0	0%	0

Base	RPMA(\$)			BOS(\$)		
	Change	%Change	Chg/Per	Change	%Change	Chg/Per
DGSC	0	0%	0	0	0%	0
DISC	0	0%	0	0	0%	0
DPSC	0	0%	0	0	0%	0
DCSC	0	0%	0	0	0%	0

Base	RPMABOS(\$)		
	Change	%Change	Chg/Per
DGSC	0	0%	0
DISC	0	0%	0
DPSC	0	0%	0
DCSC	0	0%	0

RPMA/BOS CHANGE REPORT (COBRA v5.01)
 Data As Of 16:06 01/27/1995, Report Created 23:49 04/24/1995

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

Net Change(\$K)	1996	1997	1998	1999	2000	2001	Total	Beyond
RPMA Change	0	0	0	0	0	0	0	0
BOS Change	-10,435	-6,289	-3,167	0	0	0	-19,891	0
Housing Change	0	0	0	0	0	0	0	0
TOTAL CHANGES	-10,435	-6,289	-3,167	0	0	0	-19,891	0

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

INPUT SCREEN ONE - GENERAL SCENARIO INFORMATION

Model Year One : FY 1996

Model does Time-Phasing of Construction/Shutdown: Yes

Base Name	Strategy:
-----	-----
DGSC, VA	Realignment
DISC, PA	Realignment
DPSC, PA	Realignment
DCSC, OH	Realignment

Summary:

 This run is for swag purposes only. The following changes were made:
 * removed 358 eliminations at DCSC & 50 at DISC
 * adjusted BOS/RPMA: 2.415 for DCSC (nc) & 2.188 for DGSC (same calc)
 * removed all MILCON costs/cost avoidances & BOS/RPMA savings
 * movements fm DISC to DGSC removed
 * movement: 71 fm DPSC to DISC & 199 fm DGSC to DISC
 * added \$28.778 M 1T unique costs for item transfer
 * added 477 eliminations - 358 at DCSC & 233 at DGSC

(See final page for Explanatory Notes)

INPUT SCREEN TWO - DISTANCE TABLE

From Base:	To Base:	Distance:
-----	-----	-----
DGSC, VA	DISC, PA	237 mi
DISC, PA	DPSC, PA	15 mi

INPUT SCREEN THREE - MOVEMENT TABLE

Transfers from DGSC, VA to DISC, PA

	1996	1997	1998	1999	2000	2001
-----	-----	-----	-----	-----	-----	-----
Officer Positions:	0	0	0	0	0	0
Enlisted Positions:	0	0	0	0	0	0
Civilian Positions:	0	199	0	0	0	0
Student Positions:	0	0	0	0	0	0
Missn Eqpt (tons):	0	0	0	0	0	0
Suppt Eqpt (tons):	0	72	0	0	0	0
Military Light Vehicles:	0	0	0	0	0	0
Heavy/Special Vehicles:	0	0	0	0	0	0

Transfers from DPSC, PA to DISC, PA

	1996	1997	1998	1999	2000	2001
-----	-----	-----	-----	-----	-----	-----
Officer Positions:	0	0	0	0	0	0
Enlisted Positions:	0	0	0	0	0	0
Civilian Positions:	0	71	0	0	0	0
Student Positions:	0	0	0	0	0	0
Missn Eqpt (tons):	0	0	0	0	0	0
Suppt Eqpt (tons):	0	26	0	0	0	0
Military Light Vehicles:	0	0	0	0	0	0
Heavy/Special Vehicles:	0	0	0	0	0	0

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

INPUT SCREEN FOUR - STATIC BASE INFORMATION

Name: DGSC, VA

Total Officer Employees:	24	RPMA Non-Payroll (\$K/Year):	7,075
Total Enlisted Employees:	3	Communications (\$K/Year):	15,708
Total Student Employees:	0	BOS Non-Payroll (\$K/Year):	7,691
Total Civilian Employees:	2,198	BOS Payroll (\$K/Year):	13,935
Mil Families Living On Base:	16.0%	Family Housing (\$K/Year):	198
Civilians Not Willing To Move:	6.0%	Area Cost Factor:	0.80
Officer Housing Units Avail:	2	CHAMPUS In-Pat (\$/Visit):	0
Enlisted Housing Units Avail:	3	CHAMPUS Out-Pat (\$/Visit):	0
Total Base Facilities(KSF):	370	CHAMPUS Shift to Medicare:	20.9%
Officer VHA (\$/Month):	129	Activity Code:	32
Enlisted VHA (\$/Month):	106	Homeowner Assistance Program:	No
Per Diem Rate (\$/Day):	93	Unique Activity Information:	No
Freight Cost (\$/Ton/Mile):	0.07		

Name: DISC, PA

Total Officer Employees:	26	RPMA Non-Payroll (\$K/Year):	3,443
Total Enlisted Employees:	3	Communications (\$K/Year):	9,723
Total Student Employees:	0	BOS Non-Payroll (\$K/Year):	7,119
Total Civilian Employees:	1,351	BOS Payroll (\$K/Year):	10,540
Mil Families Living On Base:	10.0%	Family Housing (\$K/Year):	0
Civilians Not Willing To Move:	6.0%	Area Cost Factor:	1.18
Officer Housing Units Avail:	7	CHAMPUS In-Pat (\$/Visit):	0
Enlisted Housing Units Avail:	7	CHAMPUS Out-Pat (\$/Visit):	0
Total Base Facilities(KSF):	352	CHAMPUS Shift to Medicare:	20.9%
Officer VHA (\$/Month):	281	Activity Code:	32
Enlisted VHA (\$/Month):	116	Homeowner Assistance Program:	No
Per Diem Rate (\$/Day):	122	Unique Activity Information:	No
Freight Cost (\$/Ton/Mile):	0.07		

Name: DPSC, PA

Total Officer Employees:	49	RPMA Non-Payroll (\$K/Year):	2,496
Total Enlisted Employees:	5	Communications (\$K/Year):	15,235
Total Student Employees:	0	BOS Non-Payroll (\$K/Year):	9,215
Total Civilian Employees:	2,098	BOS Payroll (\$K/Year):	24,575
Mil Families Living On Base:	20.0%	Family Housing (\$K/Year):	0
Civilians Not Willing To Move:	6.0%	Area Cost Factor:	1.18
Officer Housing Units Avail:	0	CHAMPUS In-Pat (\$/Visit):	0
Enlisted Housing Units Avail:	0	CHAMPUS Out-Pat (\$/Visit):	0
Total Base Facilities(KSF):	417	CHAMPUS Shift to Medicare:	20.9%
Officer VHA (\$/Month):	355	Activity Code:	36
Enlisted VHA (\$/Month):	324	Homeowner Assistance Program:	No
Per Diem Rate (\$/Day):	123	Unique Activity Information:	No
Freight Cost (\$/Ton/Mile):	0.07		

Name: DCSC, OH

Total Officer Employees:	44	RPMA Non-Payroll (\$K/Year):	11,076
Total Enlisted Employees:	5	Communications (\$K/Year):	16,548
Total Student Employees:	0	BOS Non-Payroll (\$K/Year):	8,431
Total Civilian Employees:	3,323	BOS Payroll (\$K/Year):	17,393
Mil Families Living On Base:	14.3%	Family Housing (\$K/Year):	94
Civilians Not Willing To Move:	6.0%	Area Cost Factor:	0.91
Officer Housing Units Avail:	0	CHAMPUS In-Pat (\$/Visit):	0
Enlisted Housing Units Avail:	0	CHAMPUS Out-Pat (\$/Visit):	0
Total Base Facilities(KSF):	1,503	CHAMPUS Shift to Medicare:	20.9%
Officer VHA (\$/Month):	28	Activity Code:	5
Enlisted VHA (\$/Month):	76	Homeowner Assistance Program:	No
Per Diem Rate (\$/Day):	103	Unique Activity Information:	No
Freight Cost (\$/Ton/Mile):	0.07		

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

INPUT SCREEN FIVE - DYNAMIC BASE INFORMATION

Name: DCSC, OH

	1996	1997	1998	1999	2000	2001
1-Time Unique Cost (\$K):	9,000	9,000	10,778	0	0	0
1-Time Unique Save (\$K):	0	0	0	0	0	0
1-Time Moving Cost (\$K):	0	0	0	0	0	0
1-Time Moving Save (\$K):	0	0	0	0	0	0
Env Non-MilCon Regd (\$K):	0	0	0	0	0	0
Activ Mission Cost (\$K):	0	0	0	0	0	0
Activ Mission Save (\$K):	0	0	0	0	0	0
Misc Recurring Cost (\$K):	0	0	0	0	0	0
Misc Recurring Save (\$K):	0	0	0	2,415	2,415	2,415
Land (+Buy/-Sales) (\$K):	0	0	0	0	0	0
Construction Schedule(%):	0%	0%	0%	0%	0%	0%
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%
MilCon Cost Avoidnc(\$K):	0	0	0	0	0	0
Fam Housing Avoidnc(\$K):	0	0	0	0	0	0
Procurement Avoidnc(\$K):	0	0	0	0	0	0
CHAMPUS In-Patients/Yr:	0	0	0	0	0	0
CHAMPUS Out-Patients/Yr:	0	0	0	0	0	0
Facil ShutDown(KSF):	0	Perc Family Housing ShutDown:				0.0%

INPUT SCREEN SIX - BASE PERSONNEL INFORMATION

Name: DCSC, VA

	1996	1997	1998	1999	2000	2001
Off Force Struc Change:	0	0	0	0	0	0
Enl Force Struc Change:	0	0	0	0	0	0
Civ Force Struc Change:	-133	-30	-76	-76	0	0
Stu Force Struc Change:	0	0	0	0	0	0
Off Scenario Change:	0	0	0	0	0	0
Enl Scenario Change:	0	0	0	0	0	0
Civ Scenario Change:	0	0	0	-233	0	0
Off Change(No Sal Save):	0	0	0	0	0	0
Enl Change(No Sal Save):	0	0	0	0	0	0
Civ Change(No Sal Save):	0	0	0	0	0	0
Caretakers - Military:	0	0	0	0	0	0
Caretakers - Civilian:	0	0	0	0	0	0

Name: DISC, PA

	1996	1997	1998	1999	2000	2001
Off Force Struc Change:	0	0	0	0	0	0
Enl Force Struc Change:	0	0	0	0	0	0
Civ Force Struc Change:	-172	-55	-65	-62	0	0
Stu Force Struc Change:	0	0	0	0	0	0
Off Scenario Change:	0	0	0	0	0	0
Enl Scenario Change:	0	0	0	0	0	0
Civ Scenario Change:	0	0	0	0	0	0
Off Change(No Sal Save):	0	0	0	0	0	0
Enl Change(No Sal Save):	0	0	0	0	0	0
Civ Change(No Sal Save):	0	0	0	0	0	0
Caretakers - Military:	0	0	0	0	0	0
Caretakers - Civilian:	0	0	0	0	0	0

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Pctrs File : C:\COBRA\DLA95\ICP.SFF

INPUT SCREEN SIX - BASE PERSONNEL INFORMATION

Name: DPSC, PA

	1996	1997	1998	1999	2000	2001
Off Force Struc Change:	0	0	0	0	0	0
Enl Force Struc Change:	0	0	0	0	0	0
Civ Force Struc Change:	-240	-235	-65	-78	0	0
Stu Force Struc Change:	0	0	0	0	0	0
Off Scenario Change:	0	0	0	0	0	0
Enl Scenario Change:	0	0	0	0	0	0
Civ Scenario Change:	0	0	0	0	0	0
Off Change(No Sal Save):	0	0	0	0	0	0
Enl Change(No Sal Save):	0	0	0	0	0	0
Civ Change(No Sal Save):	0	0	0	0	0	0
Caretakers - Military:	0	0	0	0	0	0
Caretakers - Civilian:	0	0	0	0	0	0

Name: DCSC, OH

	1996	1997	1998	1999	2000	2001
Off Force Struc Change:	0	0	0	0	0	0
Enl Force Struc Change:	0	0	0	0	0	0
Civ Force Struc Change:	-39	-15	-131	-125	0	0
Stu Force Struc Change:	0	0	0	0	0	0
Off Scenario Change:	0	0	0	0	0	0
Enl Scenario Change:	0	0	0	0	0	0
Civ Scenario Change:	0	0	0	-353	0	0
Off Change(No Sal Save):	0	0	0	0	0	0
Enl Change(No Sal Save):	0	0	0	0	0	0
Civ Change(No Sal Save):	0	0	0	0	0	0
Caretakers - Military:	0	0	0	0	0	0
Caretakers - Civilian:	0	0	0	0	0	0

STANDARD FACTORS SCREEN ONE - PERSONNEL

Percent Officers Married:	90.33%	Civ Early Retire Pay Factor:	9.00%
Percent Enlisted Married:	74.07%	Priority Placement Service:	60.00%
Enlisted Housing MilCon:	0.00%	PPS Actions Involving PCS:	50.00%
Officer Salary(\$/Year):	55,568.04	Civilian PCS Costs (\$):	28,800.00
Off BAQ with Dependents(\$):	765.28	Civilian New Hire Cost(\$):	534.41
Enlisted Salary(\$/Year):	28,854.75	Nat Median Home Price(\$):	114,600.00
Enl BAQ with Dependents(\$):	524.84	Home Sale Reimburse Rate:	10.00%
Avg Unemploy Cost(\$/Week):	174.00	Max Home Sale Reimburs(\$):	22,385.00
Unemployment Eligibility(Weeks):	18	Home Purch Reimburse Rate:	5.00%
Civilian Salary(\$/Year):	36,530.00	Max Home Purch Reimburs(\$):	11,191.00
Civilian Turnover Rate:	15.00%	Civilian Homeowning Rate:	64.00%
Civilian Early Retire Rate:	10.00%	HAP Home Value Reimburse Rate:	22.90%
Civilian Regular Retire Rate:	5.00%	HAP Homeowner Receiving Rate:	5.00%
Civilian RIF Pay Factor:	39.00%	RSE Home Value Reimburse Rate:	19.00%
SF File Desc:	ICPs	RSE Homeowner Receiving Rate:	12.00%

STANDARD FACTORS SCREEN TWO - FACILITIES

RPMA Building SF Cost Index:	0.93	Rehab vs. New MilCon Cost:	59.00%
BOS Index (RPMA vs population):	0.00	Info Management Account:	3.20%
(Indices are used as exponents)		MilCon Design Rate:	10.50%
Program Management Factor:	10.00%	MilCon SIOH Rate:	6.00%
Caretaker Admin(SF/Care):	162.00	MilCon Contingency Plan Rate:	5.00%
Mothball Cost (\$/SF):	1.25	MilCon Site Preparation Rate:	15.20%
Avg Bachelor Quarters(SF):	500.00	Discount Rate for NPV.RPT/ROI:	2.75%
Avg Family Quarters(SF):	2,000.00	Inflation Rate for NPV.RPT/ROI:	0.00%
APPDET.RPT Inflation Rates:			
1996: 0.00%	1997: 3.00%	1998: 3.00%	1999: 3.00%
			2000: 3.00%
			2001: 3.00%

Department : DLA
 Option Package : RUN1
 Scenario File : C:\COBRA\DLA95\RUN6.CBR
 Std Fctrs File : C:\COBRA\DLA95\ICP.SFF

STANDARD FACTORS SCREEN THREE - TRANSPORTATION

Material/Assigned Person(Lb):	0	Equip Pack & Crate(\$/Ton):	284.00
HHG Per Off Family (Lb):	14,500.00	Mil Light Vehicle(\$/Mile):	0.00
HHG Per Enl Family (Lb):	9,000.00	Heavy/Spec Vehicle(\$/Mile):	0.00
HHG Per Mil Single (Lb):	6,400.00	POV Reimbursement(\$/Mile):	0.18
HHG Per Civilian (Lb):	18,000.00	Avg Mil Tour Length (Years):	3.00
Total HHG Cost (\$/100Lb):	35.00	Routine PCS(\$/Pers/Tour):	6,192.20
Air Transport (\$/Pass Mile):	0.20	One-Time Off PCS Cost(\$):	6,656.63
Misc Exp (\$/Direct Employ):	700.00	One-Time Enl PCS Cost(\$):	4,620.02

STANDARD FACTORS SCREEN FOUR - MILITARY CONSTRUCTION

Category	UM	\$/UM	Category	UM	\$/UM
Horizontal	(SY)	0	ADP Construction	(SF)	141
Waterfront	(LF)	0	Cold Storage	(SF)	136
Air Operations	(SF)	0	Hazardous Storage	(SF)	92
Operational	(SF)	122	Classroom/Training	(SF)	106
Administrative	(SF)	111	Cafeteria	(SF)	144
School Buildings	(SF)	0	Child Devel Center	(SF)	122
Maintenance Shops	(SF)	98	Convert Whse to Admi	(SF)	88
Bachelor Quarters	(SF)	94	Lease	(SF)	0
Family Quarters	(SF)	67	Optional Category I	()	0
Covered Storage	(SF)	59	Optional Category J	()	0
Dining Facilities	(SF)	0	Optional Category K	()	0
Recreation Facilities	(SF)	0	Optional Category L	()	0
Communications Facil	(SF)	101	Optional Category M	()	0
Shipyard Maintenance	(SF)	0	Optional Category N	()	0
RDT & E Facilities	(SF)	0	Optional Category O	()	0
POL Storage	(BL)	0	Optional Category P	()	0
Ammunition Storage	(SF)	0	Optional Category Q	()	0
Medical Facilities	(SF)	0	Optional Category R	()	0
Environmental	()	0			

EXPLANATORY NOTES (INPUT SCREEN NINE)

This run is for swag purposes only. The following changes have been made:

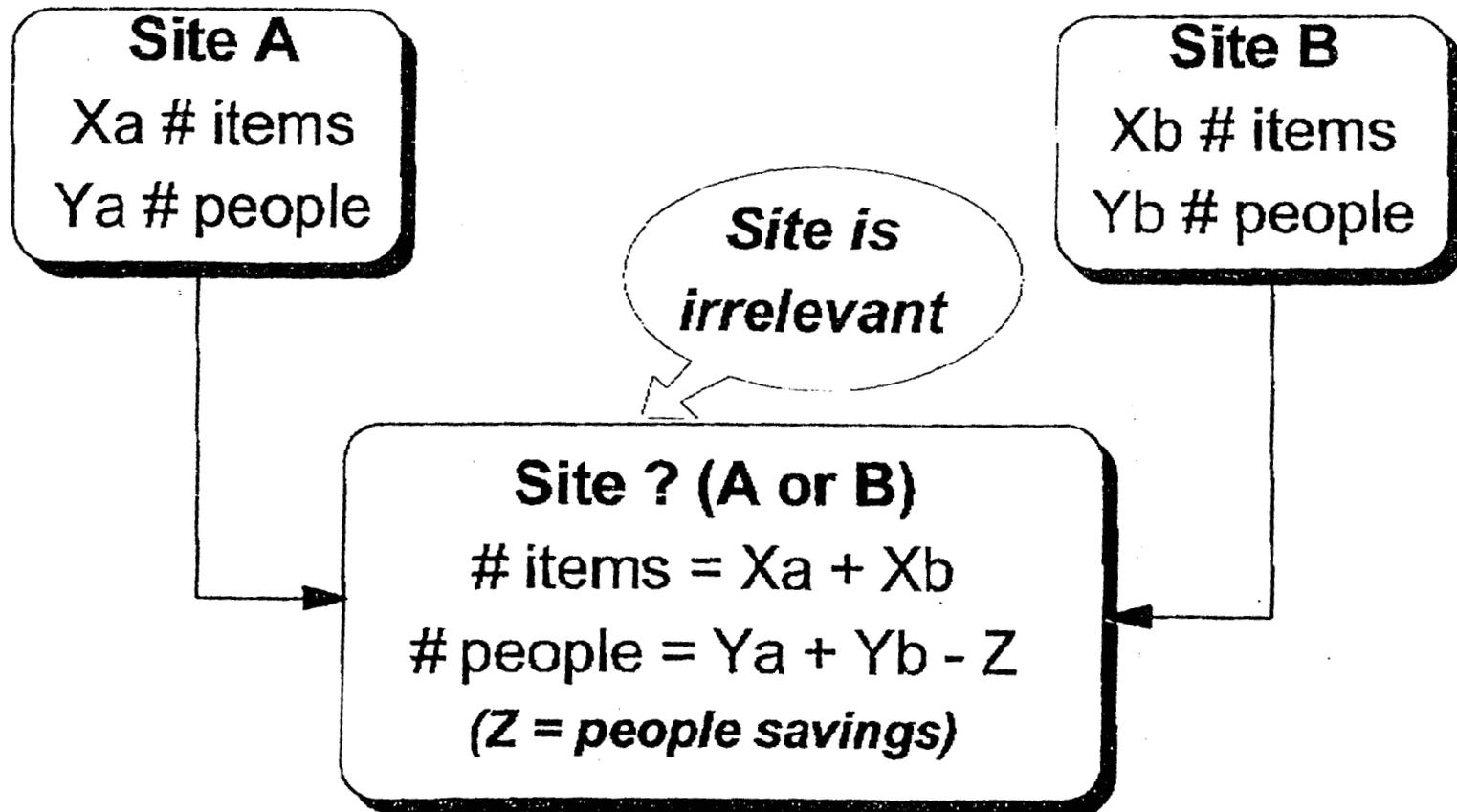
* \$90 M in 1T Unique costs at DGSC spread out over 96-98, represents estimated item transfer costs.

* \$51,521,000 in 1T Unique costs at DPSC in both 98 & 99, represents cost to operate DPSC for 2 additional years, BRAC/COBRA data used (input screen 4)

* removed the 358 people eliminated at DCSC

Concept:

Personnel savings can be obtained via economies of scale generated by managing like items together at the same site.



Example:

Assume a personnel savings factor of 10%.

Site A

1000 items
100 people

Site B

500 items
50 people

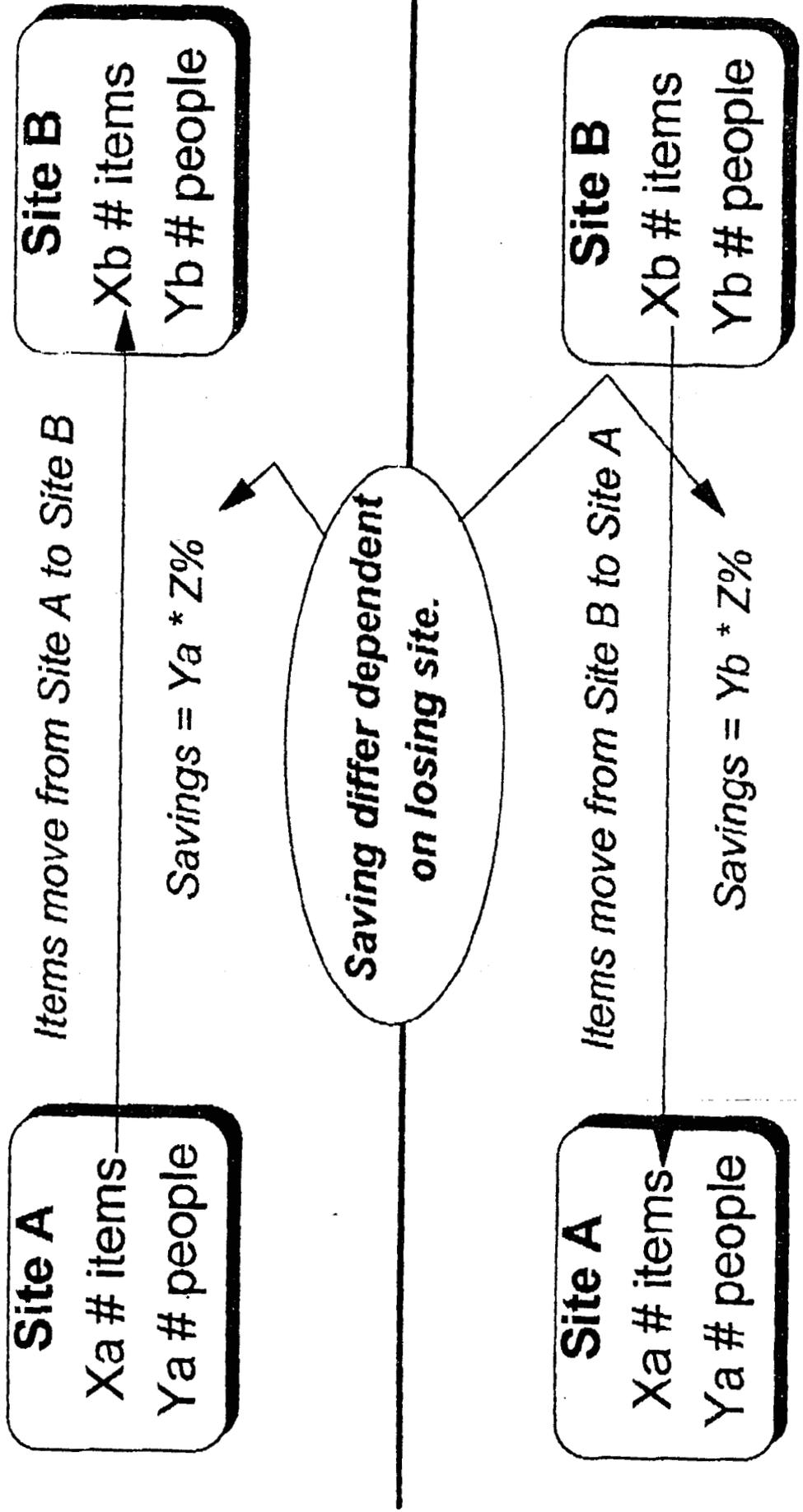
Site ? (A or B)

1500 items
135 people
 $(100 + 50) - ((100 + 50) * .10)$

Bottom line: Combined management drives savings.

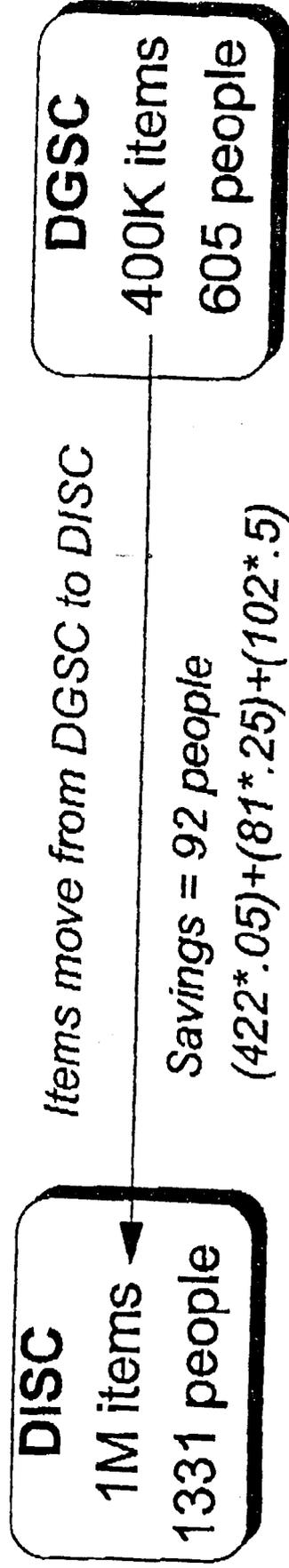
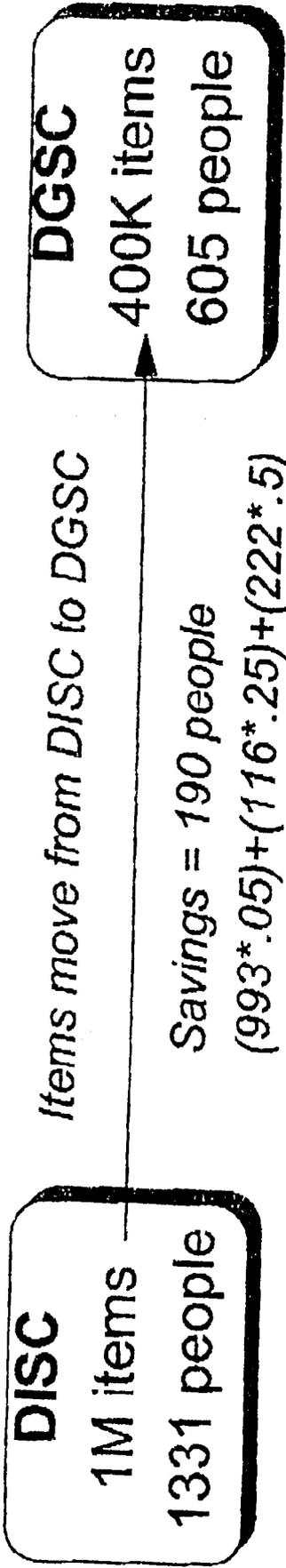
Implementation:

Personnel savings are calculated based on number of items moving from losing site.



Example:

Simplified version of off-line personnel savings methodology used by DLA. For WS items only.



Bottom line: Item movement savings driver.

Conclusions:

DLA personnel savings methodology flawed and does not pass the "common sense" test - indicates DLA is guessing and does not know how to compute true savings.

Logic dictates that, all things being equal (as DLA assumes), when dealing with economies of scale, the maximum benefit to be obtained is limited by how much can be obtained by combining the smaller with the larger - the number of items managed by DISC is considerably larger - max savings 92 from combining 400K items with 1M items.

Efficiency is ignored in computing personnel savings - even a cursory analysis shows DISC is a much more efficient manager of items - since the items to be managed are, by concept, the same, the playing field is level - regardless of the method used to compute overall savings, additional efficiency savings can be obtained by managing items at DISC.

DISC: 1.069M items/1331 people = 803 items per person

↓
20%
↓
266

DGSC: 403 M items/605 people = 666 items per person

803 - 666 = 137 item per person efficiency delta

$137/666 = 20\%$ efficiency factor

$1331 * 20\% = 266$

Because DGSC is a more inefficient manager, they will require an additional 266 people over and above DISC's 1331 to manage the same number of items

ECONOMIES OF SCALE GENERATED
BY MANAGING LIKE ITEMS
TOGETHER AT THE SAME SITE

COMBINING SMALLER WITH LARGER
IS MORE LOGICAL AND WILL PRODUCE SAVINGS

EFFICIENCY IGNORED IN DLA ANALYSIS
SHOULD BE A FACTOR

DISC IS A MORE EFFICIENT MANAGER
OF WEAPONS ITEMS

DISC 1.069 M ITEMS/1331 PEOPLE = 803 ITEMS PER PERSON
DGSC,384.8 M ITEMS/605 PEOPLE = 636 ITEMS PER PERSON

PERSONNEL SAVINGS COMBINING
WEAPONS SYSTEM ITEMS AT DISC

803 ITEMS PER PERSON AT DISC

VERSUS

636 ITEMS PER PERSON AT DGSC =

167 ITEM PER PERSON EFFICIENCY

DELTA AT DISC

$167/803 = 20.8\%$ EFFICIENCY FACTOR

$20.8 \text{ FACTOR} \times 605 = 126 \text{ RESOURCE}$

REDUCTION

$605 \text{ MINUS } 126 = 479 \text{ RESOURCES REQUIRED}$

AT DISC

DGSC IS A MORE EFFICIENT MANAGER
OF GENERAL SUPPORT ITEMS
THAN BOTH DISC AND DCSC

DISC - GENERAL SUPPORT ITEMS -
114 RESOURCE REDUCTION

DCSC - GENERAL SUPPORT ITEMS -
237 RESOURCE REDUCTION

TOTAL RESOURCE SAVINGS - 477

SMALLER TO LARGER
LESS EFFICIENT TO MORE EFFICIENT
HIGHER SAVINGS
LOWER COSTS

BRAC Information Sheet

(24 April 1995)

Subject: Item Transfer Within DLA ICPs - BRAC 95

Major Issues Regarding Item Transfer:

- DLA did not include the costs to transfer DISC items between Inventory Control Points (ICPs) in the COBRA model. Costs are considerable - \$66 million +.
- 350,000 additional items (non-DISC) will be transferred between ICPs. These costs were not included in COBRA model.
- Timeframes to transfer items were not considered. Based on historical data of Consumable Item Transfer (CIT) I and CIT II, a feasible timeframe in which to transfer BRAC 95 items within DLA is 8 to 9 years. DLA will need to complete this transfer in less than 4 years since DISC is projected to be disestablished in 1999.
- The impact on readiness was not addressed by DLA. This could be considerable.

Cost to Transfer Items:

- The cost to transfer **DISC items** is calculated at **\$66M**. These are DISC items only!
 - Attachment reflects the following:
 - Steps involved in transferring items;
 - The derivation of the costs;
 - Chart reflecting providers and receivers and number of items to be moved;
 - Summary Sheet reflecting total cost to transfer out of DISC/in to DGSC.
- Costs to transfer non-DISC items from/to DGSC, DCSC, DPSC and GSA were not included since we did not have supporting (written) documentation from the other ICPs on the cost to transfer.

Timeframes Required to Transfer Items:

- DLA is receiving over 250,000 items in CIT II. Timeframe is Jan 96 to Sept 97.
 - Most of the items (approx. 78%) are engineering critical items.
 - ICPs have provided to DLA maximum limit as to number of items they can receive per month for the engineering critical items:
 - DISC - 4,200 DGSC - 5,000 DCSC - 3,000 DPSC - minimal
 - Based on these figures, the CIT II transfer will be completed in September 97.
- Issue that needs to be addressed: Can DLA start BRAC item transfer prior to completion of CIT II transfer since Centers have limits on items they can **feasibly** receive.
 - If DLA must wait until CIT II is completed, they will have 2 years in which to transfer DISC's 1 million + items. That will require DISC transfer/DGSC receive over 41,600 items monthly. This scenario is extremely risky.
- DISC's opinion is that item intelligence must be comprehensive since receiving activity has no expertise in the classes they are receiving. The transfer cannot be rushed.
- Transferring above maximum limits will impact on readiness.

Readiness Issues:

- Massive number of items being transferred. Over 66% of DLA items (this includes DESC's items from BRAC 93 decision) will be moved over the next 4 years. (Assumption: DISC will be disestablished as proposed by 1999.)
- ICPs will be receiving items (different stock classes) they are unfamiliar with. Learning curve will be experienced.
- Expertise not going with items. Stock classes have own characteristics. Two to three years needed to gain expertise. Previous managers will not be available to provide help.
- Due to loss of expertise, data (technical history, supply, procurement data) accompanying items is critical. Even with expertise, item information is critical. Point: Item transfer cannot be rushed.
- Large number of resources required to handle massive transfer in short timeframe. This will impact time spent on mission.
- ICPs will be managing:
 - Residual actions on items transferred
 - Items that they currently have on hand
 - New items being transferred in.
- DLA could ask for waiver to transfer items without full documentation. Based on experience, this would jeopardize readiness. Full documentation needed to manage items properly.
- Supply availability for Weapons Systems items for March 95:
 - DISC - 89.6%
 - DGSC - 81.9%
 - Based on 400,000 requisitions monthly, the following backorders would be created:
 - DISC - 42,400
 - DGSC - 72,400 Difference - 30,000 backorders monthly
 - This is a major factor in readiness.

Conclusion:

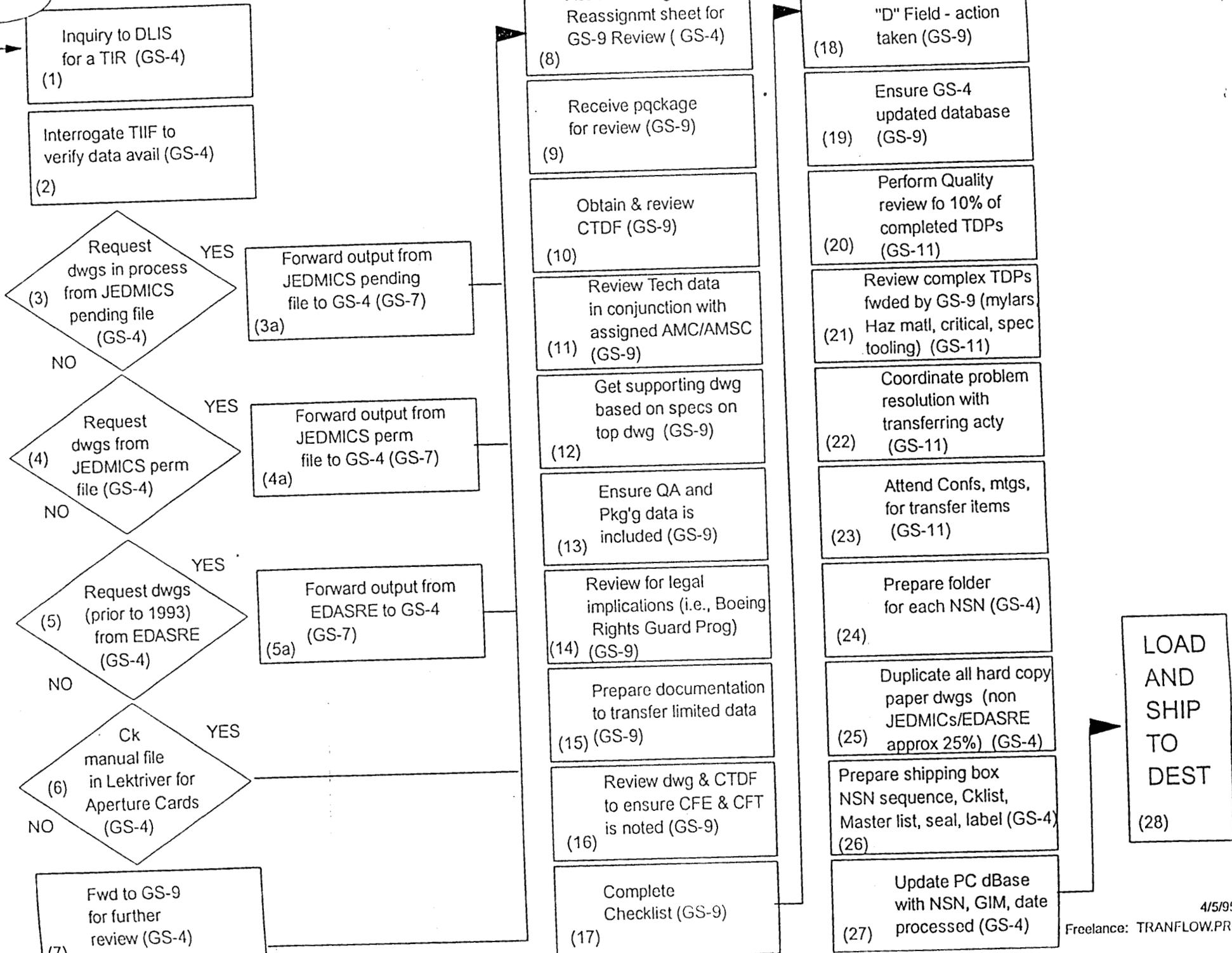
- Cost to transfer items is considerable. Costs not included in COBRA model.
- Readiness will be impacted:
 - Backorders and lead-time will increase.
 - There is a learning curve for managing new items.
 - Transfer will result in loss of expertise.
 - If transfer is rushed, there is potential for chaos.
- Timeframes for transferring items were not thought out.

Contacts:

Vincent L. DiBella, (215) 697-3924
Pat Brady
Russ Booth

IPU-E TECHNICAL DATA TRANSFER

Receive F-26



ITEM MANAGER PROCESS

120 Days ETD*

Review Standard Supply Control Study (LL)
120 PRE-ETD Days

Input PCP less than 4 mos
Input low value demand code Y

Discontinue Disposal Actions

60 Days ETD

Review Standard Supply Control Study' (LL)
60 Days PRE-ETD

Obtain Printout of OWRMPR Reqmts, SPR Reqmts.

Discontinue Redistribution Orders
Repair of F&G Materiel Review Book Balances
Review Assets in Location
Stop Excess Screening

30 Days ETD

Prepare Item Jacket File For Consolidation and Mailing to GIM

Duplicate:IM Notes
Telephone Records
Correspondence
Demand Forecast

Duplicate: Contract Mods
Acceleration Request
Substitute Info
SPR Records

LR Monitor

Obtain PF-72 CTDF, TIR and Item Jacket File

Mail Package to GIMM

Note: GS-9 = 95% of items
GS-11 = 5% of items

*Effective Transfer Date

ACQUISITION ACTIONS

Modify all Active
Contract Files to
new Procurement
Contracting Officer
(GS-9)

Review, copy and
pack all hard copy
contracts in File Rm.
(GS-4)

Copy and Transfer
Industrial Readiness
Contractors' Files
(GS-3 /GS-11)

Copy and Transfer
Large Buys and IDT
Buys.
(GS-4/GS-9)

NOTE: Additional 350,000 contracts in
Warehouse not included.

COST TO PROCESS TECHNICAL ACTIONS

GS-4, Step 5 hourly rate	\$9.68
Combined labor time - complex and non-complex	0.915
Cost per NSN	\$8.86
Total NSN Transfer	1,021,360
Total Hours	934,544
Total Cost	<u>\$9,046,390</u>
Steps 1-8 & 24-27	

GS-9, Step 5 hourly rate	\$16.41
Labor time allowed - average complexity	0.75
Cost per NSN	\$12.31
Total NSN 90%	919,224
Total Hours	689,418
Total cost	<u>\$11,313,349</u>
Steps 9-19	

GS-7, Step 5 hourly rate	\$13.41
Labor time allowed	0.06
Cost per NSN	\$0.60
Total NSN Transfer	1,021,360
Total Hours	61,282
Total Cost	<u>\$821,786</u>
Steps 3a, 4a, 5a	

GS-11, Step 5 hourly rate	\$19.85
Labor time allowed	0.5
Cost per NSN	\$9.93
Total NSN 10%	102,136
Total Hours	51,068
Total cost	<u>\$1,013,700</u>
Steps 20-23	

ADP SUPPORT

ASO model cost per NSN	\$2.84
Total items	1,021,360
Total cost	<u>\$2,900,662</u>

MAT'L SUPPLIES/SHIPPING

Price per aperture card	\$0.83
Approx number of cards per Technical Dat	3
Number of IG/2G items	597,314
Number of cards required	1,791,942
Total cost	<u>\$1,487,312</u>

SHIPPING COST

Number of boxes (approx 99 folders per box) 1,021,360 items	10,317
Estimate to ship UPS (50 lb limit)	\$10.00
Total cost	<u>\$103,168</u>

MATERIAL COST

Number of folders (500 folders per box) 1,021,360 items	2,043
Cost per box	\$29.62
Cost for folders	\$60,505
Number of GSA boxes (99 folders per box) 1,021,360 items	10,317
Number of boxes per bundle	25
Cost per bundle	\$39.06
Number of bundles required	413
Cost of boxes	\$16,118.92
Number of rolls of tape per bundle	2
Number of rolls of tape required	825
Cost of tape per roll	\$2.40
Cost of tape	\$1,980.82
Average Number of Pages per Folder	20
Total Number of Pages to be Copied	20,427,200
Number of Reams of Paper per Box	10
Number of Sheets in one box	5,000
Number of boxes of Paper Required	4,085
Cost of one box of Paper	\$24.00
Cost of Paper Required	\$98,050.56
Copier Cost Per Page	\$0.0244
Copier Cost to copy all Pages	\$498,423.68
Total cost of folders, boxes, tape, paper and copier costs:	<u>\$675,079.34</u>

TOTAL TIME/COSTS - TECHNICAL ACTIONS

Total time	1,736,312 manhours
Total costs	\$27,361,446.51

COST TO PROCESS IM ACTIONS

PROCESS REASON FOR STUDY CODE "LL" PAGES

Number of Stocked/NSO items	657,742
120 and 60 days multiplied by	
.0856 = process time	0.0856
Process performed 120 & 60 days	0.1712
Cost to process one NSN file	
(hourly rate for a GS-9, Step 5)	
is \$16.41 multiplied by .17) =	\$2.81
Time to process 657,742 items	112,605
Cost to process NSN files:	<u>\$1,847,866.11</u>

PREPARE ITEM MANAGEMENT JACKET FILES

GS-11	
Number of Stocked/NSO items	657,742
Time to prepare 1 folder (1.25 hrs)	1.25
Number of Stocked items	270,372
Number items managed by Senior IM's	41,770
Cost to prepare 1 folder (hourly	
rate for a GS-11, Step 5 is \$19.85	
multiplied by 1.25) =	\$24.81
Time to prepare folders	52,213
Cost to prepare jacket folders:	<u>\$1,036,418.13</u>

GS-9	
Time to prepare 1 folder (.58 hrs)	0.58
Number of Stocked items 270,372	
multiplied by .20 =	54,074
Cost to prepare 1 folder (hourly	
rate for a GS-9, Step 5 is \$16.41	
multiplied by .58) =	\$9.52
Time to prepare folders	31,363
Cost to prepare jacket folders:	<u>\$614,669.32</u>

MATERIAL COST

Number of folders (500 folders per	
box) 657,742 items	1,315
Cost per box	\$29.62
Cost for folders	\$38,964.64
Number of GSA boxes (99 folders	
per box) 657,742	6,644
Number of boxes per bundle	25
Cost per bundle	\$39.06
Number of bundles required	266
Cost of boxes	\$10,380.36
Number of rolls of tape per bundle	2
Number of rolls of tape required	133
Cost of tape per roll	\$2.40
Cost of tape	\$318.91
Average Number of Pages Per Folder	47
Total Number of Pages to be Copied	30,913,874
Number of Reams of Paper in Box	10
Number of Sheets in one box	5,000
Number of boxes required	6,183
Cost of one box of paper	\$24.00
Cost of Paper	\$148,386.60
Copier Cost per Page	\$0.0244
Copier Cost to copy all pages	\$754,298.53
Total cost of folders, boxes, tape	
paper and copier costs:	<u>\$962,349.03</u>

LR MONITOR PROCESS

Total number of Stocked & NSO	657,742
items	
Time to ship 1 folder (.25 hours)	0.25
Cost to complete 1 folder (hourly	
rate for a GS-9, Step 5 is \$16.41	
multiplied by .25)	\$4.10
Time to ship 657,742 items	164,436
Cost to ship all item jacket files:	<u>\$667,746.10</u>

Balance of stocked items	174,528
Time to complete 1 folder (.33 hrs)	0.33
Cost to complete 1 folder (hourly	
rate for a GS-9, Step 5 is \$16.41	
multiplied by .33) =	\$5.42
Time to prepare jacket files	57,594
Cost to prepare average stocked	
item jacket file :	<u>\$946.121</u>

Number of NSO items	387,370
Time to complete 1 folder (.16 Hrs)	0.16
Cost to complete 1 folder (hourly	
rate for a GS-9, Step 5 is \$16.41	
multiplied by .16) =	\$2.63
Time to prepare NSO folders	61,979
Cost to prepare folder for NSO	
items:	<u>\$1,017.079</u>

SHIPPING COSTS

Number of boxes (approx 99	6,644
folders per box) 657,742	
Estimate to ship UPS (50 lb limit	\$10.00
Total cost:	<u>\$66,438.69</u>

TOTAL TIME/COST - IM ACTIONS

Total time	480,190 manhours
Total cost	\$7,037,676.43
Total cost divided by	
number of Stocked/NSO	
items = average hourly rate	\$10.70

COST TO PROCESS ACQUISITION ACTIONS

Assume all active contracts will be modified to new
Procurement Contracting Officer

Number of open active contracts	93,145
Time to modify 1 contract .5 hours (30 minutes) =	0.5
Cost to modify 1 contract GS-9, Step 5 is \$16.41	\$8.21
Time to modify contracts	46,573
Cost to modify contracts:	<u>\$764,254.73</u>

Review, copy and pack all hard copy contracts
in file room. Additional 350,000 files in warehouse
not included

Number of contracts in file room	450,000
Time to finish 1 contract .25 hours	0.25
Cost to finish 1 contract GS-4, Step 5 is \$9.68	\$2.42
Time to finish contracts	112,500
Cost to finish contracts:	<u>\$1,089,000.00</u>

COPY COSTS

Industrial Readiness/Contractors' Gen Files/IDT Buys/File Room Folders (includes Active Files and Large Buys)

Industrial Readiness Files = 3,000
Contractors' General Files = 8,000
Contract Files - File Room = 450,000 (includes Active Files - 93,145 and Large Buys - 820)
IDT Contracts = 385

Number of transfer files	461,385
Average number of pages per file	60
Total number of pages	27,683,100
Cost to copy 1 sheet of paper	\$0.0244
Total cost to copy files:	<u>\$675,467.64</u>

MATERIAL COST

Number of folders (500 folders per box) 460,180 files	920
Cost per box	\$29.62
Cost for folders	\$27,261.06
Number of folders for IDT & Large Buys: IDT 820 plus Large Buys 385	1,205
Cost per folder	\$1.60
Cost for IDT/Lg Buy Folders:	\$1,928.00

Number of GSA boxes (99 folders per box) 461,385 files	4,660
Number of boxes per bundle	25
Cost per bundle	\$39.06
Number of bundles required	186
Cost of boxes	\$7,281.49
Number of rolls of tape per bundle	2
Number of rolls of tape required	93
Cost of tape per roll	\$2.40
Cost of tape	\$223.70
Number of reams of paper in 1 box	10
Number of sheets in one box	5,000
Number of sheets to reproduce	27,683,100
Number of boxes of paper required	5,537
Cost of 1 box of paper	\$24.00
Cost of paper	\$132,878.88
Copier Cost Per Page	\$0.0244
Cost to Copy Pages	\$675,467.64
Total cost of folders, boxes, tape, paper and copier costs:	<u>\$845,040.78</u>

SHIPPING COST

Number of boxes (approx 99 folders per box) 461,385	4,660
Estimate to ship UPS (50 lb limit)	\$10.00
Total cost:	<u>\$46,604.55</u>

TOTAL TIME/COST - ACQUISITION ACTIONS

Total time	159,073 manhours
Total cost	\$3,420,367.69

COST ANALYSIS FOR TRANSFERRING DISC ITEMS

SUMMARY SHEET

<u>ACTIONS</u>	<u>COST</u>	<u>TIME/MANHRS</u>
TECHNICAL	\$27,361,446.51	1,736,312
IM	\$7,037,676.43	480,190
ACQUISITION	\$3,420,367.69	159,073
TOTAL	\$37,819,490.63	2,375,575

Average Cost Per Item: \$37.03

1,142 MANYEARS

571 MANYEARS EACH YEAR BASED ON 2 YEARS

381 MANYEARS EACH YEAR BASED ON 3 YEARS

286 MANYEARS EACH YEAR BASED ON 4 YEARS

Total item transfer 1,021,360 divided by tot
= Average transfer cost per item

COST TO RECEIVE AN ITEM IS BASED ON 75% OF TOTAL COST TO TRANSFER AN ITEM.

RECEIVE COST: \$28,364,617.97

EFFICIENCIES BASED ON ECONOMY OF SCALE - SMALLER TO LARGER - LESS EFFICIENT
TO MORE EFFICIENT - ITEMS MANAGED PER PERSON

ICP	CAT	# ITEMS	FY 99 REQUIRED RESOURCES	ITEMS PER PERSON	EFFICIENCY DELTA	EFFICIENCY FACTOR DELTA/ITEMS PER PERSON GAINING ICP	EFFICIENCY RESOURCE REDUCTION	ADJUSTED RESOURCES MINUS REDUCTIONS	CONSOLIDATED SUPPORT REDUCTIONS
DGSC Weapons System Items -----> DISC									
DGSC	WS	384774	605	636				126	
DISC	WS	1068981	1331	803	167	20.8%			479
DISC General Support Items -----> DGSC									
DISC	GEN	17877	166	108				114	
DGSC	GEN	224739	655	343	235	68.6%			52
DCSC General Support Items -----> DGSC									
DCSC/DES	GEN	41458	358	116				237	
DGSC	GEN	224739	655	343	227	66.2%			121
DISC	SUP								
DPSC	SUP								
ASO	SUP								
TOTAL								477	652

EXAMPLE - DGSC WEAPONS ITEMS MOVING TO DISC

DISC EFFICIENCY IS 167 MORE ITEMS MANAGED PER PERSON = EFFICIENCY DELTA

167/803 (ITEMS MANGED PER PERSON AT DISC) = 20.8% = EFFICIENCY FACTOR AT DISC

20.8% x 605 RESOURCES REQUIRED = 126 LESS RESOURCES REQUIRED

605 MINUS 126 = 479 RESOURCES REQUIRED TO MANAGE DGSC WEAPONS ITEMS AT DISC

ADJUSTED RESOURCES - DCSC and DISC WEAPONS SYSTEM- DGSC GENERAL SUPPORT - DPSC TROOP SUPPORT

DCSC	DCSC WS (nc)	2274~
	Base Ops	381
	Total Required	2655
	1999 DCSC Available	-3013
		-358
	DGSC G (nc)	655
	DCSC G	121
	DISC G	52
	Miscellaneous (nc)	260
	IPE - (97)	
Miscellaneous (163)		
Base Operations	308	
Total Required	1396	
1999 DGSC Available	-1828	
	-432	
DISC	DISC WS (nc)	1331
	DGSC WS	479
	Base Operations	0
	Support Reductions	-43
	Total Required	1767
	1999 DISC Available	-1497
		270
DPSC	DPSC T	1480
	Support Reductions	-71
	Total Required	1409
	1999 DPSC Available	-1480
		-71
DLA ICPs	Total Required	7227

POM FORCE STRENGTH REDUCTIONS

ICP	COBRA START	FY96	EO FY	FY97	EO FY	FY98	EO FY	FY99	EO FY	TOTAL
DGSC	2198	132	2066	83	1983	79	1904	76	1828	370
DISC	1851	172	1679	55	1624	65	1559	62	1497	354
DPSC	2098	240	1858	235	1623	65	1558	78	1480	618
DCSC/DES	3323	39	3284	15	3269	131	3138	125	3013	310
TOTAL	9470	583	8887	388	8499	340	8159	341	7818	1652



DEFENSE LOGISTICS AGENCY
 HEADQUARTERS
 CAMERON STATION
 ALEXANDRIA, VIRGINIA 22304-6100



MWDIS/MILCON Team

22 MAR 1995

SUBJECT: DLA BRAC MILCON Project to Renovate Warehouse Space
 at the ASO for DPSC Philadelphia, PA

TO: Commanding Officer
 Northern Division
 Naval Facilities Engineering Command
 ATTN: Code 09TA (Barry Faust)

1. Request that the scheduled meeting of 23 Mar 95 for the design development comments review of this project be postponed. Please suspend the meeting and design effort until after 4 Apr 95 pending direction from the HQ DLA BRAC Executive Group. We will issue further direction after this date. The 1995 Base Closure and Realignment Recommendations (BRAC 95) have an impact on this project.

2. As discussed in our phonecon amongst Barry Faust, NORTHDIV, Tom Barba and Frank Manriquez, MWDIS/MILCON Team, on 20 Mar 95, please provide us the following information on design funds for this project:

- a. Total design fund obligations to date.
- b. Total design funds expended to date.
- c. Cost to suspend design contract till 1 Oct 95.
- d. What is the design cost (percentage rate) of a \$6 million project for moderate improvements to existing administrative facilities, i.e., buildings 3, 4, and 36? Please include NORTHDIV's costs.

3. Please respond by 27 Mar 95 as we need this information to advise management.

4. The project manager from this office is Frank Manriquez at DSN 284-6385 or commercial (703)274-6385 and facsimile at DSN 284-8650.

Thomas P. Barba
 THOMAS P. BARBA, P.E.
 Team Chief
 Military Construction

cc:
 NAVFAC Code 30 (Kline)
 NORTHDIV Code 4012/DM (Miu)
 DPSC-DX (Fitzgerald)
 ASO Code 08 (LCDR Walbert)

OPTIONAL FORM NO (7-79)

FAX TRANSMITTAL

1 of 1

Barry Faust	Frank Manriquez
NORTHDIV	(703)274-6385
(703)595-0534	(703)274-8650

TOTAL P.01

TOTAL P.04



DEPARTMENT OF THE NAVY

NORTHERN DIVISION
 NAVAL FACILITIES ENGINEERING COMMAND
 10 INDUSTRIAL HIGHWAY
 MAL STCP #82
 LESTER PA 19113-2060

11000 IN REPLY REFER TO
 Code 09TA/EF
 Ser 91-018
 26 March 1995

From: Commanding Officer, Northern Division, Naval Facilities
 Engineering Command
 To: Director, Defense Logistics Agency (ATTN: Capt. Gorden)
 Subj: DPSC RELOCATION TO ASO PHILADELPHIA
 Ref: (a) DLA Code MMDIS/MILCON Team ltr of 20 Mar 1995

1. In accordance with your request, we have stopped design of the subject project until further direction is received after 4 April 1995. All information requested by reference (a) is attached.

2. After a concurrent review with DPSC and ASO staff of the proposed \$6M project, we believe this figure is extremely low and does not result in a complete and usable facility. Using a scope of 575,000 SF and the space available in the DISC buildings, our estimate for a moderate improvements project is \$30M. If you include renovations of the DISC space, such as reconfiguration of walls and mechanical and electrical systems, the project costs \$43M. Detailed estimates of these projects are also attached. The cost of the original, current project is \$44M which does not affect DISC spaces.

3. If DISC spaces are used, they must be vacated by July 1997 to allow for project construction and closure of the DPSC compound by September 1999. It is our understanding that DISC will not be disestablished until 2001.

4. Northern Division recommends continuing the current design. With the minimal cost savings and major timing concerns of the DPSC and DISC closures, we recommend project restart immediately to maintain current schedules.

5. For any additional information, our point of contact is Mr. Barry Faust, Com (610) 595-0519 or DSN 443-0519.

W. A. Waters
 W. A. WATERS

Copy to:
 PWO ASO PHILA, DPSC PHILA

Post-It™ brand fax transmittal memo 7671		# of pages	3
To	LCDR. Walbert	From	Barry Faust
Co.	PDSC	Co.	North Div
Dept.	ASO Phila	Phone #	610 595 4319
Fax #	215 697 5821	Fax #	610 595 0534

ATTACHMENT

1. **CURRENT DESIGN COSTS:** As requested by letter of 22 Mar 1995, the following cost breakdowns are provided for the DPSC relocation project:

A. The obligated Architectural/Engineer (A/E) total cost for contract is \$3,424,118.

B. The funds expended to date for the A/E contract are estimated at \$1,800,000. This is an estimate since the stoppage of the design at 35% would require negotiations with the A/E to determine the actual total fee expended to date.

C. In-House funds expended to date on this project is approaching \$200,000. These costs will increase due to negotiations in B above.

D. Also obligated and nearly completely expended is the \$75,000 provided for the Environmental Assessment report. This report will have to be reviewed and modified if the project is moved to other buildings resulting in additional costs..

2. **DESIGN COSTS FOR \$6M PROJECT:** Costs to design a \$6,000,000 project were also requested by the letter. The cost breakdown for design of a project of this size composed of mainly minor office renovations (finishes only) is as follows:

\$900,000 for A/E fee and \$150,000 in-house costs

3. The \$6,000,000 appears extremely low for any project to relocate DPSC to ASC. Additional discussions with DPSC as to the proposed BRAC IV requirements indicates that the move would require approximately 575,000 SF of space, approximately 122,000 SF for tenants and 453,00 SF for DPSC. Discussions with ASO Public Works personnel provided the following square footage available with the disestablishment of DISC:

Building #2	12,000 SF
Building #3	200,000 SF
Building #36	105,000 SF
Building #4	51,000 SF
Total	368,000 SF

To make up the additional space required of 200,000+ SF (122,000 tenants and 85,000 DPSC), warehouse building #7 would probably be renovated.

4. The space available in these four building, other than building #7, is mainly existing administrative type space. To accomplish the DPSC relocation into these buildings would require, as a minimum, installation of new finishes; carpeting, painting, and ceiling tiles. No interior reconfiguration would occur. A project with moderate improvements such as these would cost \$20 per SF.

5. Building #4 was in our original scope. When DPSC inspected Building #4 they wanted the area totally renovated. Our past

experience with DPSC is that they will want to reconfigure existing walls and add windows which affects the HVAC and power distribution systems and lighting layouts. Northern Division's cost estimate for space renovations such as these is \$50 per SF.

6. Building #7 warehouse conversion to admin and lab spaces is in the current scope and is estimated at \$85 per SF.

7. Fire hydrant piping adjacent to the DISC facilities is inadequate. The cost to upgrade the main is \$2,600,000.

8. Using the unit costs from above along with this fire cost gives the estimated cost for the DPSC relocation to the north end of ASC compound is as follows:

A. Moderate Improvements (Finishes Only):

Space renovations finishes	368,000 SF @ \$20/SF=	\$ 7,360,000
Warehouse space renovations	200,000 SF @ \$85/SF=	\$17,000,000
Fire protection mains		\$ 2,600,000
	Total ECC	\$26,960,000
	Total Project Cost	\$30,500,000

B. Reconfigured space:

Space Renovations	368,000 SF @ \$50/SF=	\$18,400,000
Warehouse Space Renovations	200,000 SF @ \$85/SF=	\$17,000,000
Fire protection mains		\$ 2,600,000
	Total ECC	\$38,000,000
	Total Project Cost	\$43,000,000

9. The cost of redesign of these projects, over already expended costs, would be approximately \$3.5M and \$4.5M respectively since moving to different buildings would require complete redesign. The design would require an adjustment to the schedule. If a new scope of work is finalized and design restarted by 30 April, our best possible schedule for the project is as follows:

Design Completion	Sep 1996
Construction Award	Dec 1996
Construction Completion	Sep 1998

The latest this project construction can be completed is June 1999 to allow for completion of the DPSC move by the Sep 1999 operational closure in accordance with BRAC III legislation. To complete this construction by the June 1999 date, DISC personnel and personal property must be removed from the buildings by Jul 1997.

	FY94 1994	FY97 1997
AMIRSA	18	18
DFAS-CL	44	0
DFAS-DE	97	99
DPS NEA	10	11
DPSDO PHILA	120	90
PSA	3	3
NRMC	3	3
NIS	1	1
NAVAUD	12	12
DCAA	1	1
GAO	8	8
CUSTOMS	1	1
SBA	4	4
FOREIGN LIAISON	16	16
CONTRACTORS	259	259
MILITARY	110	94
DPSC		2216
MARINE CORPS		2
COAST GUARD		2
AIR FORCE		11
NAVY		6
AIR FORCE RETIRED		1
DEPT AGRICULTURE		4
DCMD MID-ATLANTIC		100
DCMAO		246
IG		32
ARMY		63
DLA DCPSSO		5
DSAC		110
AFGE		2
SATO		2
DLA INVESTIGATIVE		2
SBA		2
DRMO		11
AUTHORIZED PERSONNEL	5232	7377

COY VARGA
1924

Jan VARGA

asked
tenants
of rent

Column "J"
BASE Loading in
PERSONNEL COUNT
These figures have
changed

These
have not
due to
downsize

FMIA



FEDERAL MANAGERS ASSOCIATION

ANALYSIS OF DLA

BRAC-95 ICP

PROPOSAL

OUTLINE

- 
- **BACKGROUND: FY-93 BRAC**
 - **1995 DLA ICP BRAC PROPOSAL**
 - **PROPORTED BENEFITS**
 - **ANALYSIS**
 - **BRAC CRITERIA DEVIATIONS**
 - **CONCEPT OF OPERATION ANALYSIS**
 - **READINESS IMPACT**
 - **ANALYSIS SUMMARY**
 - **RECOMMENDATION**
 - **RECOMMENDATION BENEFITS**

BACKGROUND

1993 BRAC ICP DECISIONS

- **CO-LOCATE DEFENSE PERSONNEL SUPPORT CENTER (DPSC) AND DEFENSE INDUSTRIAL SUPPLY CENTER (DISC) ON ASO COMPOUND**
 - **CLOSE DPSC FACILITY IN FY-97**
- **RENOVATE BUILDINGS FOR DPSC OCCUPANCY IN 1997**
- **CLOSE DEFENSE ELECTRONIC SUPPLY CENTER (DESC) AND CONSOLIDATE WITH DEFENSE CONSTRUCTION SUPPLY CENTER (DCSC) IN COLUMBUS**

**BOTTOM LINE: DLA BASE CLOSURE SAVINGS ACHIEVED
RECOGNIZED INTER-SERVICE SYNERGIES
|| MASS MIGRATION OF ITEMS DEEMED TOO
|| RISKY**

1995 DLA ICP PROPOSAL

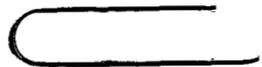
- 
- **DISESTABLISH DISC**
 - **CREATE TWO WEAPON SYSTEM ICPs
(COLUMBUS AND RICHMOND)**
 - **CREATE A TROOP SUPPORT/GENERAL SUPPLY
ICP IN PHILADELPHIA**
 - **DELAY RELOCATION OF DPSC TO ASO
COMPOUND UNTIL 1999.**

PROPORTED BENEFITS



- FINANCIAL SAVINGS DUE TO:
 - ELIMINATED RESOURCES: 404 CIVILIANS
 - ELIMINATED MILITARY CONSTRUCTION: \$28.6M
 - » DEFER DPSC MOVE
 - » BACKFILL DISC VACATED WORK SPACES
- IMPROVED OPERATIONS
 - WEAPON SYSTEM MANAGEMENT ORIENTATION
 - MANAGEMENT OF "LIKE" ITEMS

ANALYSIS



■ FACTORS NOT CONSIDERED BY DLA

- DPSC BASE OPERATING COST (\$110M)
- ITEM TRANSFER COSTS (\$60M)

used DPSC data
cost to keep DPSC separate for 2 months - not in Col A
Each item has files.
packing costs not included - costs in Col A - far too low
- pack the item management - costs ass. with putting together file of moving

■ PEOPLE SAVINGS ESTIMATES FLAWED

- SAVINGS BASED ON "MANAGEMENT TECHNIQUE", YET COMPUTED ON NUMBER OF LINES MOVING - NO RELATIONSHIP
- FORCE STRUCTURE CHANGES WITHOUT BRAC-95 = 7834 (POM)

TOTAL END STRENGTH AFTER BRAC-95 = 7784 (BRAC)

ALL THIS TURMOIL WORTH 50 PEOPLE!!

*put into
DLA admitted that not included -
tasks
How what
travel
cost*

*Ask
DLA to
run
Col A*

ANALYSIS - (Cont'd)

- 
- **COBRA RERUN WITH CORRECTED FIGURES**
 - RESULTANT LOSS OF \$?
 - **GAO CONFIRMATION REQUIRED**
 - IN PROCESS

DEVIATION FROM BRAC CRITERIA



CRITERIA ELEMENT

DEVIATION IDENTIFIED/IMPLIED

RULE 1 - IMPACT ON OPERATIONAL READINESS

- SUBSTANTIAL RISK PRESENT
- 62% OF DLA ITEMS TRANSFER AMONG ICPs

- Right now with BRAC 93, 95

** - not new to move items but not too much at this pt of time. Impact mil. value.*

RULE 2 - FACILITIES AVAILABILITY

- Did not look at the compound as a whole only DISC space.

36x,000 sq ft

2.2 mil on the compound.

- IGNORED LOCAL MULTI-SERVICE DOWNSIZING IMPACT
- MISSTATES AVAILABLE CAPACITY AT PHILADELPHIA SITE

- FLAWED METHODOLOGY
 - RESOURCE SAVINGS
- MAJOR FACTORS OMITTED
 - ADDITIONAL COSTS TO OPERATE DPSC FACILITY FOR 2 YEARS
 - COST TO TRANSFER ITEMS MANAGED
 - RECRUITMENT/ RETRAINING, LEARNING CURVE /TURMOIL

RULE 4 - COST/MANPOWER

RULE 5 - RETURN ON INVESTMENT

}

CONCEPTS OF OPERATIONS ANALYSIS



• WEAPON SYSTEM MANAGEMENT ORIENTATION

Current data

OVERALL					WEAPON SYSTEM ITEMS		
ICP	END STRENGTH (30 SEP 94)	# ITEMS MANAGED	# REQ'NS PROCESSED	Supply Availability SMA	# WPNs CODED ITEMS MANAGED	# WPNs SYSTEM REQ'NS	SMA
DISC	1,836	1,116,172	4.8M	89.48	706,176	3.4M	88.9
DESC	1,769	1,138,853	1.9M	89.13	598,105	1.3M	90.8
DCSC	2,016	730,186	3.1M	82.00	416,529	2.3M	82.4
DGSC	2,157	675,799	2.4M	86.12	328,186	1.5M	81.2

*Some Data
by WPNs not managed yet*

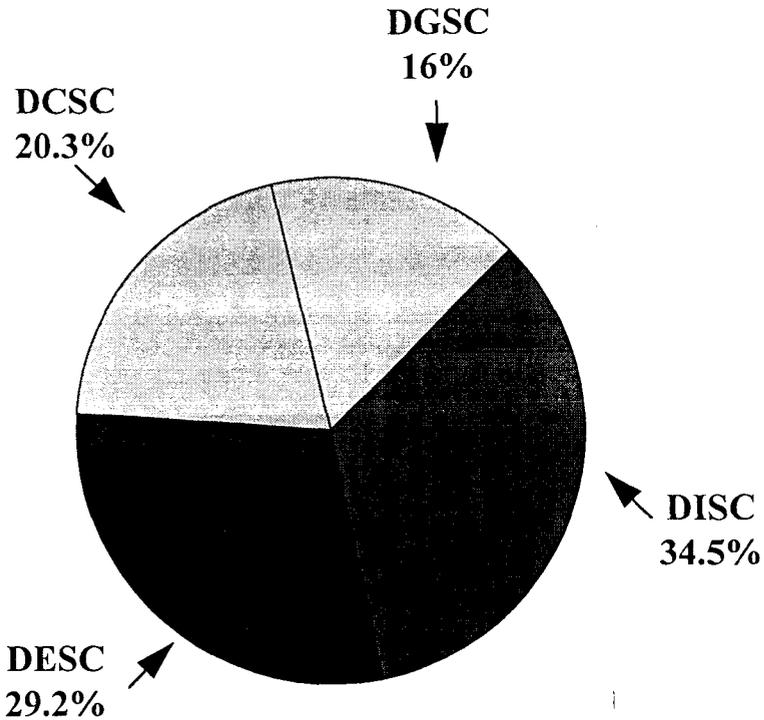
*To Follow up on
Supply Availability
SMA*

*but back
with
them*

WEAPON SYSTEMS MANAGEMENT

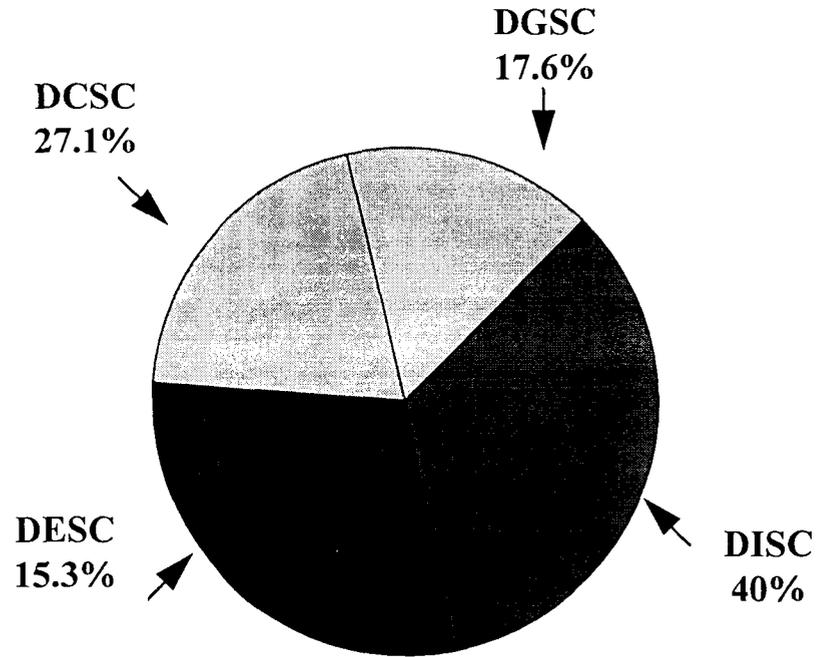


DISTRIBUTION



WEAPON SYSTEM
CODED ITEMS

Managed



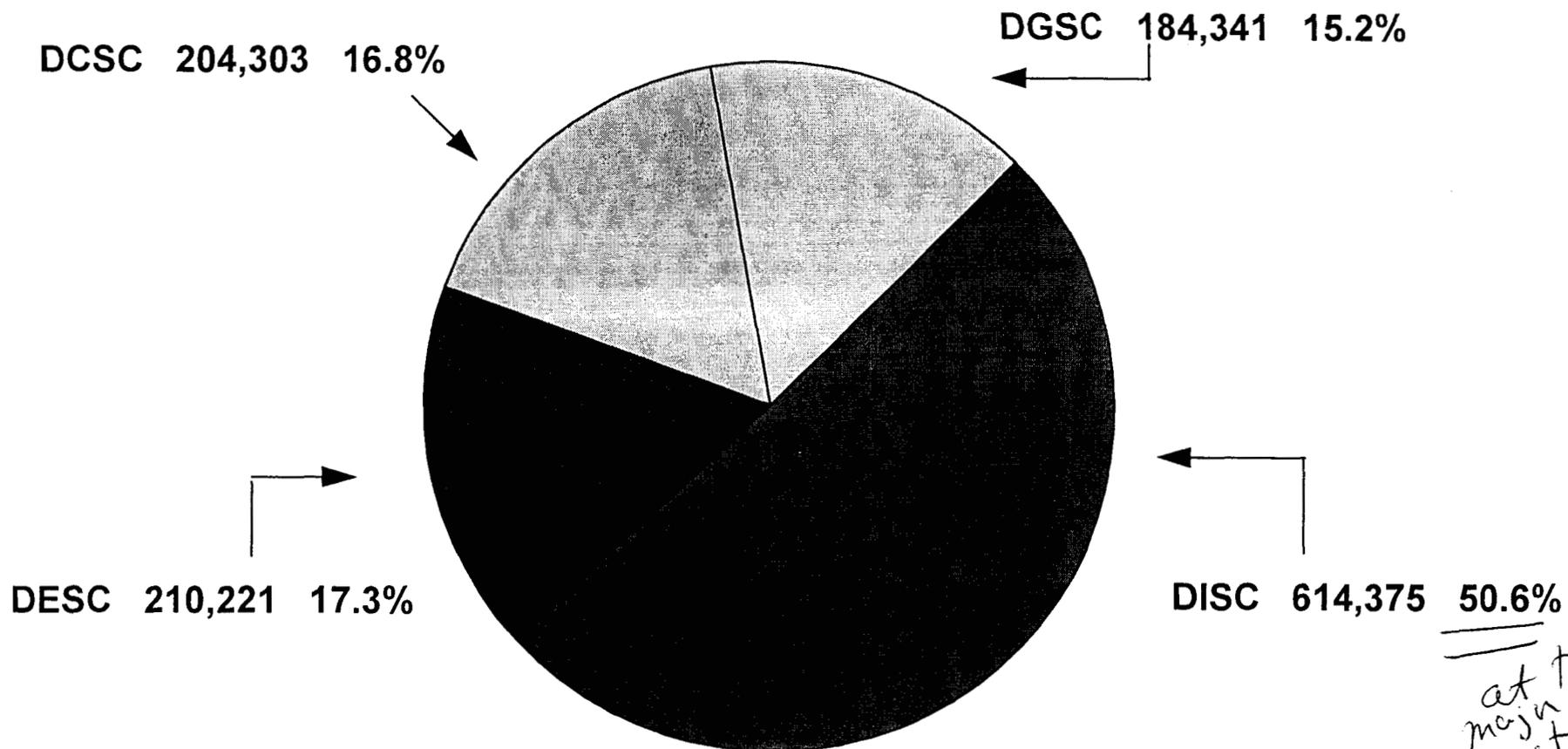
WEAPON SYSTEM
CODED ITEM
REQ'NS

—

DLA REQUISITIONS TO MAINTENANCE ACTIVITIES BY CENTER



FY-1994



*at the
main service
customers
main depot*

CONCEPT OF OPERATIONS ANALYSIS



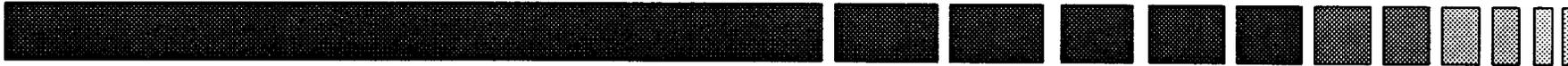
CONOPS VISION FOR ICP

- COMBAT SUPPORT AGENCY
- “DSCS SHOULD BE SITUATED IN AN AREA TO ATTRACT AND MAINTAIN REQUIRED LOGISTICS TALENT.”
- COMMODITY BUSINESS UNITS
- CORPORATE DLA/DOD CONTRACTS

DISC IS THERE ALREADY!!

- DISC HAS MOST WEAPONS ITEMS, HIGHEST SUPPORT. FIRST READINESS ADVOCATES
FIRST WEAPONS MANAGEMENT PROTOTYPE
- DISC SUPPLIES 51% OF TOTAL INDUSTRIAL REQUISITIONS
- DISC COLOCATED WITH SERVICE ICP (ASO)
NAVAL ENGINEERING ACTIVITY (NAESU)
NAVY INTERNATIONAL LOGISTICS CONTROL OFFICE (NAVILCO)
LARGE POOL OF DIVERSE TALENT ON BASE.
- INVENTED HERE; EMULATED ELSEWHERE
- ORGANIZED ALONG PROCESS LINES
- FIRST MULTIFUNCTIONAL JOB SERIES
- FIRST FULLY INTEGRATED WORK STATION
- FIRST MULTISKILLED TRAINING PROGRAM
- CONCEPT INVENTED HERE
ASO/DISC CONTRACTS SYNERGY

CONCEPT OF OPERATIONS ANALYSIS



CONOPS VISION FOR ICP

- FUNCTIONAL PROCESS IMPROVEMENT METHODOLOGY
- BEST VALUE ACQUISITION
- EXPANDED USE OF ELECTRONIC COMMERCE
- MARKETING
- TAILORED/FLEXIBLE CUSTOMER SUPPORT

DISC IS THERE ALREADY!!

- DPACS, AIMS, AUTOMATED CUSTOMER RETURNS, AND SMALL AUTOMATED COMPETITIVE REBUYS PROTOTYPED HERE
- ABC PROTOTYPED HERE
- DELIVERY EVALUATION FACTOR INVENTED AND IMPLEMENTED AT DISC
- PROTOTYPED/BENCHMARKED HERE
- 100% FOR AUTOMATED SMALL PURCHASES
- FIRST DLA ICP TO ESTABLISH DESEX; CUSTOMER SUBMITS REQUISITIONS/RECEIVES STATUS VIA TELEPHONE SYSTEM
- FIRST ORGANIZATION HERE; EMULATED ELSEWHERE
- NATIONAL PERFORMANCE REVIEW LEAD CENTER

DISC IS WHAT DLA WANTS AN ICP TO BE !

READINESS IMPACT

■ MISSION RISK POTENTIAL

- 2.4M ITEMS IN TRANSITION (INCLUDING BRAC-93)
- 280K CIT ITEMS IMPACTED
- POTENTIAL DOUBLE MOVE ON CIT ITEMS
- DEEMED TOO RISKY BY DLA IN BRAC-93 ANALYSIS
- CRISIS RESPONSE IMPACT
 - » DESERT STORM

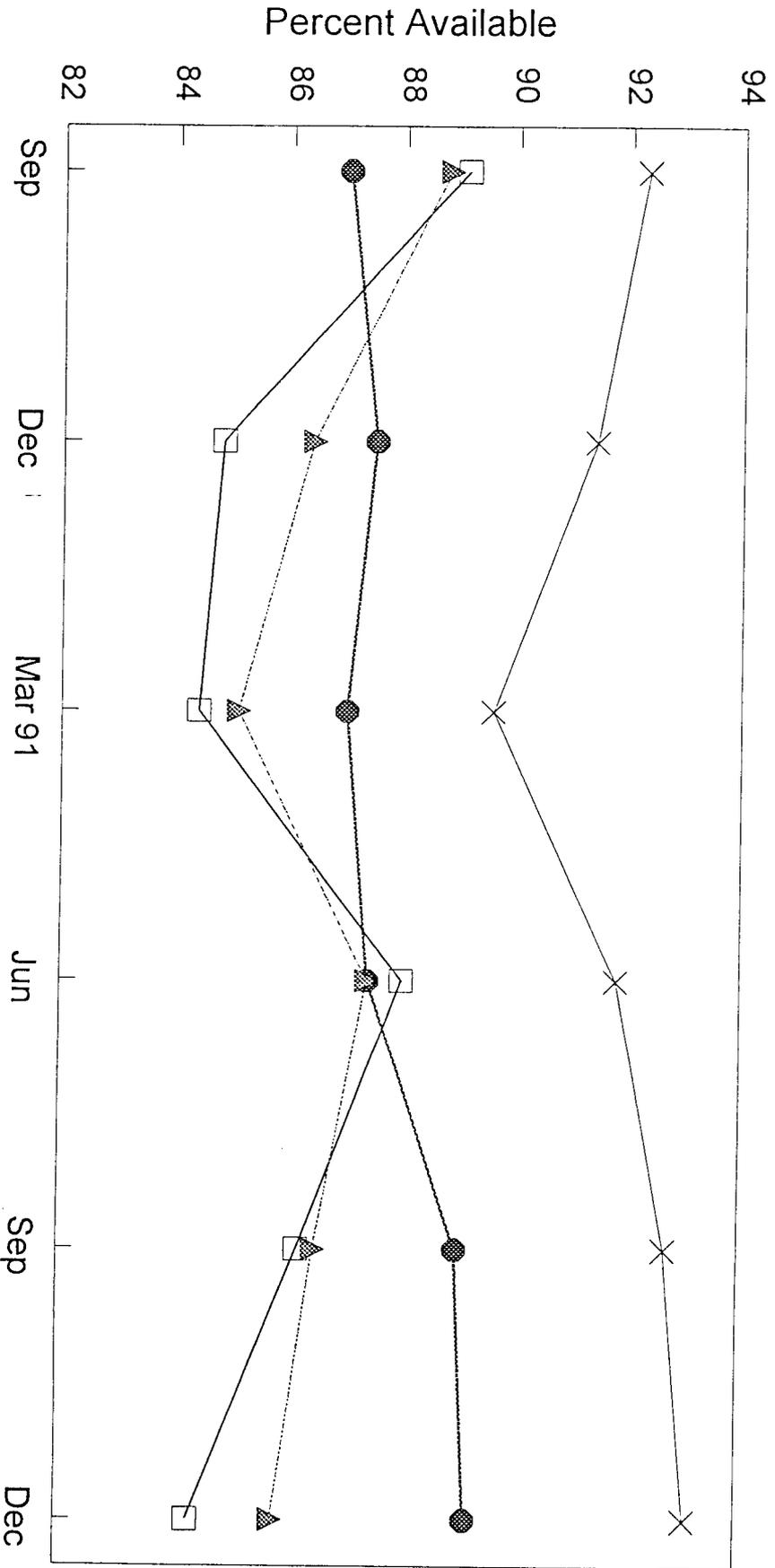
- How will you move this out of items in such a short period of time creates a Read Readiness Problem

- This was planned over a long period of time + item from service got the items to be used to managing

8500/month to take n items transfer - Take data - mission value - to give someone the intelligence - to get us the speed.

SUPPLY AVAILABILITY

DESERT STORM



- DISC
- DGSC
- ▲ DCSC
- * DESC

READINESS IMPACT - (Cont'd)



■ CUSTOMER SUPPORT

- INCREASED BACKORDERS EXPECTED WITH TRANSFER OF ITEMS
- REDUCED SUPPLY AVAILABILITY
- INCREASED LEADTIMES

*- would need
more stock to
offset*

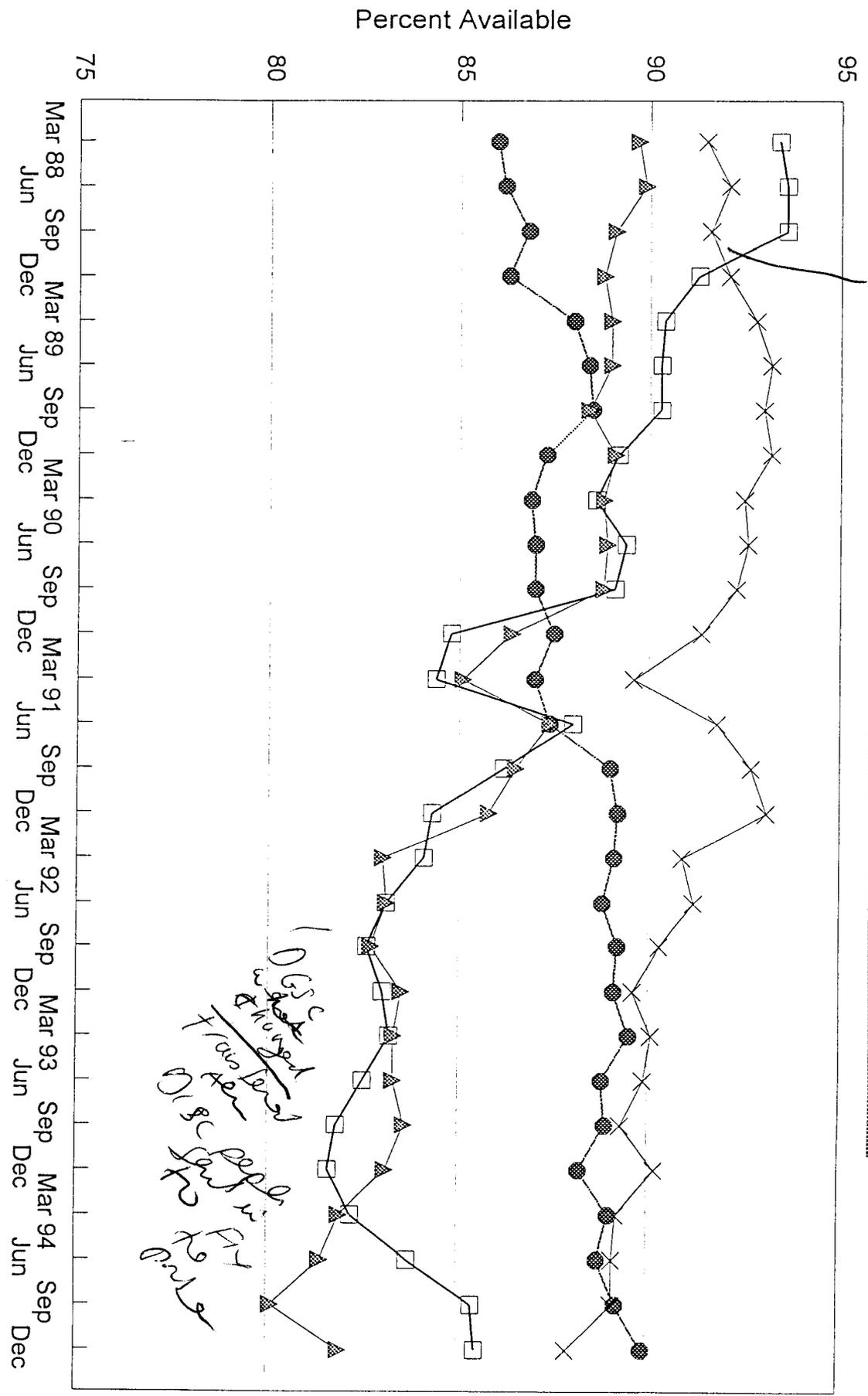
■ BUSINESS PROCESS

- LEARNING CURVE IMPACT
- LOSS OF EXISTING SYNERGY
- TROOP SUPPORT & GENERAL SUPPLY BUSINESS PROCESSES NOT COMPATIBLE

*Time from field
to new disk
to CSC
to DISC*

SUPPLY AVAILABILITY

ICP HARDWARE CENTERS



- DISC
- DGSC
- ▲ DCSC
- * DESC

DISC paper sent in for purchase

Interservice Synergy

Operational Synergy

Synergy: The action of two or more organizations to achieve an effect of which each is individually incapable.

- Webster

Synergy is gained by concentrating management attention on a single mode of material management.

- DLA 95 BMC detailed analysis.

Interservice Synergy

■ DISC - ASO

■ ICP: DGSC - Depot: DDRV

- Common Inventory Base/Weapons

Orientation:

ASO 200K Aviation Related Items

DISC 458K Aviation Related Items
(38% of all DLA Aviation Items)

DG - 17%; DC - 11%; DE - 34%

- Common Aerospace Industry Face:

ASO \$750M Acquired

DISC Aviation \$256M

GE; MACAIR; Allied Signal; MRC;

United Tech; Approved Vendors

- Leverage - Joint Contracting:

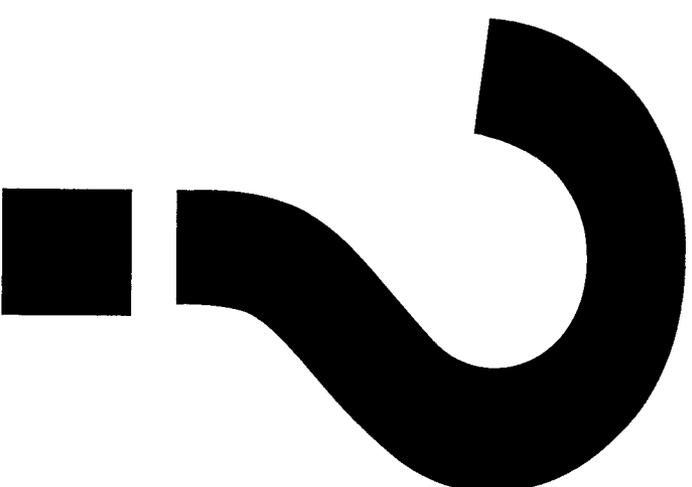
. Jet Engine Blades/Vanes

173 NSNs = \$57.9M Oblig. (to date)

Renewal 7/95: 241 NSNs = \$136M

. Aviation Bearings

58 NSNs = \$7M (est value)



*- NSNs to cover (contracts)
- NSNs under same Imprest*

*- Synergy not from
value from Depot*

ANALYSIS SUMMARY



- MAJOR READINESS IMPACTS
- NO SAVINGS FROM DISC DISESTABLISHMENT
- DLA COSTS ACTUALLY INCREASE
- FORCE STRUCTURE REQUIREMENTS MET
PRIMARILY THROUGH DOWNSIZING
- VIOLATES BRAC CRITERIA
- NO ADDITIONAL BASE CLOSURE ACHIEVED

RECOMMENDATION

■ ESTABLISH THREE ICP COMMAND LOCATIONS

- TWO WEAPONS SYSTEM ICPs
(PHILADELPHIA & COLUMBUS)
- TROOP SUPPORT ICP IN PHILADELPHIA (DPSC)
 - » COLOCATE WITH DISC AS SINGLE COMMAND
 - » MOVE PER BRAC-93 SCHEDULE (FY-97)
- GENERAL SUPPLY ICP IN RICHMOND

*- @ move DPSC
up in 1997*

*only present until Feb
1997 -
Dec of hold - A+E
may - contract
see 10 mo.
delay*

RECOMMENDATION BENEFITS

- CONSISTENT WITH BRAC-93 DECISION
- REAL SAVINGS ACHIEVABLE
- MINIMIZE READINESS IMPACT
 - REDUCES ITEM TRANSFERS FROM 1.4M TO .45M
- CAPITALIZE ON EXISTING ICP STRENGTHS
 - MAINTAINS EXPERTISE
 - MAINTAINS REINVENTION INITIATIVES
- CONTINUE DEVELOPED SYNERGIES
- ~~■~~ POTENTIAL DOD SAVINGS THROUGH INTER-SERVICE RESOURCE SHARING
 - REDUCE POSITIONS VIA COMMON SUPPORT
- SUPPORT DLA CONCEPT OF OPERATIONS
 - FACILITATES BUSINESS PROCESS IMPROVEMENTS

*- Sharee
covered
ASO/DPS
ALL the
tenants*

Defense Industrial Supply Center
Readiness and Military Value Issues-

DISC has a disproportionate impact on Readiness among the DLA Inventory Control points.

- Receives 40% of all DLA Service Requisitions For Military Hardware Items
 - DGSC Richmond 19%
 - DCSC Columbus 25%
 - DESC Dayton 16%
- Although the greatest volume of requisitions come to DISC we satisfy the highest percentage of Military Customer Requirements.
 - DISC Phila 89.5% availability
 - DGSC Richmond 86.1% "
 - DCSC Columbus 82% "
 - DESC Dayton 89.1% "
- DISC manages the highest percentages of weapons system related items in DLA.
 - DISC Phila. 34.5% of all DLA Weapons Items
 - DGSC Richmond 16% of all DLA Weapons Items
 - DCSC Columbus 20.3% of all DLA Weapons Items
 - DESC Dayton 29.2% of all DLA Weapons Items

For these weapons items we receive 40% of all Service Requisitions.

- DGSC 17.6%
- DCSC 27.1%
- DESC 15.3%
- For these weapons related items, again, DISC provides the highest level of availability.
 - DISC 89.6%
 - DGSC 85.2%
 - DCSC 82%
 - DESC 89.3%
- Within this population of weapons coded items there are those that are more important than others. Front Line, most critical weapons systems are designated "Level A" by the services. DISC again has more items on these highly critical systems than any other Center.

- DISC 37% of all items on Level A systems
 - DGSC 16% of all items on Level A systems
 - DCSC 15% of all items on Level A systems
 - DESC 32% of all items on Level A systems
- Within each weapon system there are super critical parts which, if unavailable, render the system not mission capable. DISC has the highest number of the essentiality CODE (EC-1) items and provides the highest level of support.
 - DISC 33% of all EC-1 item 89.5% availability
 - DGSC 17% of all EC-1 item 87.9% availability
 - DCSC 19% of all EC-1 item 79.9% availability
 - DESC 31% of all EC-1 item 88.7% availability
- Readiness at the front line is driven by having the modular assemblies available which plug quickly into that tank or plane to get it running again. Although these weapons components are managed by the military services they are repaired and kept serviceable by the major Industrial Maintenance/Facilities using DLA piece parts to repair those modules. DISC is the largest contributor to the mission of these Industrial Facilities. DISC processes a staggering 51% of all Industrial Customer Requisitions with the other centers far behind.
 - DISC 51%
 - DGSC 15%
 - DCSC 17%
 - DESC 17%

One of the most telling contributions of DISC to Readiness is the impact we have on what DLA HQ and the services call chronic systems degraded by DLA parts.

- DISC contributes to the degradation of 38 systems only one of which is a Level A system.
- DGSC contributes to the degradation of 75 systems
- DESC contributes to the degradation of 72 systems
- DCSC contributes to the degradation of 372 systems

Again even though we manage the bulk of all weapons parts, critical weapons parts and process the most, requisitions we have the most stellar performance precluding weapon system degradation.

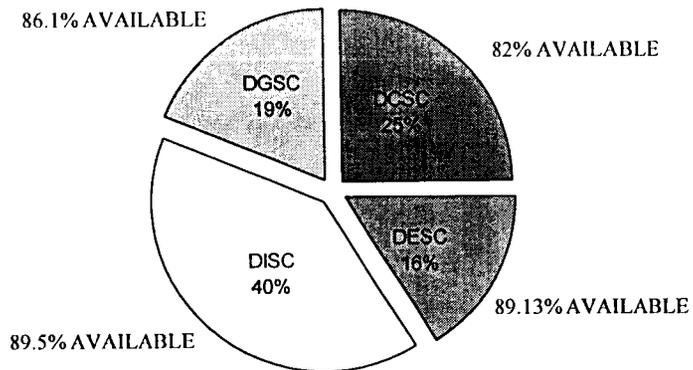
Overall we provide the highest Readiness support to the services as follows:

	TOTAL AVAILABILITY FOR ALL SYSTEMS	ESSENTIAL ITEMS FOR LEVEL A SYSTEMS AVAILABILITY
US ARMY	DISC 91.55%	91.95%
	DGSC 88.8%	90%
	DCSC 82.2%	76.8%
	DESC 89.9%	88.3%
US NAVY	DISC 88.9%	90.3%
	DGSC 85.9%	89.4%
	DCSC 82.3%	82.6%
	DESC 90%	92.7%
USMC	DISC 92.6%	90.7%
	DGSC 89.1%	91%
	DCSC 84.8%	83.9%
	DESC 90%	88.5%
US AIRFORCE	DISC 85.4%	85%
	DGSC 81.8%	80.3%
	DCSC 79.4%	76.1%
	DESC 86%	85.3%

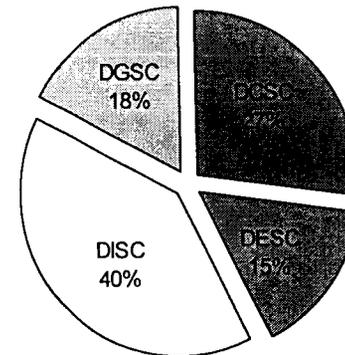
When talking about availability it appears that all centers are fairly high, maintaining support in the 80% range. However, in the Readiness Business even a small % difference is crucial. Consider That DLA Hardware Centers receive 12,200,000 requisitions a year. A 1% slip in availability would result in 122,000 backorders or not being able to give that customer the parts he needs to fight. So in this business even a spread of .1% is a big deal, not just from the Readiness perspective but cost to DoD. For instance, in the Navy Aviation Industrial Community one day of repair turn around time fixing repairable weapons modules equates to an \$11M per day requirement at ASO to acquire or repair spare components. At San Antonio Air Logistics Center a line stoppage on the C-5 costs \$100 per day. At MCLB Albany a day slippage on the amphibious assault vehicle costs \$104,000. As can be seen having the parts is not only a Readiness Driver but a huge cost impact.

READINESS IMPACT AND MILITARY VALUE

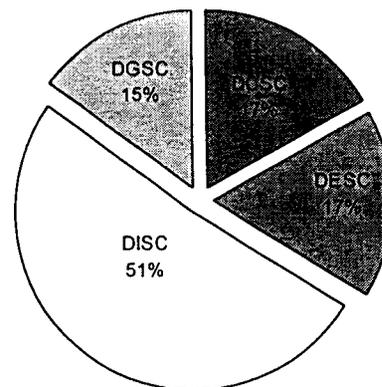
TOTAL REQUISITIONS



WEAPONS REQUISITIONS



REQUISITIONS TO INDUSTRIAL CUSTOMERS

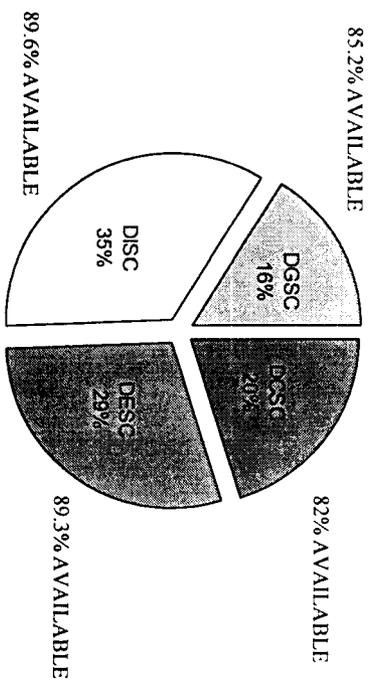


Imp- to the readiness base with the customer Dept maintenance - need to have parts to supply to weapon - B.M. spans part piece line - Also needs to buy entire item, I'm lead it since we part of it a lot have some part

SOURCE: SAMMS DATA BASE

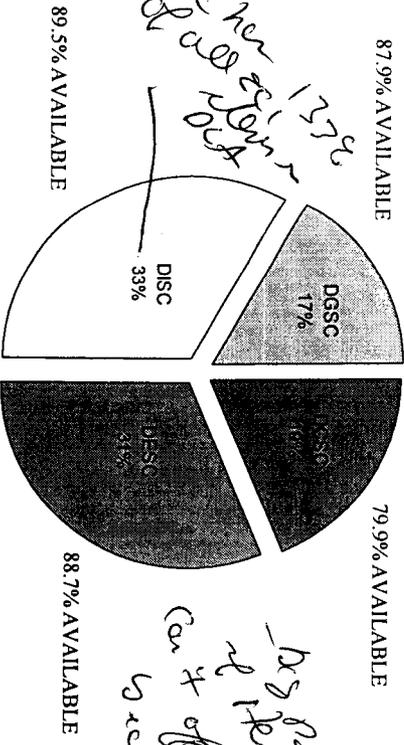
READINESS IMPACT AND MILITARY VALUE

DLA WEAPONS CODED ITEMS



Must have been system down for 2 days. All weapons in inventory.

DLA MOST ESSENTIAL (ECI) WEAPONS

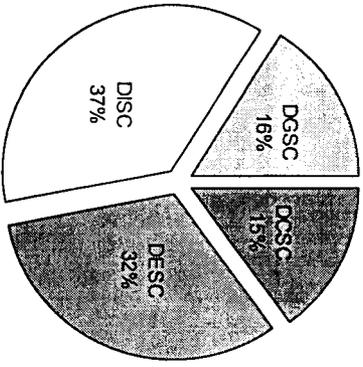


Disc here is all system 17.3%

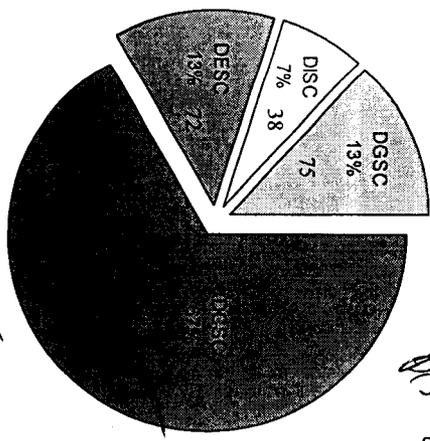
As per system of inventory - can't afford to get order

71.8% of the current inventory is in the system - of the

ITEMS USED ON LEVEL "A" WEAPONS



NUMBER OF CHRONIC BELOW SUPPORT GOAL SYSTEMS



Lead negotiations impact we have by the availability

372 down to system not work. Over 1.0m change in the system. This before we started to work on the system.

SOURCE: WEAPONS SYSTEM DATABASE/SAMMMS

SOURCE: DLA HQ FEB READINESS BRIEF

1995

**MILITARY VALUE
HARDWARE REQUISITIONS BY CUSTOMER**

	TOTAL FY94 REQNS	% ONTIME PROCESS	% OF TOTAL SERVICE REQUISITIONS SUBMITTED TO HARDWARE CENTERS				AVAIL- ABILITY
			USA	USN	USAF	USMC	
DISC	384.9M	97.4 <i>has Army for order xcd</i>	40.5%	37.4%	40.9%	40%	89.5
DGSC	201.8M	94.2	14.7%	17.8%	22.2%	12.3%	86.1
DCSC	163.8M	94.8	36.3%	19.6%	16.7%	35.6%	82.0
DESC	254.9M	95.3	7.9%	20.8%	19.2%	10.9%	89.1

SOURCE: ICP COMMAND DATA BASE FEB 95

DLA WEAPONS SUPPORT

	TOTAL ITEMS MANAGED	WEAPONS CODED ITEMS	% OF TOTAL DLA WEAPONS ITEMS	ITEMS CODED EC-1	% DLA TOTAL EC-1	# ITEMS LEVEL A SYSTEM APPL	% DLA TOTAL LEVEL A ITEMS
DISC	1,116,172	706,176 (63%)	34.5%	284,087	33%	297,172	37%
DGSC	675,799	328,186 (48.6%)	16%	146,343	17%	133,359	16%
DCSC	730,186	416,529 (57%)	20%	160,205	19%	120,299	15%
DESC	1,138,853	598,105 (52.5%)	29.5%	271,542	31%	257,931	32%

*but go to Fed supply
but here to key
CLM*

MILITARY VALUE WEAPONS SYSTEM SUPPORT

SERVICE COMPONENT	DGSC (RICHMOND)			DCSC (COLUMBUS)			DESC (DAYTON)			DISC (PHILA.)		
	CHRONIC SYS BELOW GOAL	SERV SMA	EC-1 SMA LEVEL A	CHRONIC SYS BELOW GOAL	SERV SMA	EC-1 SMA LEVEL A	CHRONIC SYS BELOW GOAL	SERV SMA	EC-1 SMA LEVEL A	CHRONIC SYS BELOW GOAL	SERV SMA	EC-1 SMA LEVEL A
USA	22	88.8	90.	119	82.21	76.8	20	89.9	88.3	6	91.55	91.95
USN	19	85.9	89.4	151	82.27	82.6	14	90.08	92.7	17	88.9	90.3
USMC	12	89.1	91.9	31	84.8	83.9	9	90.9	88.5	0	92.6	90.7
USAF	22	81.8	80.3	71	79.4	76.1	29	86	85.3	15	85.4	85
TOTALLING	75			372			72			38		

SOURCE; DLA FEB DATA

HARDWARE CENTERS
 PROPORTION OF DLA WEAPONS EFFORT
 MAR94 thru FEB95

Level A

SYSTEM))))	DISC	((())))	DGSC	((())))	DESC	((())))	DCSC	(((
	%DMD	%NSNs	SMA									
CHINOOK HELICOPTER	61.9%	49.2%	94.0%	17.8%	15.4%	92.5%	9.4%	20.8%	93.5%	10.9%	14.5%	89.5%
TOW MISSILE	58.9%	40.2%	97.7%	29.0%	13.4%	97.1%	8.9%	43.8%	93.6%	3.2%	2.7%	90.9%
M-109 HOWITZER	50.0%	56.1%	94.8%	22.8%	9.6%	91.5%	6.2%	7.8%	93.5%	21.0%	26.6%	85.0%
M-198 HOWITZER	60.2%	72.5%	97.2%	24.0%	6.4%	96.4%	1.1%	4.6%	97.2%	14.7%	16.4%	89.5%
ABRAMS TANK	61.5%	52.0%	94.4%	17.9%	8.8%	94.9%	7.2%	23.2%	93.5%	13.3%	16.0%	83.3%
BRADLEY FIGHTING VEHICLE	57.4%	54.4%	94.1%	17.6%	9.8%	93.9%	6.6%	14.5%	92.3%	18.5%	21.4%	85.5%
POSEIDON & TRIDENT	37.9%	21.6%	96.4%	22.2%	9.3%	94.0%	35.5%	64.9%	94.3%	4.4%	4.3%	86.3%
F-14A ACFT (TOMCAT)	44.0%	34.3%	94.4%	13.6%	12.6%	89.9%	30.5%	42.7%	92.7%	11.9%	10.3%	84.3%
S-3A ACFT (VIKING)	44.0%	33.4%	94.6%	12.5%	10.9%	91.6%	31.7%	45.3%	92.7%	11.7%	10.4%	84.9%
E-2C ACFT (HAWKEYE)	42.5%	30.6%	94.3%	12.2%	12.3%	92.2%	33.1%	47.4%	93.0%	12.3%	9.7%	85.6%
C-5 ACFT (GALAXY)	51.4%	44.3%	89.0%	19.3%	22.3%	84.7%	17.7%	23.4%	89.0%	11.7%	10.0%	83.7%
C-141 ACFT (STARLIFTER)	45.0%	41.6%	89.9%	24.6%	20.2%	82.5%	18.9%	29.0%	88.9%	11.4%	9.1%	84.1%
F-15 ACFT (EAGLE)	49.5%	33.6%	89.9%	21.0%	13.3%	87.9%	16.5%	45.3%	86.4%	13.0%	7.8%	79.7%
E-3A ACFT (AWACS)	46.0%	39.1%	91.6%	22.7%	21.7%	88.4%	20.0%	30.8%	90.3%	11.3%	8.4%	84.5%
AMPHIB ASSAULT VEHICLE	52.2%	53.5%	89.8%	17.7%	10.0%	88.3%	8.2%	11.5%	92.1%	22.0%	25.1%	78.2%
M1A1 COMBAT TANK	59.5%	51.8%	94.5%	15.9%	6.7%	95.6%	10.8%	22.0%	93.9%	13.9%	19.6%	85.5%
LAV, ANTI TANK	46.2%	50.6%	96.0%	17.4%	9.9%	92.2%	9.8%	11.2%	93.9%	26.6%	28.3%	90.0%

SOURCE: F-112
 NSN: FEB95 COUNT
 DMD&SMA: 12 MO AVG (MAR94/FEB95)

Document Separator

AVAILABILITY AND MILITARY VALUE

- ON A BASE OF 12.2 MILLION REQUISITIONS PER YEAR A 1%
DIFFERENCE IN AVAILABILITY = 122,000 BACKORDERS

- BACKORDERS IMPACT READINESS AND MONEY

e.g. NAVY AVIATION DEPOTS: 1 DAY OF REPAIR TURN AROUND TIME
COSTS ASO \$11M IN SPARES REQUIREMENTS

ONE DAY OF LINE STOPPAGE ON THE C5 REPAIR LINE AT SAN ANTONIO

ALC COSTS \$100K

for lack of parts

ONE DAY OF LINE STOPPAGE ON AMPHIBIOUS ASSAULT VEHICLE AT MCLB

ALBANY COSTS \$104K.



Inventory Control Point

Implementation Planning for BRAC 95

Capt R. T. Moore III
19 Apr 1995

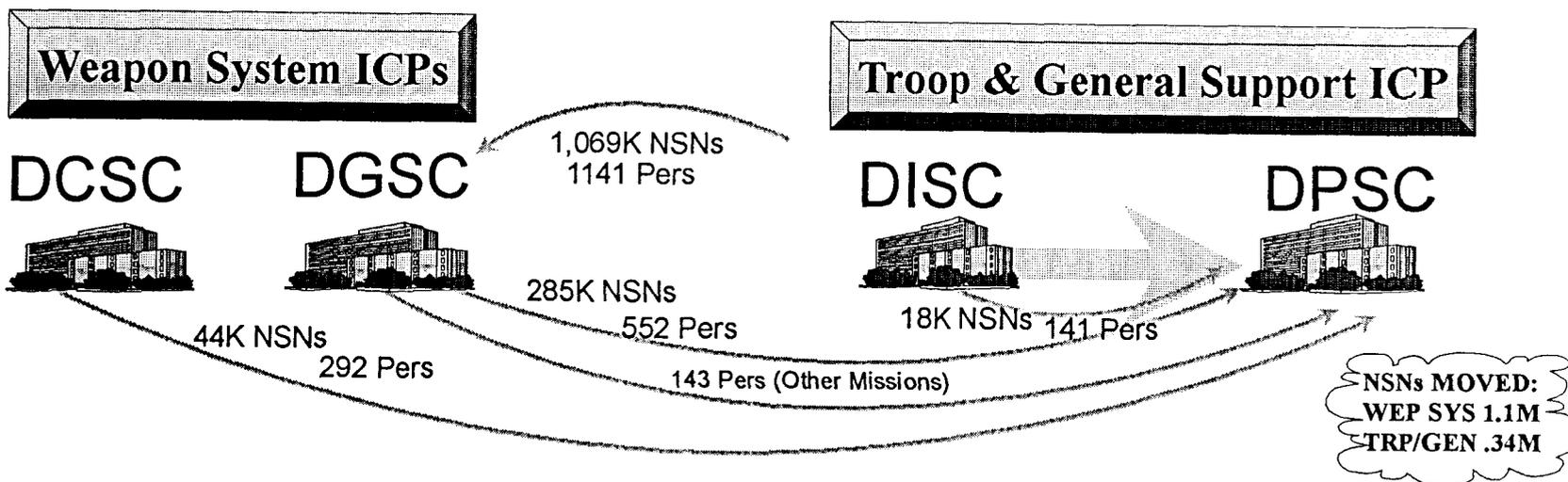


ICP Concept of Operations

- **Align ICPs by "Troop and General" and "Weapon System" Support**
 - **Troop Support Items:** Service member's personal protection, physical comfort, and/or well being
 - **General Support Items:**
 - ▶ Base, fixed installation or support operations; or
 - ▶ Market ready commodities
 - **Weapon System Support Items:** Used in weapon system applications and:
 - ▶ Specifically designed for use in such applications; and/or
 - ▶ Not readily available in the commercial sector
- **Basic Implementation Premises**
 - FSCs will not be split
 - ▶ Face to industry ... cycle time / leverage
 - ▶ Prevalent management mode rules
 - Items may be realigned between FSCs



Chosen Alternative



	DCSC		DGSC		DISC	DPSC	T&G
	<u>Before</u>	<u>After</u>	<u>Before</u>	<u>After</u>	<u>Before</u>	<u>Before</u>	<u>After</u>
NSNs	1.69M	1.65M	.64M	1.45M	1.12M	.1M	.46M
Active	.63M	.60M	.22M	.49M	.41M	.02M	.18M
Inactive	1.06M	1.05M	.42M	.96M	.71M	.98M	.28M
Sales	\$1.58B	\$1.44B	\$1.12B	\$1.2B	\$0.71B	\$3.42B	\$4.18B
Contracts	260K	243K	149K	218K	132K	217K	297K
Percentages							
NSNs	48%	47%	18%	41%	31%	3%	13%
Sales	23%	21%	16%	18%	11%	50%	61%
Contracts	34%	32%	20%	29%	17%	29%	39%



ICP Civilian Staffing

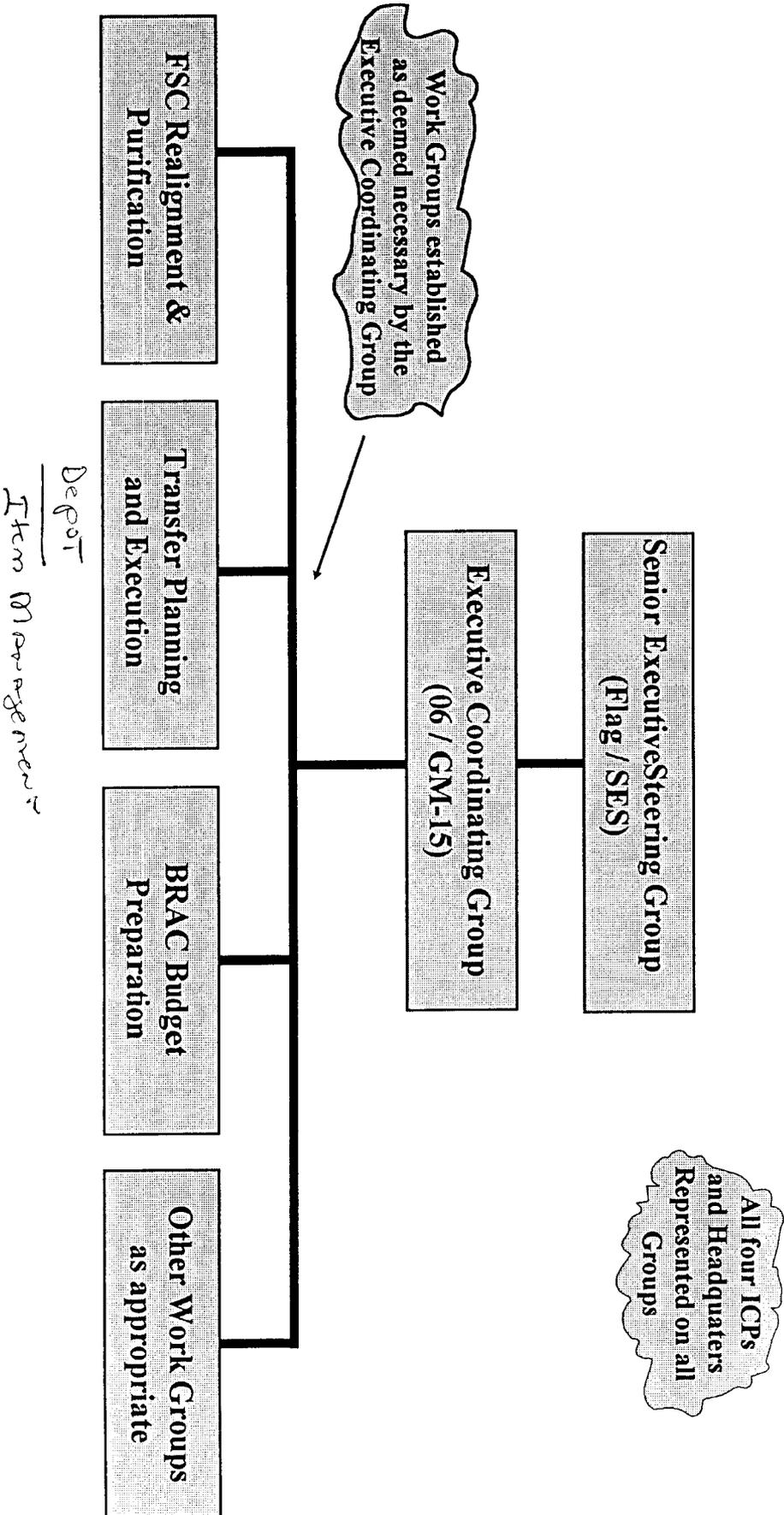
FY95 thru FY99

Activity	FY94	FY95	FY96	FY97	FY98	FY99	FY99 After BRAC 95	Delta
DGSC	2198	2152	2066	1983	1904	1828	2151	+323
DCSC	2045	1995	3284	3269	3138	3013	2655	-358
DESC	1824	1711	171					
DISC	1851	1755	1679	1624	1559	1497		
DPSC	2098	2029	1858	1623	1558	1480	2608	-369
BRAC93 Adj				(164)	(158)	(167)		
Total	10016	9642	9058	8663	8317	7985	7414	-404

BRAC
Inst. 10/95



Workload Transfer Planning Structure



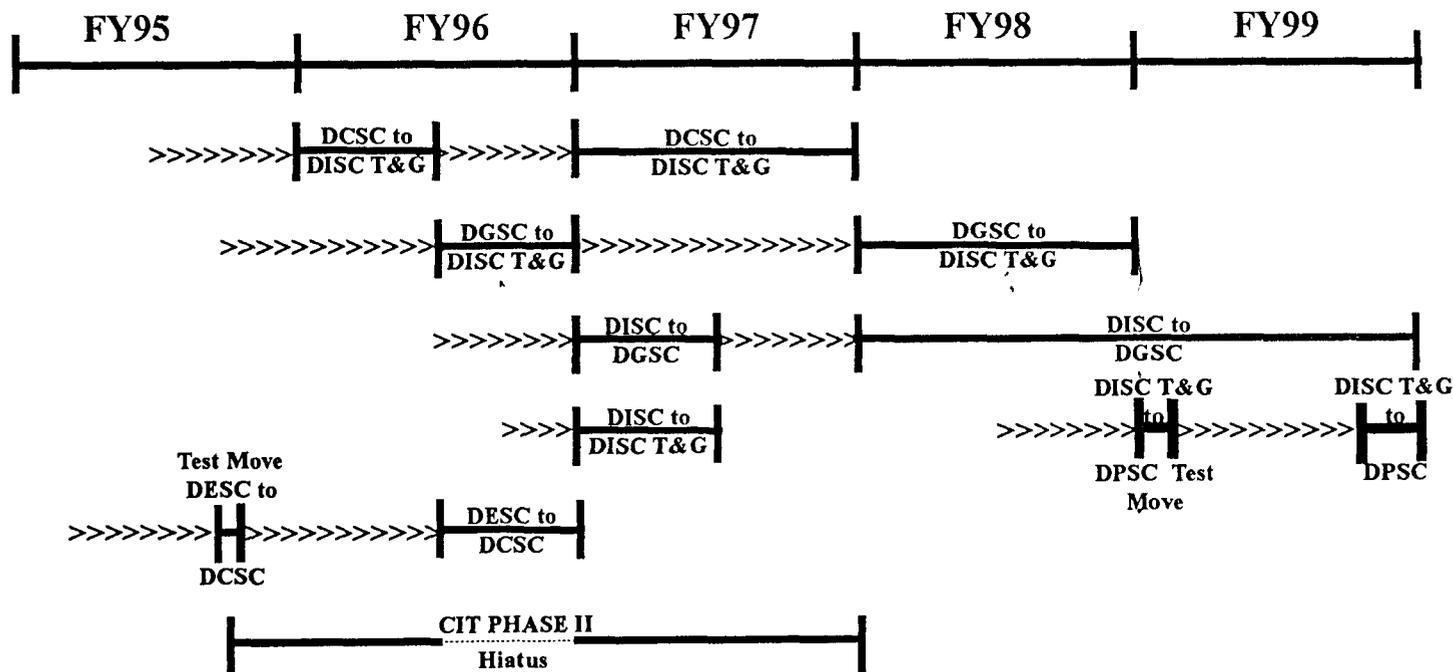
Depot
Item Management

All four ICPs and Headquarters Represented on all Groups

Work Groups established as deemed necessary by the Executive Coordinating Group



Notional Transfer Strategy



■ Transfer Precepts

- CIT Phase II takes precedence
- Transfers to DISC T&G will be to a dedicated group
 - ▶ FY96 Transfers will be to gain experience in establishing support arrangements for new "market ready" groupings of items
 - ▶ Losing activity retains day-to-day responsibility until support in place
- DCSC T&G transfers will be completed first
- Subsequent transfers phased to balance personnel requirements
 - ▶ Savings not taken until end FY99



Summary

- ICP Workload Transfer Over Next 4 Years is a Massive Effort
 - Over 70% of item management responsibility changing between BRAC 93 and BRAC 95
- Readiness and Price Commitments Must be Maintained
- Must be Carefully Coordinated with Other Significant Initiatives
 - CIT Phase II
 - Reduced LRT *-Logistics Response Time*
 - Improved Performance
 - Shift in Business Practices

HOW PERSONNEL SAVINGS WERE DETERMINED BY DLA
FOR THE DISC PROPOSAL

	<u>Civilian Positions Before Transfer</u>	<u>Civilian Positions Reqd After Transfer</u>	<u>Reduction</u>	<u>Civilian Cobra Inputs</u>
Transfer of DISC Weapons Items to DGSC	1331	1141	190	46
Transfer of DGSC Troop and General Support Items to DPSC	655	552	103	
Transfer of DCSC Troop and General Support Items to DPSC	358	292	66	358
Transfer DGSC Misc. to DPSC	163	143	20	
Transfer DISC General Support Items to DPSC	166	141	25	
Total Civilian Personnel Reduction			404	404

DLA claims that they determined the savings by cutting overhead, especially at DCSC. The 404 reduction was actually determined using the above calculations by DLA taking cuts in the three categories of resources, direct, indirect and G&A assigned to each group of items that are to be transferred. The data was obtained from off-line DLA spreadsheets provided to Congressman Borski's office. DLA then allocated the positions eliminated in the off-line spreadsheets in COBRA Run ICP22 to DCSC and DISC.

The size of the reductions relate directly to the number of items and associated resource categories being transferred from one ICP to another. The larger the number of items being transferred the larger the cuts taken. The methodology and cuts have no relationship to managing like items together at the same site.

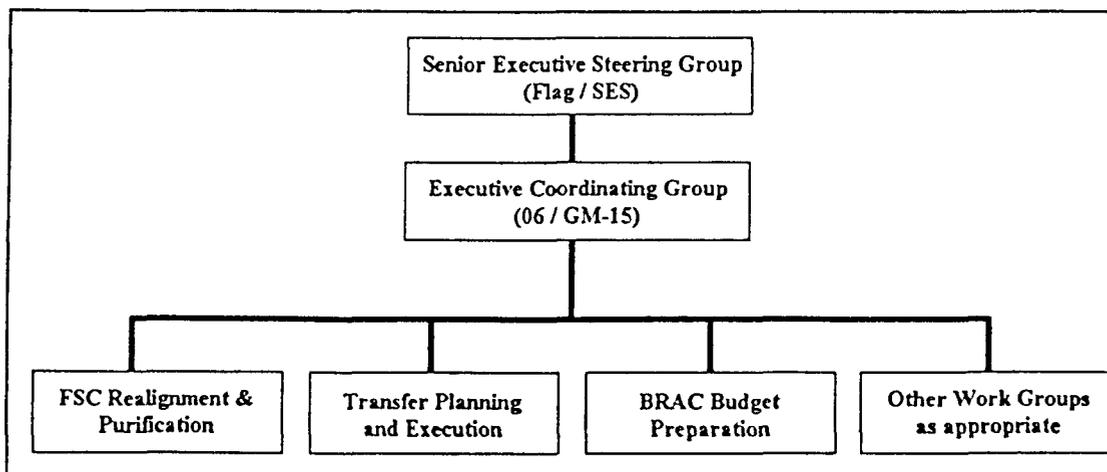
Memorandum for the Record

21 April 1995

- Encl: (1) List of Attendees
(2) Executive Coordinating Group Members and Initial Deliverables
(3) General Definitions of Troop, General, and Weapon System Support Items
(4) Letter to Congressman Borski
(5) Notional Transfer Schedule
(6) Updated IPC ADP Processing Transfer Schedule
(7) ICP BRAC Implementation Planning Briefing of 19 April 1995
(8) Action Items
(9) Open Questions

1. On 22 March 1995 and 30 March 1995 the personnel listed in enclosure (1) met to continue defining the planning process for implementing the BRAC 95 recommendation to concentrate Troop and General (T&G) Support item management in a single Inventory Control Point (ICP) in Philadelphia Pa. and Weapon System (WS) Support item management in two ICPs; one in Richmond Va. the other in Columbus Oh.. The following subparagraphs provide a brief synopsis of the major discussion points and decisions.

a. **BRAC 95 Implementation Planning Organizational Structure:** Since every ICP is affected by the BRAC 95 workload transfers it was determined that the planning and execution processes should be overseen by a Flag / SES level steering group. This body will be composed of representatives from headquarters and each of the ICPs, and shall provide guidance and direction to, and perform adjudication functions for, an Executive Coordinating Group (ECG). The ECG will be directly responsible for promulgating a detailed implementation plan and then coordinating the actual execution of that plan. The ECG will be composed of 06 / GM-15 representatives from headquarters and each of the ICPs and will be authorized to establish any working groups it deems necessary to fulfill its responsibilities (enclosure (2) pertains). The basic arrangement is depicted in the figure below. It should be noted that the displayed working groups are "notional" at this point, although as indicated in subparagraph b the committee has determined that the establish of a working group to review the assignment of items to the T&G and WS categories is warranted.



b. FSC Assignment Validation and Adjustment: As discussed above it was unanimously agreed that a work group would be established to review the assignment of items to FSCs and FSCs to the T&G and WS categories. In fulfilling this function it was expected that the team would use the definitions displayed in enclosure (3) to perform two primary functions: (1) refining the FSC and item assignments, and (2) identifying new groupings of market ready items that would permit us to take full advantage of existing commercial manufacturing and distribution network capabilities (e.g. associating nails, wood screws, pallets, and wood working tools with wood products to take advantage of the normal construction material distribution channel's capabilities).

It was envisioned that completing this effort would require dedicating 3 to 4 personnel from each ICP (a total of 15 to 20 personnel) for a period of six months to:

- (1) Review and recommend refinements to the general WS and T&G item classifications agreed to by the ICPs in September 1994, and propose realignments of management responsibility among the ICPs to support those refinements. This includes identification of new groupings to allow us to take full advantage of market ready opportunities;
- (2) Review current federal supply classification procedures in light of emerging business practices which recognize management differences between those items which are readily available in the commercial market place, and those T&G and weapon system related items which are not readily available in the commercial sector. Evaluate alternative methods of classification to support management by type as just defined as opposed to the current methodology of management by class; and
- (3) Recommend a methodology to reorient the FSC structure to support a management by type strategy.

There was some discussion as to whether or not an item should be classified as weapon system related simply because it had a Weapon System Designator Code (WSDC) assigned. Although consensus was not reached, it appeared that the sentiment was leaning towards the interpretation that it should not. The rationale presented was that the type of management applied to an item was driven by its availability in the market place, not whether or not it has a WSDC assigned. More specifically it was argued that supporting a WSDC coded common use screw that was abundantly available from every local hardware store required a different management approach.... the ICP primarily ensures that there is a contract in place and allows the commercial market place to perform the inventory management and technical functions than supporting a weapon system related item that was not readily available in the commercial market place the ICP must perform the full range of item management and technical functions as well as have contract instruments in place.

The committee did admit experience has shown that support as measured by responsiveness, quality, and cost is optimized when management responsibility is aligned along commercial industry and distribution channel lines as doing so allows us to exercise

full leverage in the market place and concentrate specific management techniques and expertise. Therefore, it was agreed the FSC review team would be charged to ensure that these factors were appropriately reflected in its recommendations.

c. Transfer Precepts: Several basic precepts governing the transfer of items were concurred in by the committee. In particular:

- (1) CIT Phase II takes precedence over any BRAC actions.
- (2) To the extent possible, the items being transferred to Philadelphia will be grouped in related "market ready" batches to allow the application of new business processes and support methods (e.g. Prime Vendor arrangements). This will expedite our implementation of Business Process Improvements... and consequently our ability to take full advantage of existing commercial manufacturing and distribution network capabilities while executing BRAC 95.
- (3) A small dedicated organization will be established in Philadelphia to implement new BPI support arrangements for the items being transferred in. Establishing dedicated groups at DISC and DGSC to handle the transfer out and DGSC to handle the receipt of new items will be reviewed.
- (4) To the extent possible, items will be transferred with long term contracts underpinning them in order to decrease the risk of severe support problems developing in the short term.
- (5) To the extent possible the gaining activity will not be encumbered with day to day management responsibility for an item during the period that they are establishing new BPI support arrangements (e.g. Prime Vendor arrangements or a long term contract for an item with a deficient asset position). Rules governing when day to day management responsibility will transfer are as follows:

Category A ... Market ready items being worked by the BPI groups will transfer when the initial offers to the new support arrangement are received, if the initial offers are deemed to be acceptable.
(An alternative to transfer them at the time of solicitation was put forward. This needs to be decided at the 21 April committee meeting)

Category B ... Items which have existing long term contracts will be transferred at the time the FSC is identified for transfer.

Category C ... Items with a healthy asset position (*defined as whenever the asset position is above _____*) or with excesses on hand will be transferred at the time the FSC is identified for transfer.

Category D ... Non-stocked items will be transferred at the time the FSC is identified for transfer.

Category E ... Items that have a natural affinity with the material already being managed by the gaining Commodity Business Unit (CBU) will be transferred at the time the FSC is identified for transfer.

Category F ... Items which have a CBU integrity or which logically should travel en masse will be transferred together.

(6) The target is to complete all transfers by the end of FY99 if possible.

* (7) In those instances where gaining activities cannot quickly hire necessary expertise, or incumbents with special skills decline to relocate, losing activities will make knowledgeable personnel available on a reimbursable basis to assist the gaining activity in maintaining adequate support for the items and/or mission.

* (8) Subsequent to the last meeting a command decision was made that general items being relocated to Philadelphia would be initially transferred to DISC because of operating and computer system similarities. It was also supported by Human Resources personnel as the most appropriate way to fulfill our commitment to equitably treat both Philadelphia work forces. Enclosure (3) is a copy of a letter sent to Congressman Borski reaffirm our position in this matter.

d. Transfer Schedule: Enclosure (5) provides a notional transfer schedule. As shown basic elements include:

- Near term activities must be planned so as to not conflict with the transfer of ICP ADP processing from IPC Richmond to DMC Columbus. Enclosure (6) provides the schedule for this.
- Standing-up a Philadelphia BPI/Market Ready group by October 1995;
- Transferring DCSC plumbing and perhaps wood product items combined with like product families/items from DISC (wood screws etc.) and DGSC (pallets and wood working tools) to Philadelphia between October and December 1995 to serve as a pilot BPI move;
- Completing the transfer of plumbing and wood product items to Philadelphia by March 1996 so that it is done before the mass moves associated with implementing the BRAC 93 directed consolidation of DESC and DCSC begin;
- Completing the relocation of DCSC T&G items to Philadelphia in FY97;
- Conducting a pilot non-market ready item transfer from DGSC to Philadelphia in the June through December 1996 time frame. Volumes as high as 100,000 items were discussed but led to some concern by DGSC about its potential impact on CIT Phase II. Therefore this subject was left as an open item for further deliberation.
- Phasing the remaining transfer actions across FYs 97 to 99 in such a fashion as to balance the personnel requirements.

e. **Budget:** The Steering committee acknowledged that the ICPS are not currently resourced to execute the BRAC 95 item transfers while simultaneously effecting the many business process improvement initiatives, improving performance, maintaining price commitments to the customers, and absorbing a 4% per year productivity cut in labor funding. Consequently, the committee agreed implementing BRAC 95 warranted providing additional labor resources. It also acknowledged that it would be essential to secure BRAC funding for these and all related non-labor requirements to preclude an unwarranted impact on customer prices (as O&M funding these costs would not have to be recovered). *

A three prong approach was discussed to satisfy this requirement. The first is to fund the 15 to 20 person FSC review team discussed in subparagraph b above. The second is to provide: the Philadelphia receiving activity an increased labor authority of 30 to 50 man years for FY96 and FY97 to establish a BPI implementation group; and DISC and DGSC perhaps up to 10 man years in the same years to establish transfer groups responsible for coordinating the evolution and for preparing/receiving transfer packages. The last is to not take any BRAC budget reductions during the time the items are being transferred in order to create a surplus labor pool to cover the BRAC labor requirements in FY98 and FY99. For example, transferring the DCSC troop and general support items to Philadelphia would decrease DCSC's end strength by 358 (FY99) but only increase Philadelphia's end strength by 292. This creates a pool of 66 end strength that can be redistributed among, or reapplied within, the ICPs to offset BRAC labor requirements.

The total potential surplus labor pool is displayed in the table below. It should be realized that the actual amount of surplus created is directly dependent on the phasing of the item transfers. Items transferred earlier than FY99 will in fact generate a larger pool as the figures in the table reflect the application of a 4% productivity cut in every year. For example there are 181 end strength associated with the DGSC miscellaneous functions in FY96 as opposed to 163 in FY99. This provides a slight additional cushion for those actions completed in FY97 and FY98.

	Decrease at Losing Activity	Increase at Receiving Activity	Temporary Surplus
DCSC T&G	358	292	+66
DGSC T&G	655	552	+103
DGSC Miscellaneous	163	143	+20
DISC WS	1331	1141	+190
DISC T&G	166	141	+25
Total	2673	2269	+404

Note: figures are FY99 numbers taken from POM 96

There was also considerable discussion about how much it cost to prepare and receive transfer packages. Estimates ranged from over \$30 per package to approximately \$10 dollars per package. Although the group nominally agreed to use an estimate of \$20 to prepare a package (about 1 hours time) and \$10 to receive a package (about .5 hours time), there was considerable concern that this still represented an unfundable amount (approximately \$43 million); particularly in view of the fact that the ICPs received no compensation for the DESC to DCSC transfer or for CIT Phases I or II. Furthermore, several members were not convinced that a process couldn't be established to substantially reduce the per package cost (e.g. the utilization of JEDMICS, contractors etc.).

Other budget agreements reached were:

- The ICPs would absorb any training costs out of hide
- Funding for the following items will be requested in the BRAC 95 budget
 - ▶ PCS and personnel separation costs
 - ▶ TDY costs
 - ▶ ADP infrastructure and software changes necessary to support the implementation of BRAC 95
 - ▶ Any minor or major facilities or Milcon requirements

Considering all of the above factors, Mr. Molino offered a very rough estimate that Philadelphia would require approximately 30 work years and \$3 million in FY96 and 50 work years and \$5 million in FY97. Conversely DCSC's costs would be limited to package preparation expenses of approximately \$300,000 in FY96 and \$600,000 in FY97 (predicated on the still questionable \$20 per package).

The last budget item discussed was needing to ensure that the ICPs budgets / business plans were adjusted to reflect NOR and sales changes as items were transferred. This was considered to be adequately addressed by the process currently employed to handle CIT Phases I and II.

2. A slightly modified version of the briefing given by DLA-MMSX to the Commanders' BRAC conference on 19 April 1995 is attached for information (enclosure (7) pertains). The next meeting is scheduled for 1300 21 April 1995. The purpose of the meeting is to bring the ECG together and provided them with an overview of the deliberations to date and what the Steering Groups expectations are for their efforts. To assist in this, enclosures (8) and (9) provide a recapitulation of action items and open questions.


R. T. Moore III
Asst Executive Director
(Inventory 2000)

17 March 1995

POST ANNOUNCEMENT

PLANNING MEETING

- Encl: (1) List of Attendees
 (2) Federal Supply Class Breakdown by ICP and Category
 (3) Agenda /Discussion Points
 (4) Action Items
 (5) Open Questions

1. On 10 March 1995 the personnel listed in enclosure (1) met to initiate the planning process for implementing the BRAC 95 recommendation to: disestablish the Defense Industrial Supply Center (DISC); and realign item management responsibilities among the Defense General, Construction, and Personnel Supply Centers to correspond to the Inventory Control Point (ICP) concept of operations. More specifically, Troop and General Support item management will be concentrated at the Defense Personnel Supply Center (DPSC) and Weapon System Support item management will be split between the Defense General Supply Center (DGSC) and the Defense Construction Supply Center (DCSC). Enclosure (2) provides a synopsis of current and projected item management responsibility by Center and Federal Supply Class (FSC).

2. RADM Chamberlin opened the meeting by briefly discussing DLA's recommendation. He stressed it was predicated on military value and infrastructure reduction considerations, not on recent performance. In consonance with this he publicly recognized the skill, motivation and success of the DISC work force. He also acknowledged that authority to disestablish DISC was dependent on approval of the recommendation through the BRAC process, but allowed how the extraordinary complexity of what we are about to undertake plus the need to adequately reflect our requirements in the upcoming budgets argued strongly for immediately commencing preparatory planning.

3. RADM Chamberlin laid out three objectives for the group: first, define the major issues and questions that must be addressed; secondly, identify the areas where strategic assumptions still need to be made; and lastly, lay the initial groundwork for structuring the detailed planning process. The group's efforts focused on the first of these objectives (enclosure (3) pertains), with the conversation largely centered on: ① understanding what FSCs move where; ② delineating significant personnel issues; and ③ how BRAC 95 should be reflected in the budget and POM 97. Enclosure (4) lays out specific action items emanating from, and the following subparagraphs capsule significant points and agreements made during, these discussions.

a. FSC Realignment: The assumption that it was preferable to assign management responsibility for all the items in an FSC to one activity was unanimously reaffirmed by the participants. However, it was also agreed that the BRAC recommendation did not limit DLA's authority to adjust the projected FSC management responsibilities (listed in enclosure (2)) as it progressed through the detailed planning and implementation processes. It was further acknowledged that two forms of adjustment could occur: either an FSC could be reassigned in its entirety; or items could be moved from one FSC to another, or new, FSC. The movement of items to other FSCs was thought to have particular potential when dealing with classes which

would
 impact
 COBRA
 numbers

have a relatively high percentage of both weapon system and troop /general items and different management requirements associated with each segment (e.g. wood screws vs turbine engine fasteners). Lastly, it was confirmed that the intention is to transfer any reimbursable work associated with specific FSCs, with those FSCs.

b. Personnel Issues: As expected there was significant discussion of the personnel ramifications associated with the recommendation to disestablish DISC. It was reiterated by the BRAC office and personnel specialists that classifying the DISC action as a realignment or disestablishment conveyed no specific personnel rights; rather personnel rights are solely dependent on whether actions are classified as work load or functional transfers. Due to both the confusion and intense interest in this area it was decided that headquarters DLA would issue written clarification as soon as possible.

The need to better define what the actual personnel situation might be for each activities' work force was also acknowledged. It was agreed that this should be done as soon as possible, but that it was dependent on certain implementation and budget decisions that had not been made yet. Other notable deliberations included: options available to provide preferential treatment to the adversely impacted work forces; avenues available for maximizing attrition; the general problem of retaining specific and unique expertise at least through the transition period; the requirement to ascertain as soon as practical what the actual personnel situations are in each geographical region; and a recognition that the more we could treat this as merger vice takeover actions the better off we would be.

c. Budget and POM 97: Considerable concern was expressed by the ICP Deputy Directors about their ability to absorb the directed productivity improvement marks while simultaneously: accelerating the implementation of DLA's new business practices; gaining several hundred thousand new items through CIT Phase II; internally transferring ownership of over 65% of the items we currently manage (includes DESC movement to DCSC); and maintaining performance. Further, apprehension was voiced over the assumption used in the BRAC Cobra model runs that all POM reduction would be taken against "losing activities".

The principal countervailing considerations were: the universally endorsed requirement to become more efficient; the acceptance that we did not want to create an unbalanced work force during the evolution (over stressed one place, idle another); and the realization that the appropriate mechanism to fund any "bubble" caused by BRAC 95 was the BRAC 95 budget (due in May '95). There was some discussion of DLA's decision not to request labor funding in the BRAC 93 budget, and it was admitted there is some unknown chance that the command might adopt that as its position for BRAC 95. It was stressed, however, that whether or not such a request went forward would be primarily dependent of how solid a case the ICPs could build for the requirement. It was also opined that the enormity of the task now before us in conjunction with the fact that BRAC 95 costs would not be reflected in the prices we charge our customers might make the environment more receptive to such a request.

Given the above it was decided that: all ICPs would respond to POM 97 in accordance with the previously distributed guidance; projected BRAC 95 savings would be applied "on top" of the activities' POM 97 baseline; and BRAC 95 costs, including labor, would be separately justified and submitted for inclusion in the BRAC 95 budget.

4. DCSC put forward a proposal to expedite the transfer of both lumber products and plumbing supplies to Philadelphia. Their desire is to complete the transfer prior to December '95 in order to avoid conflicting with CIT Phase II, office relocations, and large scale DESC transfers after January '96. It was unanimously agreed that using at least lumber as a near term small scale "model" was permissible (DLA is authorized to transfer FSCs), appropriate (it fits the ICP concept of operations so therefore isn't dependent on the BRAC decision), and advantageous (provides a controlled environment in which to gain experience). DPSC recommended that we approach the model from a more expanded perspective and include items managed by DGSC and DISC that would be associated with the same commercial distribution channels (e.g. wood screws, nails, wood pallets etc.). Doing so was embraced by all participants.

5. All participants believe we should give serious consideration to changing the names of the ICPs at the earliest opportunity in order to: create a more cooperative, less combative, atmosphere to the reorganizations; and more appropriately reflect what the ICPs are actually doing. In the case of DCSC, and depending on the chosen name perhaps DGSC, this could be done immediately. However, I would recommend that we not do anything in Philadelphia that might infer a presumption of a final decision.

6. The next meeting of the Deputies is scheduled to commence 0900 22 March 1995. It will be held in the DCSC command conference room. In preparation for the meeting participants were requested to make any additions to enclosure (3) they felt were appropriate. Principal topics to be discussed are: ① timing / phasing of the items transfers; ② establishing a structure to perform the detailed planning; ③ critical prerequisites to conducting the transfers. Additional items will be covered as time permits.


R. T. Moore
Capt, SC, USN

cc:

DISC
DPSC
DGSC
DCSC
MMSD
MMSB
MMSL
MMSP-CIMO
CAAJ
CAHS

Agenda / Discussion Points:

1. Overview of BRAC
 - What are the basic rules?
 - What assumptions were incorporated in the basic recommendation?
 - What flexibility are we allowed in execution?

2. What FSCs move where?
 - How do we want to handle Troop and General classes with a high percentage of weapon system items?
 - Does the notion of Home Class project apply?
 - What other allowances do we need, or can we, make for additions / deletions
 - What options should we consider for transferring items?
 - How do we establish the increments?
 - Should we give special consideration to items on long term contracts or other groups of items?

3. What software changes may be required to support the transfer?
 - Do we use the logistic reassignment process, or create our own programs to transfer items on a file to file basis?
 - Do we need enhancements to support our weapon system support role or any other functional role?
 - Do we need management software?
 - Project management
 - EIS

4. What are the timing issues?
 - What are the competing events? What is the relationship to:
 - CIT Phase II
 - business initiatives
 - previous BRAC actions
 - other evolutions
 - How do we sequence the transfers to be least disruptive?
 - What and/or who is the critical path?

5. How do we reflect BRAC 95 in the budget?
 - What is the time line for the BRAC budget submission?
 - What financial assumptions were incorporated in the recommendation?
 - What was the funding experience for BRAC 93?
 - How do we treat productivity and business process improvement savings in the budget and POM 97?

6. What are the personnel issues?
 - Is there any differentiation in the conveyance of rights between a disestablishment or realignment action?

7. What are the organizational issues?
 - Is there benefit to making the customer interface portions of DCSC and DGSC "look" and "feel" the same?

8. How do we conduct the actual implementation planning?
 - Who has the lead?
 - Do we establish a single or multiple teams to develop the plan?
 - How is the process overseen?

ACTION ITEMS

A. Personnel

1. DLA Human Resources Office in conjunction with the DLA BRAC office will provide written clarification on the impact the classification of a BRAC action has on the rights of affected employees, and what are the determinates for the conveyance of personnel rights.
 - a. A specific question was asked as to whether the classification of an action as a work load transfer or functional transfer is negotiable under any of our existing labor agreements. The immediate answer was no, but DLA Human Resources agreed to confirm that and to provide a short explanation of the process used to make a work load versus functional transfer determination.
2. DLA Human Resources Office will provide a shopping list of the options available to provide preferential treatment / consideration of employees adversely affected by the BRAC action. A request was made to ensure it included any actions that would assist in the retention of areas where the pool of expertise is limited.
3. DLA Human Resources Office will provide a shopping list of options available to maximize attrition.
4. DLA Human Resources Office agreed to provide guidance concerning how to handle BRAC related Union interfaces under the new partnership arrangement.
5. DLA Human Resources Office will provide a matrix of the most likely labor relations issues (e.g. Bargaining unit etc.) and the steps involved in their handling.

B. Material Transfer

1. DGSC and DISC agreed to provide lessons learned from the last DISC → DGSC transfer. There is particular interest in what failed in execution and the factors which added time and cost.
2. DISC, DGSC, DPSC and DCSC agreed to review the FSCs they manage for additional items that should be included in the lumber the "transfer model". The intent is to group together all the items that are provided within the same commercial distribution channel. Examples of such items are wood screws, nails, pallets, and perhaps some prefab buildings.
3. DISC, DGSC, DPSC and DCSC agreed to do the preparatory work for including plumbing supplies in the "transfer model". However, no agreement on whether or not to actually include it was reached.

enclosure (4)

C. Support Areas

1. DISC, DGSC, DCSC, and DPSC agreed to lay out what "support area" improvements they consider to be critical conditions and/or prerequisites of successfully effecting the planned item realignments while simultaneously continuing to execute the corporate vision. Software enhancements requirements are of specific interest.

OPEN QUESTIONS

1. To what degree should we defer current cataloging work in order to form a team to specifically address reclassifying items into "home classes"?
2. Should we give more consideration to the creation of a "North Philadelphia Detachment"? DPSC has indicated that it strongly disfavors such an approach. However, I would recommend leaving it on the table until we have more fully assessed the personnel situation and skill requirements.

enclosure (5)

MINUTES OF THE EXECUTIVE COORDINATING GROUP

26 APRIL 1995

The attendees, attached enclosure 1, met and discussed two items. BRAC 95 budget input for the POM 97-01 submission and chartering a sub-group for "FSC Realignment and Purification."

Budget Input

The requirement was to prepare by 5 May, BRAC 95 POM budget input. The DLA POM 97-01 is due in OSD in early June. The DLA COBRA model data provided information on MILCON and personnel costs and CAAE provided an estimate on environmental costs. This data is as follows (\$MIL):

	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
COBRA	2	1	0.9	12.6	0.5	0
Environment	0.5	0.6	0.5	0.5	0	0
TOTAL	2.5	1.6	1.4	13.1	0.5	0

The Executive Group's task was to determine what additional costs needed to be identified. The major concern was to estimate the cost of moving logistical data for the items being transferred between Centers. DISC had analyzed this in detail and determined that the cost per item (less terminal items) was \$64.80. Based on this, the cost of the transfer would be approximately \$84 million. DGSC developed an estimate using some of DISC's data and came up with an estimate of \$56 million. DISC/DGSC's analysis is enclosure 2. The CIMMO representative provided information that Air Force actual costs for transfer of an item with technical data was \$75. That is \$75 just for the losing activity, no costs for the gaining activity. Only 15 percent of the Air Force items came with complete technical data. The average costs for all Air Force items coming to DIA, again only the cost of the losing activity, was \$19.53.

The Executive Group discussed the methodology of a mass transfer and the relative short time frames and concluded the information would have to be transferred as is and on a large scale project basis. For example, if most of the DISC transfer were to take place over a two year period, the rate of transfer would be 42,000 items per month. Some of the considerations were: that the cost to transfer "inactive items," items with little hard copy data, would be minimal; that technical data for the most part, would be transferred in some form of electronic storage as a result of JEDMICs and other electronic capability; that the bulk of the transfer would start in October 1997 so as not to interfere with CIT Phase II. However it was recognized that with changes to FSC designation and other initiatives, transfers could take place parallel with the CIT as long as it was certain that there would be no adverse impact on CIT.

The Executive Group believed that it could best develop an estimate of the cost to transfer items by using its collective ICP experience which included item transfers. It concluded that the minimal additional cost that the ICPs could not absorb would equate to one and a half hours of effort to prepare active items for transfer and one hour at the receiving activity for a total of two and a half hours for an estimated 600,000 active items, a total of 1.5 million hours. The cost of this effort was based on the GS-9 hourly rate of \$16.41 per hour. \$16.41 x 1.5 million hours is \$24,615,000 rounded to \$24 million. It was recognized that temporary help could be hired at a lower cost, that overtime would be required due to the high volume/short time frame of the transfer and that there would be other costs such as a materiel, transportation and TDY. It was the judgement of the group that these plus's and minus's could be handled in the \$24 million total. The one cost that this \$24 million is not intended to cover is for data system requirements such as the requirements to transfer computerized files between Centers. DSDC has been tasked to provide an estimate as soon as possible.

A summary of the above costs estimates is as follows:

DISC: \$84 million
 DGSC: \$56 million
 AF data: \$28 million (losing activity only)
 Executive Group: \$24 million (plus data systems costs)

These costs are roughly comparable however the Executive Groups estimate assumes the ICPs and headquarters will absorb a significant amount of the costs as anormal part of operations in terms of getting ready to transfer and receive items as well as other specific tasks such as work hours involved in "FSC realignment and purification." The \$24 million is over and above what can be absorbed.

Given the schedule of CIT II, it was decided that most of the \$24 million would be expended in FY 98 and FY 99. The following is the spread by fiscal year (millions):

<u>96</u>	<u>97</u>	<u>98</u>	<u>99</u>	<u>TOTAL</u>
2	4	9	9	24

Adding the \$24 million to the previously identified costs results in the following array:

	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>TOTAL</u>
COBRA	2.0	1.0	0.9	12.6	0.5	0	17.0
ENVIRONMENT	0.5	0.6	0.5	.5	---	0	2.1
ITEM TRANSFER	<u>2.0</u>	<u>4.0</u>	<u>9.0</u>	<u>9.0</u>	---	0	<u>24.0</u>
	1.5	5.6	10.4	22.1	0.5	0	43.1

* Again, these costs do not include ADP costs which the Executive Group considers very important for a successful transfer.

DEFENSE INDUSTRIAL
SUPPLY CENTER

DISC-EEP, 700 ROBBINS AVENUE, PHILADELPHIA, PA 19111-5096

FAX

Date: 6/1/95
Number of pages including cover sheet: 8

To:

Bob Cook

Phone: (703) 696-0504

Fax phone: 0550

CC:

From:

ALBERT CAPIELLA

Phone: (215) 697-4291

Fax phone: 215-697-0311

REMARKS:

Urgent

For your review

Reply ASAP

Please comment

Attached is information we discussed. Call if you have any questions.

*WORTHINGTON HOTEL FORT WORTH
(817) 870 1000*

1 Jun 95

DOWNSIDE OF DLA RECOMMENDATION TO DISESTABLISH DISC

- * Mission Readiness Impact Inevitable
 - Massive Item Transfers Required
 - 2.4 Million Items "on the Move" (BRAC-93/95)
 - CIT II Items will Move Twice
 - Transfer Magnitude Ignores Proven ICP Pipeline Limitations
 - * 45,000 items/month required vs. 5,000/mo. average capacity
 - * Proper DISC Transfers alone would take until 2005 to Complete
 - DLA Schedule "Force-fits" Transfers into 2-year Window
 - Adverse SMA Impact Substantiated by Previous History
 - Impact Further Complicated by Pending Legislation to Consolidate DoD ICPs under DLA!
 - High Risk for Loss of Corporate History

- * Too Much -- Too Soon!
 - Incomplete Pre-BRAC Planning by Agency
 - Premature Designation of "where items will be managed;" Agency is now sorting this out
 - Transfer Costs Overlooked; Agency is now determining these costs
 - Weapon System Designation Not Clear; Agency is now looking at alternative weapon system ICP designations
 - Field Expertise Ignored during Pre-BRAC Determinations
 - Incompatibility of Data Processing System between Troop Support and General Supply Overlooked

- * Recommendation Based on Flawed Savings Methodology
 - DLA COBRA Figures Based on Item Moves NOT Management Savings
 - These ERRONEOUS Figures Account for 82% of "Alleged" Savings
 - Significant One-Time Transfer Costs Omitted in Computations
 - DLA Ignored Costs to Continue Operating DPSC for 2-years
 - Findings Independently Supported by GAO/PEL
 - Recommendation, if implemented, would Cost DoD money

- * Other Factors
 - Lose Working Synergy of ONLY DoD Multi-Service ICP in Existence
 - Lost Opportunity to Maximize Use of Shared Overhead
 - Disestablishes Working Example of Cross-Service Base Utilization

BRAC Rules Violated by DLA

- Rule #1 - Significant Operational Readiness Impact
- Rule #2 - Availability of Space at Host Activity
- Rule #4 - Cost/Manpower Implications
- Rule #5 - Return on Investment

Alternative Recommended by Community:

Reaffirm BRAC-93 Commission Decision calling for colocation of DISC/DPSC and ASO at this site. Suggest that DISC/DPSC could be consolidated into a single ICP Command. Further note that DLA Concept of Operations can be achieved under this recommendation (outside of BRAC) in a well-planned, orderly fashion, over a longer time period without risk to readiness. This prudent approach provides for incorporation of Lessons Learned in upcoming DESC move to Columbus and continues the critical cross-service DISC/ASO Synergy not duplicated elsewhere.

NOTE:

DLA Recommendation does NOT meet SECDEF BRAC-95 Policy Guidance of 7 Jan 94 regarding Changes to Previous BRAC recommendations. Specifically, (1) revisions to force structure -- DLA can meet these requirements through normal downsizing; (2) mission or organization -- No change to basic DLA mission; Alternative recommendation still supports revised DLA Concept of Operations; (3) significant revision to cost effectiveness since recommendation was made -- DLA's BRAC-95 recommendation is based on flawed savings methodology and in fact would reduce the efficiency of the agency and increase its costs particularly once key omissions to COBRA computations are considered. DLA has not provided any of the required documentation to substantiate a revision to the BRAC-93 Decision.

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87.

1 (1) demonstrates a rate of return, within three
2 years, of 300 percent compared to the investment
3 made under this section; or

4 (2) would have a measurable impact upon the
5 effectiveness of the readiness of the Armed Forces
6 or the operation and management of the Depart-
7 ment of Defense.

8 SEC. 391. USE OF DEFENSE LOGISTICS AGENCY TO MANAGE
9 INVENTORY CONTROL POINTS.

10 (a) CONSOLIDATION OF INVENTORY CONTROL
11 POINTS.—(1) Using the authority provided under section
12 191 of title 10, United States Code, the Secretary of De-
13 fense shall consolidate under the Defense Logistics Agency
14 all inventory control points, including the inventory man-
15 agement and acquisition of depot-level repairables. The
16 Secretary shall complete the consolidation not later than
17 December 31, 1996.

18 (b) IMPLEMENTATION REPORT.—Not later than
19 March 1, 1996, the Secretary of Defense shall submit to
20 Congress a report regarding the plan for implementation
21 of subsection (a).

22 (c) LIMITATION ON IMPLEMENTATION OF MATERIEL
23 MANAGEMENT STANDARD SYSTEM.—Pending the submis-
24 sion of the report, the Secretary of Defense may not pro-
25 ceed with the implementation of the automated data proc-

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1 essing program of the Department of Defense known as
2 the Materiel Management Standard System.

3 SEC. 392. SALE OF 50 PERCENT OF CURRENT WAR RESERVE
4 FUEL STOCKS.

5 (a) SALE REQUIRED.—Notwithstanding section
6 2390(a) of title 10, United States Code, the Secretary of
7 Defense shall reduce war reserve fuel stocks of the Depart-
8 ment of Defense to a level equal to 50 percent of the level
9 of such stocks on September 30, 1994. The Secretary shall
10 achieve the reduction through consumption of fuel in the
11 Department of Defense and, if necessary, sales of fuel out-
12 side the Department to the highest qualified bidders.

13 (b) SUBSEQUENT FUEL PURCHASES.—After the date
14 of the enactment of this Act, fuel purchases for the De-
15 partment of Defense shall be made on the basis of the
16 actual fuel needs of the Department.

17 (c) REPORT.—Not later than March 1, 1996, the
18 Secretary of Defense shall submit to Congress a report
19 describing the manner in which the reduction of war re-
20 serve fuel stocks is to be made and the time period within
21 which the reduction is to be achieved made.

22 (d) SUSPENSION OF REDUCTION; INCREASES.—The
23 Secretary of Defense may suspend the reduction of war
24 reserve fuel stocks, and in fact increase such stocks as
25 otherwise authorized by law, in the event of a national

CHAPTER 8—DEFENSE AGENCIES AND DEPARTMENT OF DEFENSE FIELD ACTIVITIES

Subchapter		Sec.
I. Common Supply and Service Activities		191
II. Miscellaneous Defense Agency Matters		201

SUBCHAPTER I—COMMON SUPPLY AND SERVICE ACTIVITIES

Sec.	
191.	Secretary of Defense: authority to provide for common performance of supply or service activities.
192.	Defense Agencies and Department of Defense Field Activities: oversight by the Secretary of Defense.
193.	Combat support agencies: oversight.
194.	Limitations on personnel.

§ 191. Secretary of Defense: authority to provide for common performance of supply or service activities

(a) **AUTHORITY.**—Whenever the Secretary of Defense determines such action would be more effective, economical, or efficient, the Secretary may provide for the performance of a supply or service activity that is common to more than one military department by a single agency of the Department of Defense.

(b) **DESIGNATION OF COMMON SUPPLY OR SERVICE AGENCY.**—Any agency of the Department of Defense established under subsection (a) (or under the second sentence of section 125(d) of this title (as in effect before October 1, 1986)) for the performance of a supply or service activity referred to in such subsection shall be designated as a Defense Agency or a Department of Defense Field Activity.

(Added P.L. 99-433, § 501(a)(2), Oct. 1, 1986, 100 Stat. 1019 [former § 191 transferred to § 201], and amended P.L. 100-26, § 7(i)(1), April 21, 1987, 101 Stat. 282.)

§ 192. Defense Agencies and Department of Defense Field Activities: oversight by the Secretary of Defense

(a) **OVERALL SUPERVISION.**—(1) The Secretary of Defense shall assign responsibility for the overall supervision of each Defense Agency and Department of Defense Field Activity designated under section 191(b) of this title—

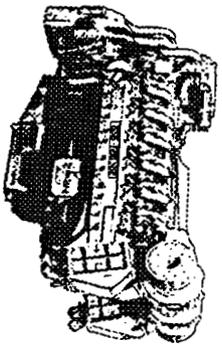
(A) to a civilian officer within the Office of the Secretary of Defense listed in section 181(b) of this title; or

(B) to the Chairman of the Joint Chiefs of Staff.

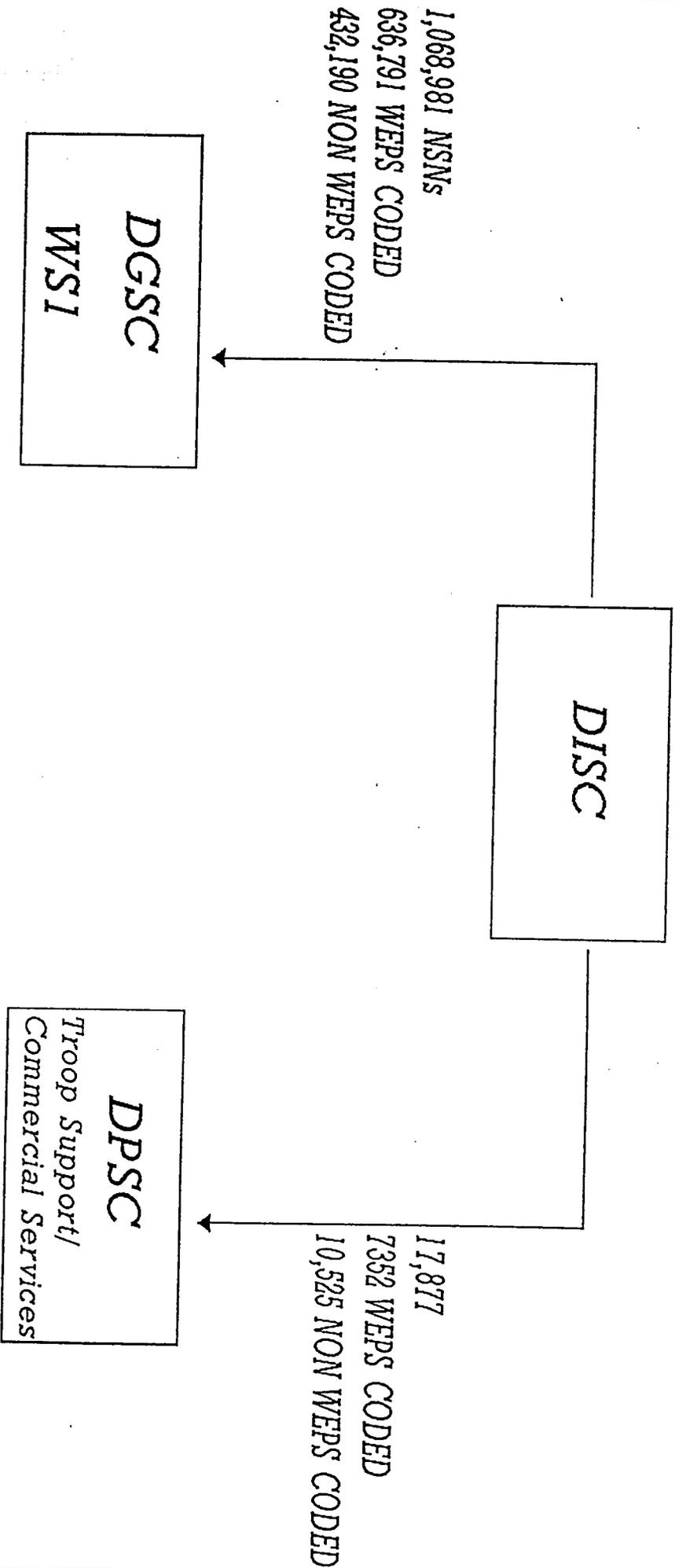
(2) An official assigned such a responsibility with respect to a Defense Agency or Department of Defense Field Activity shall advise the Secretary of Defense on the extent to which the program recommendations and budget proposals of such agency or activity conform with the requirements of the military departments and of the unified and specified combatant commands.

CONCEPT OF OPERATIONS

Appearance VS Performance



CONCEPT OF OPERATIONS WEAPON SYSTEM ICPS?



CONOPS VISION FOR ICP

- COMBAT SUPPORT AGENCY
- “DCSC SHOULD BE SITUATED IN AN AREA TO ATTRACT AND MAINTAIN REQUIRED LOGISTICS TALENT”
- COMMODITY BUSINESS UNITS
- CORPORATE DLA/DOD CONTRACTS
- FUNCTIONAL PROCESS IMPROVEMENT METHODOLOGY
- BEST VALUE ACQUISITION

DISC IS THERE ALREADY !!

- DISC HAS MOST WEAPONS ITEMS, HIGHEST SUPPORT.
FIRST READINESS ADVOCATES
FIRST WEAPONS MANAGEMENT PROTOTYPE
- DISC SUPPLIES 51% OF TOTAL INDUSTRIES REQUISITIONS
- DISC COLOCATED WITH SERVICE ICP (ASO)
NAVAL ENGINEERING ACTIVITY (NAESU)
NAVY INTERNATIONAL LOGISTICS CONTROL OFFICE (NAVILCO)
LARGE POOL OF DIVERSE TALENT ON BASE.
- INVENTED HERE; EMULATED ELSEWHERE
- ORGANIZED ALONG PROCESS LINES
- FIRST MULTIFUNCTIONAL JOB SERIES
- FIRST FULLY INTEGRATED WORK STATION
- FIRST MULTISKILLED TRAINING PROGRAM
- CONCEPT INVENTED HERE
ASO/DISC CONTRACTS SYNERGY
- ABC PROTOTYPED HERE
- DPACS, AIMS, AUTOMATED CUSTOMER RETURNS, AND
SMALL AUTOMATED COMPETITIVE REBUYS
PROTOTYPED HERE
- DELIVERY EVALUATION FACTOR INVENTED AND
IMPLMENTED AT DISC

CONOPS VISION FOR ICP

- EXPANDED USE OF ELECTRONIC COMMERCE

- MARKETING

- TAILORED/FLEXIBLE CUSTOMER SUPPORT

DISC IS ALREADY THERE

- PROTOTYPED/ BENCHMARKED HERE

- 100% FOR AUTOMATED SMALL PURCHASES

- FIRST DLA ICP TO ESTABLISH DESEX: AUTOMATED CUSTOMER SERVICE MODULE

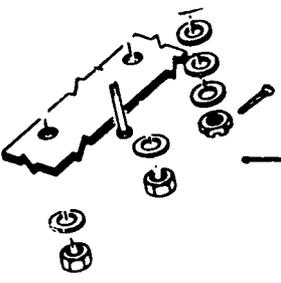
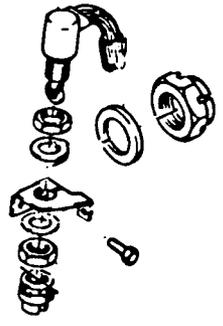
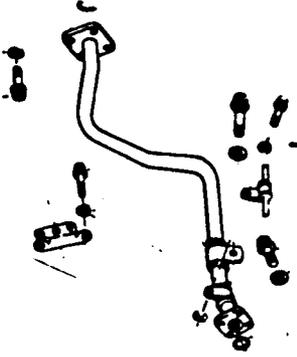
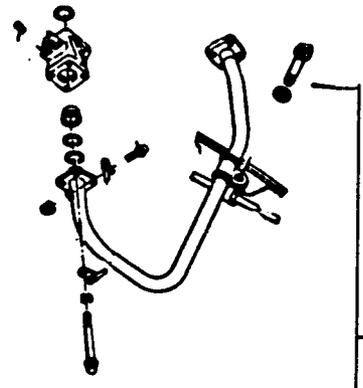
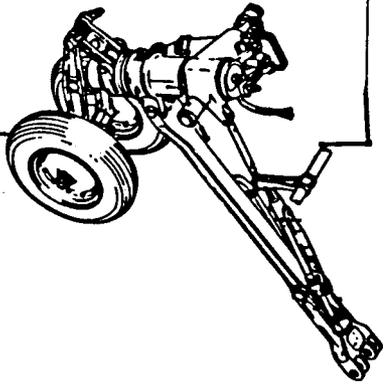
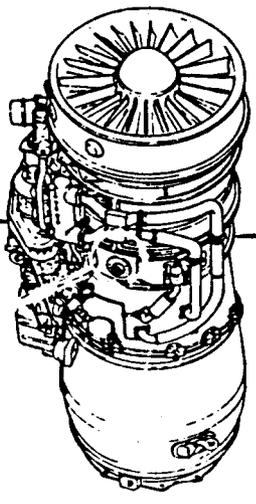
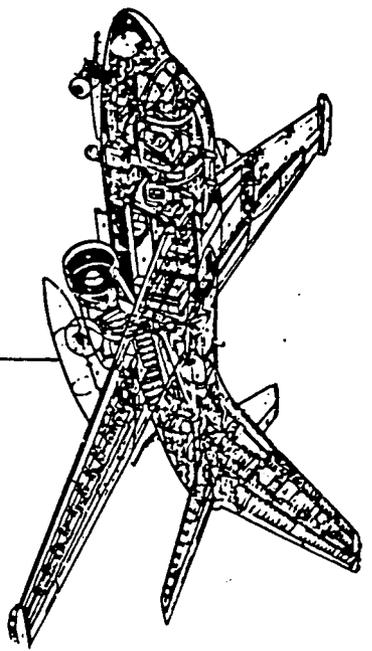
- FIRST ORGANIZATION HERE; EMULATED ELSEWHERE

- NATIONAL PERFORMANCE REVIEW LEAD CENTER

DISC IS WHAT DLA WANTS AN ICP TO BE!

**TECHNICAL, CUSTOMER AND
INDUSTRY EXPERTISE**

DISC Manages "Gozintas"



MILITARY VALUE
HARDWARE REQUISITIONS BY CUSTOMER

TOTAL FY94 REQNS	% ONTIME PROCESS	% OF TOTAL SERVICE REQUISITIONS SUBMITTED TO HARDWARE CENTERS				AVAIL- ABILITY
		USA	USN	USAF	USMC	
DISC 384.9M	97.4	40.5%	37.4%	40.9%	40%	89.5
DGSC 201.8M	94.2	14.7%	17.8%	22.2%	12.3%	86.1
DCSC 163.8M	94.8	36.3%	19.6%	16.7%	35.6%	82.0
DESC 254.9M	95.3	7.9%	20.8%	19.2%	10.9%	89.1

MILITARY VALUE WEAPONS SYSTEM SUPPORT

SERVICE COMPONENT	DGSC (RICHMOND)			DCSC (COLUMBUS)			DESC (DAYTON)			DISC (PHILA.)		
	CHRONIC SYS BELOW GOAL	SERV SMA	EC-1 SMA LEVEL A	CHRONIC SYS BELOW GOAL	SERV SMA	EC-1 SMA LEVEL A	CHRONIC SYS BELOW GOAL	SERV SMA	EC-1 SMA LEVEL A	CHRONIC SYS BELOW GOAL	SERV SMA	EC-1 SMA LEVEL A
USA	22	88.8	90.	119	82.21	76.8	20	89.9	88.3	6	91.55	91.95
USN	19	85.9	89.4	151	82.27	82.6	14	90.08	92.7	17	88.9	90.3
USMC	12	89.1	91.9	31	84.8	83.9	9	90.9	88.5	0	92.6	90.7
USAF	22	81.8	80.3	71	79.4	76.1	29	86	85.3	15	85.4	85
TOTALLING	75			372			72			38		

SOURCE; DLA FEB DATA

HARDWARE CENTERS
 PROPORTION OF DLA WEAPONS EFFORT
 MAR94 thru FEB95

SYSTEM))))) %DND	DISC %NSNS	(((SMA))))) %DND	DGSC %NSNS	(((SMA))))) %DND	DESC %NSNS	(((SMA))))) %DND	DCSC %NSNS	(((SMA
CHINOOK HELICOPTER	61.9%	49.2%	94.0%	17.8%	15.4%	92.5%	9.4%	20.8%	93.5%	10.9%	14.5%	89.5%
TOW MISSILE	58.9%	40.2%	97.7%	29.0%	13.4%	97.1%	8.9%	43.8%	93.6%	3.2%	2.7%	90.9%
M-109 HOWITZER	50.0%	56.1%	94.8%	22.8%	9.6%	91.5%	6.2%	7.8%	93.5%	21.0%	26.6%	85.0%
M-198 HOWITZER	60.2%	72.5%	97.2%	24.0%	6.4%	96.4%	1.1%	4.6%	97.2%	14.7%	16.4%	89.5%
ABRAMS TANK	61.5%	52.0%	94.4%	17.9%	8.8%	94.9%	7.2%	23.2%	93.5%	13.3%	16.0%	83.3%
BRADLEY FIGHTING VEHICLE	57.4%	54.4%	94.1%	17.6%	9.8%	93.9%	6.6%	14.5%	92.3%	18.5%	21.4%	85.5%
POSEIDON & TRIDENT	37.9%	21.6%	96.4%	22.2%	9.3%	94.0%	35.5%	64.9%	94.3%	4.4%	4.3%	86.3%
F-14A ACFT (TOMCAT)	44.0%	34.3%	94.4%	13.6%	12.6%	89.9%	30.5%	42.7%	92.7%	11.9%	10.3%	84.3%
S-3A ACFT (VIKING)	44.0%	33.4%	94.6%	12.5%	10.9%	91.6%	31.7%	45.3%	92.7%	11.7%	10.4%	84.9%
E-2C ACFT (HAWKEYE)	42.5%	30.6%	94.3%	12.2%	12.3%	92.2%	33.1%	47.4%	93.0%	12.3%	9.7%	85.6%
C-5 ACFT (GALAXY)	51.4%	44.3%	89.0%	19.3%	22.3%	84.7%	17.7%	23.4%	89.0%	11.7%	10.0%	83.7%
C-141 ACFT (STARLIFTER)	45.0%	41.6%	89.9%	24.6%	20.2%	82.5%	18.9%	29.0%	88.9%	11.7%	9.1%	84.1%
F-15 ACFT (EAGLE)	49.5%	33.6%	89.9%	21.0%	13.3%	87.9%	16.5%	45.3%	86.4%	11.4%	7.8%	79.7%
E-3A ACFT (AWACS)	46.0%	39.1%	91.6%	22.7%	21.7%	88.4%	20.0%	30.8%	90.3%	11.3%	8.4%	84.5%
AMPHIB ASSAULT VEHICLE	52.2%	53.5%	89.8%	17.7%	10.0%	88.3%	8.2%	11.5%	92.1%	22.0%	25.1%	78.2%
MIAI COMBAT TANK	59.5%	51.8%	94.5%	15.9%	6.7%	95.6%	10.8%	22.0%	93.9%	13.9%	19.6%	85.5%
LAV, ANTI TANK	46.2%	50.6%	96.0%	17.4%	9.9%	92.2%	9.8%	11.2%	93.9%	26.6%	28.3%	90.0%

SOURCE: F-112
 NSN: FEB95 COUNT
 DND&SMA: 12 NO AVG (MAR94/FEB95)

AVAILABILITY AND MILITARY VALUE

- ON A BASE OF 12.2 MILLION REQUISITIONS PER YEAR A 1% DIFFERENCE IN AVAILABILITY = 122,000 BACKORDERS

- BACKORDERS IMPACT READINESS AND MONEY

e.g. NAVY AVIATION DEPOTS: 1 DAY OF REPAIR TURN AROUND TIME
COSTS ASO \$11M IN SPARES REQUIREMENTS

ONE DAY OF LINE STOPPAGE ON THE C5 REPAIR LINE AT SAN ANTONIO
ALC COSTS \$100K

ONE DAY OF LINE STOPPAGE ON AMPHIBIOUS ASSAULT VEHICLE AT MCLB
ALBANY COSTS \$104K.

Readiness Risk:

Technical and Industry Expertise

DISC

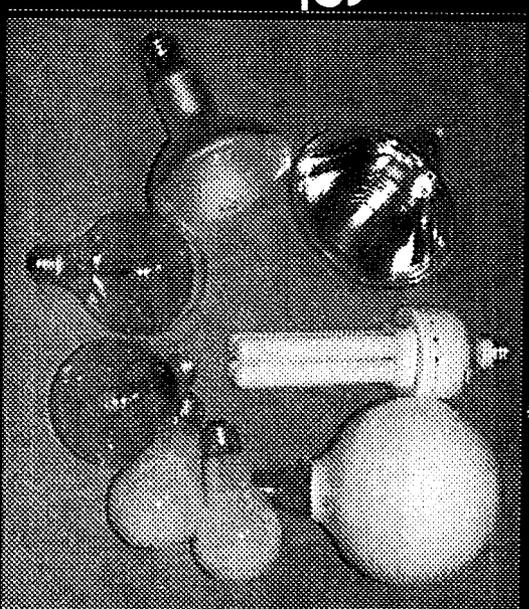
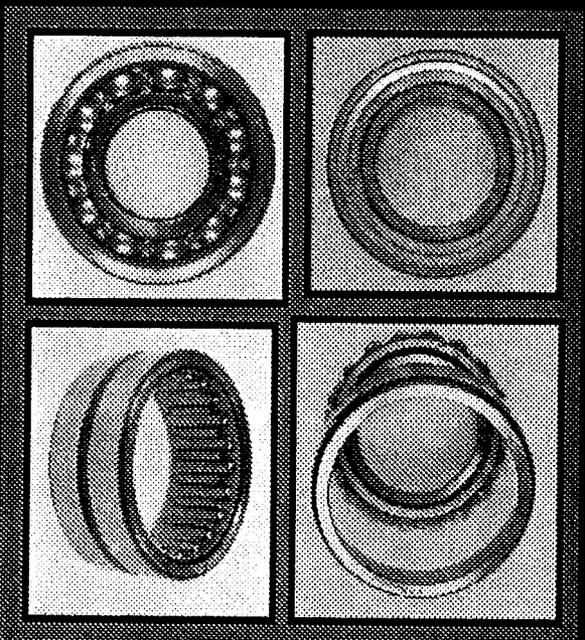


DGSC

1.1 Million
Weapons Support Items

General Support Items

If these fail you can change them!



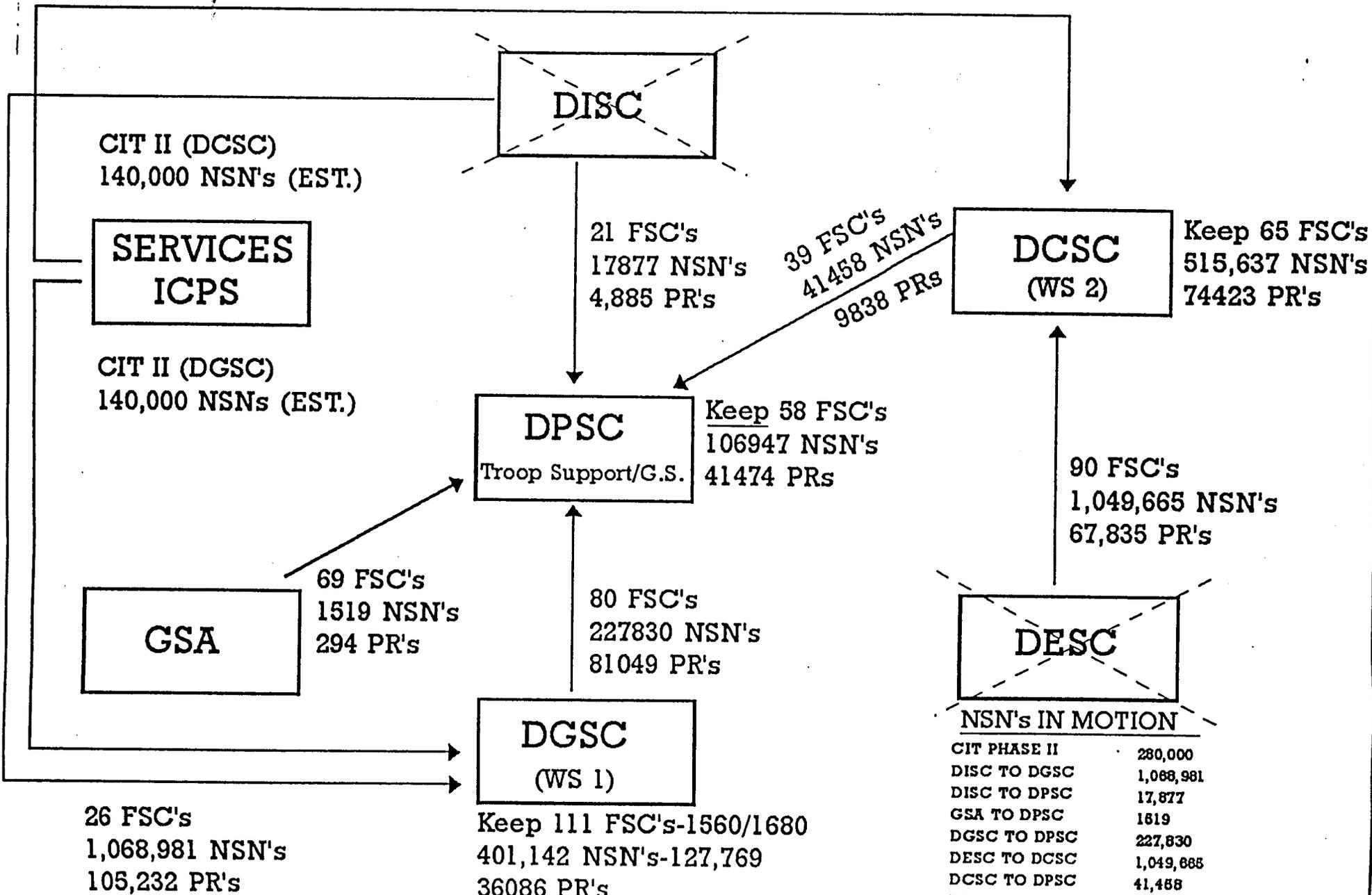
Weapons Support Items

If these fail a life could be lost!

TOO MUCH, TOO SOON

DLA BRAC CONFIGURATION

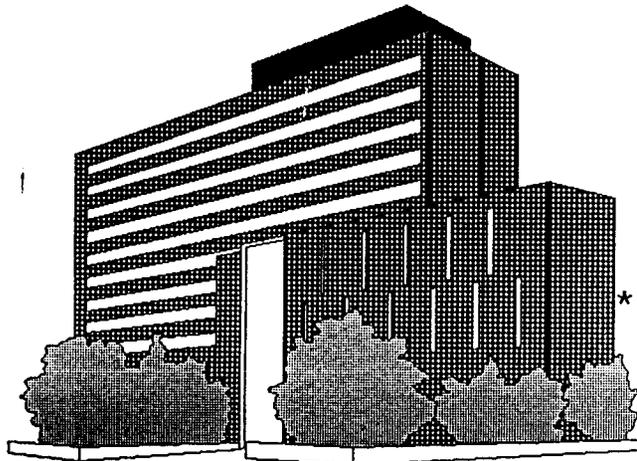
3/95



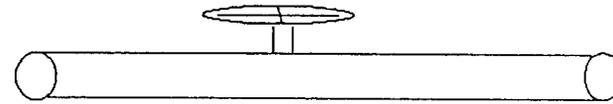
NSN's IN MOTION	
CIT PHASE II	280,000
DISC TO DGSC	1,088,981
DISC TO DPSC	17,877
GSA TO DPSC	1819
DGSC TO DPSC	227,830
DESC TO DCSC	1,049,888
DCSC TO DPSC	41,488
TOTAL	2,887,330

DLA QUOTE: CONSIDERABLE MILITARY JUDGEMENT WAS NECESSARY TO EVALUATE THE TRADEOFFS IN EACH SCENARIO

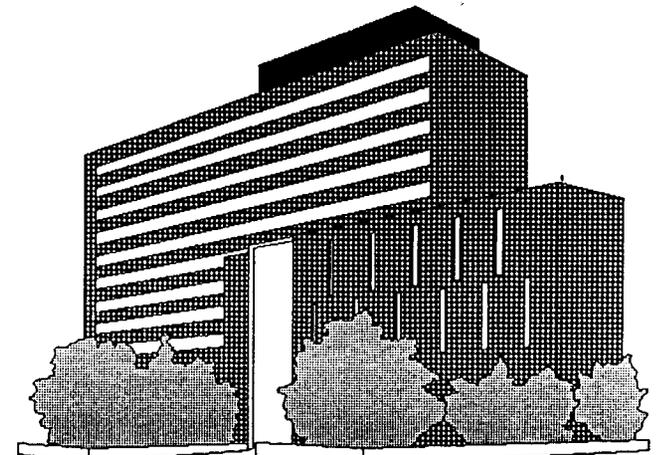
READINESS RISK: TOO MUCH, TOO SOON



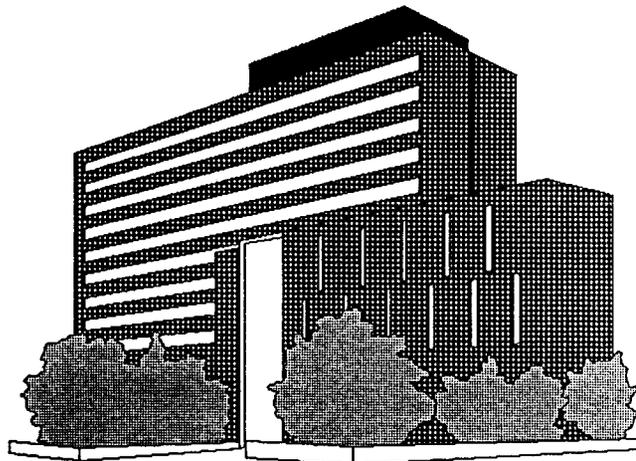
SERVICES



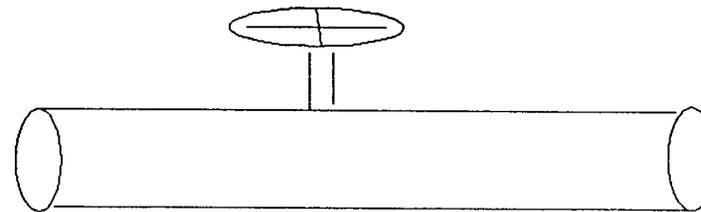
* 5,000 ITEMS MO. CAPACITY



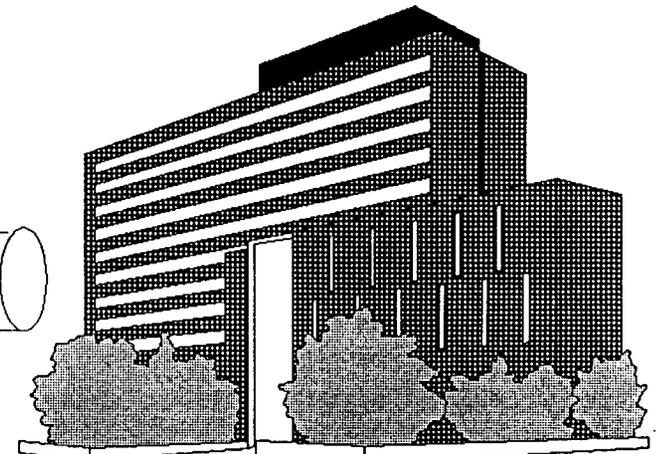
DGSC



DISC



45,000 ITEMS PER MO.



DGSC

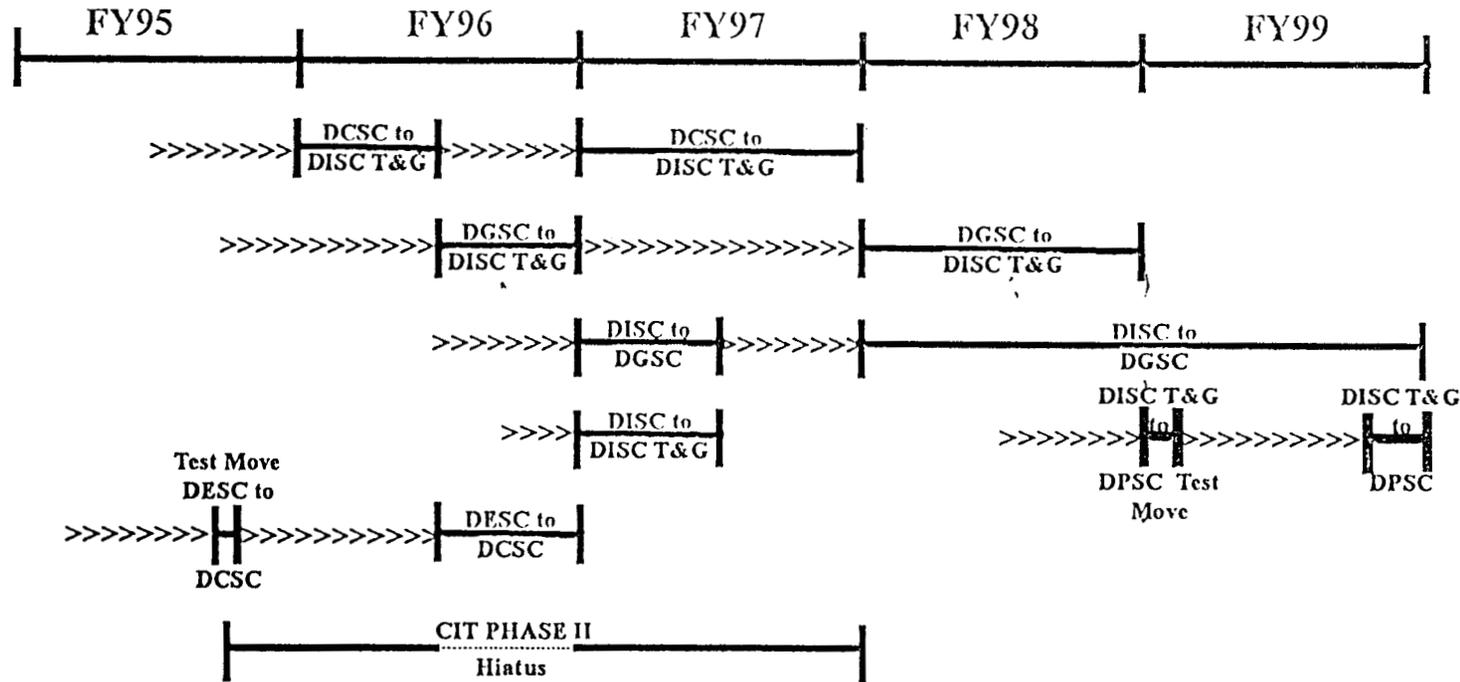
HUGE READINESS RISK

- *AVAILABILITY ↓
- *LEADTIMES ↑
- *READINESS ↓
- *INVENTORY ↑
- *ERRORS ↑
- *COSTS ↑

*DOCUMENTED, DGSC CAPACITY PLAN



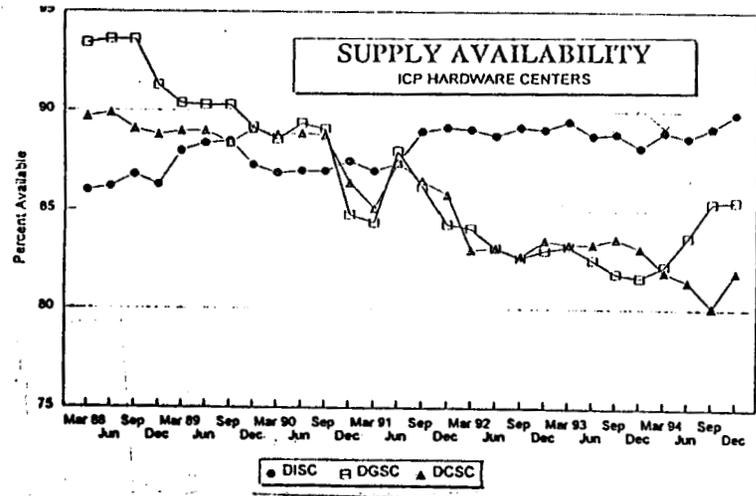
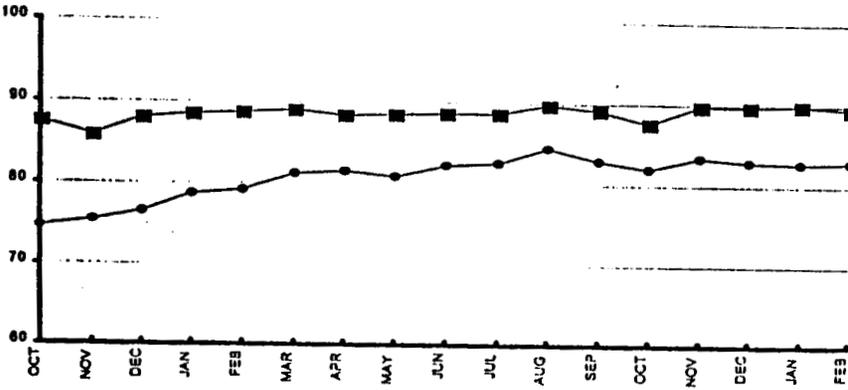
Notional Transfer Strategy



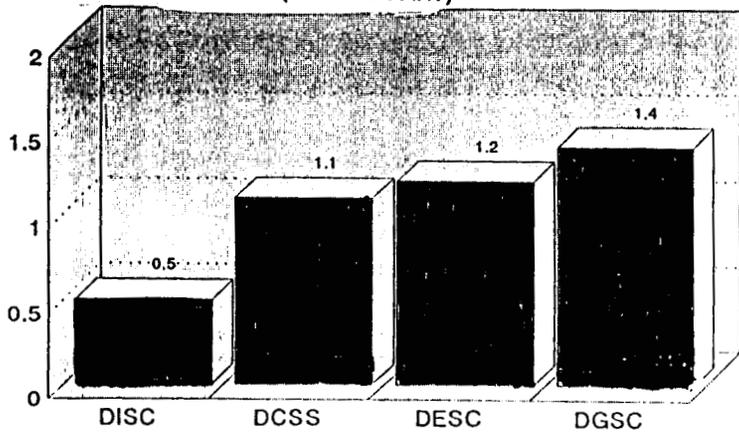
■ Transfer Precepts

- CIT Phase II takes precedence
- Transfers to DISC T&G will be to a dedicated group
 - ▶ FY96 Transfers will be to gain experience in establishing support arrangements for new "market ready" groupings of items
 - ▶ Losing activity retains day-to-day responsibility until support in place
- DCSC T&G transfers will be completed first
- Subsequent transfers phased to balance personnel requirements
 - ▶ Savings not taken until end FY99

ITEM TRANSFER PHENOMENA

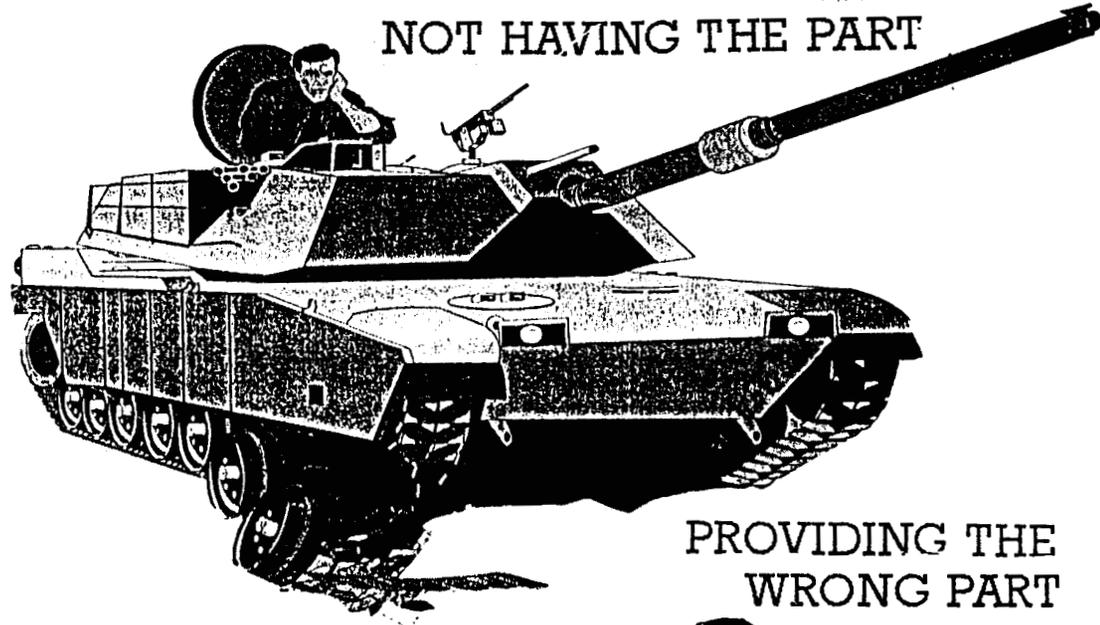


REPORTS OF DISCREPANCY (WRONG PART)



READINESS RISK:

NOT HAVING THE PART



PROVIDING THE WRONG PART

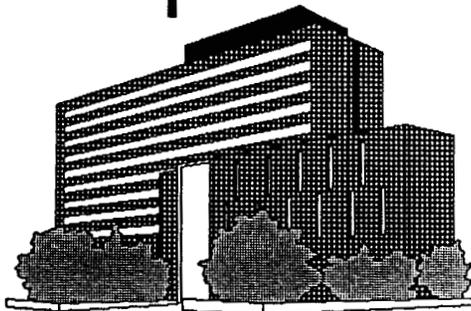
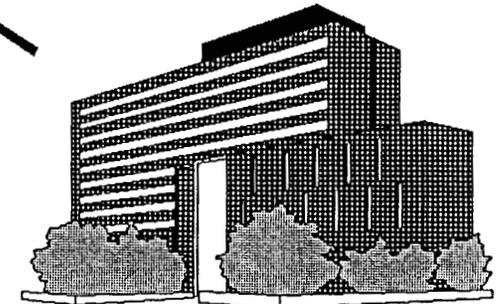
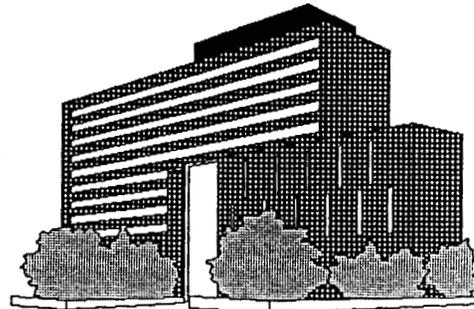
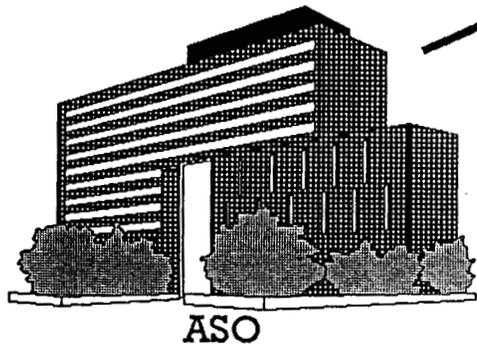


INTER SERVICE SYNERGY

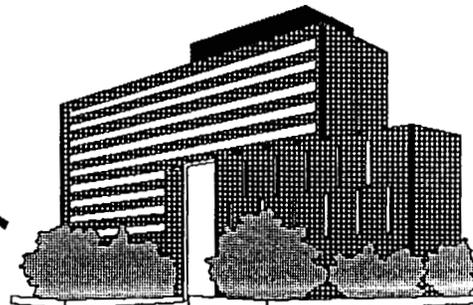
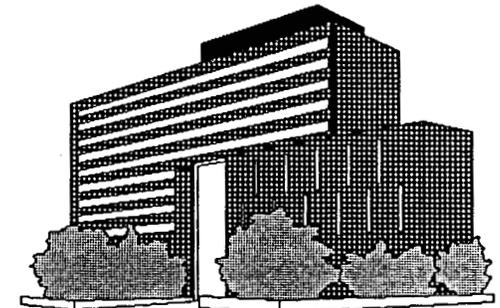
DLA WEAPONS MANAGEMENT AVIATION

	TOT ITEMS MANAGED	ITEMS MANAGED WITH AVIATION APPLICATION	% OF CENTER ITEMS WITH AVIATION APP	CENTER'S % OF DLA TOTAL ITEMS WITH AVIATION APP
DISC	1,116,172	457,633	41.0%	37.9%
DGSC	675,799	206,254	30.5%	17.1%
DCSC	730,186	138,071	18.9%	11.4%
DESC	1,138,863	404,905	35.6%	33.6%

READINESS RISK: LOSS OF SYNERGY
AN INTERSERVICE LOGISTICS NPR LABORATORY



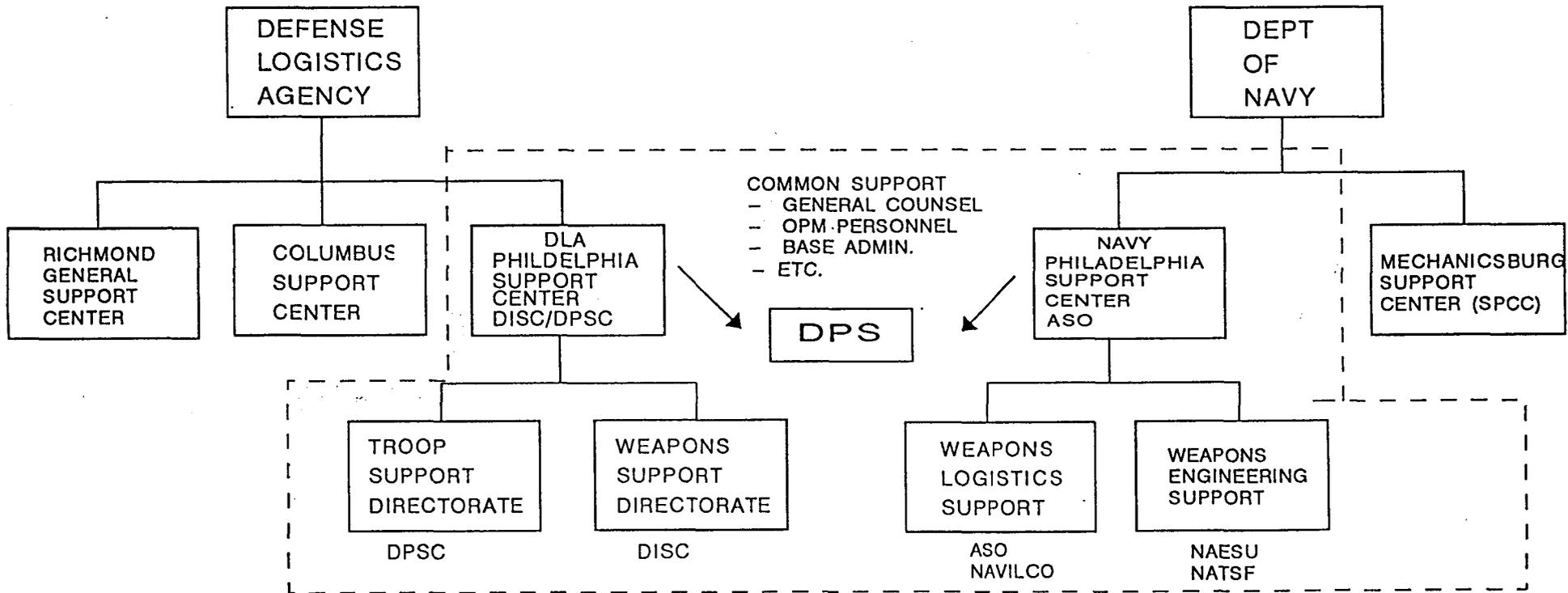
*LARGE POOL OF LOGISTICS AND ENGINEERING TALENT
*ASO - 200K AVIATION RELATED ITEMS
DISC - 458K AVIATION RELATED ITEMS
38% OF ALL DLA AVIATION ITEMS
*COMMON AEROSPACE INDUSTRY FACE
ASO - AVIATION \$750M
DISC - AVIATION \$256M
*HUGE INDUSTRY LEVERAGE
*USING LEVERAGE - JOINT CONTRACTS
*AVIATION JET ENGINE BEARINGS / BLADES
\$140M



BIG FACTOR IN
BRAC 93

THE PHILLY SOLUTION

INTER SERVICE INTEGRATION POTENTIAL



COMMON SUPPORT
 - GENERAL COUNSEL
 - OPM PERSONNEL
 - BASE ADMIN.
 - ETC.

- AEROSPACE TECHNICAL SUPPORT
- COMMODITY TECHNICAL SUPPORT
- MATERIEL LOGISTICS
- FOREIGN MILITARY LOGISTICS

- ACTUAL COST SAVINGS
- CONSISTENT WITH DLA CONOPS
- MINIMIZES READINESS RISK
- MAINTAINS INTENT AND INTEGRITY OF BRAC 93
- A GOOD BUSINESS DECISION

FY96 COSTS
(\$ Thousands)

	Columbus DSDC-HQ	DCSC	DGSC	DGSC (LOSE)	DISC	DPSC	DFSC	DDRW-JC	DDRW-MC	DDRW-OU
BOS Non-Payroll, Realign										
Save Nothing	\$0	\$2,129	\$1,929	\$2,389	\$952	\$2,955	\$234	\$5,082	\$6	\$588
Save All (Command)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Save All (Other)	\$0	\$105	\$139	\$172	\$130	\$62	\$19	\$632	\$1	\$73
Save Per Person	<u>\$2,662</u>	<u>\$6,197</u>	<u>\$5,623</u>	<u>\$6,965</u>	<u>\$6,037</u>	<u>\$6,199</u>	<u>\$3,144</u>	<u>\$6,889</u>	<u>\$9</u>	<u>\$797</u>
Total	\$2,662	\$8,431	\$7,691	\$9,526	\$7,119	\$9,215	\$3,398	\$12,603	\$16	\$1,458
BOS Non-Payroll, Disestab										
Save Nothing		<i>ICP</i>			14	\$2,888	\$234	\$5,082	\$6	\$588
Save All (Command)					14	\$768	\$143	\$255	\$0	\$29
Save All (Other)					30	\$62	\$19	\$632	\$1	\$73
Save Per Person					<u>30</u>	<u>\$5,498</u>	<u>\$3,002</u>	<u>\$6,634</u>	<u>\$8</u>	<u>\$767</u>
Total					19	\$9,215	\$3,398	\$12,603	\$16	\$1,458
Comm Non-Payroll					23	\$15,235	\$1,111	\$5,094	\$6	\$589
RPMA Non-Payroll					43	\$2,496	\$52	\$1,227	\$2	\$142
BOS Payroll					40	\$24,575	\$7,865	\$13,314	\$17	\$1,540

Scenario: **ICP22B**

Losing Site: **DISC** Close Installation? **N**
 Total People: **1,880** Disestablish? **Y**

Receivers:	Move To:	Year						Totals
		1996	1997	1998	1999	2000	2001	
	DGSC	0	0	0	335	0	0	335
	DPSC	0	0	0	523	0	0	523
		0	0	0	0	0	0	0
DISC	Elims:	0	0	0	50	0	0	50
Force Structure Changes:		412	126	136	298	0	0	972
								1,880

Recurring Costs for: DGSC		Costs					
		1996	1997	1998	1999	2000	2001/SS
DISC	BOS Non Payroll						
	Save Nothing	944	0	0	369	369	369
	Save All (Command)	514	0	0	0	0	0
	Save All (Other)	130	0	0	0	0	0
	Save Per Person	5,530	0	0	985	985	985
	Comm Non Payroll	9,723	0	0	1,733	1,733	1,733
	Total	0	0	0	3,087	3,087	3,087

Recurring Costs for: DPSC		Costs					
		1996	1997	1998	1999	2000	2001/SS
DISC	BOS Non Payroll						
	Save Nothing	944	0	0	575	575	575
	Save All (Command)	514	0	0	0	0	0
	Save All (Other)	130	0	0	0	0	0
	Save Per Person	5,530	0	0	1,538	1,538	1,538
	Comm Non Payroll	9,723	0	0	2,705	2,705	2,705
	Total	0	0	0	4,819	4,819	4,819

Recurring Costs for:		Costs					
		1996	1997	1998	1999	2000	2001/SS
DISC	BOS Non Payroll						
	Save Nothing	944	0	0	0	0	0
	Save All (Command)	514	0	0	0	0	0
	Save All (Other)	130	0	0	0	0	0
	Save Per Person	5,530	0	0	0	0	0
	Comm Non Payroll	9,723	0	0	0	0	0
	Total	0	0	0	0	0	0

Recurring Savings for:		Savings					
		1996	1997	1998	1999	2000	2001/SS
Eliminations Savings	15,253	0	0	0	406	0	0
Offset for Receiver Costs		0	0	0	7,905	0	0
Save All (Command), Last Year		0	0	0	514	0	0
Save All (Other), Last Year		0	0	0	0	0	0
Recurring After-Action Savings		0	0	0	0	8,825	8,825
		0	0	0	8,825	8,825	8,825

Scenario: **ICP22B**

Losing Site: **DCSC** Close Installation? **N**
 Total People: **3,372** Disestablish? **N**

Receivers: Move To:	Year						Totals
	1996	1997	1998	1999	2000	2001	
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
DCSC Elims:	0	0	0	358	0	0	358
Force Structure Changes:	39	15	131	125	0	0	310
							668

Recurring Costs for:		Costs					
		1996	1997	1998	1999	2000	2001/SS
DCSC	BOS Non Payroll						
	Save Nothing	2,129	0	0	0	0	0
	Save All (Command)	0	0	0	0	0	0
	Save All (Other)	105	0	0	0	0	0
	Save Per Person	6,197	0	0	0	0	0
	Comm Non Payroll	16,548	0	0	0	0	0
	Total	0	0	0	0	0	0

Recurring Costs for:		Costs					
		1996	1997	1998	1999	2000	2001/SS
DCSC	BOS Non Payroll						
	Save Nothing	2,129	0	0	0	0	0
	Save All (Command)	0	0	0	0	0	0
	Save All (Other)	105	0	0	0	0	0
	Save Per Person	6,197	0	0	0	0	0
	Comm Non Payroll	16,548	0	0	0	0	0
	Total	0	0	0	0	0	0

Recurring Costs for:		Costs					
		1996	1997	1998	1999	2000	2001/SS
DCSC	BOS Non Payroll						
	Save Nothing	2,129	0	0	0	0	0
	Save All (Command)	0	0	0	0	0	0
	Save All (Other)	105	0	0	0	0	0
	Save Per Person	6,197	0	0	0	0	0
	Comm Non Payroll	16,548	0	0	0	0	0
	Total	0	0	0	0	0	0

Recurring Savings for:		Savings					
		1996	1997	1998	1999	2000	2001/SS
Eliminations Savings	22,745	0	0	0	2,415	0	0
Offset for Receiver Costs		0	0	0	0	0	0
Save All (Command), Last Year		0	0	0	0	0	0
Save All (Other), Last Year		0	0	0	0	0	0
Recurring After-Action Savings		0	0	0	0	2,415	2,415
		0	0	0	2,415	2,415	2,415

Scenario: **ICP23B**

Losing Site: **DISC**
 Total People: **1,880**

Close Installation? **N**
 Disestablish? **Y**

Receivers: Move To:		Year					Totals
		1996	1997	1998	1999	2000	
	DPSC	0	0	0	596	0	0
	DGSC	0	0	0	238	0	0
		0	0	0	0	0	0
DISC	Elims:	0	0	0	74	0	0
	Force Structure Changes:	412	126	136	298	0	0

596
238
0
74
<u>972</u>
1,880

Recurring Costs for: DPSC		Costs					
		1996	1997	1998	1999	2000	2001/SS
DISC	BOS Non Payroll						
	Save Nothing	944	0	0	675	675	675
	Save All (Command)	514	0	0	0	0	0
	Save All (Other)	130	0	0	0	0	0
	Save Per Person	5,530	0	0	1,753	1,753	1,753
	Comm Non Payroll	9,723	0	0	3,082	3,082	3,082
	Total	0	0	0	5,510	5,510	5,510

Recurring Costs for: DGSC		Costs					
		1996	1997	1998	1999	2000	2001/SS
DISC	BOS Non Payroll						
	Save Nothing	944	0	0	269	269	269
	Save All (Command)	514	0	0	0	0	0
	Save All (Other)	130	0	0	0	0	0
	Save Per Person	5,530	0	0	700	700	700
	Comm Non Payroll	9,723	0	0	1,231	1,231	1,231
	Total	0	0	0	2,200	2,200	2,200

Recurring Costs for:		Costs					
		1996	1997	1998	1999	2000	2001/SS
DISC	BOS Non Payroll						
	Save Nothing	944	0	0	0	0	0
	Save All (Command)	514	0	0	0	0	0
	Save All (Other)	130	0	0	0	0	0
	Save Per Person	5,530	0	0	0	0	0
	Comm Non Payroll	9,723	0	0	0	0	0
	Total	0	0	0	0	0	0

Recurring Savings for:		Savings					
		1996	1997	1998	1999	2000	2001/SS
Eliminations Savings	15,253	0	0	0	600	0	0
Offset for Receiver Costs		0	0	0	7,710	0	0
Save All (Command), Last Year		0	0	0	514	0	0
Save All (Other), Last Year		0	0	0	0	0	0
Recurring After-Action Savings		0	0	0	0	8,825	8,825
		0	0	0	8,825	8,825	8,825

Scenario: **ICP23B**

Losing Site: **DCSC** Close Installation? **N**
 Total People: **3,372** Disestablish? **N**

Receivers:	Move To:	Year						Totals
		1996	1997	1998	1999	2000	2001	
		0	0	0	0	0	0	0
		0	0	0	0	0	0	0
		0	0	0	0	0	0	0
DCSC	Elims:	0	0	0	358	0	0	358
	Force Structure Changes:	39	15	131	125	0	0	310
								668

Recurring Costs for:		0	Costs					
			1996	1997	1998	1999	2000	2001/SS
DCSC	BOS Non Payroll							
	Save Nothing	2,129	0	0	0	0	0	0
	Save All (Command)	0	0	0	0	0	0	0
	Save All (Other)	105	0	0	0	0	0	0
	Save Per Person	6,197	0	0	0	0	0	0
	Comm Non Payroll	16,548	0	0	0	0	0	0
	Total		0	0	0	0	0	0

Recurring Costs for:		0	Costs					
			1996	1997	1998	1999	2000	2001/SS
DCSC	BOS Non Payroll							
	Save Nothing	2,129	0	0	0	0	0	0
	Save All (Command)	0	0	0	0	0	0	0
	Save All (Other)	105	0	0	0	0	0	0
	Save Per Person	6,197	0	0	0	0	0	0
	Comm Non Payroll	16,548	0	0	0	0	0	0
	Total		0	0	0	0	0	0

Recurring Costs for:			Costs					
			1996	1997	1998	1999	2000	2001/SS
DCSC	BOS Non Payroll							
	Save Nothing	2,129	0	0	0	0	0	0
	Save All (Command)	0	0	0	0	0	0	0
	Save All (Other)	105	0	0	0	0	0	0
	Save Per Person	6,197	0	0	0	0	0	0
	Comm Non Payroll	16,548	0	0	0	0	0	0
	Total		0	0	0	0	0	0

Recurring Savings for:		DCSC	Savings					
			1996	1997	1998	1999	2000	2001/SS
	Eliminations Savings	22,745	0	0	0	2,415	0	0
	Offset for Receiver Costs		0	0	0	0	0	0
	Save All (Command), Last Year		0	0	0	0	0	0
	Save All (Other), Last Year		0	0	0	0	0	0
	Recurring After-Action Savings		0	0	0	0	2,415	2,415
			0	0	0	2,415	2,415	2,415

Scenario: **ICP24B**

Losing Site: **DGSClose** Close Installation? **Y**
 Total People: **2,756** Disestablish? **Y**

Receivers:	Move To:	Year						Totals
		1996	1997	1998	1999	2000	2001	
	DPSC	0	0	0	612	0	0	612
	DISC	0	0	0	357	0	0	357
	XDGSC	0	0	0	531	0	0	531
DGSClose	Elims:	0	0	0	284	0	0	284
Force Structure Changes:		372	318	144	138	0	0	972
								2,756

Recurring Costs for:	DPSC	Costs					
		1996	1997	1998	1999	2000	2001/SS
DGSClose BOS Non Payroll							
Save Nothing	2,368	0	0	0	966	966	966
Save All (Command)	592	0	0	0	0	0	0
Save All (Other)	172	0	0	0	0	0	0
Save Per Person	6,394	0	0	0	1,420	1,420	1,420
Comm Non Payroll	19,457	0	0	0	4,321	4,321	4,321
Total		0	0	0	6,707	6,707	6,707

Recurring Costs for:	DISC	Costs					
		1996	1997	1998	1999	2000	2001/SS
DGSClose BOS Non Payroll							
Save Nothing	2,368	0	0	0	564	564	564
Save All (Command)	592	0	0	0	0	0	0
Save All (Other)	172	0	0	0	0	0	0
Save Per Person	6,394	0	0	0	828	828	828
Comm Non Payroll	19,457	0	0	0	2,520	2,520	2,520
Total		0	0	0	3,912	3,912	3,912

Recurring Costs for:	XDGSC	Costs					
		1996	1997	1998	1999	2000	2001/SS
DGSClose BOS Non Payroll							
Save Nothing	2,368	0	0	0	838	838	838
Save All (Command)	592	0	0	0	0	0	0
Save All (Other)	172	0	0	0	0	0	0
Save Per Person	6,394	0	0	0	1,232	1,232	1,232
Comm Non Payroll	19,457	0	0	0	3,749	3,749	3,749
Total		0	0	0	5,819	5,819	5,819

Recurring Savings for:	DGSClose	Savings					
		1996	1997	1998	1999	2000	2001/SS
Eliminations Savings	25,851	0	0	0	2,664	0	0
Offset for Receiver Costs		0	0	0	16,438	0	0
Save All (Command), Last Year		0	0	0	592	0	0
Save All (Other), Last Year		0	0	0	172	0	0
Recurring After-Action Savings		0	0	0	0	19,866	19,866
Total		0	0	0	19,866	19,866	19,866

Scenario: **ICP24B**

Losing Site: **DCSC** Close Installation? **N**
 Total People: **3,372** Disestablish? **N**

Receivers:	Move To:	Year					
		1996	1997	1998	1999	2000	2001
		0	0	0	0	0	0
		0	0	0	0	0	0
		0	0	0	0	0	0
DCSC	Elims:	0	0	0	358	0	0
Force Structure Changes:		39	15	131	125	0	0

Totals
0
0
0
358
310
668

Recurring Costs for:		Costs					
DCSC	BOS Non Payroll	1996	1997	1998	1999	2000	2001/SS
	Save Nothing	2,129	0	0	0	0	0
	Save All (Command)	0	0	0	0	0	0
	Save All (Other)	105	0	0	0	0	0
	Save Per Person	6,197	0	0	0	0	0
	Comm Non Payroll	16,548	0	0	0	0	0
	Total	0	0	0	0	0	0

Recurring Costs for:		Costs					
DCSC	BOS Non Payroll	1996	1997	1998	1999	2000	2001/SS
	Save Nothing	2,129	0	0	0	0	0
	Save All (Command)	0	0	0	0	0	0
	Save All (Other)	105	0	0	0	0	0
	Save Per Person	6,197	0	0	0	0	0
	Comm Non Payroll	16,548	0	0	0	0	0
	Total	0	0	0	0	0	0

Recurring Costs for:		Costs					
DCSC	BOS Non Payroll	1996	1997	1998	1999	2000	2001/SS
	Save Nothing	2,129	0	0	0	0	0
	Save All (Command)	0	0	0	0	0	0
	Save All (Other)	105	0	0	0	0	0
	Save Per Person	6,197	0	0	0	0	0
	Comm Non Payroll	16,548	0	0	0	0	0
	Total	0	0	0	0	0	0

Recurring Savings for:		Savings					
DCSC		1996	1997	1998	1999	2000	2001/SS
	Eliminations Savings	22,745	0	0	2,415	0	0
	Offset for Receiver Costs	0	0	0	0	0	0
	Save All (Command), Last Year	0	0	0	0	0	0
	Save All (Other), Last Year	0	0	0	0	0	0
	Recurring After-Action Savings	0	0	0	0	2,415	2,415
	Total	0	0	0	2,415	2,415	2,415

Scenario: **ICP25B**

Losing Site: **DISC** Close Installation? **N**
 Total People: **1,880** Disestablish? **Y**

Receivers:	Move To:	Year					
		1996	1997	1998	1999	2000	2001
	DCSC	0	0	0	1011	0	0
		0	0	0	0	0	0
		0	0	0	0	0	0
DISC	Elims:	0	0	0	205	0	0
Force Structure Changes:		211	70	196	187	0	0

Totals
1,011
0
0
205
<u>664</u>
1,880

Recurring Costs for:		DCSC	Costs					
			1996	1997	1998	1999	2000	2001/SS
DISC	BOS Non Payroll							
	Save Nothing	944	0	0	0	944	944	944
	Save All (Command)	514	0	0	0	0	0	0
	Save All (Other)	130	0	0	0	0	0	0
	Save Per Person	5,530	0	0	0	2,974	2,974	2,974
	Comm Non Payroll	9,723	0	0	0	5,229	5,229	5,229
	Total		0	0	0	9,147	9,147	9,147

Recurring Costs for:		0	Costs					
			1996	1997	1998	1999	2000	2001/SS
DISC	BOS Non Payroll							
	Save Nothing	944	0	0	0	0	0	0
	Save All (Command)	514	0	0	0	0	0	0
	Save All (Other)	130	0	0	0	0	0	0
	Save Per Person	5,530	0	0	0	0	0	0
	Comm Non Payroll	9,723	0	0	0	0	0	0
	Total		0	0	0	0	0	0

Recurring Costs for:			Costs					
			1996	1997	1998	1999	2000	2001/SS
DISC	BOS Non Payroll							
	Save Nothing	944	0	0	0	0	0	0
	Save All (Command)	514	0	0	0	0	0	0
	Save All (Other)	130	0	0	0	0	0	0
	Save Per Person	5,530	0	0	0	0	0	0
	Comm Non Payroll	9,723	0	0	0	0	0	0
	Total		0	0	0	0	0	0

Recurring Savings for:		DISC	Savings					
			1996	1997	1998	1999	2000	2001/SS
	Eliminations Savings	15,253	0	0	0	1,663	0	0
	Offset for Receiver Costs		0	0	0	9,147	0	0
	Save All (Command), Last Year		0	0	0	514	0	0
	Save All (Other), Last Year		0	0	0	0	0	0
	Recurring After-Action Savings		0	0	0	0	11,324	11,324
	Total		0	0	0	11,324	11,324	11,324

Scenario: **ICP25B**

Losing Site: **DGSCLOSE** Close Installation? **Y**
 Total People: **2,756** Disestablish? **Y**

Receivers: Move To:		Year					
		1996	1997	1998	1999	2000	2001
	DPSC	0	0	0	606	0	0
	XDGSC	0	0	0	531	0	0
		0	0	0	0	0	0
DGSCLOSE	Elims:	0	0	0	631	0	0
	Force Structure Changes:	372	154	150	312	0	0

Totals
606
531
0
631
<u>988</u>
2,756

Recurring Costs for:	DPSC	Costs					
		1996	1997	1998	1999	2000	2001/SS
GSCLOS BOS Non Payroll							
Save Nothing	2,368	0	0	0	1,262	1,262	1,262
Save All (Command)	592	0	0	0	0	0	0
Save All (Other)	172	0	0	0	0	0	0
Save Per Person	6,394	0	0	0	1,406	1,406	1,406
Comm Non Payroll	19,457	0	0	0	<u>4,278</u>	<u>4,278</u>	<u>4,278</u>
Total		0	0	0	6,946	6,946	6,946

Recurring Costs for:	XDGSC	Costs					
		1996	1997	1998	1999	2000	2001/SS
GSCLOS BOS Non Payroll							
Save Nothing	2,368	0	0	0	1,106	1,106	1,106
Save All (Command)	592	0	0	0	0	0	0
Save All (Other)	172	0	0	0	0	0	0
Save Per Person	6,394	0	0	0	1,232	1,232	1,232
Comm Non Payroll	19,457	0	0	0	<u>3,749</u>	<u>3,749</u>	<u>3,749</u>
Total		0	0	0	6,087	6,087	6,087

Recurring Costs for:		Costs					
		1996	1997	1998	1999	2000	2001/SS
GSCLOS BOS Non Payroll							
Save Nothing	2,368	0	0	0	0	0	0
Save All (Command)	592	0	0	0	0	0	0
Save All (Other)	172	0	0	0	0	0	0
Save Per Person	6,394	0	0	0	0	0	0
Comm Non Payroll	19,457	0	0	0	0	0	0
Total		0	0	0	0	0	0

Recurring Savings for:	DGSCLOSE	Savings					
		1996	1997	1998	1999	2000	2001/SS
Eliminations Savings	25,851	0	0	0	5,919	0	0
Offset for Receiver Costs		0	0	0	13,033	0	0
Save All (Command), Last Year		0	0	0	592	0	0
Save All (Other), Last Year		0	0	0	172	0	0
Recurring After-Action Savings		0	0	0	0	<u>19,716</u>	<u>19,716</u>
		0	0	0	19,716	19,716	19,716

Scenario: **ICP26B**

Losing Site: **DISC** Close Installation? **Y**
 Total People: **1,880** Disestablish? **Y**

Receivers:	Year	Year					
		1996	1997	1998	1999	2000	2001
Move To: DCSC		0	0	0	1011	0	0
		0	0	0	0	0	0
		0	0	0	0	0	0
DISC Elims:		0	0	0	205	0	0
Force Structure Changes:		211	70	196	187	0	0

Totals
1,011
0
0
205
<u>664</u>
1,880

Recurring Costs for:	DCSC	Costs					
		1996	1997	1998	1999	2000	2001/SS
DISC BOS Non Payroll							
Save Nothing	944	0	0	0	944	944	944
Save All (Command)	514	0	0	0	0	0	0
Save All (Other)	130	0	0	0	0	0	0
Save Per Person	5,530	0	0	0	2,974	2,974	2,974
Comm Non Payroll	9,723	0	0	0	<u>5,229</u>	<u>5,229</u>	<u>5,229</u>
Total		0	0	0	9,147	9,147	9,147

Recurring Costs for:		Costs					
		1996	1997	1998	1999	2000	2001/SS
DISC BOS Non Payroll							
Save Nothing	944	0	0	0	0	0	0
Save All (Command)	514	0	0	0	0	0	0
Save All (Other)	130	0	0	0	0	0	0
Save Per Person	5,530	0	0	0	0	0	0
Comm Non Payroll	9,723	0	0	0	0	0	0
Total		0	0	0	0	0	0

Recurring Costs for:		Costs					
		1996	1997	1998	1999	2000	2001/SS
DISC BOS Non Payroll							
Save Nothing	944	0	0	0	0	0	0
Save All (Command)	514	0	0	0	0	0	0
Save All (Other)	130	0	0	0	0	0	0
Save Per Person	5,530	0	0	0	0	0	0
Comm Non Payroll	9,723	0	0	0	0	0	0
Total		0	0	0	0	0	0

Recurring Savings for:	DISC	Savings					
		1996	1997	1998	1999	2000	2001/SS
Eliminations Savings	15,253	0	0	0	1,663	0	0
Offset for Receiver Costs		0	0	0	9,147	0	0
Save All (Command), Last Year		0	0	0	514	0	0
Save All (Other), Last Year		0	0	0	130	0	0
Recurring After-Action Savings		0	0	0	0	<u>11,454</u>	<u>11,454</u>
Total		0	0	0	11,454	11,454	11,454

Scenario: **ICP26B**

Losing Site: **DPSC** Close Installation? **Y**
 Total People: **2,152** Disestablish? **Y**

Receivers:	Move To:	Year						Totals
		1996	1997	1998	1999	2000	2001	
	DGSC	0	0	0	717	0	0	717
		0	0	0	0	0	0	0
		0	0	0	0	0	0	0
DPSC	Elims:	0	0	0	447	0	0	447
	Force Structure Changes:	372	154	150	312	0	0	988
								2,152

Recurring Costs for:		DGSC	Costs					
			1996	1997	1998	1999	2000	2001/SS
DPSC	BOS Non Payroll							
	Save Nothing	2,888	0	0	0	2,888	2,888	2,888
	Save All (Command)	768	0	0	0	0	0	0
	Save All (Other)	62	0	0	0	0	0	0
	Save Per Person	5,498	0	0	0	1,832	1,832	1,832
	Comm Non Payroll	15,235	0	0	0	5,076	5,076	5,076
	Total		0	0	0	9,796	9,796	9,796

Recurring Costs for:			Costs					
			1996	1997	1998	1999	2000	2001/SS
DPSC	BOS Non Payroll							
	Save Nothing	2,888	0	0	0	0	0	0
	Save All (Command)	768	0	0	0	0	0	0
	Save All (Other)	62	0	0	0	0	0	0
	Save Per Person	5,498	0	0	0	0	0	0
	Comm Non Payroll	15,235	0	0	0	0	0	0
	Total		0	0	0	0	0	0

Recurring Costs for:			Costs					
			1996	1997	1998	1999	2000	2001/SS
DPSC	BOS Non Payroll							
	Save Nothing	2,888	0	0	0	0	0	0
	Save All (Command)	768	0	0	0	0	0	0
	Save All (Other)	62	0	0	0	0	0	0
	Save Per Person	5,498	0	0	0	0	0	0
	Comm Non Payroll	15,235	0	0	0	0	0	0
	Total		0	0	0	0	0	0

Recurring Savings for:		DPSC	Savings					
			1996	1997	1998	1999	2000	2001/SS
Eliminations Savings	20,733		0	0	0	4,307	0	0
Offset for Receiver Costs			0	0	0	9,796	0	0
Save All (Command), Last Year			0	0	0	768	0	0
Save All (Other), Last Year			0	0	0	62	0	0
Recurring After-Action Savings			0	0	0	0	14,932	14,932
			0	0	0	14,932	14,932	14,932

Scenario: **ICP27B**

Losing Site: **DGSC** Close Installation? **N**
 Total People: **2,225** Disestablish? **Y**

Receivers:	Move To:	Year						Totals
		1996	1997	1998	1999	2000	2001	
	DPSC	0	0	0	584	0	0	584
	DISC	0	0	0	357	0	0	357
		0	0	0	0	0	0	0
DGSC	Elims:	0	0	0	4	0	0	4
Force Structure Changes:		372	318	144	138	0	0	972
								1,917

Recurring Costs for:	DPSC	Costs					
		1996	1997	1998	1999	2000	2001/SS
DGSC BOS Non Payroll							
Save Nothing	1,912	0	0	0	894	894	894
Save All (Command)	478	0	0	0	0	0	0
Save All (Other)	139	0	0	0	0	0	0
Save Per Person	5,162	0	0	0	1,355	1,355	1,355
Comm Non Payroll	15,708	0	0	0	4,123	4,123	4,123
Total		0	0	0	6,372	6,372	6,372

6372
 211

 6583

Recurring Costs for:	DISC	Costs					
		1996	1997	1998	1999	2000	2001/SS
DGSC BOS Non Payroll							
Save Nothing	1,912	0	0	0	547	547	547
Save All (Command)	478	0	0	0	0	0	0
Save All (Other)	139	0	0	0	0	0	0
Save Per Person	5,162	0	0	0	828	828	828
Comm Non Payroll	15,708	0	0	0	2,520	2,520	2,520
Total		0	0	0	3,895	3,895	3,895

Recurring Costs for:	DGSC	Costs					
		1996	1997	1998	1999	2000	2001/SS
DGSC BOS Non Payroll							
Save Nothing	1,912	0	0	0	0	0	0
Save All (Command)	478	0	0	0	0	0	0
Save All (Other)	139	0	0	0	0	0	0
Save Per Person	5,162	0	0	0	0	0	0
Comm Non Payroll	15,708	0	0	0	0	0	0
Total		0	0	0	0	0	0

Recurring Savings for:	DGSC	Savings					
		1996	1997	1998	1999	2000	2001/SS
Eliminations Savings	20,870	0	0	0	38	0	0
Offset for Receiver Costs		0	0	0	10,267	0	0
Save All (Command), Last Year		0	0	0	478	0	0
Save All (Other), Last Year		0	0	0	0	0	0
Recurring After-Action Savings		0	0	0	0	10,782	10,782
Total		0	0	0	10,782	10,782	10,782

Scenario: **ICP27B**

Losing Site: **DCSC** Close Installation? **N**
 Total People: **3,372** Disestablish? **N**

Receivers:	Move To:	Year						Totals
		1996	1997	1998	1999	2000	2001	
	DPSC	0	0	0	28	0	0	28
		0	0	0	0	0	0	0
		0	0	0	0	0	0	0
DCSC	Elims:	0	0	0	330	0	0	330
	Force Structure Changes:	39	15	131	125	0	0	310
								668

Recurring Costs for:	DPSC	Costs					
		1996	1997	1998	1999	2000	2001/SS
DCSC	BOS Non Payroll						
	Save Nothing	2,129	0	0	22	22	22
	Save All (Command)	0	0	0	0	0	0
	Save All (Other)	105	0	0	0	0	0
	Save Per Person	6,197	0	0	51	51	51
	Comm Non Payroll	16,548	0	0	137	137	137
	Total	0	0	0	211	211	211

Recurring Costs for:	DPSC	BOS Non Payroll	Costs					
			1996	1997	1998	1999	2000	2001/SS
	Save Nothing	2,129	0	0	0	0	0	
	Save All (Command)	0	0	0	0	0	0	
	Save All (Other)	105	0	0	0	0	0	
	Save Per Person	6,197	0	0	0	0	0	
	Comm Non Payroll	16,548	0	0	0	0	0	
	Total	0	0	0	0	0	0	

Recurring Costs for:	DPSC	BOS Non Payroll	Costs					
			1996	1997	1998	1999	2000	2001/SS
	Save Nothing	2,129	0	0	0	0	0	
	Save All (Command)	0	0	0	0	0	0	
	Save All (Other)	105	0	0	0	0	0	
	Save Per Person	6,197	0	0	0	0	0	
	Comm Non Payroll	16,548	0	0	0	0	0	
	Total	0	0	0	0	0	0	

Recurring Savings for:	DCSC	Savings					
		1996	1997	1998	1999	2000	2001/SS
Eliminations Savings	22,745	0	0	0	2,226	0	0
Offset for Receiver Costs		0	0	0	211	0	0
Save All (Command), Last Year		0	0	0	0	0	0
Save All (Other), Last Year		0	0	0	0	0	0
Recurring After-Action Savings		0	0	0	0	2,437	2,437
		0	0	0	2,437	2,437	2,437

ICP COSTS TO TRANSFER/RECEIVE ITEMS

ALL ITEMS:

TRANSFER COSTS:

<u>CENTER</u>	<u># ITEMS</u>	<u>COST PER NSN</u>	<u>TOTAL COST</u>
DCSC	41,458	\$35.00	\$1,728,798.60
DGSC	227,830	\$35.00	\$9,500,511.00
DISC	1,021,360	\$40.24	<u>\$42,590,712.00</u>
GSA	1,519	N/A	0
TOTAL	1,292,167	\$110.24	\$53,820,021.60

RECEIVE COSTS:

<u>CENTER</u>	<u># ITEMS</u>	<u>COST PER NSN</u>	<u>TOTAL COST</u>
DCSC	0	\$100.00	\$0.00
DGSC	1,021,360	\$100.00	\$102,136,000.00
DISC	270,807	\$33.31	<u>\$9,020,581.17</u>
GSA	0	N/A	\$0.00
TOTAL	1,292,167	233.31	\$111,156,581.17

TOTAL COSTS OUT/IN:

TRANSFER	\$53,820,022
RECEIVE	<u>\$111,156,581</u>
TOTAL	<u>\$164,976,603</u>

ACTIVE ITEMS ONLY:

TRANSFER COSTS:

<u>CENTER</u>	<u># ITEMS</u>	<u>COST PER NSN</u>	<u>TOTAL COST</u>
DCSC	23,000	\$35.00	\$805,000.00
DGSC	122,000	\$35.00	\$4,270,000.00
DISC	408,000	\$40.24	<u>\$16,417,920.00</u>
GSA	1,519	N/A	\$0.00
TOTAL	554,519	\$110.24	\$21,492,920.00

RECEIVE COSTS:

<u>CENTER</u>	<u># ITEMS</u>	<u>COST PER NSN</u>	<u>TOTAL COST</u>
DCSC	0	\$100.00	\$0.00
DGSC	408,000	\$100.00	\$40,800,000.00
DISC	146,519	\$33.31	<u>\$4,880,547.89</u>
GSA	0	N/A	\$0.00
TOTAL	554,519	\$233.31	\$45,680,547.89

TOTAL COSTS OUT/IN:

TRANSFER	\$21,492,920
RECEIVE	<u>\$45,680,548</u>
TOTAL	\$67,173,468

NOTE: DISC will receive those items to be transferred to DPSC.
 These include items from DCSC, DGSC and GSA.
 Based on the above, DISC's costs were used to calculate total costs.
 DISC cost per NSN does not include travel expenses.

MINUTES OF THE EXECUTIVE COORDINATING GROUP

26 APRIL 1995

The attendees, attached enclosure 1, met and discussed two items. BRAC 95 budget input for the POM 97-01 submission and chartering a sub-group for "FSC Realignment and Purification."

Budget Input

The requirement was to prepare by 5 May, BRAC 95 POM budget input. The DLA POM 97-01 is due in OSD in early June. The DLA COBRA model data provided information on MILCON and personnel costs and CAAE provided an estimate on environmental costs. This data is as follows (\$MIL):

	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>
COBRA	2	1	0.9	12.6	0.5	0
Environment	0.5	0.6	0.5	0.5	0	0
TOTAL	2.5	1.6	1.4	13.1	0.5	0

The Executive Group's task was to determine what additional costs needed to be identified. The major concern was to estimate the cost of moving logistical data for the items being transferred between Centers. DISC had analyzed this in detail and determined that the cost per item (less terminal items) was \$64.80. Based on this, the cost of the transfer would be approximately \$84 million. DGSC developed an estimate using some of DISC's data and came up with an estimate of \$56 million. DISC/DGSC's analysis is enclosure 2. The CIMMO representative provided information that Air Force actual costs for transfer of an item with technical data was \$75. That is \$75 just for the losing activity, no costs for the gaining activity. Only 15 percent of the Air Force items came with complete technical data. The average costs for all Air Force items coming to DIA, again only the cost of the losing activity, was \$19.53.

The Executive Group discussed the methodology of a mass transfer and the relative short time frames and concluded the information would have to be transferred as is and on a large scale project basis. For example, if most of the DISC transfer were to take place over a two year period, the rate of transfer would be 42,000 items per month. Some of the considerations were: that the cost to transfer "inactive items," items with little hard copy data, would be minimal; that technical data for the most part, would be transferred in some form of electronic storage as a result of JEDMICs and other electronic capability; that the bulk of the transfer would start in October 1997 so as not to interfere with CIT Phase II. However it was recognized that with changes to FSC designation and other initiatives, transfers could take place parallel with the CIT as long as it was certain that there would be no adverse impact on CIT.

The Executive Group believed that it could best develop an estimate of the cost to transfer items by using its collective ICP experience which included item transfers. It concluded that the minimal additional cost that the ICPs could not absorb would equate to one and a half hours of effort to prepare active items for transfer and one hour at the receiving activity for a total of two and a half hours for an estimated 600,000 active items, a total of 1.5 million hours. The cost of this effort was based on the GS-9 hourly rate of \$16.41 per hour. \$16.41 x 1.5 million hours is \$24,615,000 rounded to \$24 million. It was recognized that temporary help could be hired at a lower cost, that overtime would be required due to the high volume/short time frame of the transfer and that there would be other costs such a materiel, transportation and TDY. It was the judgement of the group that these plus's and minus's could be handled in the \$24 million total. The one cost that this \$24 million is not intended to cover is for data system requirements such as the requirements to transfer computerized files between Centers. DSDC has been tasked to provide an estimate as soon as possible.

A summary of the above costs estimates is as follows:

- DISC: \$84 million
- DGSC: \$56 million
- AF data: \$28 million (losing activity only)
- Executive Group: \$24 million (plus data systems costs)

J. [Signature]
 34219 - DISC OTH
 911 - ITEMS IN

These costs are roughly comparable however the Executive Groups estimate assumes the ICPs and headquarters will absorb a significant amount of the costs as anormal part of operations in terms of getting ready to transfer and receive items as well as other specific tasks such as work hours involved in "FSC realignment and purification." The \$24 million is over and above what can be absorbed.

Given the schedule of CIT II, it was decided that most of the \$24 million would be expended in FY 98 and FY 99. The following is the spread by fiscal year (millions):

<u>96</u>	<u>97</u>	<u>98</u>	<u>99</u>	<u>TOTAL</u>
2	4	9	9	24

Adding the \$24 million to the previously identified costs results in the following array:

	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>TOTAL</u>
COBRA	2.0	1.0	0.9	12.6	0.5	0	17.0
ENVIRONMENT	0.5	0.6	0.5	.5	---	0	2.1
ITEM TRANSFER	<u>2.0</u>	<u>4.0</u>	<u>9.0</u>	<u>9.0</u>	---	0	<u>24.0</u>
	1.5	5.6	10.4	22.1	0.5	0	43.1

* Again, these costs do not include ADP costs which the Executive Group considers very important for a successful transfer.



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March 27, 1995

Defense Base Closure and Realignment Commission
1700 North Moore Street Suite 1425
Arlington, Virginia 22209

Attention: Alton Cornella

Dear Mr. Cornella;

I understand that the Defense Industrial Supply Center (DISC), 700 Robbins Avenue, Philadelphia, Pennsylvania is under consideration for closure in the near future.

We are a small minority owned testing laboratory that has been under contract to perform product testing for DISC since April 1986. We have performed tests on fasteners and critical safety products in the past. In some instances, we have reported products that have not met the specifications that were required.

I feel that DISC is an agency that is required to maintain the control on the quality of the products that the Defense Department purchases from its vendors. It is a necessary agency for Quality Control of the Defense Department's vendors. Without this control of its vendors, the possibility of failures in the field, and risk of safety for defense personnel is a very likely.

Quality Metal Analysis (QMA) will be greatly affected by the closing of DISC should this occur. Over 60 percent of our business is from DISC. I feel that probably QMA will not be able to remain in business if DISC is closed.

I hope that your commission will reconsider the closing of DISC. Even if QMA does not receive any more business from DISC due to budget limitations, I still feel that DISC is a necessary agency to provide the Defense Department the quality control of its vendors.

Sincerely yours,


Allen Cheung
President

March 27, 1995

Mr. Alton Cornella
Defense Base Closure and Realignment Commission
1700 N. Moore Street
Suite 1425
Arlington, VA 22209

Dear Mr. Cornella,

I am writing as an active participant in the aerospace fastener industry. Until my retirement in 1990, I was employed for twenty seven years by a major airframe contractor and fastener user. Since that time I have been employed by a major aerospace fastener manufacturer. In both cases I have served as an Engineering specialist in this field.

I recently became aware that the plans of the BRAC Commission include the closure of Defense Industrial Supply Center (DISC) in Philadelphia, with the transfer of this function to a supply depot in Richmond, VA. If this information is correct, I would like to make you aware of an activity within DISC which I believe should not be included in the planned termination. While I am fully aware that costs must be reduced and these reductions may be painful to accept, there are areas in which down-sizing can be counterproductive and not cost effective.

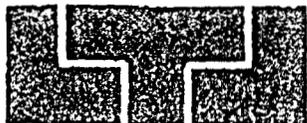
Within DISC, there is an Engineering Department which has, for many years, provided an excellent technical document support service for DoD. Although few were aware of it, the dedication of this organization to the task of maintaining many specification and standards contributed to the ability of industry to respond to government needs. If this function were to be eliminated, there would cost savings in the short term, but in time, these would be more than overcome by the loss of this capability.

In October 1992, a meeting was held in Washington, DC to address the very poor control of fastener related military documents by the services assigned to the task. Examples were cited in which delivery of aircraft were being delayed and proper maintenance of operating aircraft was not being performed, due to the unavailability of correct specifications. As a result of that meeting, which was sponsored by the Office of Assistant Secretary of Defense (OASD), the services were directed to transfer all fastener related government specifications and standards to DISC. Since that time there has been a marked improvement in this documentation and the relationship between DoD and industry has been greatly enhanced. Many long-standing differences between government and industry were resolved through a cooperative effort initiated by DISC. It would be unfortunate if this is ended in the name of economy.

If my understanding is correct regarding the plans of the BRAC Commission, it is recommended that a serious re-evaluation of the value provided by Engineering at DISC be considered. The worth of the endeavor by this dedicated group over the years should not be ignored in your deliberations

Respectfully,

Bernard H. Beal
Technical Product Manager
Fairchild Aerospace Fastener Division



Lehigh Testing Laboratories, Inc.

a division of THE MMR GROUP

308 WEST BASIN ROAD • P. O. BOX 903 • NEW CASTLE, DELAWARE 19720 • (302) 328-0500 • FAX (302) 328-0417

March 28, 1995

Mr. Alton Cornella
Defense Base Closing and Realignment Commission
1700 North Moore Street
Arlington, VA 22209

Dear Mr. Cornella:

I am writing to you relative to the proposed closing of the Philadelphia, PA Defense Industrial Supply Center and the disastrous impact it will have on the greater Delaware Valley and in particular, small businesses such as Lehigh Testing Laboratories, Inc.

We are a small, independent material testing laboratory that has worked with the Philadelphia DISC facility for many of the forty years we have been in business, and have come to rely on this relationship for a significant portion of our yearly business. This relationship has been an excellent example of government and small business working together. DISC periodically has a need for independent evaluation of a myriad of products and laboratories such as Lehigh Testing Labs, and others, provide this service on an "as needed" basis. The Philadelphia facility does not have to invest large sums of money into expensive testing equipment and the technically qualified staff to man and maintain the equipment. Our experience has been that where government facilities are utilized for product verification and appraisal, a significant amount of the data generated was flawed, and redundant testing was done to justify equipment and manpower requests.

We well recognize the overall need for government downsizing; but is the closing of what appears to an "outsider's" view as one of the few government facilities that utilizes good business practices, a positive example to set for the rest of government? To many, I would think, there would be the very negative message that conserving resources and attempting to operate efficiently not only is not rewarded, but may set you up for extinction. After all, this is not the way governments operate!

In the interest of the Delaware Valley and the setting of a positive example of government efficiency, we sincerely hope you reverse the present plan of closing the Philadelphia DISC facility to keeping it open and possibly expanding their role as a trend setter in government/business partnerships.

Very truly yours,

LEHIGH TESTING LABORATORIES, INC.

J. Barry McCrudden
President

JBMcc/dw



Lehigh Testing Laboratories, Inc.

a division of THE MMR GROUP

308 WEST BASIN ROAD • P.O. BOX 903 • NEW CASTLE, DELAWARE 19720 • (302) 328-0500 • FAX (302) 328-0417

March 29, 1995

Senator Joseph R. Biden
221 Russell Senate Office Building
Washington, DC 20515

Dear Senator Biden:

I am writing to you relative to the proposed closing of the Philadelphia, PA, Defense Industrial Supply Center by The Defense Base Closing and Realignment Commission.

Over the forty years that Lehigh Testing Laboratories, Inc. has been in business, the Philadelphia DISC facility has developed as a significant client of our laboratory. This business was earned through the bid process and we learned to respect the business acumen of the DISC management. Their business was earned through competitive bidding and strict adherence to quality standards. As a business man and a taxpayer, I found the Philadelphia operation of DISC unique and refreshing in their running the operation in a business-like manner.

Now it appears that this island of sensibility within government is destined for extinction. We need your help!

I have enclosed a copy of a letter I recently sent to Mr. Alton Cornella of the Base Closing Commission requesting they reconsider the decision to close Philadelphia. Any and all influence you can add to this effort will be appreciated by the employees and suppliers of Lehigh Testing Laboratories, Inc.

Very truly yours,

LEHIGH TESTING LABORATORIES, INC.

J. Barry McCrudden
President

JBMcc/dw
Enclosure



ATLAS

TESTING LABORATORIES, INC.

6929 EAST SLAUSON AVENUE • LOS ANGELES, CA 90040 • 213-722-8810 FAX 213-888-1493

March 29, 1995

Mr. Alton Cornella
DEFENSE BASE CLOSURE & REALIGNMENT COMMISSION (BRAC)
1700 N. Moore Street, Suite 1425
Arlington, VA 22209

Dear Mr. Cornella

RE: DEFENSE INDUSTRIAL SUPPLY CENTER

Be advised we are most concerned about the possibility of the closure of the Defense Industrial Supply Center. We offer the following for your kind consideration as evidence of the importance of continuing their activities.

DISC has led the way in establishing and enforcing standards of quality and insuring the Public Safety in the government procurement process. Through their activities products have been fully tested to insure they meet all specified quality and safety levels. Thus, DISC insures the Public Safety and the helps control the government's financial well being.

The Center has been instrumental in using the Independent Laboratory community for its testing requirements. They were the first and only activity to opt for existing capabilities in the Private Sector, rather than constructing and staffing their own government in-house laboratory, as other DLA Centers have done. They have led the way to a more cost effective government agency and set the standard for re-inventing how the government does business.

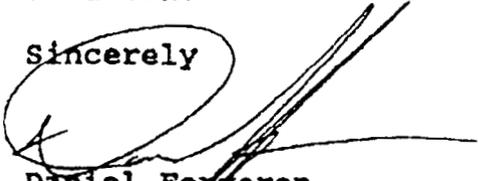
As can be seen from the enclosed FASTENER TECHNOLOGY INTERNATIONAL/February, 1995 article there is a definite need to maintain product quality to insure the Public Safety. DISC has been at the forefront of insuring the highest levels of quality and product safety were maintained. In light of the delayed implementation of Public Law 101-592, the elimination of DISC's activities could present a real detriment to the Public Safety.

Mr. Alton Cornella - Page 2
March 29, 1995

With the possible demise of DISC we can only assume their strides made in developing a partnership with the Private Sector will disappear. Also, we feel the issues relative to the Public's safety, as detailed in the enclosed article, will continue unchecked.

DISC provides a very important role. We strongly recommend its activities be continued. We trust you will give strong consideration to our comments during your review of this most disturbing decision.

Sincerely



Daniel Forgeron
President

Enclosure

Are Counterfeit Fasteners Good?

As could be expected, we are privy to a lot of fact, fiction, and gossip. Among the many tales spun our way are those relative to the quasi-presence of Public Law 101-592. The Law that was signed on November 16, 1990, by President George Bush, but to date (more than four years later) has not been wrapped in regulations that enable its implementation.

Some of our correspondents question why such a Law was even considered. Others have said that we don't need additional legislation because there is already enough on the books to handle the situation of bogus and/or counterfeit fasteners. A few have actually stated that there is not a single shred of evidence to support the theory that a fastener failure has killed, injured, or damaged persons or property.

We are concerned that these attitudes exist and feel that if they advance beyond their present status, the safety of our nation will in fact be in jeopardy. In reply to the notion that there is no need for P.L. 101-592 and its corresponding regulations, we submit the following chronicle of events as solid evidence that there has been, still is, and will continue to be a serious problem with counterfeit fasteners in this country and abroad. Further, short of the Great Reformation of Consciences in this country, there is a crying need for legislation like P.L. 101-592 and appropriate regulations to apply, administer, and enforce the concept that people have a right to get what they pay for. Please consider the following information as support of our thesis:



September 9, 1979 - Correspondence from the Bureau of Consumer Protection to the Federal Trade Commission stating: "The tragic loss of 274 lives in recent DC-10 air crash prompted this office to investigate allegations that counterfeit or otherwise materially altered and unsafe aircraft fasteners are being sold and used by commercial airlines in the United States."

May 9, 1988 - Reports that problem fasteners were found in large numbers in the vehicles of the Seventh Infantry Division at Ford Ord., CA, and Ninth Regiment at Fort Carson, CO.

May 10, 1988 - U.S. Army told Congress it scrapped more than 30 million bad bolts over an eight month period and that an unknown number of these bad bolts still remained in its weapons where they can work loose and cripple weapons and soldiers. It has also stated that tests conducted on the previous year's inventory revealed 30% of the common bolt inventory fell short of requirements.

June of 1988 - The Commercial Carrier Journal published a 10-pg. article relative to the discovery of counterfeit bolts in truck 5th wheel installations and other critical truck and bus components.

June 9, 1988 - NRC official told House subcommittee that more than one half of the nation's 109 nuclear reactors had substandard bolts in safety-related locations.

June 10, 1988 - U.S. District Court of California issued a Search Warrant to fastener supplier based on falsified test results on bolts used on the Trident II Missile.

July 31, 1988 - Substandard or counterfeit metal fasteners were linked to the death of an ironworker from Tennessee working on a U.S. highway bridge in Louisiana.

August 26, 1988 - GIDEP Alert issued on numerous fasteners purchased from fastener supplier by a major aircraft builder. The alert is based on alterations and mismarking of fasteners.

September 26, 1988 - Fastener supplier charged with 26 counts of false statements and 17 counts of mail fraud. On 11/30/88 subject pleaded guilty to 43 counts of fraud and false statements. On 12/12/88, subject was put out of business and fined \$62,150 plus \$34,500 reimbursement fee.

November of 1988 - While erecting a 230 KV lattice tower, eight 3/4" dia. bolts broke. Subsequent test determined 20% of the lot failed due to lack of stress relief, shear bands, and zinc migration into bolt surface.

November 5, 1988 - Inspector General's review of 685,000 parts in Georgia firm reported that 90% of the parts were substandard, failing to meet specifications, or useless. Among the faulty parts were bolts used for the tail drive section of H-3 helicopters.

January 27, 1989 - West Coast newspaper reported several people lost their lives in crashes involving private planes that officials determined were caused by defective fasteners.

February 18, 1989 - NASA impounded thousands of bolts and examined every fastener on the space shuttle after inspectors discovered that manufacturers were faking certifications.

February 20, 1989 - Twenty federal agents seized 52 crates of documents, test equipment, and fasteners in raid on firm in which a fictitious inspector ploy was uncovered. Bolts were to be used for the B-2 Project.

May 13, 1989 - Canadian defect investigation on death of tractor/trailer driver pointed to pinch bolt failure as causing detachment and death. Bolt described as "...undesirably hard—approaching brittleness."

June 27, 1989 - U.S. District Court - Northern District of Texas, filed charges against 12 companies and individuals over a "Scheme and artifice to defraud." Eighty-seven tons of suspected goods were seized.

July 22, 1989 - Federal investigators were studying the possibility that a dislodged nut may have been sucked into the rear engine of a commercial plane causing the engine to fail. The aircraft lost control and fell in a fiery crash.

August 10, 1989 - Jet engine builder offered \$279,000 in rewards to Iowa farmers who may have found missing aircraft parts from a DC-10. The tail engine blew apart and 111 people lost their lives.

Continued on page 8...

August 13, 1989 - Major U.S. retailer recalled bolts from faulty swing sets that could toss children to the ground.

September 27, 1989 - Release of Defense Criminal Investigation Service Report (dated July 11, 1989) that the Pentagon was auctioning off scrap bolts to junk dealers who resold them for use in commercial aircraft and military systems.

October 2, 1989 - Chicago newscaster reported infiltration of bogus fasteners into U.S. military was widespread and epidemic.

November 1, 1989 - Letter sent from Congressman to Subcommittee on Readiness that 750,000 fasteners in electrical switching boxes that connected 1100 MX and Minute Man ICBM launching mechanisms did not meet specs.

December 15, 1989 - DoD Inspector General investigation precipitated \$2.8 million penalty on firm for false marking and invoicing of boron steel fasteners.

December 18, 1989 - National Highway Traffic Safety Administration (NHTSA) notified its regional associates that certain suppliers of Grade 5 and Grade 8 bolt head markings did not meet SAE J-429 and ASTM A325 standards for such bolts. Associates strongly urged to demand certification reports and perform periodic inventory audits of fastener stock.

December 22, 1989 - Company pleaded guilty to five felony charges out of office of U.S. Attorney - Northern District of CA, for falsely certifying aerospace fasteners that were sold to the U.S. military aerospace programs.

February 21, 1990 - Sheared bolts on cantilever-type road sign blamed for death of 41 yr. old woman in MI.

March 22, 1990 - Company cited for substituting imported nuts and bolts for American-made products in highway guard rail application.

May 7, 1990 - Fleet of CH-47D Chinook helicopters grounded after cracks were discovered in lot of barrel nuts used on helicopters.

June 13, 1990 - British Airways pilot was sucked out of his cockpit when a windshield blew out due to 84 of the 90 bolts holding it in place being undersized.

July 30, 1990 - U.S. Customs Commissioner testifying before Subcommittee on Oversight and Investigations Committee on Energy and Commerce stated: "Billions of substandard, mismarked and/or counterfeit fasteners threaten the reliability of industrial and consumer products and our national security. Defective fasteners are not only a waste of money, but may in some cases contribute to personal injury or death. The infiltration of substandard fasteners is due mainly to the profit incentive and deliberate evasion of standards upon which manufacturing procedures and product quality assurances are based."

November 26, 1990 - Four bolts failed in a pump engine application causing a fire that burned 800,000 gal. of jet fuel at an international airport. Six hundred fire fighters expended 55 hrs. to extinguish the fire.

March 9, 1991 - Failed propeller pin caused plane crash in Key West killing three men.

September 3, 1991 - West Coast newspaper reported that the Stealth Bomber Program was beset by production problems including assemblies using wrong bolts and threaded fasteners.

November 15, 1991 - Cargo plane manufacturing executives accused of approving the installation of substandard rivets on the wings of the planes.

June 1, 1992 - U.S. Nuclear Regulatory Commission Notice 92 - 42 stated: "Fraudulent bolts in seismically designed walls [revealed] that heads cut from bolts were attached to the angle iron to make it appear there were bolts supporting the walls."

June 27, 1992 - NHTSA received letter from manufacturer of commercial trucks that wheel mounting studs on certain iron front and rear hubs may break and cause the tire and wheel assembly to separate from the vehicle.

July 7, 1992 - Transportation Inspector reported "...among 220 cases under investigation nationwide, agents have found counterfeit engine components, brake pads, thousands of low-quality bolts, and even junked parts that were welded and painted to look like new."

July 16, 1992 - Water reclamation facility broke down due to shearing of anchor bolt clamps. Pipes were found strewn about in four of the tank's chambers.

September 5, 1992 - Bolt jammed tether reel of satellite system in astronaut deployment exercise.

November 10, 1992 - Officers of bolt supplying company plead guilty to selling Japanese-made nuts and bolts to federal contractor.

October 5, 1993 - East Coast company subject of Civil Forfeiture Action seeking \$2.2 million, Porsche automobile, and GMC Typhoon, for supplying substandard fasteners used in aircraft carrier, Titan missiles, and ground support systems for space shuttle.

February 11, 1994 - Eight U.S. firms nailed in sting for pawning off low-grade items on the military.

September 14, 1994 - Automotive company recalled 220,000 vehicles for fastener problems in brake assembly.

October of 1994 - 1994 utility trucks recalled for trailer hitch bolt problems.

January 6, 1995 - Major defense supplier pleaded guilty to false testing charges and agreed to pay \$18.5 million fine for selling potentially hazardous parts to the Pentagon. Substandard parts were used on F/A carrier-based jets. About 1600 planes were involved.

Finally, we conclude that counterfeit fasteners represent danger; therefore, they put us all at risk. In our view, the problem will not only continue, but grow until measures are instituted to stop it.

We ask reasonable people to come together and work toward a solution to this monumental problem. It matters little whether these reasonable people come from industry, government, or academia—what is critical is that they come together, and soon. The existence of the problem has been confirmed time and time again. Eradication of the problem is overdue.

Sincerely,

Tom Dreher

Tom Dreher
Editor
Fastener Technology International



HURST METALLURGICAL RESEARCH LABORATORY, INC.

2111 West Euloss Boulevard (Highway 10), Euless, Texas 76040-6707
Phone (817) 283-4961, Metro 267-3421, Fax: Metro (817) 267-4234
Located in the Dallas/Fort Worth Metroplex

April 14, 1995

*Defense Base Closure and Realignment Commission
1700 N. Moore Street, Suite 1425
Arlington, VA 22209*

Attention: Mr. Alton Cornella

Dear Mr. Cornella:

We learned that consideration is being given to the discontinuation of the current method of subcontracting of testing that is presently being utilized by Defense Industrial Supply Center in Philadelphia, Pennsylvania with independent testing facilities such as Hurst Metallurgical Research Laboratory, Inc.

Hurst Metallurgical Research Laboratory provides highly skilled services to DISC in a timely manner at an affordable price. Our laboratory has equipment for a variety of testing procedures and our staff members have a combined experience in metallurgical testing and consultation exceeding 74 years. As an independent testing laboratory, we are able to provide an impartial opinion which can be a factor in assessing a problem accurately.

The background information pertaining to various technical projects, and the preparation of test protocols by Mr. Bill Curran and his fellow staff members at Defense Industrial Supply Center, has assisted us greatly in our ability to provide technical services at highly competitive rates in a prompt manner. Their capability of retrieving information necessary for evaluation concerning a vast assortment of products utilized by various government facilities expedites research time, thus allowing us to keep our costs low.

Hurst Metallurgical is a small testing facility with nine(9) employees. Our income is not solely dependent upon services provided to Defense Industrial Supply Center, but its loss, in the long run, could be significant and may affect the future growth of this company.

I request that you consider this matter when determining the ultimate future of Defense Industrial Supply Center and its employees.

Respectfully,

A handwritten signature in cursive script that reads 'Mahesh J. Madhani'.

*Mahesh J. Madhani
President/Chief Metallurgist*

MJM/bh





May 1, 1995

Defense Base Closure and
Realignment Commission (BRAC)
1700 N. Moore Street
Suite 1425
Arlington, VA 22209
Attn: Altou Cornella

As Managing Director of Industrial Fasteners Institute (IFI), I have been made aware from a number of domestic fastener manufacturing sources to the effect that Defense Industrial Supply Center (DISC) Philadelphia, Pennsylvania and its several satellite locations might be on the candidate list for DOD facility closings. While I do appreciate the need to lean out the numbers of military operational locations, IFI represents a significant industrial sector (fasteners) which is the supply side of a critical ingredient in the functional ability of a U.S. military.

DISC is sometimes referred to as "the hardware store" of the U.S. military - such term is a positive reflection on that organization. The fact is, no viable private, public or military entity can properly function without such "a hardware store" resource. Certainly in the unsung importance of fasteners so critical to military operations, we have found DISC ready and willing to call for and put to good use the input which industry can provide to facilitate DISC missions.

On behalf of IFI members involved in the manufacture and service of aerospace and industrial fasteners, I urge that DISC remain intact and continue to function as a supply and engineering center to its military and other U.S. Government users.

Sincerely,

C. G. Scofield
Managing Director

CGS/ch

INDUSTRIAL FASTENERS INSTITUTE

East Ohio Bldg., Suite 1105 • 1717 East Ninth St. • Cleveland, OH 44114-2879
Phone 216/241-1482 • Fax 216/241-5901

IFI
1717 E. NINTH STREET
CLEVELAND, OH 44114-2879
MEMBERS COMPANIES

BIRMINGHAM FASTENER, INC.	AL	DIVISION		RS TECHNOLOGIES, LTD.	MI
VULCAN RIVET & BOLT CORP.	AL	SIVACO/NATIONAL WIRE GROUP	GA	RING SCREW WORKS/FENTON HEADING	MI
AUTOMATIC SCREW MACHINE PRODUCTS COMPANY	AL	GROOV-PIN CORP. OF GEORGIA	GA	DIVISION	
WHITESSELL MANUFACTURING, INC.	AL	SIVACO/SNW GEORGIA	GA	WALKER WIRE & STEEL COMPANY	MI
HUCK AEROSPACE/TUCSON	AZ	ACME SCREW COMPANY/SOLAR SCREW CORP.	IL	GENERAL INSPECTION/SORTTECH	MI
QSN, INC.	AZ	RELIANT INDUSTRIES/RELIANT BOLT	IL	RING SCREW WORKS/SEMCO FASTENER	MI
VALLEY FORGE & BOLT MFG. CO.	AZ	DIVISION		DIVISION.	
B & B SPECIALTIES, INC.	CA	CAMCAR/TAPTITE PRODUCTS	IL	RING SCREW WORKS/TITAN FASTENER	MI
BRISTOL INDUSTRIES	CA	K-TECH MFG., INC.	IL	DIVISION	
HUCK/AEROSPACE FASTENER DIVISION	CA	ESKAY SCREW CORP.	IL	ALPHA BOLT/ALPHA STEEL TREATING	MI
NYLOK/DEFENSE AND ELECTRONIC PRODUCTS DIVISION	CA	BIRMINGHAM FASTENER/INDIANA FASTENER	IN	FRANCOSTEEL/UNIMETAL SALES	MI
NYLOK FASTENER/WESTERN OPERATIONS	CA	DIVISION		NYLOK FASTENER CORPORATION	MI
FAIRCHILD AEROSPACE/SCREW CORP.	CA	INLAND STEEL BAR COMPANY	IN	NYLOK FASTENER/AUTOMOTIVE OPERATIONS	MI
MONOGRAM AEROSPACE FASTENERS	CA	REPUBLIC ENGINEERED STEELS/EAST DUNES	IN	NYLOK FASTENER/LICENSING DIVISION	MI
SPIROL INTERNATIONAL/SPIROL WEST, INC.	CA	HIGHWAY		NYLOK/ENGINEERING RESEARCH AND	MI
KAYNAR TECHNOLOGIES, INC.	CA	REPUBLIC ENGINEERED STEELS/EAST 7TH AVENUE	IN	DEVELOPMENT	
MMA LABORATORIES	CA	CAMCAR/TORX PRODUCTS	IN	ALPHA BOLT CO.	MI
HUCK INTERNATIONAL, INC.	CA	NUCOR FASTENER DIVISION	IN	COMMERCIAL STEEL TREATING CORPORATION	MI
THE YOUNG ENGINEERS, INC.	CA	EMHART TEKNOLOGIES/GRIPCO FASTENERS	IN	RING SCREW WORKS	MI
HUCK/DEUTSCH OPERATION	CA	CAMCAR/DECORAH OPERATIONS	IA	RING SCREW WORKS/FERNDALE FASTENER	MI
MGF INDUSTRIES, INC.	CA	TWN FASTENER, INC.	KY	DIVISION	
GS AEROSPACE	CA	EMHART/PARKER-KALON	KY	REILLY PLATING COMPANY	MI
KAYNAR TECHNOLOGIES INC./MICRODOT	CA	FISCHER SPECIAL MANUFACTURING CO.	KY	NSS INDUSTRIES	MI
CHERRY DIVISION OF TEXTRON, INC.	CA	BENEKE WIRE COMPANY	KY	VOIGT & SCHWEITZER GALVANIZERS, INC.	MI
CHERRY COMMERCIAL FASTENERS	CA	REP. ENG. STEELS/BALTIMORE STAINLESS & SPECIALTY	MD	METAL COATINGS/MICHIGAN METAL COATINGS COMPANY	MI
CHERRY AEROSPACE OPERATIONS	CA	CELUS/TECHFORM FASTENERS MFG., INC.	MA	FEDERAL SCREW/ROMULUS & STEEL	MI
FAIRCHILD AEROSPACE/ROSAN PRODUCTS	CA	BRANKAMP PROCESS AUTOMATION, INC.	MA	PROCESSING DIVISION	
MID WEST FABRICATING/WEST BENT BOLT DIVISION	CA	ROBBINS MANUFACTURING COMPANY, INC.	MA	LANG FASTENER	MI
FAIRCHILD AEROSPACE FASTENER DIVISION	CA	REED-RICO	MA	INDUSTRIAL & AUTOMOTIVE FASTENERS	MI
FAIRCHILD AEROSPACE/SOUTHBAY FACILITY	CA	PHILLIPS SCREW COMPANY	MA	KOBE STEEL USA INC./DETROIT OFFICE	MI
HI-SHEAR CORPORATION	CA	MONOGRAM AEROSPACE FASTENERS/TRIMAS	MI	COMMERCIAL STEEL/CURTIS METAL	MI
HI-SHEAR AUTOMOTIVE CORPORATION	CA	MNP CORPORATION/MICHIGAN NUT PRODUCTS	MI	FINISHING	
SPIROL INTERNATIONAL CORPORATION	CT	FEDERAL SCREW/BIG RAPIDS DIVISION	MI	MNP CORPORATION	MI
RAYMOND ENGINEERING INC.	CT	FEDERAL SCREW/NOVEX TOOL DIVISION	MI	RING SCREW WORKS/SHAMROCK FASTENER	MI
EMHART FASTENING TEKNOLOGIES	CT	FEDERAL SCREW/CHELSEA DIVISION	MI	TECHNOLOGIES	
EMHART TEKNOLOGIES/POP FASTENERS	CT	MAYNARD MANUFACTURING INC.	MI	ADELPHIA INCORPORATED	MI
HOLO-KROME	CT	GENERAL INSPECTION, INC.	MI	G.B. DUPONT CO., INC.	MI
REPUBLIC ENGINEERED STEELS/WILLIMANTIC PLANT	CT	FEDERAL SCREW WORKS	MI	MNP CORPORATION/UTICA WASHERS	MI
INDUSTRIAL FORGE INC.	FL	DEXTER FASTENER TECHNOLOGIES	MI	RELIANT INDUSTRIES/DETROIT SALES	MI
MID WEST FABRICATING/RICHEY MACHINE	FL	MAYNARD MANUFACTURING/SCREW MACHINE DIVISION	MI	OFFICE	
		GSE INC.	MI	RING SCREW WORKS/RING SCREW CENTRAL	MI
				MNP CORPORATION	MI
				RING SCREW WORKS/RING SCREW DIVISION	MI

IFI
1717 E. NINTH STREET
CLEVELAND, OH 44114-2879
MEMBERS COMPANIES

WALKER WIRE/ROYAL WIRE DIVISION	MI	DIVISION		CAMCAR/AMSCO PRODUCTS	VA
WYANDOTTE INDUSTRIES, INC.	MI	USS/KOBE STEEL COMPANY	OH	VOIGT & SCHWEITZER PILOT GALVANIZING, INC.	WV
PAULO PRODUCTS COMPANY	MO	REPUBLIC ENGINEERED STEELS, INC.	OH		
ST. LOUIS SCREW & BOLT CO.	MO	REPUBLIC ENGINEERED STEELS/OBERLIN ROAD PLANT	OH	VALLEYCAST, INC.	WI
WESTERN WIRE PRODUCTS CO.	MO			BRUNNER MFG. SPECIAL PRODUCTS DIVISION	WI
VOGELSANG CORPORATION	NJ	REPUBLIC ENGINEERED STEELS/ROSE AVENUE PLANT	OH	BRUNNER DRILLING & MFG. INC.	WI
CO-STEEL RARITAN	NJ			BRUNNER MFG. DIVISION	WI
GROOV-PIN CORPORATION	NJ	NOVA MACHINE PRODUCTS CORPORATION	OH	MEDALIST, INC.	WI
HUCK/INSTALLATION EQUIPMENT DIVISION	NY	INDUSTRIAL NUT CORPORATION	OH	WROUGHT WASHER MFG., INC.	WI
KOBE STEEL USA INC.	NY	CUYAHOGA STEEL & WIRE	OH	WROUGHT WASHER/FRANKULIN TOOL & MFG.	WI
CWR MFG. CO.	NY	NATIONAL MACHINERY COMPANY	OH	WROUGHT WASHER/PLEASANT PRAIRIE PLANT	WI
SIVACO/SNW NEW YORK	NY	QUALITY BOLT & SCREW COMPANY	OH	CHARTER STEEL	WI
RADAX INDUSTRIES	NY	VOIGT & SCHWEITZER PROGALV. INC.	OK	STELCO FASTENERS LTD.	ON
JOHN HASSALL, INC.	NY	REPUBLIC ENGINEERED STEELS/BEAVER FALLS	PA	STELWIRE/BURLINGTON WORKS	ON
FRANCOSTEEL CORPORATION	NC			SIDBEC-DOSCO/ETOBICOKE WORKS	ON
HERRON TESTING LABORATORIES INC.	NC	RB&W CORPORATION/CORAOPOLIS LABORATORY TESTING, INC.	PA	CAMCAR/TRIAD PRODUCTS	ON
MID WEST FABRICATING CO.	OH		PA	STELWIRE LTD.	ON
TELEFAST INDUSTRIES, INC.	OH	SPS TECHNOLOGIES, INC.	PA	STELWIRE/PARKDALE WORKS	ON
REPUBLIC ENGINEERED STEELS/CANTON SPECIAL METALS	OH	SPS/AEROSPACE PRODUCTS DIVISION	PA	INFASCO/INGERSOLL FASTENERS	ON
REPUBLIC ENGINEERED STEELS/CANTON HOT ROLL PLANT	OH	JOHNSTOWN WIRE TECHNOLOGIES, INC.	PA	SIVACO/SNW ONTARIO	ON
		C. FASSINGER & SONS MFG. CO.	PA	IVACO INC./IVACO ROLLING MILLS	ON
METAL COATINGS INTERNATIONAL INC.	OH	MMA LABORATORIES	PA	LELAND INDUSTRIES INC.	ON
ADELPHIA INCORPORATED	OH	HAYDON BOLTS, INC.	PA	ROBERTSON WHITEHOUSE INC.	ON
CUYAHOGA BOLT & SCREW	OH	J & M TURNER INC.	PA	INFASCO/INFASCO NUT	ON
HERRON TESTING LABORATORIES INC.	OH	CARPENTER TECHNOLOGY CORPORATION	PA	RB&W CORPORATION/MISSISSAUGA	ON
LAKE ERIE SCREW CORPORATION	OH	WHITFORD CORPORATION	PA	SPIROL INTERNATIONAL/SPIROL INDUSTRIES, LTD.	ON
RB&W CORPORATION	OH	REED - RICO/BRISTOL FACILITY	RI		
SPS/INDUSTRIAL PRODUCTS DIVISION	OH	STANDARD NUT & BOLT	RI	SIDBEC-DOSCO/CONTRECOEUR WORKS	PQ
SPS/UNBRAKO DIVISION	OH	REMINC	RI	SIDBEC-DOSCO/LONGUEUIL WORKS	PQ
STERLING DIE OPERATION	OH	REED - RICO/GAFFNEY FACILITY	SC	INFASCO, DIV. OF IFASTGROUPE AND CO. LTD. PARTNERSHIP	PQ
VOIGT & SCHWEITZER, INC.	OH	BRUNNER DRILLING/BURNNER MANUFACTURING	SC		
SPIROL INTERNATIONAL CORP./OHIO	OH	SOUTHEAST		SIVACO/SNW QUEBEC	PQ
AMERICAN STEEL & WIRE CORPORATION	OH	TEBCO THREADED FASTENERS	TN	IVACO INC.	PQ
CAMCAR/BRAINARD RIVET	OH	CAMCAR/TOWNSEND ENGINEERED PRODUCTS	TN	SIDBEC-DOSCO (ISPAT) INC.	PQ
RB&W CORPORATION/KENT	OH	NYLOK FASTENERS/SOUTHWEST OPERATIONS	TX	SIDBEC-DOSCO/MONTREAL WORKS	PQ
MID WEST FABRICATING/ROCK MILL	OH	HUCK/INDUSTRIAL FASTENER DIVISION	TX	SPIROL INTERNATIONAL/SPIROL, S.A.	MEX
		CAMCAR/ELK CREEK RAYCARL PRODUCTS	VA		ICO



AIRCRAFT LOCKNUT MANUFACTURERS ASSOCIATION

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REPUBLIC FASTENER MFG. CORP.
SHUR-LOK CORP.
SPS TECHNOLOGIES

May 9, 1995

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION (BRAC)

1700 N. Moore Street
Suite 1425
Arlington, VA 22209
ATTN: Alton Cornella

Dear Mr. Cornella:

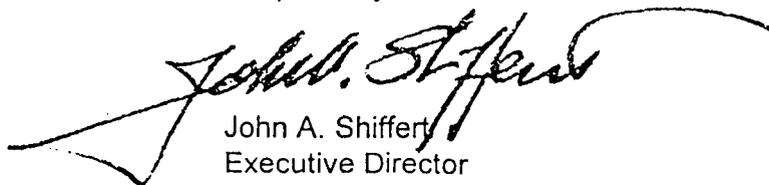
We are concerned about the proposed closure of DISC. There is a vital need to keep the fastener industry apprised of important policies and procedures that deal with fastener requirements. In this role DISC has led the way in adopting realistic practices to deal with legal and environmental issues. It has also been proactive in instituting changes of a technical nature that have been beneficial to the armed services.

As long as there are weapon systems in use, an organization is needed to keep pace with technical requirements. We feel DISC is in the best position to continue this effort. In the past years, DISC has drawn together the fastener industry and created compatibility of the requirements of the Department of Defense with the commercial community. The establishment of enhanced quality systems and qualified manufacturers are a result of DISC leading the way in this effort.

We, too, are concerned about government bureaucracy and we applaud all efforts in reducing and streamlining that bureaucracy, but we feel that the closure of DISC in this case would have a deleterious effect on the procurement of the quality fasteners that are much needed to keep the armed service in readiness.

Please take our concerns into consideration.

Respectfully,



John A. Shiffert
Executive Director

JAS:skj

CHERRY **TEXTRON**

William J. Busch, Jr.
Manager, Technical Services

Aerospace Fastening Systems
Cherry Division of Textron Inc.

1224 East Warner Avenue
Post Office Box 2157
Santa Ana, CA 92707-0157
Tel: (714) 850-6040
FAX (714) 850-6093

May 10, 1995

Mr. Alton Cornella
Defense Base Closure and
Realignment Commission (BRAC)
1700 N. Moore Street
Suite 1425
Arlington, VA 22209

Dear Mr. Cornella:

My name is William Busch. I am the Technical Services Manager for Cherry Textron, the world's largest manufacturer of aerospace blind rivets.

Our main function, in Technical Services, is to provide usable information about our products and their use to our customers. The U. S. government is one of our major customers.

Aerospace fastener manufacturers in the United States are recognized worldwide as the leaders in their field. One of the ways we maintain our leadership is working with the using industry on a face-to-face basis, and through the efforts of standardization bodies. The two main bodies at this time are the National Aerospace Standards Committee (NAS), which is part of the Aerospace Industries Association (AIA), and DISC through the Component Technology Improvement Program (CTIP).

The NAS is involved with NAS Standards while DISC is involved with military specifications and standards as well as federal standards. The CTIP meetings held by DISC also discuss new technical items of interest to fastener manufacturers and OEMs.

Each organization does an excellent job in its respective field. Each organization is necessary to maintain a leadership position by the United States.

Fastener standards and specifications are maintained, revised, and updated as necessary, and new standards and specifications are generated as the need arises.

Mr. Alton Cornella

May 10, 1995

Page 2

Many people who are not involved in the aerospace fastening industry may not realize how dynamic an industry it is.

Fasteners are continually being upgraded (or improved upon), new fasteners are designed to provide new benefits to users, and new airplane technology demands new fasteners, whether it be new designs, materials, finishes or a combination thereof.

To make these things happen, we need to make use of groups such as provided by the NASC and DISC.

Prior to DISC stepping in and taking over the responsibility for maintaining governmental standards, the industry was in a state of disarray. Other government, or military, sponsored standardization groups had gone by the wayside. For a number of years, it was almost impossible to have a military standard updated, let alone generate a new one. No one would take the responsibility. This situation made life very difficult for fastener manufacturers and users alike. We had to work around errors on standards and improvements in technology could not be incorporated into existing standards.

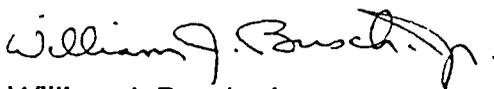
As a result of a joint SAE/Military/Industry meeting (FACTS), DISC emerged as the recognized body to maintain and update military specifications and standards. Since assuming this role, governmental standards have been updated at a rate unequalled in the past. Once agreement is reached by all parties, the standards are revised and printed with a minimum of delay.

The result of the work are documents of very professional quality done by a professional group.

We, in the fastening industry, both manufacturers and users, need to maintain the work that is being done by DISC. We believe that DISC personnel have done a job that is unequalled in the past. It would be a disservice to all of us if this effort was discontinued.

If you have any questions about any of my comments, I would be pleased to discuss them with you. I can be reached at (714) 850-6040.

Yours truly,



William J. Busch, Jr.

WJB/pf

1 Jun 95

DOWNSIDE OF DLA RECOMMENDATION TO DISESTABLISH DISC

* Mission Readiness Impact Inevitable

- Massive Item Transfers Required
- 2.4 Million Items "on the Move" (BRAC-93/95)
- CIT II Items will Move Twice
- Transfer Magnitude Ignores Proven ICP Pipeline Limitations
 - * 45,000 items/month required vs. 5,000/mo. average capacity
 - * Proper DISC Transfers alone would take until 2005 to Complete
- DLA Schedule "Force-fits" Transfers into 2-year Window
- Adverse SMA Impact Substantiated by Previous History
- Impact Further Complicated by Pending Legislation to Consolidate DoD ICPs under DLA!
- High Risk for Loss of Corporate History

* Too Much -- Too Soon!

- Incomplete Pre-BRAC Planning by Agency
- Premature Designation of "where items will be managed;" Agency is now sorting this out
- Transfer Costs Overlooked; Agency is now determining these costs
- Weapon System Designation Not Clear; Agency is now looking at alternative weapon system ICP designations
- Field Expertise Ignored during Pre-BRAC Determinations
- Incompatibility of Data Processing System between Troop Support and General Supply Overlooked

* Recommendation Based on Flawed Savings Methodology

- DLA COBRA Figures Based on Item Moves NOT Management Savings
- These ERRONEOUS Figures Account for 82% of "Alleged" Savings
- Significant One-Time Transfer Costs Omitted in Computations
- DLA Ignored Costs to Continue Operating DPSC for 2-years
- Findings Independently Supported by GAO/PEL
- Recommendation, if implemented, would Cost DoD money

* Other Factors

- Lose Working Synergy of ONLY DoD Multi-Service ICP in Existence
- Lost Opportunity to Maximize Use of Shared Overhead
- Disestablishes Working Example of Cross-Service Base Utilization

BRAC Rules Violated by DLA

- Rule #1 - Significant Operational Readiness Impact
- Rule #2 - Availability of Space at Host Activity
- Rule #4 - Cost/Manpower Implications
- Rule #5 - Return on Investment

Alternative Recommended by Community:

Reaffirm BRAC-93 Commission Decision calling for colocation of DISC/DPSC and ASO at this site. Suggest that DISC/DPSC could be consolidated into a single ICP Command. Further note that DLA Concept of Operations can be achieved under this recommendation (outside of BRAC) in a well-planned, orderly fashion, over a longer time period without risk to readiness. This prudent approach provides for incorporation of Lessons Learned in upcoming DESC move to Columbus and continues the critical cross-service DISC/ASO Synergy not duplicated elsewhere.

NOTE:

DLA Recommendation does NOT meet SECDEF BRAC-95 Policy Guidance of 7 Jan 94 regarding Changes to Previous BRAC recommendations. Specifically, (1) revisions to force structure -- DLA can meet these requirements through normal downsizing; (2) mission or organization -- No change to basic DLA mission; Alternative recommendation still supports revised DLA Concept of Operations; (3) significant revision to cost effectiveness since recommendation was made -- DLA's BRAC-95 recommendation is based on flawed savings methodology and in fact would reduce the efficiency of the agency and increase its costs particularly once key omissions to COBRA computations are considered. DLA has not provided any of the required documentation to substantiate a revision to the BRAC-93 Decision.

Document Separator

**DEFENSE BASE CLOSURE & REALIGNMENT COMMISSION
1700 NORTH MOORE STREET, SUITE 1425
ARLINGTON, VIRGINIA 22209
(703) 696-0504**

MEMORANDUM OF MEETING

DATE: June 14, 1995
TIME: 10:00 a.m.
MEETING WITH: DISC, DLA, GAO Representatives
SUBJECT: Defense Industrial Supply Center
PARTICIPANTS:

DISC/DLA/GAO

Margie McManamay, DLA Headquarters
Capt. Bob Moore, DLA Headquarters
Kathy Kellerer, DLA Headquarters
Barry Holman, GAO
Kevin Perkins, GAO
Jacqueline Snead, GAO
Vincent DiBella, DISC/FMA
Russ Booth, DISC/FMA/FMA
Tony Cosenza, DISC/FMA
Doug Smith DISC/FMA
Al Capiella, DISC/FMA
George Holland, DISC/FMA
Edwin Koc, Phila/PA Regional Planning Group
Mark Vieth, Congressman Borski's Staff Representative

Commission Staff

Bob Cook, Interagency Team Leader
Marilyn Wasleski, Interagency Senior Analyst

MEETING PURPOSE:

The meeting was called by the BRAC Commission Review and Analysis Staff to address the issues raised in Congressman Borski's letter dated 25 May 1995 (see attached). The Congressman expressed his concern that the General Accounting Office did not adequately address all of the questions he raised in a 5 May letter to the Commission. Specifically, the Congressman felt that the question on the methodology used by DLA for calculating position elimination's was not adequately answered.

The DISC/FMA representatives stated their position before Commission Staff, and DLA and GAO Representatives. This was followed by DLA stating their position. GAO input to the methodology used was also provided.

BRAC Commission Staff accepted all of the information provided and will review it before final deliberations. To the satisfaction of the Commission Staff, this meeting addressed the concerns of Congressman Borski.

4

BRAC Information Sheet
(13 June 1995)

Subject: Item Transfer Costs

Background:

- Item transfer costs associated with BRAC 95 were not included in the COBRA model.
- DLA overlooked these costs stating the transfer would have taken place outside of BRAC.
- DISC's position was transfer costs should be included since the item transfer is being accomplished within BRAC and DLA is attributing savings due to BRAC.
- DISC's early analysis provided information that transfer costs are considerable.
- Costs as well as savings need to be included to receive the complete picture of the benefits/costs of the BRAC 95 decision.
- DISC presented its position to General Accounting Office (GAO).
- GAO (Henry L. Hinton, Jr., Assistant Comptroller General) provided its response in the May 5, 1995 letter to The Honorable Alan J. Dixon, Chairman, BRAC. See Tab 1.
- GAO stated:

"We are unable to comment on whether every item should be moved or not, and what the associated costs are likely to be. However, it is our view that to the extent the movements occur as a direct result of the BRAC recommendation, we believe they should be accounted for in the DLA analysis."

Cost to Transfer:

- DLA (MMSP- CIMO) in a 28 April 1995 letter (Tab 2) requested the ICPs provide information on item transfer costs.
- The ICP responses are provided in Tab 3 which supports DISC's position that costs are considerable.
- DLA is still in the planning phase as to the number and types of items that will be transferred.
- Since there are still "unknowns" in this massive transfer effort, DISC has developed various scenarios on what it will cost to transfer items due to BRAC 95.
- These scenarios take into account two major variables:
 - The number of items being transferred; and
 - The cost of transfer per item.

The costs provided by the ICP's to transfer out items were all similar ranging from \$33.84 to \$41.70 with an average cost of \$36.69. The costs to transfer in items varied considerably and ranged from \$19.51 to \$158.86 with an average cost of \$82.42.

- Based on the input provided, the following scenarios (see Tab 4) were developed to approximate what the BRAC 95 item transfer will cost DLA:

1. All items moving and each ICP's cost used:	\$80.9 million
2. Active items transferring (DISC using any items with hits):	\$57.6 million
3. All items transferring and average of ICP costs used:	\$153.8 million
4. Active items transferring and average of ICP costs used:	\$ 110.3 million
- The cost to transfer DLA items would be within the range of \$57.6 to \$153.8 million.

Major Issues/Considerations:

- Time frames - DLA is moving 1.2 to 1.3 million items in a 2 year period. Additional resources will be required. DLA's options are:
 - hire additional resources;
 - move items and alert customers to major mission degradation; or
 - conduct transfer outside of BRAC using longer time frame to transfer items.
- New classes by gaining item managers = learning curve = training costs. These costs were not included in equation. These costs could be considerable.
- Consumable Item Transfer experience:
 - CIT Phase I - Items moved monthly - DGSC - 5,478 DISC - 3,319
 - CIT Phase II - Items to be moved monthly - DGSC - 5,000 DISC - 4,200
 - DLA BRAC 95 - 41,000 items to move monthly from DISC to DGSC.
- To put transfer costs in context, DISC's 1994 labor costs are approximately \$80 million. This represents approximately 1,851 personnel. The item transfer costs (Scenario 1) are \$80 million.

Conclusion:

- **Transfer costs are real.** These costs should have been addressed by DLA.
- Transfer costs are **considerable.** Costs could range from \$57 million to \$153 million.
- Since the transfer is taking place over a two year period, there will be a **major impact** on the utilization of the various ICP workforces in transferring items.
- The savings developed by DLA are **questionable.** The savings were calculated out to 20 years. The transfer costs (using any of the four scenarios) are considerable.
- Since the savings are **questionable** and there will be **considerable costs** incurred in transferring items (and a serious risk to readiness), the question needs to be asked:

Is this a good business decision?

Contact: Defense Industrial Supply Center Federal Manager's Association



George Washington, FSO.

GAO

United States
General Accounting Office
Washington, D.C. 20548

National Security and
International Affairs Division

May 5, 1995

The Honorable Alan J. Dixon, Chairman
The Defense Base Closure and
Realignment Commission
1700 North Moore Street, Suite 1425
Arlington, VA 22209

Re: 950424-13

Dear Chairman Dixon:

Following our testimony before your Commission on April 17, 1995, you requested that we respond to numerous additional questions pertaining to the base realignment and closure process. Enclosed are our answers to those questions.

Sincerely yours,

Henry L. Hinton, Jr.

Henry L. Hinton, Jr.
Assistant Comptroller General

Enclosure

The Air Force's recommendation was to relocate the facilities' unique workloads to existing facilities at Edwards AFB, California. It indicated that the remaining workloads are duplicated elsewhere and are not needed. Based on available documentation, we found no information to suggest that these were not viable recommendations.

DEFENSE LOGISTICS AGENCY

Question: Congressman Robert Borski, PA, requested that the Commission review the DOD recommendation to disestablish the Defense Industrial Supply Center (DISC) based on his belief that: (1) there were significant cost omissions in the COBRA for DISC, including the cost of transferring items and the cost of delaying the BRAC 93 realignment of the Defense Personnel Support Center to the Aviation Supply Office compound; and (2) the methodology used to determine the amount of positions that would be eliminated under various ICP scenarios, which is the basis for the preponderance of savings, is patently illogical and contradicts common sense. What are your views on the disestablishment of DISC? What is your assessment of Congressman Borski's contentions?

Answer: We are unable to comment on whether every item should be moved or not, and what the associated costs are likely to be. However, it is our view that to the extent the movements occur as a direct result of the BRAC recommendation, we believe they should be accounted for in DLA's analysis. In addition, we also believe that some costs associated with delaying the BRAC 1993 realignment of DPSC to the ASO compound in North Philadelphia should have been captured in DLA's analysis. Unfortunately, a precise determination of these costs is difficult to determine at this time. However, we performed a sensitivity analysis to broadly assess the potential impact of these costs on DLA's recommendation. We found that capturing these costs, even under what appears to be a worst case scenario, still results in significant savings from this recommendation.

DLA officials have indicated that they do not believe that the cost of transferring items (i.e., historical hard copy data, technical drawings and ancillary records) is relevant to the BRAC process because this transfer would occur regardless of which ICP was disestablished. During 1995 BRAC Executive Group meetings the driving force behind DLA's ICP decisions was the fact that excess capacity existed and that one or two ICPs could be disestablished. DLA officials stated that another reason why it did not consider these costs in its 1995 process was because the costs associated with the transfer of items from the Defense Electrical Supply Center to Columbus, Ohio, as a result of BRAC 1993 were not included in that cost analysis.

DISC personnel believe that the costs associated with the transfer of items between ICPs as a result of the 1995 BRAC action should

have been considered. They contend that if it were not for BRAC, this transfer of DISC items would not occur. They believe it will cost about \$66 million to physically transfer DISC items. DLA contends that greater reliance on commercial practices requires changes in item management assignments, whether or not an ICP is eliminated as a result of BRAC. And, while eliminating an ICP results in a greater volume of movement, the increase would occur regardless of which ICP was disestablished. DLA officials believe that the associated costs would be much less than \$66 million, because most items will be transferred electronically as opposed to the physical transfer that DISC personnel describe. This official stated that the actual number of items and associated costs will be determined during BRAC 1995 implementation. Implementation planning is currently underway.

During a 1995 BRAC Executive Group meeting, the cost of delaying the BRAC 1993 realignment of the Defense Personnel Support Center (DPSC) to the Aviation Supply Office (ASO) compound was discussed. According to the Chief of the BRAC Working Group at that time, she had received guidance from OSD on how to address this issue in the 1995 BRAC round. Based on this guidance, DLA only claimed as savings the military construction costs avoided, and not the associated real property maintenance (RPMA) and payroll costs associated with the number of people required to maintain the facility for an additional two years. DLA officials told us that they sought OSD guidance because (1) the move to the ASO compound was still within the BRAC 1993 timeframe and they were unsure whether any costs and savings could be attributable to DLA BRAC 1995 recommendations; and (2) DLA's methodology for computing RPMA and base operating support (BOS) costs in 1995 were different from what was used in BRAC 1993; and (3) the COBRA model, the discount rate, and standard factors were different.

DISC personnel believe that the cost of delaying the BRAC 1993 realignment of DPSC to the ASO compound in North Philadelphia should have been included in DLA's analysis. They believe that this cost is at least \$74 million in fiscal year 1994 dollars. According to DISC officials, they used BRAC 1993 data to arrive at this figure. In our discussions with DLA officials, they do not believe that BRAC 1993 data should be used because of the various changes that have occurred since BRAC 1993. We concur with DLA on that issue. However, we do believe that some costs to maintain the facility for two years should have been captured in their analysis. Therefore, using BRAC 1995 data, we developed what we believe are the associated RPMA, personnel, and BOS non-payroll costs for staying at the South Philadelphia compound for an additional two years. We estimate the associated costs could be \$7.9 million for this two-year period. We calculated this number based on 185 personnel (who currently remain at the South Philadelphia compound) remaining on DLA's rolls to maintain the facility. We did not include the item managers or other operational personnel because the costs associated with these personnel were already captured in

DLA's analysis. Although it is not clear that 185 personnel would be retained for a full two years, we used this number because it represents what appears to be a worst case scenario.

Given the absence of firm data relating to the movement of DISC items, and OSD's guidance that precluded DLA from including the two-year associated DPSC costs, we conducted our own COBRA sensitivity analysis to determine the impact on DLA's decision to disestablish DISC by incorporating these additional costs. We conducted this analysis with four variations while keeping the \$7.9 million costs constant over 1998 and 1999: (1) placing the \$66 million as a one-time cost in 1996; (2) placing the \$66 million as a one-time cost in 1999; (3) placing a third of these costs in years 1996 through 1998; and (4) placing a third of these costs in years 1997 through 1999 (see the following table). For comparison purposes, we also showed DLA's recommended action. As shown in the table, regardless of the scenario, the decision to disestablish DISC still pays for itself. While the net present value (NPV) and return on investment (ROI) years change, the annual recurring savings once the action is completed remains the same.

Impact of Various Cost Considerations on DLA's Decision to Disestablish DISC

Fiscal year 1996 dollars in millions

Scenario	Recurring annual savings	ROI years	20 year NPV
DLA's recommended action	\$18.4	Immediate	\$236.5
\$66 million one-time cost in 1996 plus \$7.9 million allocated over two years (1997 and 1998)	18.4	4	156.4
\$66 million one-time cost in 1999 plus \$7.9 million allocated over two years (1997 and 1998)	18.4	4	161.5
\$66 million one-time cost allocated over three years (1996-1998) plus \$7.9 million allocated over two years (1997 and 1998)	18.4	4	158.1
\$66 million one-time costs allocated over three years (1997-1999) plus \$7.9 million allocated over two years (1997 and 1998)	18.4	4	159.8

In its data call questionnaire, each ICP provided the number of positions which allowed the DLA BRAC Working Group to determine the

number of direct, indirect, and G&A positions. The number of positions by category differs at each ICP. When analyzing DLA's various ICP scenarios, the number of positions eliminated vary based on the overhead positions on board at the losing activity.

DLA officials told us that they will determine the actual number of people required at each of the remaining ICPs during BRAC 1995 implementation; this will occur as a result of DLA refining its breakout of workload into weapon system, and troop and general support items.

COST OF BASE REALIGNMENT ACTIONS (COBRA)

Question: During testimony questions, the rationale and effects of cost estimate discount rates was a topic of discussion. Does GAO have a recommendation on a discount rate the Commission should use in preparing its cost analyses?

Answer: As indicated in our report, DOD's use of a different discount rate approach for BRAC 1995 tied to the Treasury's borrowing rate appears reasonable, and we see no reason why it should not be used. However, in using that approach, we believe that a discount rate of 4.85 percent should be employed to calculate NPV since that is the current rate approved by the Office of Management and Budget.

BUSINESS EXECUTIVES FOR NATIONAL SECURITY REPORT

Question: During testimony questions, GAO expressed concern over DOD's decision to place 12 new Defense Finance and Accounting Service (DFAS) offices on bases previously slated to close as a result of prior base closure rounds. Please provide for the record a copy of GAO's current draft report on the Defense Finance and Accounting Service.

Answer: We expect to provide a copy of this draft report to DOD for comment within the week and plan to make a draft available to the Commission shortly thereafter.

QUESTIONS FROM CONGRESSMAN RICHARD GEPHARDT

Question 1: The General Accounting Office report states that the Army "did not fully adhere to its regular process for installations in assessing military value when recommending...leased facilities for closure." It specifically notes that the "Army did not prepare installation assessments for leased facilities." Is it true the Army's installation assessment consisted of an evaluation based on the four DOD military value criteria? If so, were leased facilities therefore excluded from an evaluation based on these

Document Separator



**DEFENSE LOGISTICS AGENCY
HEADQUARTERS
CAMERON STATION
ALEXANDRIA, VIRGINIA 22304-6100**



IN REPLY
REFER TO

MMSP-CIMO

28 APR 1995

SUBJECT: Cost of Logistics Reassignments and Return Code Actions

TO: SEE DISTRIBUTION

1. The recent announcement of the Secretary of Defense's 1995 Base Realignment and Closure (BRAC) recommendations has again highlighted the need for detailed documenting of costs associated with the logistic reassignment of items. This information will help DLA determine costs associated with realignment of Federal Supply Classes. It will also serve as valuable documentation of the actual costs to effect Phase 1 of the Consumable Item Transfer.

2. Request you identify your cost to logistically reassign an item, and the cost to return code an item. This request applies to losing and gaining item managers on both ends of each process. You should consider your entire business process for these activities. Some of the cost elements your reply should address, as applicable, are:

- a. Preparation/storage of item manager folders.
- b. Preparation/storage of technical data.
- c. Receipt processing/review of item manager/technical data/procurement folders.
- d. Travel to LIM or GIM to conduct site visit, participate in training, provide training.
- e. Review of candidate items prior to transfer.
- f. New computer applications, e.g., programming for receipt of or pushing of, Appendix G and H (DoD 4140.26-M) data.
- g. QA review.

MMSP-CIMO PAGE 2
SUBJECT: Cost of Logistics Reassignments and Return Code Actions

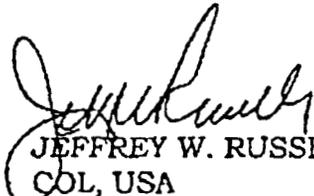
h. Procurement/acquisition related costs, e.g., PR review, addition of new ordering office, special clauses, etc.

i. Shipping/transportation costs.

j. Special duplication/reproduction costs.

3. Your reply NLT 15 May 95 is appreciated.

4. The POC for this action is L. J. Hanna, DSN 667-7330.



JEFFREY W. RUSSELL
COL, USA

Program Manager
Consumable Item Management Office

DISTRIBUTION:

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DISC-ROB (R. Booth)

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DEFENSE LOGISTICS AGENCY

DEFENSE INDUSTRIAL SUPPLY CENTER

700 ROBBINS AVENUE

PHILADELPHIA, PA 19111-5096



IN REPLY
REFER TO

DISC-R (Mr. R. Booth/442-4222)

24 MAY 1995

SUBJECT: Cost of Logistics Reassignments and Return Code Actions

TO: Defense Logistics Agency
Consumable Item Management Office
Attn: MMSP-CIMO
Cameron Station
Alexandria, Va. 22304-6100

1. Reference: MMSP-CIMO letter dated 28 April 1995, subject as above.
2. The reference requested that we provide detailed documentation of the costs to logistically reassign an item. These costs apply to the losing and gaining item managers on both ends of the process. Additionally, we were advised to consider our entire business process for these activities. However, all of the cost identified are applicable only to the actual transfer of an item. The analysis does not include any post ETD cost to fill the pipeline, or any additional equipment or facilities cost that may be required.
3. When we considered lessons learned from previous transfers, it becomes obvious that the magnitude of this transfer is enormous compared to even CIT Phase 1 and 2, in terms of potential impacts on the DSCs and ultimately on our customers. The original DLA BRAC 95 proposal recommends that over 1.4 million items transfer in a short period of time. The CIT planning effort began in 1990 and will continue until at least 1997. During this time less than 1 million items will move. Further, the CIT workload was distributed proportionately, between 4 DSCs and 13 Service activities. Additionally, during CIT there were no FSC changes. Therefore, the learning curve was greatly reduced for the Gaining Item Manager (GIM) and in most cases the same industry and customer base applied. Whereas in BRAC 95, the entire workload impact will be limited to only three DSCs, eventually two, and one of the DSCs cannot transfer items mechanically. After the transfer of five FSCs from DISC to DGSC in 1988, we learned that transitioned items experience an initial degradation, from which it took years to recover. Weapons items require highly specialized technical, industry, and customer expertise to be properly managed.

24 MAY 1995

DISC-R PAGE 2
SUBJECT: Cost of Logistics Reassignment and Return Code
Actions

4. DISC is the largest Weapons Support ICP and we have the highest weapons system support levels in DLA. Additionally, we are responsible for over 40% of DLA's Weapons System Business and 50% of DLA's Service Maintenance Business. Because of these customer support and readiness concerns, we want to ensure that we provide thorough and comprehensive data to avoid any disruptions. Further, since our expertise will not be going with the items; we want to ensure that we provide all of our essential item intelligence to the GIM in order to ease the transition.

5. We used several techniques to gather the data used in our cost analysis. We interviewed various Commodity Business Unit (CBU) Specialists, and Acquisition, Engineering, Quality, and Technical Specialists from our Integrated Processing Units (IPUs) in order to obtain a good cross sectional view of our whole business process. We also put together actual folders and timed this process. Lastly, we reviewed historical CIT data from ASO.

6. Technical data and technical folders cost were determined by compiling the cost to retrieve drawing data currently in EDMICS, EDASRE, and file cabinets. We also calculated the cost to review the data for accuracy and adequacy. The same requirements that applied to the Services during CIT, which is that the technical data provided must support the assigned AMC/AMSC, will also apply in a Center to Center transfer. Our analysis for transferring technical data was based on a manual transfer but even in a fully developed JEDMICS environment, the technical and quality data would have to be reviewed for accuracy and adequacy to ensure there is a minimal impact on lead times at the GIM. At a minimum, we would review our critical items, weapons essential items, and our items that had a demand in the past two years.

7. Additionally there are data folders maintained in our CBUs that contain accumulated item intelligence from previous CITs and items received through the SSR process that should be transferred. Data concerning long standing Service/Center product line improvements such as: Class 3 Fasteners, Jet Engine and Propeller shaft bearings, NAVAIR/NAVSEA Asbestos Elimination program (FSC 5330), Component Improvement Program, Maintenance Engineering Logistic Review (FSG 28/29), Low Smoke Cable, and Ischotta Franchini Program items, are just a few examples of the type of initiatives that demonstrate the need for customer and industry knowledge developed by DISC through years of experience.

TRAVEL REQUIREMENTS (SITE VISITS) DUE TO LOGISTICS TRANSFER - BRAC 95

PLANNING PHASE:

	<u>Costs</u>	<u># Trips</u> <u>Col</u>	<u># Trips</u> <u>Rich</u>	<u># Trips</u> <u>Wash</u>	<u>Total #</u> <u>Trips</u>
FY-95	\$50,149	19	29	33	81
FY-96	\$74,154	0	58	54	112
TOTAL	\$124,303	19	87	87	193

EXECUTION PHASE:

	<u>Costs</u>	<u># Trips</u> <u>Col</u>	<u># Trips</u> <u>Rich</u>	<u># Trips</u> <u>Wash</u>	<u>Total #</u> <u>Trips</u>
FY-96	\$271,608	90	176	168	434
FY-97	\$543,216	180	352	336	868
FY-98	\$419,376	0	352	336	688
FY-99	\$314,532	0	264	252	516
TOTAL	\$1,548,732	270	1144	1092	2506

FOLLOW-UP PHASE:

	<u>Costs</u>	<u># Trips</u> <u>Rich</u>	<u># Trips</u> <u>Wash</u>	<u>Total #</u> <u>Trips</u>
FY-99	\$23,522	19	20	39
TOTAL	\$23,522	19	20	39

	<u>Costs</u>	<u># Trips</u> <u>Col</u>	<u># Trips</u> <u>Rich</u>	<u># Trips</u> <u>Wash</u>	<u>Total #</u> <u>Trips</u>
<u>TOTALS:</u>	\$1,696,557	289	1,250	1,199	2738

Travel Requirements (Site Visits) Due to Logistics Transfer - BRAC 95

Planning Phase:

4th QTR FY-95	Col			Rich			Wash			FY95	
	# People	# Visits per Quarter	# Visits per Quarter	# Visits per Qtr	Total Trips	Total Trips	Total Trips	\$688 Costs - C	\$738 Costs - R		\$475 Costs - W
CIT Team	4	1	2	3	4	8	12	\$2,752	\$5,904	\$5,700	\$14,356
CBUs	9	1	1	1	9	9	9	\$6,192	\$6,642	\$4,275	\$17,109
IPU-Engrg	3	1	2	2	3	6	6	\$2,064	\$4,428	\$2,850	\$9,342
IPU-Supply/Proc	3	1	2	2	3	6	6	\$2,064	\$4,428	\$2,850	\$9,342
Totals	19	4	7	8	19	29	33	\$13,072	\$21,402	\$15,675	\$50,149

1st & 2nd QTRS FY-96	Col			Rich			Wash			FY96	
	# People	# Visits per Quarter	# Visits per Quarter	# Visits per Qtr	Total Trips	Total Trips	Total Trips	\$688 Costs - C	\$738 Costs - R		\$475 Costs - W
CIT Team	4		2	3		16	24		\$11,808	\$11,400	\$23,208
CBUs	9		1	1		18	18		\$13,284	\$8,550	\$21,834
IPU-Engrg	3		2	2		12	12		\$8,056	\$5,700	\$14,556
IPU-Supply/Proc	3		2	2		12	12		\$8,056	\$5,700	\$14,556
Totals	16		7	8		58	54		\$42,804	\$31,350	\$74,154

NARRATIVE:

CIT Team consists of four IPU personnel
 One person from each CBU
 IPU-Engrg Team consists of three technical personnel
 IPU-Supply/Proc Team consists of three people

COST BREAKDOWN:

<u>RICHMOND:</u>	\$738	<u>WASHINGTON:</u>	\$475	<u>COLUMBUS:</u>	\$688
Air Fare (R/T)	\$342	Train Fare (R/T)	\$105	Air Fare (R)	\$390
Per Diem	\$152	Per Diem	\$145	Per Diem	\$103
Car Rental	\$26	Car Rental	\$30	Car Rental	\$26
Misc	\$20	Misc	\$20	Misc	\$20

NOTE: Trips are all two day trips.

Travel Requirements (Site Visits) Due to Logistics Transfer - BRAC 95

Follow up Phase:

4th QTR FY-99

	# People	Rich		Wash		Rich Total Trips	Wash Total Trips	Costs - R	Costs - W	FY99 Total
		# Visits per Quarter	# Visits per Quarter	Total Trips	Total Trips					
CIT Team	4	1	2	4	8	\$738	\$475	\$2,952	\$3,800	\$6,752
CBUs	9	1	1	9	9	\$2,214	\$4,275	\$6,642	\$4,275	\$10,917
IPU-Engng	3	1	0	3	0	\$2,214	\$0	\$2,214	\$0	\$2,214
IPU-Supply/Proc	3	1	1	3	3	\$2,214	\$1,425	\$2,214	\$1,425	\$3,639
Totals	19	4	4	19	20	\$14,022	\$9,500	\$23,522		

NARRATIVE:

CIT Team consists of four IPU personnel
 One person from each CBU's
 IPU-Engng team consists of three technical personnel
 IPU-Supply/Proc team consists of three people

COST BREAKDOWN:

	<u>RICHMOND:</u>	<u>WASHINGTON:</u>
Air Fare (RT)	\$738	\$475
Per Diem	\$342	\$105
Car Rental	\$152	\$145
Misc	\$26	\$30
	\$20	\$20

NOTE: Trips to Richmond and Washington are all two day trips.

TRAVEL SUMMARY BY LOCATION

<u>FY</u>	<u>COLUMBUS # TRIPS</u>	<u>COLUMBUS COST</u>	<u>RICHMOND # TRIPS</u>	<u>RICHMOND COSTS</u>	<u>HQs # TRIPS</u>	<u>HQs COSTS</u>
95	19	\$13,072	2	\$21,402	33	\$15,675
96(PLAN)	0	\$0	58	\$42,804	54	\$31,350
96 (EXECU)	<u>90</u>	<u>\$61,920</u>	<u>176</u>	<u>\$129,888</u>	<u>168</u>	<u>\$79,800</u>
TOTAL-FY96	90	\$61,920	234	\$172,692	222	\$111,150
97	180	\$123,840	352	\$259,776	336	\$159,600
98	0	\$0	352	\$259,776	336	\$159,600
99 (EXECU)	0	\$0	264	\$194,832	252	\$119,700
99 (FOLLOWUP)	<u>0</u>	<u>\$0</u>	<u>19</u>	<u>\$14,022</u>	<u>20</u>	<u>\$9,500</u>
TOTAL-FY99	0	\$0	283	\$208,854	272	\$129,200
GRAND TOTALS	289	\$198,832	1,223	\$922,500	1,199	\$575,225
TOTAL BUDGET	\$1,696,557					

TRAVEL SUMMARY BY FISCAL YEAR

<u>FISCAL YEAR</u>	<u>COST</u>
95	\$50,149
96	\$345,762
97	\$543,216
98	\$419,376
99	<u>\$338,054</u>
TOTAL	\$1,696,557

COST OF LOGISTICS REASSIGNMENTS AND RETURN CODE ACTIONS
SUMMARY SHEET

<u>ACTIONS</u>	<u>COSTS</u>
a. Preparation/storage of item manager folders	\$6,018,888.66
b. Preparation/storage of technical data	\$22,195,225.00
c. Receipt processing/review of item manager/technical data/procurement folders	\$9,020,581.17
d. Travel - Site visits to LIM or GIM, participating in training, provide training	\$1,696,557.00
e. Review of candidate items prior to transfer	Does not apply to DLA
f. New computer applications, e.g., programming for receipt of or pushing of, Appendix G & H (DOD 4140.26-M) data	System enhancements may be required. Extent unknown at this time
g. QA review	\$3,952,162.71
h. Procurement/acquisition related costs, e.g., PR review, addition of new ordering office	\$1,853,254.73
i. Shipping/transportation costs	\$381,174.04
j. Special duplication/reproduction costs	\$6,695,479.89
TOTALS	\$51,813,323.20

NOTES:

1. Average cost to transfer an item is calculated at \$41.70 (includes labor, non-labor & travel costs)
2. Average cost to receive an item is calculated at \$34.04 (includes labor & travel costs)

COST OF LOGISTICS REASSIGNMENTS AND RETURN CODE ACTIONS

a. Preparation/storage of item manager folders

Number of Stocked/NSO items	657,742
Cost to Process Reason for Study Code "LL" Pages:	\$1,847,855.11
Prepare item management jacket files:	
Number of Stocked Items	270372
GS-11 Costs (managed by senior IMs)	\$1,036,418.13
Number of Stocked/NSO items	41,770
GS-9 Costs (more difficult)	\$514,669.32
20% of active items	54,074
Balance of Stocked items	174,528
Cost for Balance of Stocked items	\$945,121.00
Number of NSO items	387,370
Cost for NSO items	\$1,017,079.00

LR Monitor Process:

Number of Stocked & NSO items	657,742
Cost for Stocked & NSO items	\$657,746.10

TOTAL COSTS	\$6,018,888.66
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b. Preparation/storage of technical data

Total NSN transfer	1,021,360
GS-4 Costs - Total NSN Transfer:	\$9,046,390.00
GS-7 Costs - Total NSN Transfer	\$821,786.00
Number of items - 90% total NSN	919,224
GS-9 Costs - Average Complexity	\$11,313,349.00
Number of items - 10% total NSN	102136
GS-11 Costs - Complex	\$1,013,700.00
TOTAL COST	\$22,195,225.00

c. Receipt processing/review of item manager/technical data/procurement folders

Total number of items DISC to receive	270,807
Average cost to process an incoming item (Calculations based on total labor costs)	\$33.31
TOTAL COST	\$9,020,581.17

d. Travel - Site Visits to LIM (transfer out items) or GIM (receive in items), participating in

Cost includes trips to DCSC, DGSC and Headquarters	
DCSC trips	\$198,832.00
DGSC trips	\$922,500.00
Headquarters (Washington) trips	\$575,225.00
TOTAL COSTS	\$1,696,557.00

e. Review of candidate items prior to transfer

Does not apply to DLA.

f. New computer applications, e.g., programming for receipt of or pushing of, Appendix G & H (DoD 4140.26-M) data

System enhancements may be required - extent unknown at this time.

g. QA Review

Number of Stocked Items	270,372
GS-11 Costs - Stocked Items	\$3,220,130.52
GS-5 Costs - Stocked Items	\$732,032.19
TOTAL COSTS	\$3,952,162.71

h. Procurement/acquisition related costs, e.g., PR review, addition of new ordering office

Cost to modify active contracts	\$764,254.73
Number of active contracts	93,145
Cost to review, copy and pack all hard copy contracts in file room	\$1,089,000.00
Number of contracts in file room (additional 350,000 files in warehouse not included)	450,000
TOTAL COSTS	\$1,853,254.73

i. Shipping/transportation costs

Material Costs

Number of boxes of folders required for tech data	2,043
Cost of folders for technical data	\$60,505.00
Number of GSA boxes required for tech data	10,317
Cost of GSA boxes for technical data	\$16,118.92
Number of rolls of tape required for tech data	825
Cost of tape required for technical data	\$1,980.82
Number of boxes of folders required for IM data	1,315
Cost of folders for IM data	\$38,964.64
Number of GSA boxes required for IM data	6,644
Cost of GSA boxes for IM data	\$10,380.36
Number of rolls of tape required for IM data	133
Cost of tape required for IM data	\$318.91
Number of boxes of folders required for acq data	920
Cost of folders for acquisition data	\$27,261.06
Number of folders req'd for IDT/Lg Buys	1,205
Cost of folders for IDT/Lg Buys	\$1,928.00
Number of GSA boxes required for acq data	4,660
Cost of GSA boxes required for acq data	\$7,281.49
Number of rolls of tape required for acq data	93
Cost of tape required for acquisition data	\$223.70
TOTAL Material Costs	\$164,962.90

Shipping Costs

Number of boxes of tech data to be shipped	10,317
Cost to ship tech data boxes	\$103,168.00
Number of boxes of IM data to be shipped	6,644
Cost to ship IM data boxes	\$66,438.59
Number of boxes of acq data to be shipped	4,660
Cost to ship acquisition data boxes	\$46,604.55
TOTAL Shipping Costs	\$216,211.14

TOTAL COSTS **\$381,174.04**

j. Special duplication/reproduction costs

Total items	1,021,360
Cost of Technical ADP Support	\$2,900,662.00
Number of Aperture Cards Required	1,791,942
Number of 1G/2G items	597,314
Cost for Aperture Cards	\$1,487,312.00
Number of Technical Pages to be copied	20,427,200
Number of boxes of paper required - technical data	4,085
Cost of paper required for technical data	\$98,050.56
Copier costs for technical data	\$498,423.68
Number of IM pages to be copied	30,913,874
Number of boxes of paper required - IM data	6,183
Cost of paper required for IM data	\$148,386.60
Copier costs for IM data	\$754,298.53
Number of Acquisition Pages to be copied	27,683,100
Number of boxes of paper required - acquisition data	5,537
Cost of paper required for acquisition data	\$132,878.88
Copier costs for acquisition data	\$675,467.64
TOTAL COSTS	\$6,695,479.89

Lotus: LR_COSTS.WK4

05/18/95

RATIONALE FOR LR ITEM TRANSFER COST CALCULATIONS

TRANSFER OUT COSTS:

LABOR:
 IM \$6,018,888.66
 TECH \$22,195,225.00
 QA \$3,952,162.71
 PROC \$1,853,254.73
 TOTAL \$34,019,531.10

NON-LABOR:

Ship/Trans \$381,174.04
 Dupl/Repro \$6,695,479.89
 TOTAL \$7,076,653.93

TRAVEL:

Rich Trips \$922,500.00
 Wash Trips \$575,225.00
 TOTAL \$1,497,725.00

TOTAL TRANSFER COSTS:

Labor \$34,019,531.10
 Non-Labor \$7,076,653.93
 Travel \$1,497,725.00
 TOTAL \$42,593,910.03

AVERAGE COST:

Items to Transfer 1,021,360
 Total labor & non-labor costs \$41,096,185.03
 Average cost \$40.24
 (total labor & non-labor costs divided by # items to transfer)

Average Travel Cost \$1.47
 (total Rich & Wash travel divided by total items transfer'g)

TOTAL 'AV COST \$41.70
 (Total av labor/non-labor + av travel costs)

TOTAL LR TRANSFER COSTS:

Total transfer costs \$42,593,910.03
 Total receive costs \$9,219,413.17
 GRAND TOTAL \$51,813,323.20

RECEIVE COSTS:

LABOR:
 IM \$6,018,888.66
 TECH \$22,195,225.00
 QA \$3,952,162.71
 PROC \$1,853,254.73
 TOTAL \$34,019,531.10

TRAVEL:

Columbus \$198,832.00
 TOTAL \$198,832.00

AVERAGE COST:

Items Coming In 270,807
 Average Labor Cost \$33.31
 (total labor costs divided by total items transferring out)
 Total Av labor costs for incoming items \$9,020,581.17
 (# items coming in x av labor cost)
 Average Travel Cost \$0.73
 (total Columbus travel divided by total items coming in)
 TOTAL AV COST \$34.04

TOTAL RECEIVE COSTS:

Total av labor costs for incoming items \$9,020,581.17
 Travel Costs to Columbus \$198,832.00
 TOTAL \$9,219,413.17

TOTAL TRAVEL COSTS:

Richmond Trips \$922,500.00
 Washington Trips \$575,225.00
 Columbus Trips \$198,832.00
 TOTAL \$1,696,557.00



DEFENSE LOGISTICS AGENCY
DEFENSE GENERAL SUPPLY CENTER
8000 JEFFERSON DAVIS HIGHWAY
RICHMOND, VIRGINIA 23297-5100



IN REPLY
REFER TO

DGSC-R

31 MAY 1995

SUBJECT: Cost of Logistics Reassignments and Return Code Actions

TO: MMSP-CIMO

1. Reference: MMSP-CIMO letter, dated 28 Apr 95, subject as above.
2. In accordance with referenced letter, DGSC has determined that transfer costs per item would be \$52.65. This cost is based on a review of work flow processes for Gaining Item Manager (GIM) and Losing Item Manager (LIM) functions. It should be noted that the recent quick look estimate from this Center of \$10.89 was only for GIM costs and was based on Activity Based Costing (ABC) overall process data. For this initiative, we further detailed the identified processes using interviews and time management information based upon Consumable Item Transfer (CIT) Phase 1 experience. The enclosure provides our breakout of the cost per item based on active item transfers.
3. The general areas identified in our costing process included item management, technical and quality item reviews, and folder processing. Costs associated with handling, packaging, and shipping folders were also studied. Cost presented represent direct cost only. No allowance for indirect or G&A support was included. In addition, post award costs for administration of open contracts on transferred items were not identified since this function would stay with the LIM as a normal aspect of operation. We also assumed that the transfer of technical data would be accomplished with the Joint Engineering Data Management Information and Control System (JEDMICS) 3.0 release scheduled for FY 96. At this time, JEDMICS is not part of the logistics transfer process, so transfer items must be identified and input manually into JEDMICS. If necessary system enhancements are not accomplished to allow the electronic transfer of data, costs will be increased beyond those identified.

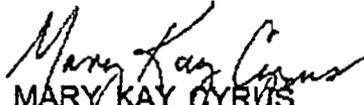
DGSC-R Page 2

31 MAY 1995

SUBJECT: Cost of Logistics Reassignments and Return Code Actions

4. The Point of Contact on this matter at DGSC is Mr. Scott Langford, DGSC-RPP, DSN 695-4384.

1 End


MARY KAY CYRUS
Director, Planning and Resource
Management

cc:
DGSC-C
DGSC-J
DGSC-V
DGSC-X
DGSC-RR

COST BREAKOUT

<u>Actions</u>	<u>Time</u>	<u>per NSN</u>
Mat'l Mgmt.	- .400hr	\$5.43
Technical	- .633hr	\$7.34
Quality	- .814hr	\$4.69
Acquisition	- .060hr	\$1.34
Storage	- n/a	\$0.70
Base Spt.	- 6.750hr	\$0.01
Travel	- n/a	\$0.02

TOTAL GIM cost per NSN		\$19.51

Enc 1

COST BREAKOUT

LIM

<u>Actions</u>		<u>Time</u>	<u>per NSN</u>
Mat'l Mgmt.	-	1.867hr	\$20.50
Technical	-	.634hr	\$12.56
Base Support	-	14.000hr	\$0.03
Travel	-	n/a	\$0.05
Transportation	-	n/a	\$0.20

TOTAL LIM cost per NSN			\$33.34

DETAIL FOR GIM/LIM COST

GIM COSTS - IM ACTIONS

IM data/folder prep	-	.233hr *
Access folders/box	-	.167hr *
TOTAL	-	.400hr

LIM COSTS - IM ACTIONS

(120 DAYS to ETD) Review Supply Control Study(LL)	-	.250hr
Input PCP/Make SCF data change	-	.200hr
(60 DAYS to ETD) Review Supply Control Study(LL)	-	.250hr
(30 DAYS to ETD) Prep folders for consolidation	-	.167hr
Obtain pf-72 CDTF fldr/ Prep for GIM mailing	-	1.000hr *
TOTAL	-	1.867hr

GIM COSTS - Technical/Quality Actions

Tech data folders/scanning	-	.633hr *
QA Review	-	.750hr *
Quality review programming	-	.064hr
TOTAL	-	1.447hr

LIM COSTS - Technical/Quality Actions

Tech data pkg prep/dwgs/TIFF	-	.467hr *
Tech data search/retrieve	-	.167hr *
TOTAL	-	.634hr

* Processing time represents an average of best and worst case scenarios.

GIM COSTS - Acquisition Actions

Review hardcopy mailing lists	-	.050hr
Acquisition log monitoring	-	.010hr
TOTAL	-	.060hr

GIM COSTS - Base Support Actions

Carrier off loading/delivery	-	6.750hr
Station pallets in RHA	-	.083hr
TOTAL	-	6.583hr

LIM COSTS - Base Support Actions

Provide flats/pallets to customer	-	1.500hr
Pickup loaded pallets	-	5.500hr
Stretch wrap pallets	-	3.000hr
Load carrier	-	4.000hr
TOTAL	-	14.000hr



DEFENSE LOGISTICS AGENCY
DEFENSE ELECTRONICS SUPPLY CENTER
1507 WILMINGTON PIKE
DAYTON, OH 45444-6795



IN REPLY
REFER TO: DESC-EI (Mrs. Meredith/DSN 986-5657/mip)

17 MAY 1995

SUBJECT: Cost of Logistics Reassignments and Return Code Actions

TO: MMSP-CIMO

1. Reference: MMSP-CIMO letter, 28 Apr 95, subject as above.
2. As requested in the referenced letter, this Center's costs associated with logistically reassigning an item are provided below.

- a. Return coding: \$36.88 per National Stock Number (NSN).
- b. Preparation/storage of repository data: \$11.09 per NSN.
- c. Active items (those with demands and accompanied by technical data packages/item history folders):

Technical review	\$ 49.50 per NSN
Item Manager review	\$ 8.94 per NSN
QAS review	\$ 11.99 per NSN
Procurement (pre/post award)	\$ 35.78 per NSN

Total	\$106.21 per NSN
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- d. Inactive items (no current demands and no supporting technical data): \$2.14 per NSN.

3. Should additional information be required, please contact Mrs. Pamela Meredith, DESC-EI, DSN 986-5657, for assistance.


JOSEPH L. MCGEEHAN
Director, Integrated Policy



DEFENSE LOGISTICS AGENCY
DEFENSE CONSTRUCTION SUPPLY CENTER
POST OFFICE BOX 3990
COLUMBUS, OHIO 43216-5000



IN REPLY
REFER TO

11 MAY 1995

DCSC-BDB

SUBJECT: Cost of Logistics Reassignments and Return Code Actions

TO: MMSP-CIMO
ATTN: L. J. Hanna

1. Reference: MMSP-CIMO letter, 28 April 1995, subject as above.
2. In the reference, your request was for us to identify the cost associated with logistically reassigning and to return code an item. Listed below is the estimated time and cost for the elements in paragraph 2a through 2j of reference.
 - a. Preparation/storage of item manager folders = 20 minutes or \$6.11.
 - b. Preparation/storage of technical data = 35.5 minutes or \$10.13. To return code an item or initiate return code = 1 3/4 hour or \$34.32.
 - c. Receipt processing/review of item manager/technical data/procurement folders = 7 3/4 hour or \$142.62.
 - d. Travel to LIM or GIM to conduct site visit, participate in training, provide training = 1 visit for 3 people @ \$5000.00.
 - e. Review of candidate items prior to transfer = 1/2 hour or \$9.18/NSN.
 - f. New computer applications, e.g., programming for receipt of or pushing of, Appendix G and H (DoD 4140.26-N) data. DCSC does not push Appendix G and H data and minimum time is used to correct violations (estimate 1 hour a week or \$954.00 a year).
 - g. QA review = 20 minutes or \$6.11.
 - h. Procurement/acquisition related costs, e.g., PR review, addition of new ordering office, special clauses, etc. = 3/4 hour or \$13.76.
 - i. Shipping/transportation costs = \$2.90 (3 NSNs per package).
 - j. Special duplication/reproduction costs = \$4.50/NSN.

Federal Recycling Program

** TOTAL PAGE.001 **

11 MAY 1995

DCSC-BDB PAGE 2

SUBJECT: Cost of Logistics Reassignment and Return Code Actions

3. As stated in our telephone conversation 2 May 1995, our costs for the above elements is derived from our experience with the Consumable Item Transfer (CIT) process.

4. If you have any questions concerning this information, please contact Gary Perry, DSN 850-3186.

William E. Breil

WILLIAM E. BREIL

Chief, Base Realignment and

Closure (BRAC) Management Team

** TOTAL PAGE.002 **

ICP COSTS TO TRANSFER/RECEIVE ITEMS

Actual Costs - Input by Each Center

ALL ITEMS:

TRANSFER COSTS:

CENTER	# ITEMS	COST PER NSN	TOTAL COST
DCSC	41,458	\$34.32	\$1,422,838.56
DGSC	227,830	\$33.84	\$7,709,787.20
DISC	1,021,360	\$41.70	\$42,590,712.00
GSA	1,519	N/A	\$0.00
TOTAL	1,292,167		\$51,723,317.76

RECEIVE COSTS:

CENTER	# ITEMS	COST PER NSN	TOTAL COST
DCSC	0	\$117.30	\$0.00
DGSC	1,021,360	\$19.51	\$19,926,733.60
DISC	270,807	\$34.04	\$9,218,270.28
GSA	0	N/A	NA
TOTAL	1,292,167	170.85	\$29,145,003.88

TOTAL COSTS OUT/IN:

TRANSFER	\$51,723,318
RECEIVE	\$29,145,004
TOTAL	\$80,868,322

ACTIVE ITEMS ONLY:

DISC active items based on any item with requisition

TRANSFER COSTS:

CENTER	# ITEMS	COST PER NSN	TOTAL COST
DCSC	23,000	\$34.32	\$789,360.00
DGSC	122,000	\$33.34	\$4,067,480.00
DISC	780,000	\$41.70	\$32,526,000.00
GSA	1,519	N/A	\$0.00
TOTAL	926,519		\$37,382,840.00

RECEIVE COSTS:

CENTER	# ITEMS	COST PER NSN	TOTAL COST
DCSC	0	\$117.30	\$0.00
DGSC	780,000	\$19.51	\$15,217,800.00
DISC	146,519	\$34.04	\$4,987,506.76
GSA	0	N/A	\$0.00
TOTAL	926,519		\$20,205,306.76

TOTAL COSTS OUT/IN:

TRANSFER	\$37,382,840
RECEIVE	\$20,205,307
TOTAL	\$57,588,147

Transfer Costs Submitted by Each ICP

	In	Out
DCSC	\$158.88	\$34.32
DESC	\$117.30	\$36.88
DGSC	\$19.51	\$33.84
DISC	\$34.04	\$41.70
Average	\$82.43	\$36.69

NOTE: DISC will receive those items to be transferred to DPSC.
 These include items from DCSC, DGSC and GSA.
 Based on the above, DISC's costs were used to calculate total costs.

ICP COSTS TO TRANSFER/RECEIVE ITEMS

Based on average of cost to transfer inputs provided by all Centers

Transfer Costs:

DCSC	\$34.32
DESC	\$36.88
DGSC	\$33.84
DISC	\$41.70
TOTAL	\$146.24
AVERAGE	\$36.69

Receiving Costs:

DCSC	\$158.86
DESC	\$117.30
DGSC	\$19.51
DISC	\$34.04
TOTAL	\$329.71
AVERAGE	\$82.43

ALL ITEMS:

TRANSFER COSTS:

AV COST: \$36.69

CENTER	# ITEMS	TOTAL COST
DCSC	41,458	\$1,520,886.73
DGSC	227,830	\$8,357,943.55
DISC	1,021,360	\$37,468,591.60
GSA	1,519	NA
TOTAL	1,292,167	\$47,347,421.88

RECEIVE COSTS:

AV COST: \$82.42

CENTER	# ITEMS	TOTAL COST
DCSC	0	\$0.00
DGSC	1,021,360	\$84,180,491.20
DISC	270,807	\$22,319,912.94
GSA	NA	NA
TOTAL	1,292,167	\$106,500,404.14

TOTAL COSTS OUT/IN:

TRANSFER	\$47,347,421.88
RECEIVE	\$106,500,404.14
TOTAL	\$153,847,826

ACTIVE ITEMS ONLY:

TRANSFER COSTS:

AV COST: \$36.69

CENTER	# ITEMS	TOTAL COST
DCSC	23,000	\$843,755.00
DGSC	122,000	\$4,475,570.00
DISC	780,000	\$28,614,300.00
GSA	1,519	NA
TOTAL	926,519	\$33,933,625

RECEIVE COSTS:

AV COST: \$82.42

CENTER	# ITEMS	TOTAL COST
DCSC	0	\$0.00
DGSC	780,000	\$64,287,800.00
DISC	146,519	\$12,076,095.98
GSA	0	\$0.00
TOTAL	926,519	\$76,363,896

TOTAL COSTS OUT/IN:

TRANSFER	\$33,933,625
RECEIVE	\$76,363,896
TOTAL	\$110,297,521

6/17/95

Disc -
Comments on DVA Budget letter

Stranger Rates -
Est 8-9 times the rate -
say - not 4x =

- Center pay org holds 5 or 1 month
- Est Plan - yet - really what news said
to date

- ~~Agos~~ can do 671 -
Est Plan + ARAC (6/90 - 1999 -
disc is gone by the end of 1999
- Plan data says should be compared
in to actual Plan.

04 M75

6/15/95

①

- If shut the ALC could eat it -
to spare shurds.

of close 2 - ~~Remain~~ Air Force course
ALCS
used - 5 space originally offered
up a space

Air Force
said
the
OLA

of Mc - gas no problem -
of key gas no problem -
get more
w/ ^{8/15/95} space at Mc (1/1/95)

Rules + Mission - say the
Prin Hiss - a dept. mission -
Center for OSD (100B) - accept this acc.
- feel the

mission will say want to please space
instead.

Stores feel can not do for 10m (ACF)
already down ~~ACF~~ -

- feel can take the risk -
will practice to take the shurds.

DCM Q1

- Forecast of DGS in 1993 -

more papers to relocate for
payer to calculate

why here -

since serves as Director for
Internationals

On there has part of his category
since had 1 activity in to eating over
300 - DEMON -

ISCP Refused Appl - plan - was it so complex
control - - - - -
Pm new cuts disc also thru to
you 2002

- meet of DDC - with the ALSO - north side
add place by 1999 -

' would like from BAA - 1991
set the meet in 1997 -

' meet in 1999
DPR for DDC in 1993 - BAA
and in the 1995 (brow

Cost at DDC 1997/99 - but affected by
cost they from long -

④

not direct
- cost magnitude of same comes from
- least amount of GTA taken
/ supports

- O&S are less - but have less
input of GTA taken -

- Part-Bringing down - prog pole -
in his proposal.

- when it has (order + workload
stuff connected with two.

- Part come for brought down for
prog pole - need for
movement of to other

- Part of Pope & more supply (100 grand
for 68 ICP.

- Workload Transfer of items + phasing of it
- counts 42, m / month

Cost of item transfer
(cost say \$100/m) to transfer

BA (costs that show the inc in a cost to transfer

cost per by preimplantation group
The inclusion that in cost -

Used \$24 million - in cost to transfer
b/a

(K)

Use the top -

\$21 m cost to transfer etc

GA used \$6 m - and found that

still good idea to do it.

BA cost will be in the future -

Since plan to dig etc -

fillers, drains etc -

in the best used to be a hard copy

transfer - will now be a

- of a lower cost.

Orders - can dump it off depo -

GA can do account

in time -

Timing + copying of transfer of assets with CTA II + provisions of section 170

1999 Chama - do an end date to run

Cobra
ended on 31/12/2001

Cobra on estimates 31/12/2001 and so do

get a budget -
give more power + execute cycle

between now - 2001

top say CTA II takes President - but
don't say can't transfer - don't
add time -

Don't know the # of letters on CTA II transfer
170,000 CTA II Phase II
want to have done by end of FY 97

Disc card

Test rate large d. ~~with the data~~ from know what out sep

- DCS - still system when - DCS & more - when DCS is - before we mid when DCS is more

cell use to most - better gear available notes

DCS notations improved - supply the to maintain activity

has his card so a problem - in the pipeline

with maintenance of parts

Exp. and has not found a list to take including the line to do the economy course

People can be transferred with the

13-25/24 days rec. and there will be a note -



87 gr in

Marilyn Wastler
CAPT BOB MOORE
Bart Holman
Herald Perkins
Suzanne Greed
Wendy Dillia
Luss BOOTH
TONY COSENZA
Lynn Koc
DOUG SMITH
AL GAPPEN
George K...
Mark Vite

GRAC
DUP
CAB
"
"
DISC
D/SC
DISC TMA
MRA
DISC
MRA
Rep. Borski

12 Jun 95

CHRONOLOGY OF EVENTS

- 28 Feb 95 - DoD BRAC Recommendations Announced
- 16 Mar 95 - Congr. Borski Ltr to Gen. Farrell
Requested Details of Discussions on Organization by
Mgmt of "Like" type items
- 24 Mar 95 - FMA Letter to GAO regarding DLA Discrepancies
- 28 Mar 95 - Congr. Borski's Aide (+PEL & FMA) Met w/DLA BRAC Team
Explanation Provided by DLA (w/supporting tables) on
How Resource Savings were Determined
- 30 Mar 95 - Congr. Borski Ltr to GAO
COST ISSUES: Cost of Item Transfers
Cost of Delayed DPSC Move
Flawed Methodology to Determine Resources
- 5 Apr 95 - DLA (Gen. Farrell) Ltr to Congr. Borski
RE: Response to 16 Mar 95 Ltr
- 13 Apr 95 - GAO Report to BRAC Commission
- 20 Apr 95 - Congr. Borski Ltr to BRAC requesting specific study of:
a. Significant COBRA Omissions (Transfers + DPSC Costs)
b. Methodology used to determine positions eliminated
- 25 Apr 95 - FMA Mtg w/BRAC Staff & GAO to Explain Flawed Methodology
& Discuss Cost Omissions
- 4 May 95 - Penna. Economy League Presented case Refuting
flawed methodology at BRAC Regional Hearing
- 5 May 95 - Supplemental GAO Report Issued:
a. Conceded Item Transfers as BRAC Costs
b. Acknowledged DPSC Delay Costs
c. Did not address Methodology
- 25 May 95 - Congr. Borski Ltr to BRAC Requesting specific
addressal of Resource Savings Methodology
which accounts for 82% of Recurring savings
- 30 May 95 - FMA Followup Mtg w/BRAC Staff; Agreement to forward
Congressional request to GAO; Schedule Mtg
- 13 Jun 95 - Mtg to Discuss Flawed Methodology Issue Face-to-Face

NO REAL SAVINGS

FLAWED METHODOLOGY

- * PERSONNEL ELIMINATIONS DIRECTLY ACCOUNT FOR 82% OF COBRA RECURRING SAVINGS
- * PERSONNEL ELIMINATIONS TIED TO ITEM TRANSFERS

COSTS NOT INCLUDED

- * ITEM TRANSFER COSTS - 1.292 MIL ITEMS - \$110.3 MIL
- * DPSC COSTS \$8 MIL/YEAR TWO ADDITIONAL YEARS

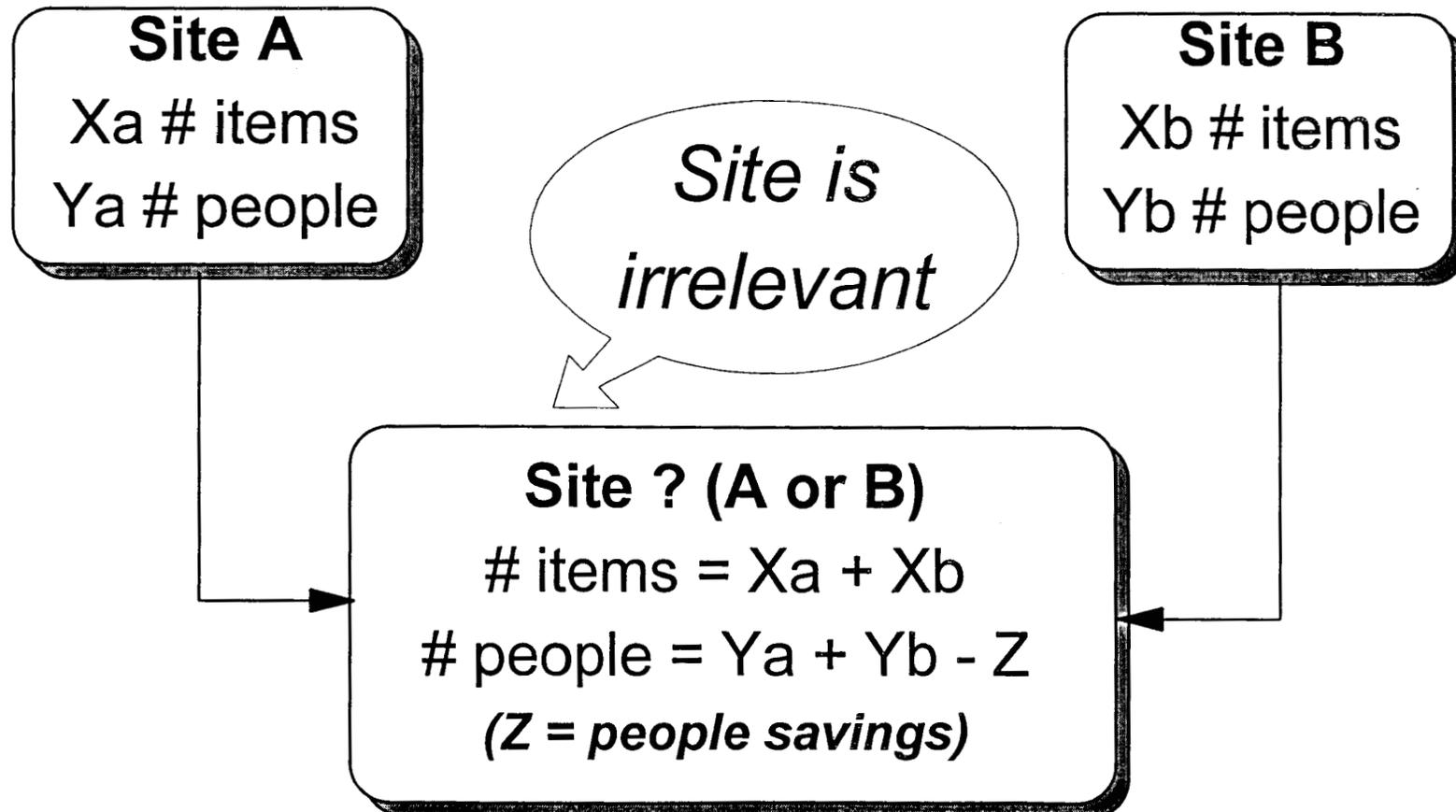
COBRA Results

	NPV	1 Time Costs	Recurring Savings	Positions Eliminated
ICP22B - DLA Original Proposal	\$236.5	\$16.9	\$18.4	408
DLA Proposal with Omitted 1 Time Costs Included	\$119.3	\$143.2	\$18.4	408

Flawed Methodology for Calculating Personnel Eliminations

Concept:

Personnel savings can be obtained via economies of scale generated by managing like items together at the same site.



Example:

Assume a personnel savings factor of 10%.

Site A

1000 items
100 people

Site B

500 items
50 people

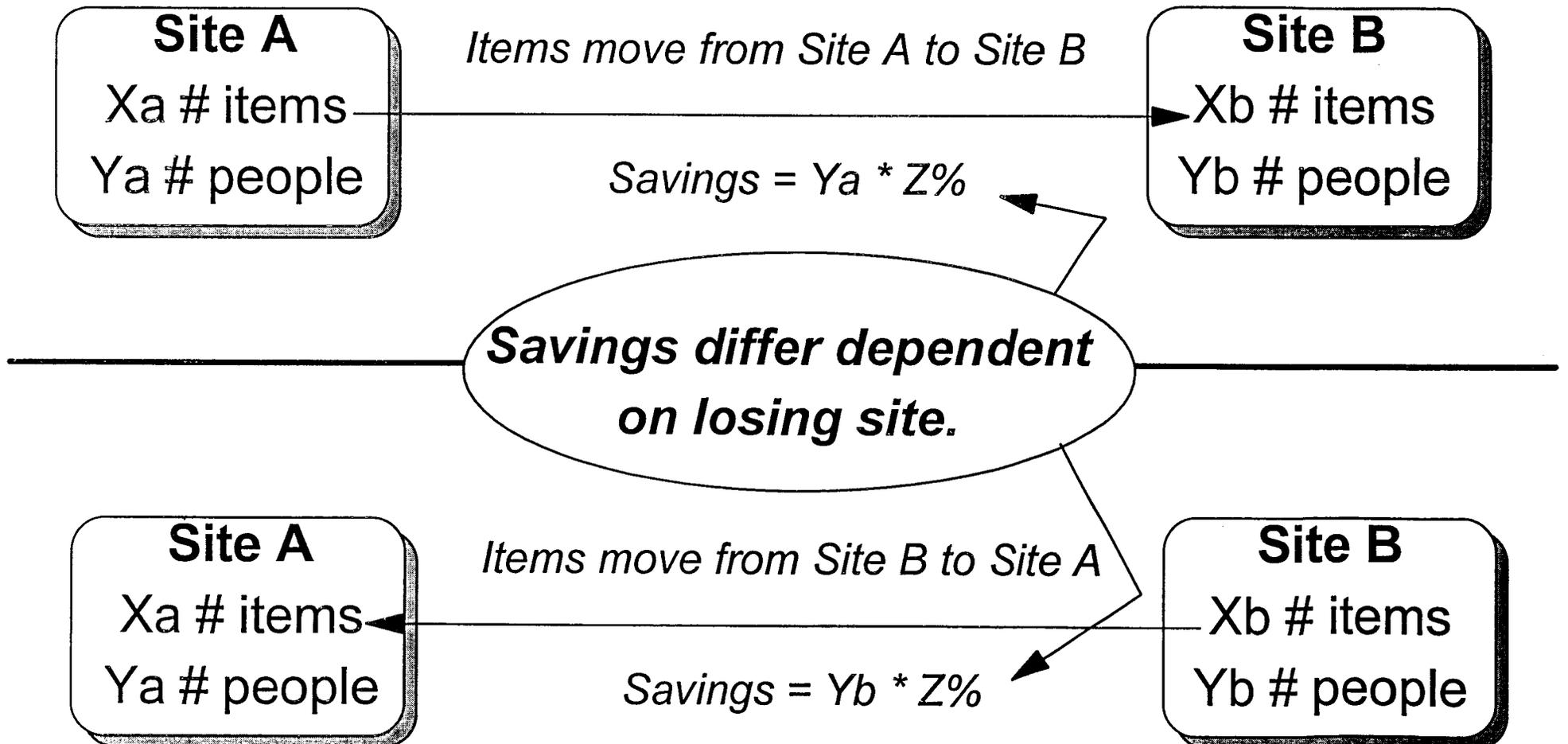
Site ? (A or B)

1500 items
135 people
 $(100 + 50) - ((100 + 50) * .10)$

Bottom line: Combined management drives savings.

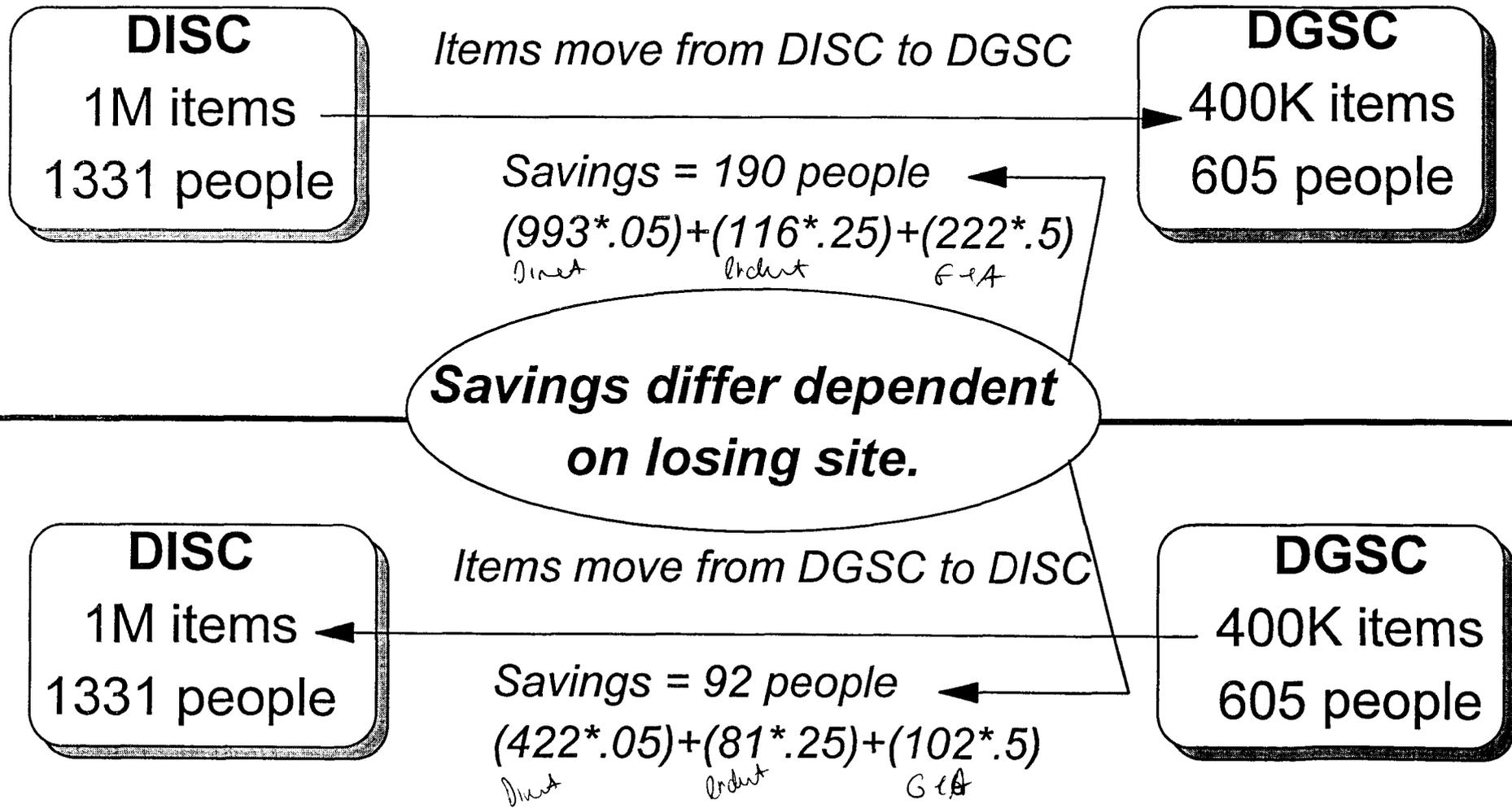
Implementation:

Personnel savings are calculated based on number of items moving from losing site.



Example:

Simplified version of off-line personnel savings methodology used by DLA. For WS items only.



Bottom line: Item movement savings driver.

Conclusions:

DLA personnel savings methodology flawed and does not pass the "common sense" test - indicates DLA is guessing and does not know how to compute true savings.

Efficiency is ignored in computing personnel savings - even a cursory analysis shows DISC is a much more efficient manager of items - since the items to be managed are, by concept, the same, the playing field is level - regardless of the method used to compute overall savings, additional efficiency savings can be obtained by managing items at DISC.

Factoring in Efficiency

DISC: 1,068,981 items/1,371 people = 780 items per person

DGSC: 384,800 items/604 people = 637 items per person

$$1,068,981/637 = 1,678$$

$$1,678 - 1,371 = 307$$

Because DGSC is a more inefficient manager, they will require an additional 307 people over and above DISC's 1,331 to manage the same number of items.

HOW PERSONNEL SAVINGS WERE DETERMINED BY DLA
FOR THE DISC PROPOSAL

	<u>Civilian Positions Before Transfer</u>	<u>Civilian Positions Reqd After Transfer</u>	<u>Reduction</u>	<u>Civilian Cobra Inputs</u>
Transfer of DISC Weapons Items to DGSC	1331 (A)	1141 (B)	190	46
Transfer of DGSC Troop and General Support Items to DPSC	655 (C)	552 (D)	103	
Transfer of DCSC Troop and General Support Items to DPSC	358 (E)	292 (F)	66	358
Transfer DGSC Misc. to DPSC	163 (G)	143 (H)	20	
Transfer DISC General Support Items to DPSC	166 (I)	141 (J)	25	
Total Civilian Personnel Reduction			404	404

DLA claims that they determined the savings by cutting overhead, especially at DCSC. The 404 reduction was actually determined using the above calculations by DLA taking cuts in the three categories of resources, direct, indirect and G&A assigned to each group of items that are to be transferred. The data was obtained from off-line DLA spreadsheets provided to Congressman Borski's office. DLA then allocated the positions eliminated in the off-line spreadsheets in COBRA Run ICP22 to DCSC and DISC.

The size of the reductions relate directly to the number of items and associated resource categories being transferred from one ICP to another. The larger the number of items being transferred the larger the cuts taken. The methodology and cuts have no relationship to managing like items together at the same site.

ITEM TRANSFERS VERSUS DLA PERSONNEL ELIMINATIONS

DISC PROPOSAL

TRANSFER	ITEMS PROPOSED FOR TRANSFER	PERSONNEL ELIMINATIONS PROPOSED BASED ON TRANSFERS
DISC Weapons Items to DGSC	1068981	190
DGSC Troop and General Support Items to DPSC	227830	103
DCSC Troop and General Support Items to DPSC	41458	66
DISC General Support Items to DPSC	17877	25
DGSC Misc to DPSC		20
Total	1356146	404

OTHER PERSONNEL REDUCTIONS COMPUTED BY DLA BASED ON OTHER POTENTIAL TRANSFERS NOT IN THE DISC PROPOSAL

		POSITIONS BEFORE	POSITIONS AFTER	
DGSC Weapons Items	384774	605	513	92
DCSC Weapons Items	1665302	2274	1882	392
DPSC Troop and General Support Items	106947	1480	1212	268
DGSC Industrial Plant Equipment	18368	97	73	24
Total - DLA Wide	3531537			1180

		FY 99			
		Direct	Indirec	G&A	Total
DCSC	Weapon Systems Items	1229	765	280	2274
	Troop & General Support	186	118	58	358
	Miscellaneous				
	Base Operations			381	381
	Totals	1415	881	717	3013
DGSC	Weapons Systems Items	422	81	102	605
	Troop & General Support	457	87	111	655
	Miscellaneous	157	59	45	260
	(IPE)	[21]	[59]	[17]	[97]
	(Miscellaneous)	[136]	[0]	[28]	[163]
	Base Operations			308	308
Totals	1035	227	566	1828	
DISC	Weapon Systems Items	993	118	222	1331
	Troop & General Support	118	20	28	166
	Miscellaneous				
	Base Operations				
	Totals	1111	136	250	1497

(E)

(C)

(G)

(A)

(I)

95%	75%	50%	
Direct	Indirec	G&A	TOTAL
1168	574	140	1882
177	87	28	292
401	81	51	513
434	62	56	552
149	44	23	216
[129]	[0]	[14]	[143]
943	87	111	1141
112	15	14	141

(F)

(D)

(H)

(B)

(J)

E-F = 66
 C-D = 103
 G-H = 20
 A-B = 190
 I-J = 25
404



QUALITY METAL ANALYSIS, LTD.

4201 North Ravenswood
Chicago, Illinois 60613
312/348-3351
FAX 312/929-0773



"Quality Metal Analysis is accredited by the American Association for Laboratory Accreditation (or AZLA) in the Chemical field of testing, as listed in the current AZLA Directory of Accredited Laboratories."

March 27, 1995

Defense Base Closure and Realignment Commission
1700 North Moore Street Suite 1425
Arlington, Virginia 22209

Attention: Alton Cornella

Dear Mr. Cornella;

I understand that the Defense Industrial Supply Center (DISC), 700 Robbins Avenue, Philadelphia, Pennsylvania is under consideration for closure in the near future.

We are a small minority owned testing laboratory that has been under contract to perform product testing for DISC since April 1986. We have performed tests on fasteners and critical safety products in the past. In some instances, we have reported products that have not met the specifications that were required.

I feel that DISC is an agency that is required to maintain the control on the quality of the products that the Defense Department purchases from its vendors. It is a necessary agency for Quality Control of the Defense Department's vendors. Without this control of its vendors, the possibility of failures in the field and risk of safety for defense personnel is a very likely.

Quality Metal Analysis (QMA) will be greatly affected by the closing of DISC should this occur. Over 60 percent of our business is from DISC. I feel that probably QMA will not be able to remain in business if DISC is closed.

I hope that your commission will reconsider the closing of DISC. Even if QMA does not receive any more business from DISC due to budget limitations, I still feel that DISC is a necessary agency to provide the Defense Department the quality control of its vendors.

Sincerely yours,


Allen Cheung
President

March 27, 1995

Mr. Alton Cornella
Defense Base Closure and Realignment Commission
1700 N. Moore Street
Suite 1425
Arlington, VA 22209

Dear Mr. Cornella,

I am writing as an active participant in the aerospace fastener industry. Until my retirement in 1990, I was employed for twenty seven years by a major airframe contractor and fastener user. Since that time I have been employed by a major aerospace fastener manufacturer. In both cases I have served as an Engineering specialist in this field.

I recently became aware that the plans of the BRAC Commission include the closure of Defense Industrial Supply Center (DISC) in Philadelphia, with the transfer of this function to a supply depot in Richmond, VA. If this information is correct, I would like to make you aware of an activity within DISC which I believe should not be included in the planned termination. While I am fully aware that costs must be reduced and these reductions may be painful to accept, there are areas in which downsizing can be counterproductive and not cost effective.

Within DISC, there is an Engineering Department which has, for many years, provided an excellent technical document support service for DoD. Although few were aware of it, the dedication of this organization to the task of maintaining many specifications and standards contributed to the ability of industry to respond to government needs. If this function were to be eliminated, there would cost savings in the short term, but in time, these would be more than overcome by the loss of this capability.

In October 1992, a meeting was held in Washington, DC to address the very poor control of fastener related military documents by the services assigned to the task. Examples were cited in which delivery of aircraft were being delayed and proper maintenance of operating aircraft was not being performed, due to the unavailability of correct specifications. As a result of that meeting, which was sponsored by the Office of Assistant Secretary of Defense (OASD), the services were directed to transfer all fastener related government specifications and standards to DISC. Since that time there has been a marked improvement in this documentation and the relationship between DoD and industry has been greatly enhanced. Many long-standing differences between government and industry were resolved through a cooperative effort initiated by DISC. It would be unfortunate if this is ended in the name of economy.

If my understanding is correct regarding the plans of the BRAC Commission, it is recommended that a serious re-evaluation of the value provided by Engineering at DISC be considered. The worth of the endeavor by this dedicated group over the years should not be ignored in your deliberations

Respectfully,

Bernard H. Beal
Technical Product Manager
Fairchild Aerospace Fastener Division

LEHIGH TESTING LABORATORIES, INC.

a division of THE MMR GROUP

508 WEST BASIN ROAD • P. O. BOX 903 • NEW CASTLE, DELAWARE 19720 • (302) 328-2500 • FAX (302) 328-2417

March 28, 1995

Mr. Alton Cornella
Defense Base Closing and Realignment Commission
1700 North Moore Street
Arlington, VA 22209

Dear Mr. Cornella:

I am writing to you relative to the proposed closing of the Philadelphia, PA Defense Industrial Supply Center and the disastrous impact it will have on the greater Delaware Valley and in particular, small businesses such as Lehigh Testing Laboratories, Inc.

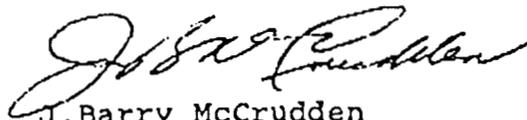
We are a small, independent material testing laboratory that has worked with the Philadelphia DISC facility for many of the forty years we have been in business, and have come to rely on this relationship for a significant portion of our yearly business. This relationship has been an excellent example of government and small business working together. DISC periodically has a need for independent evaluation of a myriad of products and laboratories such as Lehigh Testing Labs, and others, provide this service on an "as needed" basis. The Philadelphia facility does not have to invest large sums of money into expensive testing equipment and the technically qualified staff to man and maintain the equipment. Our experience has been that where government facilities are utilized for product verification and appraisal, a significant amount of the data generated was flawed, and redundant testing was done to justify equipment and manpower requests.

We well recognize the overall need for government downsizing; but is the closing of what appears to an "outsider's" view as one of the few government facilities that utilizes good business practices, a positive example to set for the rest of government? To many, I would think, there would be the very negative message that conserving resources and attempting to operate efficiently not only is not rewarded, but may set you up for extinction. After all, this is not the way governments operate!

In the interest of the Delaware Valley and the setting of a positive example of government efficiency, we sincerely hope you reverse the present plan of closing the Philadelphia DISC facility to keeping it open and possibly expanding their role as a trend setter in government/business partnerships.

Very truly yours,

LEHIGH TESTING LABORATORIES, INC.



J. Barry McCrudden
President

JBMCC/dw



Lehigh Testing Laboratories, Inc.

a division of THE MMR GROUP

308 WEST BASIN ROAD • P.O. BOX 903 • NEW CASTLE, DELAWARE 19720 • (302) 328-0500 • FAX (302) 328-0417

March 29, 1995

Senator Joseph R. Biden
221 Russell Senate Office Building
Washington, DC 20515

Dear Senator Biden:

I am writing to you relative to the proposed closing of the Philadelphia, PA, Defense Industrial Supply Center by The Defense Base Closing and Realignment Commission.

Over the forty years that Lehigh Testing Laboratories, Inc. has been in business, the Philadelphia DISC facility has developed as a significant client of our laboratory. This business was earned through the bid process and we learned to respect the business acumen of the DISC management. Their business was earned through competitive bidding and strict adherence to quality standards. As a business man and a taxpayer, I found the Philadelphia operation of DISC unique and refreshing in their running the operation in a business-like manner.

Now it appears that this island of sensibility within government is destined for extinction. We need your help!

I have enclosed a copy of a letter I recently sent to Mr. Alton Cornella of the Base Closing Commission requesting they reconsider the decision to close Philadelphia. Any and all influence you can add to this effort will be appreciated by the employees and suppliers of Lehigh Testing Laboratories, Inc.

Very truly yours,

LEHIGH TESTING LABORATORIES, INC.

J. Barry McCrudden
President

JBMCC/dw
Enclosure



ATLAS

TESTING LABORATORIES, INC.

6929 EAST SLAUSON AVENUE • LOS ANGELES, CA 90040 • 213-722-8810 FAX 213-888-1493

March 29, 1995

Mr. Alton Cornella
DEFENSE BASE CLOSURE & REALIGNMENT COMMISSION (BRAC)
1700 N. Moore Street, Suite 1425
Arlington, VA 22209

Dear Mr. Cornella

RE: DEFENSE INDUSTRIAL SUPPLY CENTER

Be advised we are most concerned about the possibility of the closure of the Defense Industrial Supply Center. We offer the following for your kind consideration as evidence of the importance of continuing their activities.

DISC has led the way in establishing and enforcing standards of quality and insuring the Public Safety in the government procurement process. Through their activities products have been fully tested to insure they meet all specified quality and safety levels. Thus, DISC insures the Public Safety and the helps control the government's financial well being.

The Center has been instrumental in using the Independent Laboratory community for its testing requirements. They were the first and only activity to opt for existing capabilities in the Private Sector, rather than constructing and staffing their own government in-house laboratory, as other DLA Centers have done. They have led the way to a more cost effective government agency and set the standard for re-inventing how the government does business.

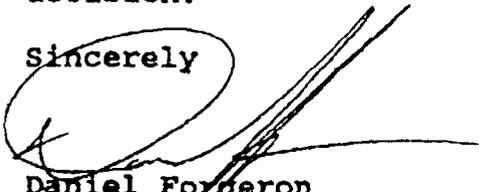
As can be seen from the enclosed FASTER TECHNOLOGY INTERNATIONAL/February, 1995 article there is a definite need to insure product quality to insure the Public Safety. DISC has been at the forefront of insuring the highest levels of quality and product safety were maintained. In light of the deauthorization of Public Law 101-592, the elimination of facilities could present a real detriment to the Public Safety.

Mr. Alton Cornella - Page 2
March 29, 1995

With the possible demise of DISC we can only assume their strides made in developing a partnership with the Private Sector will disappear. Also, we feel the issues relative to the Public's safety, as detailed in the enclosed article, will continue unchecked.

DISC provides a very important role. We strongly recommend its activities be continued. We trust you will give strong consideration to our comments during your review of this most disturbing decision.

Sincerely



Daniel Forgeron
President

Enclosure

Are Counterfeit Fasteners Good?

As could be expected, we are privy to a lot of fact, fiction, and gossip. Among the many tales spun our way are those relative to the quasi-presence of Public Law 101-592. The Law that was signed on November 16, 1990, by President George Bush, but to date (more than four years later) has not been wrapped in regulations that enable its implementation.

Some of our correspondents question why such a Law was even considered. Others have said that we don't need additional legislation because there is already enough on the books to handle the situation of bogus and/or counterfeit fasteners. A few have actually stated that there is not a single shred of evidence to support the theory that a fastener failure has killed, injured, or damaged persons or property.

We are concerned that these attitudes exist and feel that if they advance beyond their present status, the safety of our nation will in fact be in jeopardy. In reply to the notion that there is no need for P.L. 101-592 and its corresponding regulations, we submit the following chronicle of events as solid evidence that there has been, still is, and will continue to be a serious problem with counterfeit fasteners in this country and abroad. Further, short of the Great Reformation of Consciences in this country, there is a crying need for legislation like P.L. 101-592 and appropriate regulations to apply, administer, and enforce the concept that people have a right to get what they pay for. Please consider the following information as support of our thesis:

September 9, 1979 - Correspondence from the Bureau of Consumer Protection to the Federal Trade Commission stating: "The tragic loss of 274 lives in recent DC-10 air crash prompted this office to investigate allegations that counterfeit or otherwise materially altered and unsafe aircraft fasteners are being sold and used by commercial airlines in the United States."

May 9, 1988 - Reports that problem fasteners were found in large numbers in the vehicles of the Seventh Infantry Division at Ford Ord., CA, and Ninth Regiment at Fort Carson, CO.

May 10, 1988 - U.S. Army told Congress it scrapped more than 30 million bad bolts over an eight month period and that an unknown number of these bad bolts still remained in its weapons where they can work loose and cripple weapons and soldiers. It has also stated that tests conducted on the previous year's inventory revealed 30% of the common bolt inventory fell short of requirements.

June of 1988 - The Commercial Carrier Journal published a 10-pg. article relative to the discovery of counterfeit bolts in truck 5th wheel installations and other critical truck and bus components.

June 9, 1988 - NRC official told House subcommittee that more than one half of the nation's 109 nuclear reactors had substandard bolts in safety-related locations.



June 10, 1988 - U.S. District Court of California issued a Search Warrant to fastener supplier based on falsified test results on bolts used on the Trident II Missile.

July 31, 1988 - Substandard or counterfeit metal fasteners were linked to the death of an ironworker from Tennessee working on a U.S. highway bridge in Louisiana.

August 26, 1988 - GIDEP Alert issued on numerous fasteners purchased from fastener supplier by a major aircraft builder. The alert is based on alterations and mismarking of fasteners.

September 26, 1988 - Fastener supplier charged with 26 counts of false statements and 17 counts of mail fraud. On 11/30/88 subject pleaded guilty to 43 counts of fraud and false statements. On 12/12/88, subject was put out of business and fined \$62,150 plus \$34,500 reimbursement fee.

November of 1988 - While erecting a 230 KV lattice tower, eight 3/4" dia. bolts broke. Subsequent test determined 20% of the lot failed due to lack of stress relief, shear bands, and zinc migration into bolt surface.

November 5, 1988 - Inspector General's review of 685,000 parts in Georgia firm reported that 90% of the parts were substandard, failing to meet specifications, or useless. Among the faulty parts were bolts used for the tail drive section of H-3 helicopters.

January 27, 1989 - West Coast newspaper reported several people lost their lives in crashes involving private planes that officials determined were caused by defective fasteners.

February 18, 1989 - NASA impounded thousands of bolts and examined every fastener on the space shuttle after inspectors discovered that manufacturers were faking certifications.

February 20, 1989 - Twenty federal agents seized 52 crates of documents, test equipment, and fasteners in raid on firm in which a fictitious inspector ploy was uncovered. Bolts were to be used for the B-2 Project.

May 13, 1989 - Canadian defect investigation on death of tractor/trailer driver pointed to pinch bolt failure as causing detachment and death. Bolt described as "...undesirably hard—approaching brittleness."

June 27, 1989 - U.S. District Court - Northern District of Texas, filed charges against 12 companies and individuals over a "Scheme and artifice to defraud." Eighty-seven tons of suspected goods were seized.

July 22, 1989 - Federal investigators were studying the possibility that a dislodged nut may have been sucked into the rear engine of a commercial plane causing the engine to fail. The aircraft lost control and fell in a fiery crash.

August 10, 1989 - Jet engine builder offered \$279,000 in rewards to Iowa farmers who may have found missing aircraft parts from a DC-10. The tail engine blew apart and 111 people lost their lives.

Continued on page 8...

August 13, 1989 - Major U.S. retailer recalled bolts from faulty swing sets that could toss children to the ground.

September 27, 1989 - Release of Defense Criminal Investigation Service Report (dated July 11, 1989) that the Pentagon was auctioning off scrap bolts to junk dealers who resold them for use in commercial aircraft and military systems.

October 2, 1989 - Chicago newscaster reported infiltration of bogus fasteners into U.S. military was widespread and epidemic.

November 1, 1989 - Letter sent from Congressman to Subcommittee on Readiness that 750,000 fasteners in electrical switching boxes that connected 1100 MX and Minute Man ICBM launching mechanisms did not meet specs.

December 15, 1989 - DoD Inspector General investigation precipitated \$2.8 million penalty on firm for false marking and invoicing of boron steel fasteners.

December 18, 1989 - National Highway Traffic Safety Administration (NHTSA) notified its regional associates that certain suppliers of Grade 5 and Grade 8 bolt head markings did not meet SAE J-429 and ASTM A325 standards for such bolts. Associates strongly urged to demand certification reports and perform periodic inventory audits of fastener stock.

December 22, 1989 - Company pleaded guilty to five felony charges out of office of U.S. Attorney - Northern District of CA, for falsely certifying aerospace fasteners that were sold to the U.S. military aerospace programs.

February 21, 1990 - Sheared bolts on cantilever-type road sign blamed for death of 41 yr. old woman in MI.

March 22, 1990 - Company cited for substituting imported nuts and bolts for American-made products in highway guard rail application.

May 7, 1990 - Fleet of CH-47D Chinook helicopters grounded after cracks were discovered in lot of barrel nuts used on helicopters.

June 13, 1990 - British Airways pilot was sucked out of his cockpit when a windshield blew out due to 84 of the 90 bolts holding it in place being undersized.

July 30, 1990 - U.S. Customs Commissioner testifying before Subcommittee on Oversight and Investigations Committee on Energy and Commerce stated: "Billions of substandard, mismarked and/or counterfeit fasteners threaten the reliability of industrial and consumer products and our national security. Defective fasteners are not only a waste of money, but may in some cases contribute to personal injury or death. The infiltration of substandard fasteners is due mainly to the profit incentive and deliberate evasion of standards upon which manufacturing procedures and product quality assurances are based."

November 26, 1990 - Four bolts failed in a pump engine application causing a fire that burned 800,000 gal. of jet fuel at an international airport. Six hundred fire fighters expended 55 hrs. to extinguish the fire.

March 9, 1991 - Failed propeller pin caused plane crash in Key West killing three men.

September 3, 1991 - West Coast newspaper reported that the Stealth Bomber Program was beset by production problems including assemblies using wrong bolts and threaded fasteners.

November 15, 1991 - Cargo plane manufacturing executives accused of approving the installation of substandard rivets on the wings of the planes.

June 1, 1992 - U.S. Nuclear Regulatory Commission Notice 92 - 42 stated: "Fraudulent bolts in seismically designed walls [revealed] that heads cut from bolts were attached to the angle iron to make it appear there were bolts supporting the walls."

June 27, 1992 - NHTSA received letter from manufacturer of commercial trucks that wheel mounting studs on certain iron front and rear hubs may break and cause the tire and wheel assembly to separate from the vehicle.

July 7, 1992 - Transportation Inspector reported "...among 220 cases under investigation nationwide, agents have found counterfeit engine components, brake pads, thousands of low-quality bolts, and even junked parts that were welded and painted to look like new."

July 16, 1992 - Water reclamation facility broke down due to shearing of anchor bolt clamps. Pipes were found strewn about in four of the tank's chambers.

September 5, 1992 - Bolt jammed tether reel of satellite system in astronaut deployment exercise.

November 10, 1992 - Officers of bolt supplying company plead guilty to selling Japanese-made nuts and bolts to federal contractor.

October 5, 1993 - East Coast company subject of Civil Forfeiture Action seeking \$2.2 million, Porsche automobile, and GMC Typhoon, for supplying substandard fasteners used in aircraft carrier, Titan missiles, and ground support systems for space shuttle.

February 11, 1994 - Eight U.S. firms nailed in sting for pawning off low-grade items on the military.

September 14, 1994 - Automotive company recalled 220,000 vehicles for fastener problems in brake assembly.

October of 1994 - 1994 utility trucks recalled for trailer hitch bolt problems.

January 6, 1995 - Major defense supplier pleaded guilty to false testing charges and agreed to pay \$18.5 million fine for selling potentially hazardous parts to the Pentagon. Substandard parts were used on F/A carrier-based jets. About 1600 planes were involved.

Finally, we conclude that counterfeit fasteners represent danger; therefore, they put us all at risk. In our view, the problem will not only continue, but grow until measures are instituted to stop it.

We ask reasonable people to come together and work toward a solution to this monumental problem. It matters little whether these reasonable people come from industry, government, or academia—what is critical is that they come together, and soon. The existence of the problem has been confirmed time and time again. Eradication of the problem is overdue.

Sincerely,

Tom Dreher

Tom Dreher
 Editor
 Fastener Technology International



HURST METALLURGICAL RESEARCH LABORATORY, INC.

2111 West Euloss Boulevard (Highway 10), Euless, Texas 76040-6707
Phone (817) 283-4961, Metro 267-3421, Fax: Metro (817) 267-4234
Located in the Dallas/Fort Worth Metroplex

April 14, 1995

*Defense Base Closure and Realignment Commission
1700 N. Moore Street, Suite 1425
Arlington, VA 22209*

Attention: Mr. Alton Cornella

Dear Mr. Cornella:

We learned that consideration is being given to the discontinuation of the current method of subcontracting of testing that is presently being utilized by Defense Industrial Supply Center in Philadelphia, Pennsylvania with independent testing facilities such as Hurst Metallurgical Research Laboratory, Inc.

Hurst Metallurgical Research Laboratory provides highly skilled services to DISC in a timely manner at an affordable price. Our laboratory has equipment for a variety of testing procedures and our staff members have a combined experience in metallurgical testing and consultation exceeding 74 years. As an independent testing laboratory, we are able to provide an impartial opinion which can be a factor in assessing a problem accurately.

The background information pertaining to various technical projects, and the preparation of test protocols by Mr. Bill Curran and his fellow staff members at Defense Industrial Supply Center, has assisted us greatly in our ability to provide technical services at highly competitive rates in a prompt manner. Their capability of retrieving information necessary for evaluation concerning a vast assortment of products utilized by various government facilities expedites research time, thus allowing us to keep our costs low.

Hurst Metallurgical is a small testing facility with nine(9) employees. Our income is not solely dependent upon services provided to Defense Industrial Supply Center, but its loss, in the long run, could be significant and may affect the future growth of this company.

I request that you consider this matter when determining the ultimate future of Defense Industrial Supply Center and its employees.

Respectfully,

A handwritten signature in black ink, appearing to read 'Mahesh J. Madhani'.

*Mahesh J. Madhani
President\Chief Metallurgist*

MJM/bh





May 1, 1995

Defense Base Closure and
Realignment Commission (BRAC)
1700 N. Moore Street
Suite 1425
Arlington, VA 22209
Attn: Altou Cornella

As Managing Director of Industrial Fasteners Institute (IFI), I have been made aware from a number of domestic fastener manufacturing sources to the effect that Defense Industrial Supply Center (DISC) Philadelphia, Pennsylvania and its several satellite locations might be on the candidate list for DOD facility closings. While I do appreciate the need to lean out the numbers of military operational locations, IFI represents a significant industrial sector (fasteners) which is the supply side of a critical ingredient in the functional ability of a U.S. military.

DISC is sometimes referred to as "the hardware store" of the U.S. military - such term is a positive reflection on that organization. The fact is, no viable private, public or military entity can properly function without such "a hardware store" resource. Certainly in the unsung importance of fasteners so critical to military operations, we have found DISC ready and willing to call for and put to good use the input which industry can provide to facilitate DISC missions.

On behalf of IFI members involved in the manufacture and service of aerospace and industrial fasteners, I urge that DISC remain intact and continue to function as a supply and engineering center to its military and other U.S. Government users.

Sincerely
C. G. Scofield
C. G. Scofield
Managing Director

CGS/ch

IFI
1717 E. NINTH STREET
CLEVELAND, OH 44114-2879
MEMBERS COMPANIES

BIRMINGHAM FASTENER, INC.	AL	DIVISION		RS TECHNOLOGIES, LTD.	MI
VULCAN RIVET & BOLT CORP.	AL	SIVACO/NATIONAL WIRE GROUP	GA	RING SCREW WORKS/FENTON HEADING	MI
AUTOMATIC SCREW MACHINE PRODUCTS COMPANY	AL	GROOV-PIN CORP. OF GEORGIA	GA	DIVISION	
WHITESELL MANUFACTURING, INC.	AL	SIVACO/SNW GEORGIA	GA	WALKER WIRE & STEEL COMPANY	MI
HUCK AEROSPACE/TUCSON	AZ	ACME SCREW COMPANY/SOLAR SCREW CORP.	IL	GENERAL INSPECTION/SORTTECH	MI
QSN, INC.	AZ	RELIANT INDUSTRIES/RELIANT BOLT	IL	RING SCREW WORKS/SEMCO FASTENER	MI
VALLEY FORGE & BOLT MFG. CO.	AZ	DIVISION		DIVISION.	
B & B SPECIALTIES, INC.	CA	CAMCAR/TAPTITE PRODUCTS	IL	RING SCREW WORKS/TITAN FASTENER	MI
BRISTOL INDUSTRIES	CA	K-TECH MFG., INC.	IL	DIVISION	
HUCK/AEROSPACE FASTENER DIVISION	CA	ESKAY SCREW CORP.	IL	ALPHA BOLT/ALPHA STEEL TREATING	MI
NYLOK/DEFENSE AND ELECTRONIC PRODUCTS DIVISION	CA	BIRMINGHAM FASTENER/INDIANA FASTENER	IN	FRANCOSTEEL/UNIMETAL SALES	MI
NYLOK FASTENER/WESTERN OPERATIONS	CA	DIVISION		NYLOK FASTENER CORPORATION	MI
FAIRCHILD AEROSPACE/SCREW CORP.	CA	INLAND STEEL BAR COMPANY	IN	NYLOK FASTENER/AUTOMOTIVE OPERATIONS	MI
MONOGRAM AEROSPACE FASTENERS	CA	REPUBLIC ENGINEERED STEELS/EAST DUNES	IN	NYLOK FASTENER/LICENSING DIVISION	MI
SPIROL INTERNATIONAL/SPIROL WEST, INC.	CA	HIGHWAY		NYLOK/ENGINEERING RESEARCH AND	MI
KAYNAR TECHNOLOGIES, INC.	CA	REPUBLIC ENGINEERED STEELS/EAST 7TH AVENUE	IN	DEVELOPMENT	
MMA LABORATORIES	CA	CAMCAR/TORX PRODUCTS	IN	ALPHA BOLT CO.	MI
HUCK INTERNATIONAL, INC.	CA	NUCOR FASTENER DIVISION	IN	COMMERCIAL STEEL TREATING CORPORATION	MI
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HUCK/DEUTSCH OPERATION	CA	CAMCAR/DECORAH OPERATIONS	IA	RING SCREW WORKS/FERNDALE FASTENER	MI
MGF INDUSTRIES, INC.	CA	TWN FASTENER, INC.	KY	DIVISION	
GS AEROSPACE	CA	EMHART/PARKER-KALON	KY	REILLY PLATING COMPANY	MI
KAYNAR TECHNOLOGIES INC./MICRODOT	CA	FISCHER SPECIAL MANUFACTURING CO.	KY	NSS INDUSTRIES	MI
CHERRY DIVISION OF TEXTRON, INC.	CA	BENEKE WIRE COMPANY	KY	VOIGT & SCHWEITZER GALVANIZERS, INC.	MI
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CHERRY AEROSPACE OPERATIONS	CA	CELUS/TECHFORM FASTENERS MFG., INC.	MA	FEDERAL SCREW/ROMULUS & STEEL	MI
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ADELPHIA INCORPORATED	OH	HAYDON BOLTS, INC.	PA	ROBERTSON WHITEHOUSE INC.	ON
CUYAHOGA BOLT & SCREW	OH	J & M TURNER INC.	PA	INFASCO/INFASCO NUT	ON
HERRON TESTING LABORATORIES INC.	OH	CARPENTER TECHNOLOGY CORPORATION	PA	RB&W CORPORATION/MISSISSAUGA	ON
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RB&W CORPORATION	OH	REED - RICO/BRISTOL FACILITY	RI		
SPS/INDUSTRIAL PRODUCTS DIVISION	OH	STANDARD NUT & BOLT	RI	SIDBEC-DOSCO/CONTRECOEUR WORKS	PQ
SPS/UNBRAKO DIVISION	OH	REMINC	RI	SIDBEC-DOSCO/LONGUEUIL WORKS	PQ
STERLING DIE OPERATION	OH	REED - RICO/GAFFNEY FACILITY	SC	INFASCO, DIV. OF IFASTGROUPE AND CO. LTD. PARTNERSHIP	PQ
VOIGT & SCHWEITZER, INC.	OH	BRUNNER DRILLING/BURNNER MANUFACTURING	SC		
		SOUTHEAST		SIVACO/SNW QUEBEC	PQ
SPIROL INTERNATIONAL CORP./OHIO	OH	TEBCO THREADED FASTENERS	TN	IVACO INC.	PQ
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RB&W CORPORATION/KENT	OH	HUCK/INDUSTRIAL FASTENER DIVISION	TX	SPIROL INTERNATIONAL/SPIROL, S.A.	MEX
MID WEST FABRICATING/ROCK MILL	OH	CAMCAR/ELK CREEK RAYCARL PRODUCTS	VA		ICO



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SPS TECHNOLOGIES

May 9, 1995

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION (BRAC)
1700 N. Moore Street
Suite 1425
Arlington, VA 22209
ATTN: Alton Cornella

Dear Mr. Cornella:

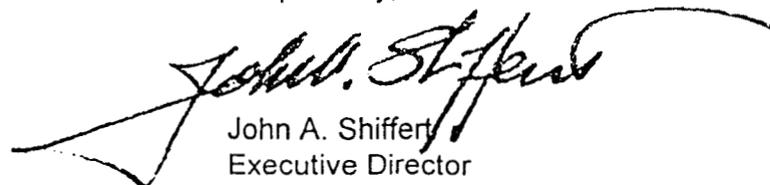
We are concerned about the proposed closure of DISC. There is a vital need to keep the fastener industry appraised of important policies and procedures that deal with fastener requirements. In this role DISC has led the way in adopting realistic practices to deal with legal and environmental issues. It has also been proactive in instituting changes of a technical nature that have been beneficial to the armed services.

As long as there are weapon systems in use, an organization is needed to keep pace with technical requirements. We feel DISC is in the best position to continue this effort. In the past years, DISC has drawn together the fastener industry and created compatibility of the requirements of the Department of Defense with the commercial community. The establishment of enhanced quality systems and qualified manufacturers are a result of DISC leading the way in this effort.

We, too, are concerned about government bureaucracy and we applaud all efforts in reducing and streamlining that bureaucracy, but we feel that the closure of DISC in this case would have a deleterious effect on the procurement of the quality fasteners that are much needed to keep the armed service in readiness.

Please take our concerns into consideration.

Respectfully,



John A. Shiffert
Executive Director

JAS:skj

CHERRY **TEXTRON**

William J. Busch, Jr.
Manager, Technical Services

Aerospace Fastening Systems
Cherry Division of Textron Inc.

1224 East Warner Avenue
Post Office Box 2157
Santa Ana, CA 92707-0157
Tel: (714) 850-6040
FAX (714) 850-6093

May 10, 1995

Mr. Alton Cornella
Defense Base Closure and
Realignment Commission (BRAC)
1700 N. Moore Street
Suite 1425
Arlington, VA 22209

Dear Mr. Cornella:

My name is William Busch. I am the Technical Services Manager for Cherry Textron, the world's largest manufacturer of aerospace blind rivets.

Our main function, in Technical Services, is to provide usable information about our products and their use to our customers. The U. S. government is one of our major customers.

Aerospace fastener manufacturers in the United States are recognized worldwide as the leaders in their field. One of the ways we maintain our leadership is working with the using industry on a face-to-face basis, and through the efforts of standardization bodies. The two main bodies at this time are the National Aerospace Standards Committee (NAS), which is part of the Aerospace Industries Association (AIA), and DISC through the Component Technology Improvement Program (CTIP).

The NAS is involved with NAS Standards while DISC is involved with military specifications and standards as well as federal standards. The CTIP meetings held by DISC also discuss new technical items of interest to fastener manufacturers and OEMs.

Each organization does an excellent job in its respective field. Each organization is necessary to maintain a leadership position by the United States.

Fastener standards and specifications are maintained, revised, and updated as necessary, and new standards and specifications are generated as the need arises.

Mr. Alton Comella

May 10, 1995

Page 2

Many people who are not involved in the aerospace fastening industry may not realize how dynamic an industry it is.

Fasteners are continually being upgraded (or improved upon), new fasteners are designed to provide new benefits to users, and new airplane technology demands new fasteners, whether it be new designs, materials, finishes or a combination thereof.

To make these things happen, we need to make use of groups such as provided by the NASC and DISC.

Prior to DISC stepping in and taking over the responsibility for maintaining governmental standards, the industry was in a state of disarray. Other government, or military, sponsored standardization groups had gone by the wayside. For a number of years, it was almost impossible to have a military standard updated, let alone generate a new one. No one would take the responsibility. This situation made life very difficult for fastener manufacturers and users alike. We had to work around errors on standards and improvements in technology could not be incorporated into existing standards.

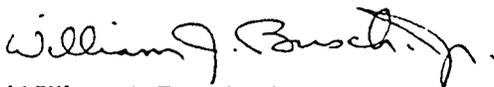
As a result of a joint SAE/Military/Industry meeting (FACTS), DISC emerged as the recognized body to maintain and update military specifications and standards. Since assuming this role, governmental standards have been updated at a rate unequalled in the past. Once agreement is reached by all parties, the standards are revised and printed with a minimum of delay.

The result of the work are documents of very professional quality done by a professional group.

We, in the fastening industry, both manufacturers and users, need to maintain the work that is being done by DISC. We believe that DISC personnel have done a job that is unequalled in the past. It would be a disservice to all of us if this effort was discontinued.

If you have any questions about any of my comments, I would be pleased to discuss them with you. I can be reached at (714) 850-6040.

Yours truly,



William J. Busch, Jr.

WJB/pf

1 Jun 95

DOWNSIDE OF DLA RECOMMENDATION TO DISESTABLISH DISC

* Mission Readiness Impact Inevitable

- Massive Item Transfers Required
- 2.4 Million Items "on the Move" (BRAC-93/95)
- CIT II Items will Move Twice
- Transfer Magnitude Ignores Proven ICP Pipeline Limitations
 - * 45,000 items/month required vs. 5,000/mo. average capacity
 - * Proper DISC Transfers alone would take until 2005 to Complete
- DLA Schedule "Force-fits" Transfers into 2-year Window
- Adverse SMA Impact Substantiated by Previous History
- Impact Further Complicated by Pending Legislation to Consolidate DoD ICPs under DLA!
- High Risk for Loss of Corporate History

* Too Much -- Too Soon!

- Incomplete Pre-BRAC Planning by Agency
- Premature Designation of "where items will be managed;" Agency is now sorting this out
- Transfer Costs Overlooked; Agency is now determining these costs
- Weapon System Designation Not Clear; Agency is now looking at alternative weapon system ICP designations
- Field Expertise Ignored during Pre-BRAC Determinations
- Incompatibility of Data Processing System between Troop Support and General Supply Overlooked

* Recommendation Based on Flawed Savings Methodology

- DLA COBRA Figures Based on Item Moves NOT Management Savings
- These ERRONEOUS Figures Account for 82% of "Alleged" Savings
- Significant One-Time Transfer Costs Omitted in Computations
- DLA Ignored Costs to Continue Operating DPSC for 2-years
- Findings Independently Supported by GAO/PEL
- Recommendation, if implemented, would Cost DoD money

* Other Factors

- Lose Working Synergy of ONLY DoD Multi-Service ICP in Existence
- Lost Opportunity to Maximize Use of Shared Overhead
- Disestablishes Working Example of Cross-Service Base Utilization

BRAC Rules Violated by DLA

- Rule #1 - Significant Operational Readiness Impact
- Rule #2 - Availability of Space at Host Activity
- Rule #4 - Cost/Manpower Implications
- Rule #5 - Return on Investment

Alternative Recommended by Community:

Reaffirm BRAC-93 Commission Decision calling for colocation of DISC/DPSC and ASO at this site. Suggest that DISC/DPSC could be consolidated into a single ICP Command. Further note that DLA Concept of Operations can be achieved under this recommendation (outside of BRAC) in a well-planned, orderly fashion, over a longer time period without risk to readiness. This prudent approach provides for incorporation of Lessons Learned in upcoming DESC move to Columbus and continues the critical cross-service DISC/ASO Synergy not duplicated elsewhere.

NOTE:

DLA Recommendation does NOT meet SECDEF BRAC-95 Policy Guidance of 7 Jan 94 regarding Changes to Previous BRAC recommendations. Specifically, (1) revisions to force structure -- DLA can meet these requirements through normal downsizing; (2) mission or organization -- No change to basic DLA mission; Alternative recommendation still supports revised DLA Concept of Operations; (3) significant revision to cost effectiveness since recommendation was made -- DLA's BRAC-95 recommendation is based on flawed savings methodology and in fact would reduce the efficiency of the agency and increase its costs particularly once key omissions to COBRA computations are considered. DLA has not provided any of the required documentation to substantiate a revision to the BRAC-93 Decision.

BRAC Information Sheet

May 30, 1995

Subject: BRAC 95 - Impact on Readiness

Background:

- ◆ DISC's original concerns regarding the BRAC 95 decision were twofold:
 1. Take care of its people and assure jobs. DISC has accomplished this objective.
 2. Address our concern regarding the impact the BRAC 95 decision will have on readiness throughout DLA and DoD.
- ◆ DISC's Federal Manager's Association (FMA) has major concerns regarding readiness.
- ◆ DLA states:
 1. ICP workload transfer over next 4 years is a massive effort with over 70% of item management responsibility changing between BRAC 93 and BRAC 95.
 2. Consumable Item Transfer (CIT) II takes precedence. Note: This leaves two years to transfer 1.4 million items (BRAC 95).
- ◆ BRAC 93 analysis deemed item transfers too risky.
- ◆ DLA does not appear to be concerned about the impact of this massive effort on readiness.
- ◆ DLA's planning disregarded: the cost to transfer items (GAO has accepted DISC's position that item transfer costs must be included); the need to maintain a strong base of corporate knowledge for commodities managed; the item transfer phenomena (support goes down after items are transferred); and the recent experience at the Defense Construction Supply Center (DCSC) with its reorganization to Application Groups and its dramatic negative impact on performance.
- ◆ Personnel at the DLA Supply Centers have expressed serious concern regarding DLA's decision to move 66% of its items and serious concern regarding the timeframe within which this transfer will take place.
- ◆ DLA has an on-going example of what can happen when a reorganization to weapons systems (Applications Groups) is poorly planned and totally disregards the current expertise of personnel managing items. Details follow in this Information Sheet.

Readiness:

- ◆ Military Preparedness is comprised of four elements: 1) Readiness; 2) Force Structure; 3) Modernization of Equipment; and 4) Sustainability.
- ◆ Readiness is determined by: 1) Personnel; 2) Equipment and Supplies on hand (DLA impacts this); 3) Equipment Readiness (DLA impacts this); and 4) Training (dependent on equipment readiness).

DISC's Federal Manager's Association Position:

- ◆ Readiness will be seriously impacted throughout DLA and DoD by BRAC 95.
- ◆ It will take years to recover if proposal is implemented as currently planned.
- ◆ Not addressing this issue would be a dereliction of the FMA's responsibility to the DoD.
- ◆ Readiness is a serious issue. Why take the risk? There are better ways to accomplish what DLA is trying to achieve.

What is Happening within DLA during BRAC 95 That Will Impact on Readiness:

- ◆ 2.4 million items in transition (includes BRAC 93).
- ◆ 253,655 CIT Phase II items will be transferred to DLA beginning Jan 96. Planned completion date is Oct 97. Note: There is already slippage by 4 months for items moving to DGSC due to the migration of FLIS production processing from DIPC Battle Creek to Defense Megacenters, Columbus, Ohio.
- ◆ CIT Phase I items still coming in.
- ◆ DESC is moving to DCSC - 1440 personnel.
- ◆ DPSC is moving to DISC - 1500 personnel.
- ◆ DGSC will receive 1.1 million items from DISC.
- ◆ SAMMS (Material Management System) moving to megacenters.

Readiness Issues:

- ◆ Massive movement of items. 2.4 million items moving. Over 66% of DLA's 3.5 million items will move between 1996 and 1999. This includes DESC's items (BRAC 93).
- ◆ Personnel will be managing new items and new classes.
- ◆ Expertise not going with items. Stock classes have own characteristics. Two to three years needed to gain experience. Previous managers will not be available to provide help.
- ◆ Loss of expertise/corporate knowledge throughout DLA. "We are all starting over!"
- ◆ Due to loss of expertise, data (technical history, supply, procurement data) accompanying items is critical. Item transfer cannot be rushed.
- ◆ Due to magnitude of transfer, extensive effort will be required to accomplish transfer. This will impact on time devoted to mission. Planned downsizings will also impact on mission.
- ◆ Retirements/loss of key personnel due to BRAC 93 and 95. Major loss of corporate expertise. This is happening now at DESC.
- ◆ Loss of existing synergy. DISC and ASO synergy will cease.
- ◆ Item transfer timeframe developed by DLA (Tab 1) is unrealistic.
 1. Decision has been made to accomplish CIT Phase II prior to BRAC 95 transfer.
 2. For CIT II, Supply Centers have stated to DLA the maximum number of items they can receive per month. DGSC has stated they can receive 5000 items monthly. See Tab 2 for Supply Center's maximum receipt volume.
 3. Under BRAC 95, bulk of transfer will take place in 1998 and 1999. DISC will need to transfer 41,000 items monthly to DGSC. No item transfer of this magnitude has been accomplished before!
 4. Based on 10,000 items (a more feasible number - based on historical data) transferring monthly to DGSC from DISC, transfer would require 9 years to complete. See Tab 3.
- ◆ DISC/DGSC Issues:
 - DISC currently supports the following: 423 Army Weapons Systems; 418 Navy Weapons Systems; 357 Airforce Weapons Systems; and 176 Marine Weapons Systems.
 - DGSC now manages 384,774 Weapons Systems NSNs (86,000 active items). DISC manages 1.1 millions Weapons Systems NSNs (408,000 active items). In a two year period DGSC will take on DISC's workload. In terms of active items, DISC handles five times the Weapons Systems workload. DISC's supply availability is 5% higher. Can we assume DGSC will be able to handle DISC's workload and raise their supply availability to meet current performance levels? .

What Will Happen to Readiness:

- ◆ Supply availability will go down.
- ◆ Lead times will go up. Need for higher levels of inventory.
- ◆ Backorder will go up.
- ◆ Customer satisfaction will go down.
- ◆ Customer complaints will go up.
- ◆ Customer mission failure will go up.

Case Study Exists with DLA - DLA Not Learning from Past Experience:

- ◆ Defense Construction Supply Center (DCSC) reorganized in 1993/1994 into Application Groups: Land; Air; Maritime; and Commodity.
- ◆ This reorganization was poorly planned and disregarded the existing expertise within its commodities.
- ◆ Major degradation in customer support and readiness resulted.
- ◆ Due to the seriousness of this, DLA convened a special high level fact finding group to determine causes and remedies.
- ◆ Group briefed DLA (General Babbit, Admiral Chamberlain, Marilyn Barnett (since reassigned to DCSC)), DCSC Commander and key personnel on 30 November 1994.
- ◆ Fact Finding Group stated:
 1. Any reorganization would have problems. This reorganization was worse.
 2. Weapons systems application plus staff alignment "forced too soon."
 3. Assumptions made without analysis, i.e. "One face to industry."
 4. Assignment of people not thought out. Loss of corporate knowledge. This is a recurring theme.
 5. Application groups:
 - Destroyed industry line up/focus
 - Ruined commodity expertise for Item Managers, Buyers, and Technicians.
- ◆ Performance - Supply Availability - was seriously impacted.
- ◆ The chart in Tab 4 reflects Navy Weapons Systems (DLA supports 418) and the "below goal" statistics for each of the Supply Centers. Note the impact of DCSC's reorganization on supply availability.
- ◆ The BRAC 95 Item Transfer dwarfs this example in size and scope, but the scenarios are similar in that the need to maintain corporate knowledge was minimized or disregarded.

Do We Assume a Peaceful World Situation over the next 4 - 5 years as DLA Sorts Out the Potential Problems Caused by BRAC 95:

- ◆ The New York Times editorial, "The Two War Fantasy", 5 February 1995, suggested that the United States would never face two major regional conflicts at once.
- ◆ William J. Perry, Secretary of Defense, responded to this editorial in a letter to the New York Times, dated 10 February 1995.
- ◆ Mr. Perry believes that because the United States **is capable** of fighting wars on two fronts at the same time, such a scenario will probably not happen.
- ◆ Readiness is a real and serious issue.
- ◆ Mr. Perry's response is enclosed as Tab 5.

Questions for the BRAC Commissioners:

- ◆ Will moving 66% of DLA's items not seriously impact readiness?
- ◆ Is it feasible to think corporate knowledge plays no part in an organization's performance?
- ◆ Can we assume no conflicts while DLA is moving its items and losing its expertise base?
- ◆ Should we play with readiness for the sake of saving 404 personnel spaces. These savings are questionable (the GAO will be addressing this issue). Real savings can be achieved through normal downsizing as currently planned.
- ◆ Do we want to risk potential disruption to readiness?
- ◆ Is there a better way? The status quo? Moving items over a longer timeframe? Designating DISC as the Weapons Center?

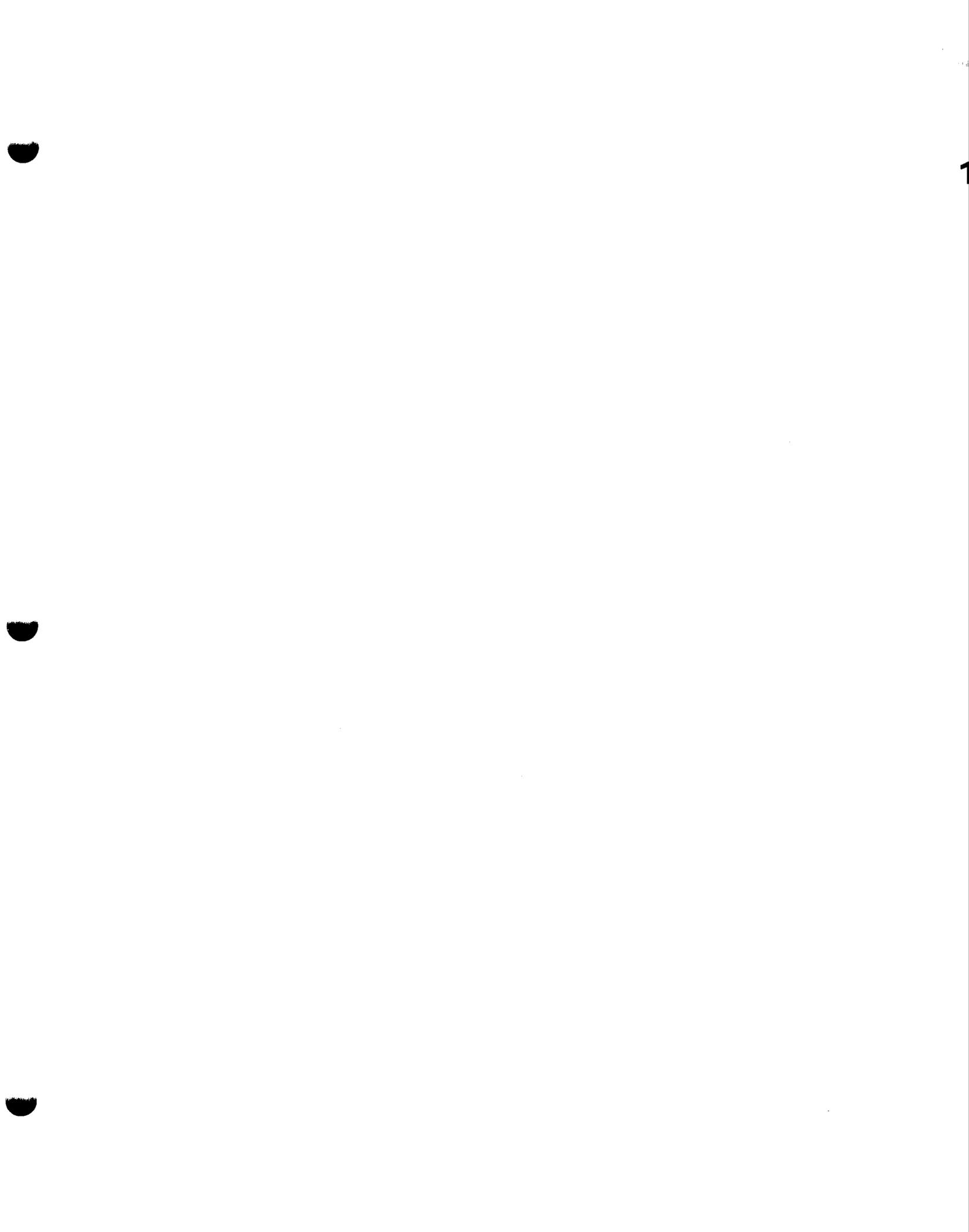
Conclusion:

- ◆ Within the proposed timeframes, the item transfer does not make sense.
- ◆ Based on historical data, CIT Phases I and II, the BRAC 95 transfer should be accomplished over an 8 - 10 year period.
- ◆ DLA did not learn from the Defense Construction Supply Center experience.
- ◆ DISC is the highest performing Supply Center. (Note: DESC was, however, BRAC 93 has resulted in downsizings and performance is now being impacted). This will be lost.
- ◆ Movement of items will be a disaster to supply availability and DoD readiness.
- ◆ The Services will "question" DLA's common sense. Our suppliers are already questioning this move. DLA, its Customers, and its suppliers all need to work together.
- ◆ There are no base closures associated with this. The mission is still required.
- ◆ Why take the risk?

Recommendation:

- ◆ Stay with the BRAC 93 decision.
If DLA is still committed to the two Weapon System concept, they can accomplish this outside of BRAC 95. DLA can then implement within a reasonable and safe timeframe vs the condensed timeframe that would be imposed by BRAC 95.

Contact: DISC Federal Managers Association





TRANSFER WORKLOAD SCHEDULE (MAXIMUM LIMITS) AGREED TO BY ICPs

DCSC = 3,000 per month
 DESC = 8,000 per month
 DGSC = 5,000 per month
 DISC = 4,200 per month
 DPSC = MINIMAL (assumption of 200 per month only since these items will be processed manually)

CENTER	JAN 96	FEB 96	MAR 96	APR 96	MAY 96	JUN 96	JUL 96	AUG 96	SEP 96	OCT 96	NOV 96	DEC 96
DCSC	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
DESC	8,000	8,000	8,000	8,000	8,000	8,000	8,000	4,078				
DGSC	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
DISC	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	1,993
DPSC	200	200	200	200	200	167						
TOTAL	20,400	20,400	20,400	20,400	20,400	20,367	20,200	16,278	12,200	12,200	12,200	9,993

CENTER	JAN 97	FEB 97	MAR 97	APR 97	MAY 97	JUN 97	JUL 97	AUG 97	SEP 97	OCT 97
DCSC	1,503									
DESC										
DGSC	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	1,714
DISC										
DPSC										
TOTAL	6,503	5,000	1,714							

NOTE: Monthly amount for DPSC is an estimate

There is also the potential for the following items to transfer with CIT2:

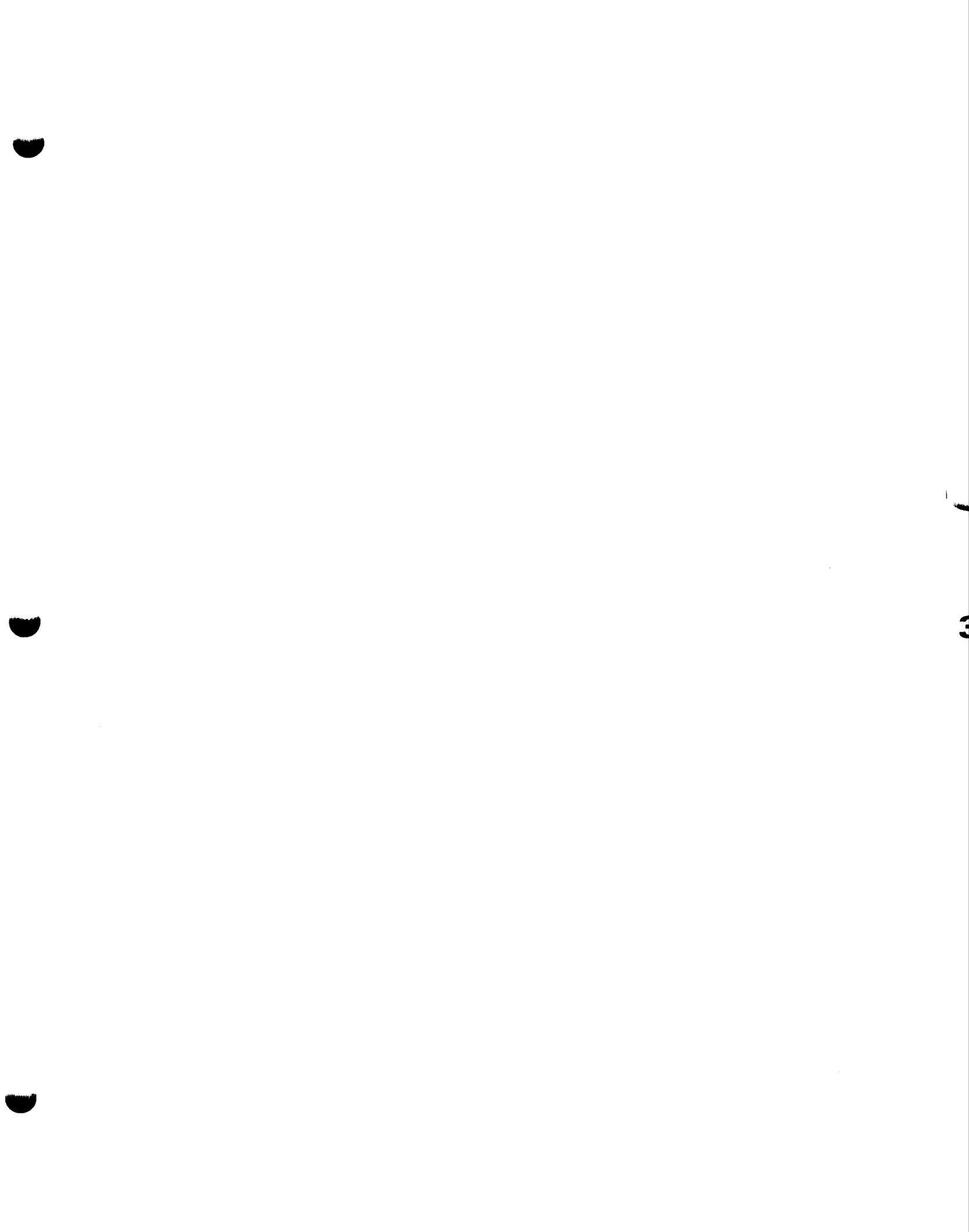
DCSC = 3,989
 DESC = 323
 DGSC = 1980, plus 226 (GSA)
 DISC = 2,480
 DPSC = 1

Lotus CIT2 WK4
 04/18/95

CIT TRANSFER - PHASE 2

DLA TO RECEIVE 253,655 ITEMS:
 DCSC = 37,503
 DESC = 60,078
 DGSC = 106,714
 DISC = 48,193
 DPSC = 1167

* Actual #s centers said could take in under CIT II.



PROPOSED TRANSFER OF ITEMS INTO AN ICP

CENTER	JAN 97	FEB 97	MAR 97	APR 97	MAY 97	JUN 97	JUL 97	AUG 97	SEP 97	OCT 97	NOV 97	DEC 97	TOTAL
DGSC	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
DPSC/DISC	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	100,800
CY TOTAL	18,400	18,400	18,400	220,800									
CENTER	JAN 98	FEB 98	MAR 98	APR 98	MAY 98	JUN 98	JUL 98	AUG 98	SEP 98	OCT 98	NOV 98	DEC 98	TOTAL
DGSC	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
DPSC/DISC	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	100,800
CY TOTAL	18,400	18,400	18,400	220,800									
CENTER	JAN 99	FEB 99	MAR 99	APR 99	MAY 99	JUN 99	JUL 99	AUG 99	SEP 99	OCT 99	NOV 99	DEC 99	TOTAL
DGSC	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
DPSC/DISC	8,400	8,400	8,400	8,400	8,400	8,400	8,400	8,400	2,009				69,209
CY TOTAL	18,400	12,009	10,000	10,000	10,000	189,209							
CENTER	JAN 00	FEB 00	MAR 00	APR 00	MAY 00	JUN 00	JUL 00	AUG 00	SEP 00	OCT 00	NOV 00	DEC 00	TOTAL
DGSC	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
DPSC/DISC													0
CY TOTAL	10,000	10,000	10,000	120,000									
CENTER	JAN 01	FEB 01	MAR 01	APR 01	MAY 01	JUN 01	JUL 01	AUG 01	SEP 01	OCT 01	NOV 01	DEC 01	TOTAL
DGSC	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
DPSC/DISC													0
CY TOTAL	10,000	10,000	10,000	120,000									
CENTER	JAN 02	FEB 02	MAR 02	APR 02	MAY 02	JUN 02	JUL 02	AUG 02	SEP 02	OCT 02	NOV 02	DEC 02	TOTAL
DGSC	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
DPSC/DISC													0
CY TOTAL	10,000	10,000	10,000	120,000									
CENTER	JAN 03	FEB 03	MAR 03	APR 03	MAY 03	JUN 03	JUL 03	AUG 03	SEP 03	OCT 03	NOV 03	DEC 03	TOTAL
DGSC	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
DPSC/DISC													0
CY TOTAL	10,000	10,000	10,000	120,000									
CENTER	JAN 04	FEB 04	MAR 04	APR 04	MAY 04	JUN 04	JUL 04	AUG 04	SEP 04	OCT 04	NOV 04	DEC 04	TOTAL
DGSC	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
DPSC/DISC													0
CY TOTAL	10,000	10,000	10,000	120,000									
CENTER	JAN 05	FEB 05	MAR 05	APR 05	MAY 05	JUN 05	JUL 05	AUG 05	SEP 05	OCT 05	NOV 05	DEC 05	TOTAL
DGSC	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	8,981		108,981
DPSC/DISC													0
CY TOTAL	10,000	8,981	0	108,981									
CY	1997	1998	1999	2000	2001	2002	2003	2004	2005	TOTAL			
TOTAL	220,800	220,800	189,209	120,000	120,000	120,000	120,000	120,000	108,981	1,339,790			

NOTE: DISC's maximum transfer workload amount was used to calculate those items being transferred to DPSC.
This was done because the items transferring to DPSC will first come to DISC, since DPSC is scheduled to occupy this site.



4

4

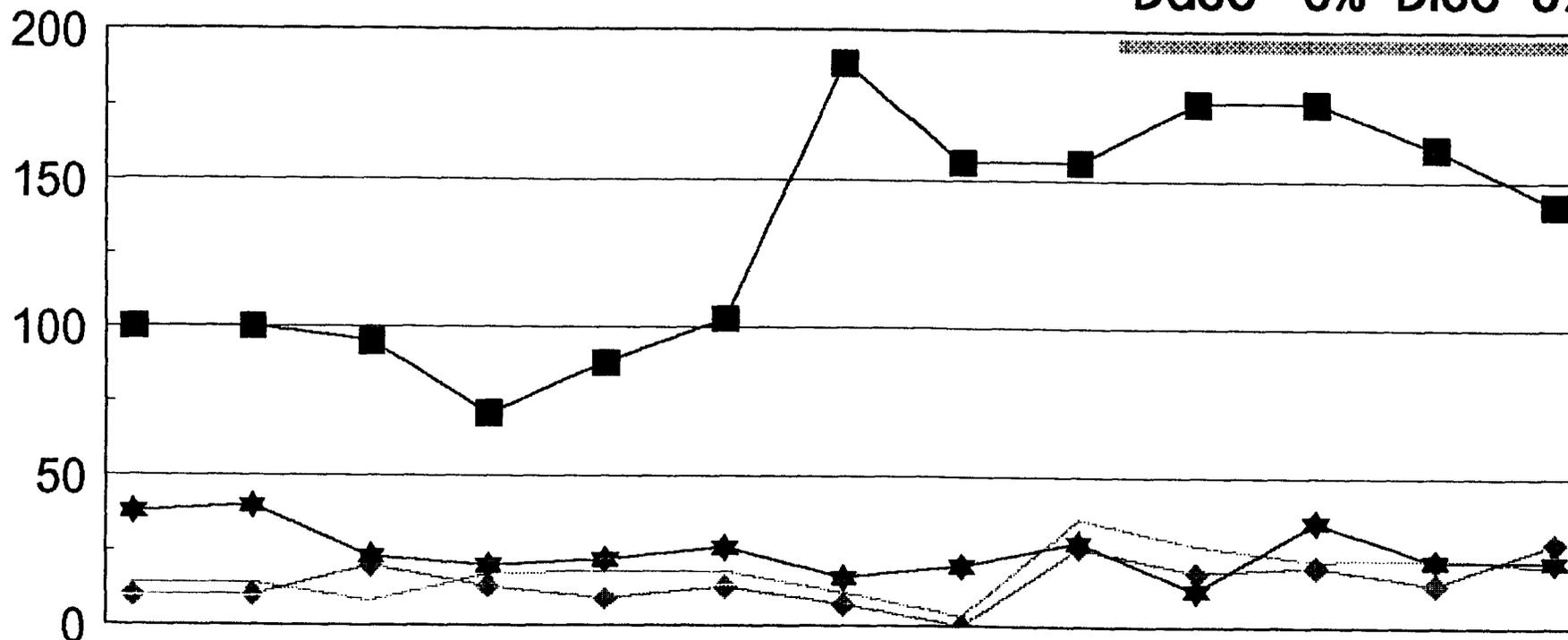
Systems Below 85% Supply Availability Goal

FY94 Navy Summary

Total Systems: 418

DCSC 44% DESC 8%

DGSC 6% DISC 6%



	Oct 93	Nov	Dec	Jan 94	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
DCSC ■	100	100	95	71	88	103	189	156	156	176	176	161	142
DESC ♦	10	10	20	13	9	13	7	0	26	18	20	14	28
DGSC ★	38	40	23	20	22	26	16	20	28	12	35	22	22
DISC	14	14	8	17	18	18	11	3	36	27	22	23	20



What Readiness to Fight Two Wars Means

To the Editor:

"The Two-War Fantasy" (editorial, Feb. 5) suggests that the United States would never face two major regional conflicts at once. In fact, twice last year President Clinton was prepared to commit troops against well-armed adversaries to protect foreign policy goals.

In June, North Korea was on the verge of producing enough plutonium to make up to five nuclear weap-

ons. We were ready to seek economic sanctions against North Korea, something Pyongyang said it would consider an act of war. As a result, we were also preparing for a substantial military buildup in South Korea, where we already have 37,000 troops. Fortunately, North Korea agreed to negotiations that ultimately led to an agreement to halt its current nuclear program. The crisis ended without conflict.

United States security interests faced another threat in October, when elite Iraqi divisions suddenly started moving toward Kuwait. We feared another invasion and quickly mobilized significant ground, air and naval forces to repel Iraq. In the face of our resolve, Saddam Hussein withdrew.

In both cases deterrence worked because the United States had a ready force and was prepared to use it. But consider what might have happened if deterrence had not worked in North Korea. At the very least we would have been engaged in a tense standoff with a country that has a well-trained and forward-deployed army of 1.1 million men. At worst, we could have faced a war requiring a major commitment of force.

And what if Saddam Hussein, seeing that we were occupied in North Korea, had chosen this moment to launch a new attack against Kuwait?

The United States strategy to maintain a force that can fight two nearly simultaneous major regional conflicts is designed to prevent just this type of adventurism.

You quote me as saying that the prospect of fighting two wars is "entirely implausible." The two words that you surgically lifted from my testimony to Congress distorted my point: fighting two wars is implausible precisely because we have the capability to respond to two challenges at once. If we only had the capability for one major conflict, our weakness could invite a second conflict, thereby making plausible what would otherwise be an implausible scenario.

WILLIAM J. PERRY
Secretary of Defense
Washington, Feb. 10, 1995