DCN 1315

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

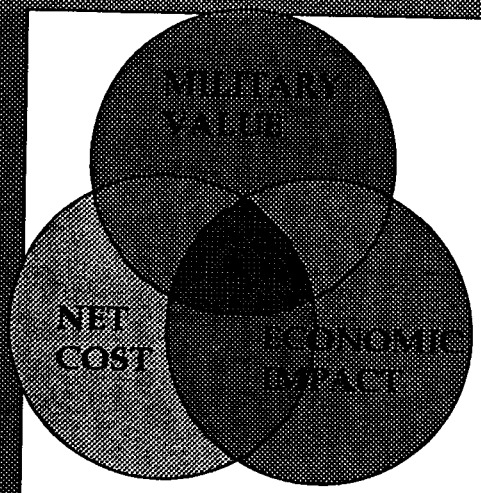

EXHIBIT INDEX

A-TENANT MANPOWER DATA
B- FACILITY MODERNIZATION INVESTMENT
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BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

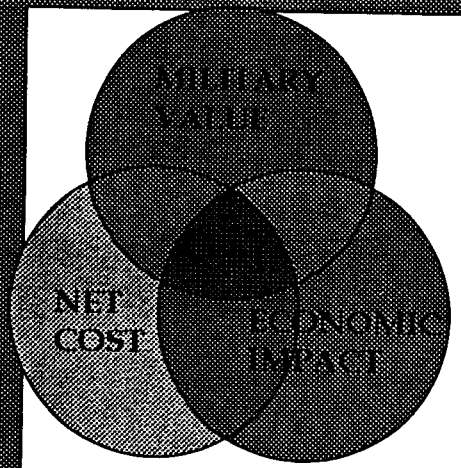


EXHIBIT A
TENANT
MANPOWER
DATA

TENANT	ORGANIC	CONTRACT	MILITARY	TOTAL
TENANT TO DISESTABLISH				
DLA SUPPLY DEPOT-DDLP	449		4	453
DISESTABLISH TOTAL	449	0	4	453
TENANTS TO RELOCATE				
SYSTMES INTEGRATION & MANAGEMENT ACTIVITY EAST	209	37		246
LOGISTICS SUPPORT ACTIVITY-MAJOR ITEMS MANAGEMENT CENTER (MIIC)	127	81	12	220
PUBLIC WORKS CENTER	183			183
DEFENSE MEGACENTER (DMC)-CHAMBERSBURG	149	10	15	174
TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) SUPPORT	58			58
DEFENSE FINANCE AND ACCOUTING SERVICE	78			78
TOTAL RELOCATION	804	128	27	959
TENANTS TO BE ELIMINATED				
TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT -REGION 1	16			16
ARMY AUDIT AGENCY	13			13
HEALTH CLINIC	15			15
DEFENSE REUTILIZATION & MARKETING OFC (DRMO)	27			27
DEFENSE PRINTING	6			6
MANAGEMENT ENGINEERING ACTIVITY (MEA)	15			15
TOTAL ELIMINATION	92	0	0	92
GRAND TOTAL	1345	128	31	1504

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

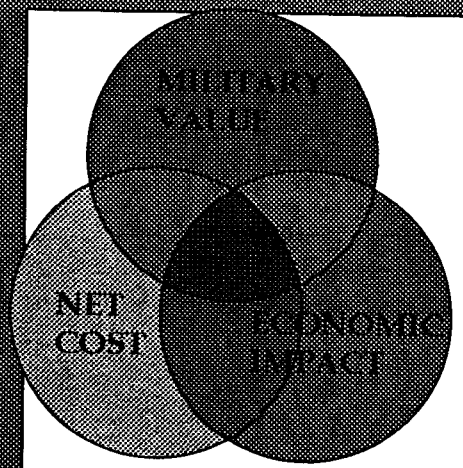


EXHIBIT B
TENANT
FACILITY MODERNIZATION
INVESTMENTS

TENANT "HIGH TECH"ORGANIZATION INVESTMENTS IN LAST FIVE YEARS	TOTAL INVESTMENTS
SYSTEMS INTEGRATION & MANAGEMENT ACTIVITY (SIMA)	
PUBLIC WORKS CENTER SPREADSHEET	$2,732,153
SIMA LAN (NOT ON PWC SHEET)	$300,000
SIMA TOTAL	**$3,032,153**
LOGISITICS SUPPORT ACTIVITY- MAJOR ITEMS INFO CTR (MIIC)	
PUBLIC WORKS CENTER SPREADSHEET	$474,278
MIIC LAN/NETWORK	$1,000,000
MIIC CLASSIFIED TERMINAL ROOM (SEE FOOTNOTE BELOW)	$300,000
MIIC TOTAL	**$1,774,278**
DEFENSE MEGA CENTER (DMC)	**$6,066,852**
TOTAL	**$10,873,283**
NOTE: The classified terminal room was constructed prior to five year c	
however, it is included because it is a critical part of classified mission o	
and it is assumed construction of a similar facility would be required at n	
location.	

file: tenspt
poc: sdavidson

3/31/95

TENANT	FY91 Facility Improvements	FY91 Capital Equipment	FY92 Facility Improvements	FY92 Capital Equipment	FY93 Facility Improvements	FY93 Capital Equipment	FY94 Facility Improvements	FY94 Capital Equipment	FY95 Facility Improvements	FY95 Capital Equipment	TOTALS BY TENANT
PATRIOT	498.00		1,304.00		1,262.78		1,004.79		1,205.05		5,274.62
USAMEA	0.00		0.00		0.00		0.00		0.00		0.00
LOGSA/MIC	73,432.00		84,984.00		77,741.99		115,007.85		123,112.24		474,278.08
UNITED DEF	0.00		0.00		0.00		16,081.98		16,864.49		32,946.47
NAVAL AIR	6,589.00		8,085.00		17,777.06		15,712.92		19,104.90		67,268.88
AVCRAD	0.00		0.00		0.00		0.00		0.00		0.00
AMRAAM	17,613.00		20,508.00		38,299.49		31,668.74		33,091.41		141,180.64
PHOENIX	9,114.00		9,561.00		10,659.36		12,291.16		12,032.61		53,658.13
DFAS	0.00		0.00		0.00		19,908.38		30,772.18		50,680.56
DLA	0.00		0.00		6,069,869.69		2,224,164.85		1,709,316.79		10,003,351.33
AAA	2,454.00		3,635.00		4,415.76		3,898.27		5,529.05		19,932.08
DEF PRINT	0.00		0.00		9,364.45		99,574.40		14,431.01		123,369.86
DSAC	0.00		0.00		3,635.80		4,191.80		4,597.66		12,425.36
MEGA CTR	0.00	887,900.00	0.00	1,688,200.00	228,805.26	214,300.00	671,521.28	1,271,706.00	1,104,420.33		6,066,852.87
NETSC	0.00		0.00		0.00		5,813.42		0.00		5,813.42
DCMAO	0.00		0.00		0.00		0.00		1,410.16		1,410.16
SIMA(BLDG 3)	2,115,884.00		212,017.00		118,905.60		156,231.56		129,115.39		2,732,153.55
DESCOM	457,061.00		288,604.00		186,197.61		363,285.20		191,252.81		1,486,400.62
MEDDAC	3,553.00		351,644.00		4,375.38		6,568.16		7,226.47		373,367.01
CORP OF ENGR	0.00		0.00		0.00		498.90		1,021.09		1,519.99
DRMO	213,128.00		428,154.00		283,399.63		25,673.18		39,761.76		1,000,116.77
CARLISLE XCHNG	0.00		0.00		6,550.32		0.00		0.00		6,550.32
TMDE	22,327.00		42,831.00		28,170.50		33,682.67		42,670.62		169,681.99
28TH ORD	2,943.00		3,534.00		2,787.94		0.00		0.00		9,264.94
ISC-LEAD	93,695.00		2,503,464.00		0.00		0.00		0.00		2,597,159.00
ISC-DESCOM	21,809.00		32,889.00		0.00		0.00		0.00		54,698.00
CIC	0.00		439.00		0.00		0.00		0.00		439.00
PWC	592,063.38	87,088.00	646,644.26	670,019.00	1,044,098.63	182,324.00	538,209.63	195,680.00	434,724.53	44,544.00	4,435,395.43
TOTALS	$3,632,163.38	$974,988.00	$4,638,297.26	$2,358,219.00	$8,146,317.45	$396,624.00	$4,344,989.44	$1,467,386.00	$3,921,660.55	$44,544.00	$29,925,189.08

5 APR 95

SIMA FACILITY INVESTMENTS:

SIMA - CHAMBERSBURG LOCAL AREA NETWORK

GENERAL DESCRIPTION: THICK-NET ETHERNET BACKBONE WITH HUBS TO THIN-NET ETHERNET SEGMENTS TO DESKTOPS. PACKET DRIVERS USE ETHERNET-II.

NUMBER OF USERS SUPPORTED: 250

APPROXIMATE COST:

ORIGINAL COST (1990) - $300,000

REPLACEMENT COST (1995) - $425,000
(INCLUDES LABOR TO INSTALL)

5 Apr 95

SUBJECT: MIIC Facility Investments

1. Classified Terminal Room: Building 10 contains a classified terminal room and work area essential for accessing and operating several classified automated information systems that support Army/DOD logistics, readiness, equipment distribution and planning missions. This terminal room was constructed in the mid-1980s at a cost of approximately $300,000. It provides an environmentally controlled and tempest certified secure site for online terminal and PC access to the classified systems and data bases.

2. Major Item Information Center (MIIC) Network: This network is currently being installed in Building 10 at a cost of approximately $1M. It will provide a "state of the art" NOVELL NETWARE 4.1 network using ethernet technology to provide centralized software, operational support and communications connectivity for assigned personnel. The network establishes a virtual 56KB link to our parent organization in Huntsville, AL. It will also provide access to major item information to a worldwide user community via INTERNET, the Defense Data Network and normal telephone links.

Document Separator

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

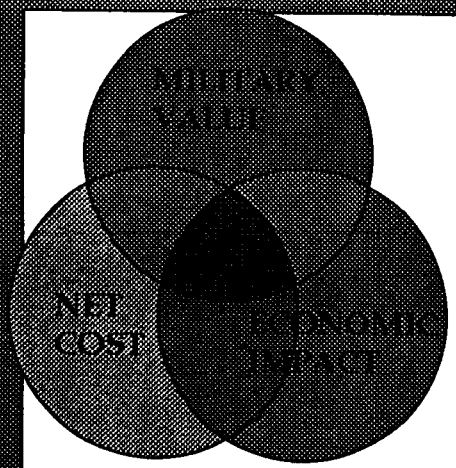


EXHIBIT C

- **DETAILED INFO ON EACH TENANT**

  - MISSION
  - WHY AT LEAD?
  - DISPOSITION?
  - ADDITIONAL INFO (OPTIONAL)
  - COST OF BRAC ACTION

TENANT MISSION IMPACT FOR:

Systems Integration & Management Activity East

MISSION:

Provides integrated automation support to the U.S. Army AMC installation, industrial, and financial business processes. Critical to AMC/Army Future Power Projection and Force 21 Missions such as Strategic Stocks/War Reserves worldwide, Central Asset Visibility (CAV)/Single Stock Fund (SSF) Army-wide implementation, Integrated Sustainment Maintenance initiative, and extension of Automated Time, Attendance and Production System (ATAAPS)/Standard Industrial Fund System (SIFS) Army wide. SIMA-EAST employs 209 organic staff in addition to 37 contractor staff. The organization operates with an annual budget of $20 million.

WHY LOCATED AT LETTERKENNY?

SIMA East's original mission was to develop the standard automated systems to support depot operations. Letterkenny as a multimission depot was designated to serve as the prototype installation for all the applications developed by SIMA. This user/developer partnership has significantly contributed to the high quality systems fielded by SIMA over the years. The secondary reason for Army decision makers locating SIMA East at Letterkenny was the cost effective means of maintaining currency of functional knowledge of the business processes the automated systems are required to support. Because of the close working relationship between designer and end user, SIMA developed systems have automated and integrated business processes in such a way that depot operations have become both efficient and effective. In order to retain the mission effectiveness of both SIMA East and its end user customers, it is essential that SIMA be located at a multimission depot.

MISSION IMPACT IF ELIMINATED/RELOCATED?

SIMA East applications are unique within the Army. The applications developed by this organization are absolutely critical to the Army in both peace time and national emergency. The functional business process systems analysts in SIMA East are totally unique within the Army. Many of the automation personnel within the organization also have skills that are unique to the Army. Within SIMA East automation professionals become productive in their first year; however, they do not achieve full performance levels for approximately three years. In the case of functional systems analysts, it takes about three years to "grow" a functional analyst to the point they understand their assigned functional applications and how their functions interface with other SIMA East applications and interfaces with external business processes/systems. It is the professional opinion of those most familiar with the mission and unique skill of this organization that relocation of SIMA East will cause a total mission failure for a period of three years.

PLANNED DISPOSITION, IF KNOWN?

SIMA East workforce has been told that IOC has been directed to prepare a contingency planning package which will be part of Letterkenny BRAC 95 Implementation plan. That package will reflect a relocation of SIMA East to the Rock Island Arsenal consistent with BRAC 95 milestones. The basis for the move is supposedly the Army's interpretation of BRAC 91 and BRAC 93 law. SIMA East was directed to move to Rock Island in BRAC 91. BRAC 93 law reversed the BRAC 91 decision based on the fact that SIMA East (as a central design organization would transfer to DOD based on DMRD 918). DISA said it made no sense to move SIMA East to Rock Island based on the small amount of resources expended on Industrial Operations Command (Rock Island) business and the organization could better serve its customer base from Letterkenny. In 1993 DOD reversed its decision to transfer central design organizations to DOD and the Army is now saying that decision puts SIMA back to the BRAC 91 decision (move to Rock Island) even though the GAO BRAC 91 comments on that proposal said it makes no mission or economic sense to move SIMA. DISA (and the Secretary of Defense) in BRAC 93 said based on the customer base of SIMA East they should remain at Letterkenny. Current and future projected workloads for SIMA East confirm it still makes no sense to move SIMA off Letterkenny Army Depot.

SIMA EAST TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	30	19	37	0	83	20	20		209
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$530,730								$530,730
UNEMPLOYMENT COMPENSATION-30WKS@$375	$337,500	$213,750	$416,250						$967,500
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$220,841	$139,866	$272,370						$633,077
RETRAINING SEVERED EMPLOYEES-$5,000	$150,000								$150,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$2,742,652	$660,880	$660,880		$4,064,412
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$3,569,000	$860,000	$860,000		$5,289,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$105,792	$67,002	$130,477						$303,270
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$153,900								$153,900
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

SIMA EAST TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
COSTS TO TEAR DOWN, PACK, MOVE AND REINSTALL EQUIPMENT								$600,000	$600,000
ROCK ISLAND ARSENAL CONSTRUCTION COST FOR SIMA EAST-TBD									
COST OF PRODUCTIVITY LOSS-SEE ATTACHED ANALYSIS									$0
GRAND TOTAL	$1,511,943	$420,617	$819,097	$0	$6,311,652	$1,520,880	$1,520,880	$600,000	$12,705,069

TENANT MISSION IMPACT FOR:

Logistics Support Activity-Major Item Information Center (MIIC)

MISSION:

MIIC serves as the Army's key source for all logistics information relating to major (e.g., tanks, helicopters, rifles, radios, etc.) and selected secondary items of equipment. MIIC is the only organization that has visibility of all Army owned equipment worldwide. Its comprehensive and integrated databases and business processes allow soldiers and civilians from the Pentagon to troops in the field to plan for and execute critical logistics missions. These missions include equipment requirements, force modernization, weapon system management and mobilization and contingency/crisis planning and execution. MIIC also directly supports U.S. commitments to conventional armaments treaties and agreements, to include technical support of 53 other countries.

WHY LOCATED AT LETTERKENNY?

MIIC was established at Letterkenny in 1955 and has been retained at this site throughout various organizational realignments. One of the principal reasons for locating MIIC at Letterkenny and a contributing factor to its successful mission accomplishment for 40 years was the proximity of Chambersburg, PA to Washington, D.C. This allows MIIC quick access to and continuous interaction with the proponents for our information systems, databases and processes; i.e., the Office of the Secretary of Defense and Headquarters, Department of Army. This facile communications channel allows MIIC to be responsive to the Departments' priorities and requirements in accomplishing MIIC's national and international missions.

MISSION IMPACT IF ELIMINATED/RELOCATED?

Relocation of MIIC will be very mission destructive. It is estimated that only 40% of our current staff would actually relocate, and these would be our less experienced and knowledgeable employees. MIIC personnel are the only subject matter experts on major item information and processes. To train new individuals to a fully functional level required for MIIC missions would take from 3 to 6 years. This significant loss of MIIC institutional knowledge and expertise will pose a real threat of mission failure with major impacts as follows:

a. Army loses its sole source for major item information and thereby its ability to effectively plan for and meet critical national logistics responsibilities.

b. U.S. commitments to conventional arms control treaties and agreements placed at risk.

c. Total Asset Visibility (TAV), a technological leap forward in inventory management, will not become a reality.

PLANNED DISPOSITION, IF KNOWN?

Headquarters, Army materiel Command, proposes to consolidate MIIC with is parent organization, the USAMC Logistics Support Activity, in Huntsville, AL.

LOGISTICS SUPPORT ACTIVITY-MIIC TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	19	6	14	0	50	10	28		127
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$336,129								$336,129
UNEMPLOYMENT COMPENSATION-30WKS@$375	$213,750	$67,500	$157,500						$438,750
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$139,866	$44,168	$103,059						$287,093
RETRAINING SEVERED EMPLOYEES-$5,000	$95,000								$95,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$1,652,200	$330,440	$925,232		$2,907,872
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$2,150,000	$430,000	$1,204,000		$3,784,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$67,002	$21,158	$49,370						$137,530
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$97,470								$97,470
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

LOGISTICS SUPPORT ACTIVITY-MIIC TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
COSTS TO TEAR DOWN, PACK, MOVE AND REINSTALL EQUIPMENT								$500,000	$500,000
HUNTSVILLE CONSTRUCTION COSTS									$0
COST OF PRODUCTIVITY LOSS-SEE ATTACHED ANALYSIS									$0
GRAND TOTAL	$962,396	$132,827	$309,929	$0	$3,802,200	$760,440	$2,129,232	$500,000	$8,597,023

28 Mar 95

SUBJECT: Major Item Information Center (MIIC) Tenant Data

A. Total number of employees today: 127

B. How many people would be separated: 19

C. How many people would take optional retirement: 6

D. How many people would take early out: 14

E. How many people would move to Huntsville, AL: 50

F. How many would find other government jobs before forced move (on their own): 10

G. How many would be placed through Priority Placement: 28

Number of onboard contractors: 81

Loss of productivity (worksheet attached): $11.6M

Cost of equipment move: $500K

Estimated construction/facilitization costs: $1M

Projected FY 95 expenditures in this geographic area: $14.6M

ISA - $1.2M
government payroll - $6.8M
contractor payroll - $6.6M

TENANT MISSION IMPACT FOR:

Public Works Center

MISSION:

The Public Works Center (PWC) is the organization that has responsibility for the facilities and grounds infrastructure at Letterkenny Army Depot. Several years ago the Department of Defense identified an initiative which was designed to reduce the costs associated with managing installation infrastructures. The Letterkenny Directorate of Engineering and Logistics organization was designated as a Directorate of Public Works (DPW). The DPW was to provide support to other Defense activities in this region when it became the US Army Central Penn Regional Public Works Center. The PWC was to remain an entity on the Letterkenny TDA for a period of time and it was then to become a DOD TDA organization. To date, that has not happened, the PWC remains a Letterkenny TDA organization with an organizational title of the Public Works Center (PWC). The BRAC 95 package for Letterkenny treats the PWC like it has completed its transition to become a DOD DPW Regional site and the PWC is therefore treated as a tenant identified to move to site x.

WHY LOCATED AT LETTERKENNY?

Although the PWC concept identified in the previous paragraph would have greatly expanded its mission, the primary customer of the PWC is to manage the Letterkenny installation infrastructure which supports the Ammunition, Depot Maintenance, DLA DDLP, and all tenant missions on post.

MISSION IMPACT IF ELIMINATED/RELOCATED?

The principal impact would be the loss of professional labor forces, and the institutional knowledge of the physical plant infrastructure. The very professional skills needed to plan and establish the PWC functions are the ones which will not relocate and will therefore not be available to reconstitute operations at another site. If Letterkenny is reduced in scope, it is assumed this function is one of the last functions that would be relocated since they will be heavily involved in the orderly shut down of the industrial area of the depot. Because many of the skills in the PWC are marketable in the private sector, it is anticipated that many of the master craftsmen will abandon their positions to accept employment elsewhere. This will have a definite impact on any orderly transition of the depot infrastructure to an "Ammunition" mission only.

PLANNED DISPOSITION, IF KNOWN?

The only guidance contained in the BRAC 95 package for this organization is it would relocate to site x. There is no indication where site x is located. Even if the depot maintenance mission and DDLP are gone, there will be a requirement for an "enclave" of resources to provide infrastructure base operations support to the residual missions remaining at Letterkenny. It is assumed that enclave will be responsible to the PWC scheduled to be move to site x.

PUBLIC WORKS CENTER (PWC) TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	44	3	26	0	78	15	17		183
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$778,404								$778,404
UNEMPLOYMENT COMPENSATION-30WKS@$375	$495,000	$33,750	$292,500						$821,250
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$323,900	$22,084	$191,395						$537,379
RETRAINING SEVERED EMPLOYEES-$5,000	$220,000								$220,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$2,577,432	$495,660	$561,748		$3,634,840
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$3,354,000	$645,000	$731,000		$4,730,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$155,162	$10,579	$91,686						$257,427
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$225,720								$225,720
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

PUBLIC WORKS CENTER (PWC) TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
EQUIPMENT MOVING COSTS	$72,260								$72,260
									$0
GRAND TOTAL	$2,283,625	$66,413	$575,582	$0	$5,931,432	$1,140,660	$1,292,748	$0	$11,290,460
PUBLIC WORKS CENTER IS A LETTERKENNY ORGANIZATION ENTITY AND NOT A TENANT THIS ORGANIZATION WAS									
ORIGINALLY TO BECOME A TENANT IDENTIFIED AS DEFENSE PUBLIC WORKS (DPW). THE ORGANIZATION HAS REGIONAL PUBLIC									
WORKS RESPONSIBILITIES, BUT THEY ARE PART OF THE LETTERKENNY TDA. THE DOD BRAC 95 PROPOSAL TREATS THIS ORGANIZATION									
AS A TENANT AND SHOWS THEM MOVING TO SITE X. FOR CONSISTENCY IN TREATMENT, THEY ARE TREATED									
AS A TENANT IN THIS PACKAGE.									

TENANT MISSION IMPACT FOR:

Defense Megacenter (DMC) - Chambersburg

MISSION:

DMC Chambersburg provides information processing support and services to war fighters and their supporting organizations 24 hours a day 7 days a week. The support includes providing our world wide customers on-line access to the mainframe computers. The Megacenter has three large capacity AMDAHL computers that are capable of executing 498 million instructions per second and the Defense Information System Network (DOD's primary world-wide telecommunications and information transfer network) node at DMC Chambersburg provides the users throughout the world the access to the mainframe computers. The Megacenter processes 2000 batch jobs a day and over 31,000 users have real-time access to their data stored on DMC Chambersburg's Robotic Tape Libraries and Direct Access Storage Devices. As part of the DOD Data Center consolidation, DMC Chambersburg has migrated workload from a Navy site in Arlington, VA and workload from an additional Navy site located in New Orleans, LA and a DOD site located in Cleveland, OH. The migration of that workload is scheduled to be completed by September 1995. DMC Chambersburg's workload will be increased by 2,000 daily batch jobs and 10,000 on-line users upon completion of the workload consolidation. In addition to providing supply, maintenance, finance, on-line logistics queries, and payroll support to Army and DLA customers, DMC Chambersburg is currently supporting the Army Materiel Command's War Reserve initiative with connectivity to Italy, Japan and Korea and will be supporting the payroll and manpower assignments for the entire U.S. Navy and Navy Reservists and processing pay for all DOD retirees.

WHY LOCATED AT LETTERKENNY?

A number of years ago the Army Materiel Command designated the computer facility at Letterkenny as one of its regional processing centers. In 1993 DMRD 918 transferred the services business computer processing centers to the Department of Defense (DISA). DISA redesignated the Letterkenny computer facility as the Defense Megacenter-Chambersburg. Since 1993 DISA has continued to expand the operations at Chambersburg based on its outstanding performance as a megacenter.

MISSION IMPACT IF ELIMINATED/RELOCATED?

If planned move were properly resourced and executed, mission impacts would include potential disruption of service to customers. The technical risks associated with such a large scale undertaking could impact tactical missions for extended periods of time. Based on Letterkenny being assigned the tactical missile mission in BRAC 93, DISA believed Letterkenny was a sound location on which to make long term capital investments. Significant facility, communications network and hardware investments have been made to accommodate the rapidly expanding workload identified in the mission paragraph above. DISA is in the process of scoping the cost impacts associated with a forced eviction from Letterkenny. That data is not available for inclusion in this package. The costs for DMC in this package are limited to personnel costs; however, non-people costs will clearly be in the millions of dollars.

PLANNED DISPOSITION, IF KNOWN?

DISA was not advised of the Army's plans to place Letterkenny on BRAC 95 list. The DISA position is they need to protect the tremendous investment they have made at Letterkenny and would therefore desire to remain at the depot regardless of what happens to the maintenance mission. If DISA is evicted by Army leadership, they will need time and dollars to execute the mandated change without adversely impacting customer missions.

DEFENSE MEGACENTER (DMC)- CHAMBERSBURG TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	65	0	17	0	52	0	30		164
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$1,149,915								$1,149,915
UNEMPLOYMENT COMPENSATION-30WKS@$375	$731,250	$0	$191,250						$922,500
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$478,488	$0	$125,143						$603,632
RETRAINING SEVERED EMPLOYEES-$5,000	$325,000								$325,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$1,718,288	$0	$991,320		$2,709,608
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$2,236,000	$0	$1,290,000		$3,526,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$229,216	$0	$59,949						$289,165
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$333,450								$333,450
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

DEFENSE MEGACENTER (DMC)- CHAMBERSBURG TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
									$0
									$0
GRAND TOTAL	$3,260,499	$0	$376,342	$0	$3,954,288	$0	$2,281,320	$0	$9,872,449
DISA has an on-going action to develop cost data for the proposed BRAC action. That data is not available for inclusion in this package.									
The total manpower figure shown above is accurate for DMC-C, the actual spread of employee actions is statistically developed based on other									
tenant decisions. The overall costs are significantly understated because cost data on equipment moves, communication network reconfiguration									
actions, and movement of customer data and processes to other sites are not included. That data will be part of the formal DISA package.									
being developed.									

TENANT MISSION IMPACT FOR:

U.S. Army TMDE Support Center - Letterkenny

MISSION:

The U.S. Army TMDE Support Center-Letterkenny maintains organic calibration measurement standards in an operating condition with accuracy's traceable through the Army calibration support system to the National Institute of Standards and Technology. The TSC uses these standards to provide support for Letterkenny Army Depot, Letterkenny tenants, and Fort Ritchie. The Area Calibration Laboratory, an entity of the TSC, provides secondary reference calibration services in environmentally controlled laboratories for calibration standards used by other TSCs in Region 1. The TSC also has one of the largest mobile calibration operations in support of the Army, Army Reserve, Army National Guard, Air Reserve, Air National Guard, Navy, Marine Corps, Federal Aviation Administration, and other Federal agency customers covering nine states in a geographical area from Pennsylvania west to Michigan, north to New York state, and south to Virginia.

WHY LOCATED AT LETTERKENNY?

The Calibration Program was established at Letterkenny in the mid 1950s in support of the NIKE missile systems. At that time Letterkenny was centrally located for support of NIKE missile sites in the eastern United States and also Greenland. With the implementation of the improved calibration and repair program in 1990, Letterkenny TMDE Center became a tenant activity under U.S. Army TMDE Support Activity. It was economical to maintain the calibration center at Letterkenny considering the cost associated with relocating the environmentally controlled modular laboratories and also the possibility of losing some of the highly trained workforce.

MISSION IMPACT IF ELIMINATED/RELOCATED?

Relocation could result in a significant loss of trained personnel, and the cost associated with moving environmentally controlled laboratories or procurement of new laboratories at another location. Elimination would result in enlargement of the facility at another TMDE Center somewhere within Region 1 and increased cost for the relocation of existing laboratories or procurement of new laboratories as the support for customers would still exist.

PLANNED DISPOSITION, IF KNOWN?

The DOD BRAC 95 package for Letterkenny indicates this organization will be moved to site x. As stated for the TMDE Region 1 organization, the strong desire of this tenant is to remain located at Letterkenny, regardless of the disposition of the depot maintenance mission at Letterkenny. If a forced relocation should occur, this organization should logically move to the same location as TMDE Region 1.

US ARMY TMDE SUPPORT CENTER - LETTERKENNY

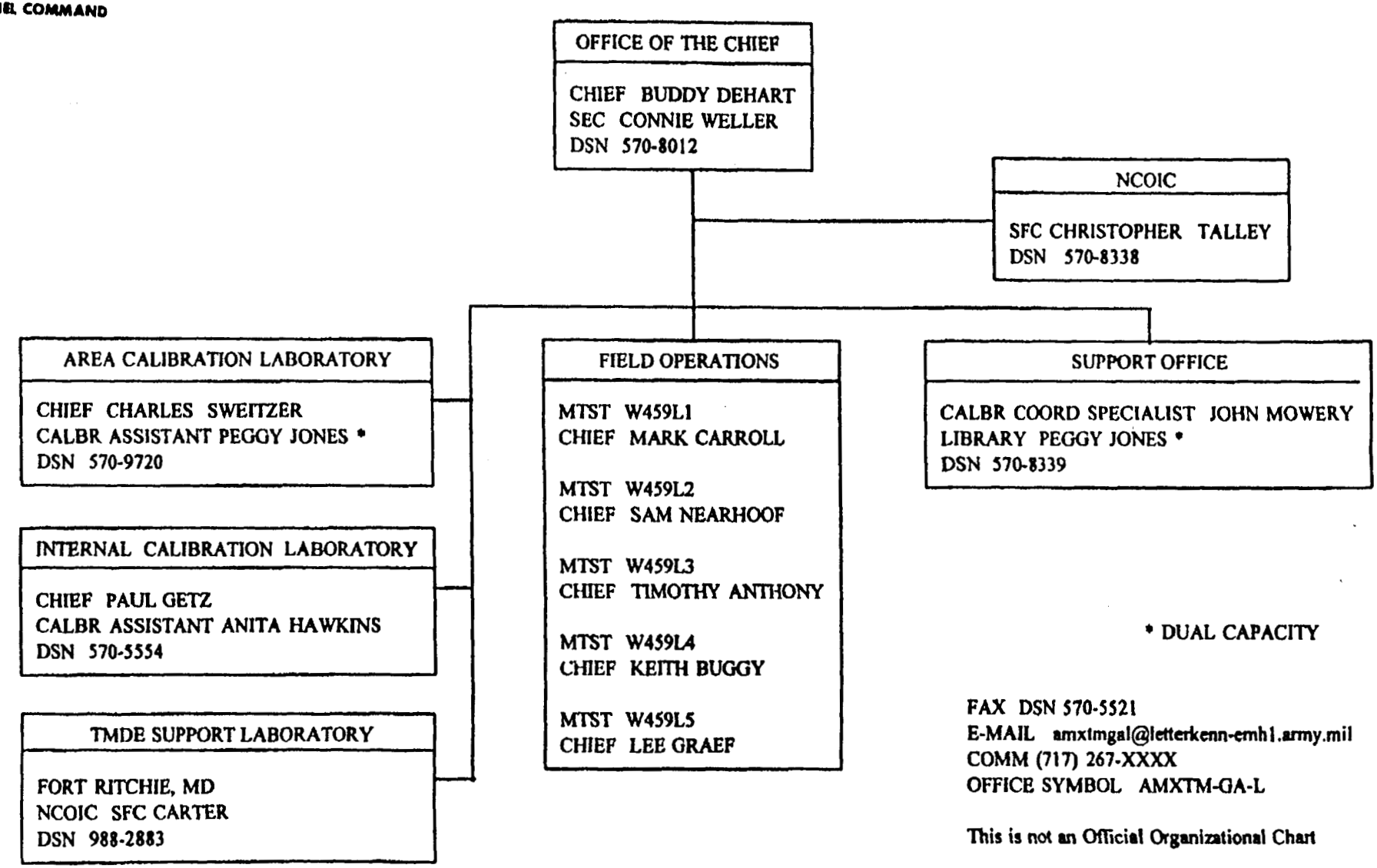
- SECONDARY REFERENCE LAB SUPPORTS
  - 9 FIXED SITE CALIBRATION LABORATORIES
  - 6 MOBILE CALIBRATION TEAMS
  - CUSTOMER EQUIPMENT REQUIRING HIGH ACCURACY
- LETTERKENNY BEST LOCATION, MOVE WILL
  - INCREASE TRAVEL AND TRANSPORTATION COST AND
  - INCREASE EQUIPMENT TURNAROUND TIME OR
  - INCREASE SALARY AND SUPPORT COSTS
- NO OVERCAPACITY, MUST MOVE CURRENT OR HIRE NEW TECHNICIANS
- WILL LOSE EXPERIENCED, HIGHLY SKILLED TECHNICIANS
- MUST REPLACE ENVIRONMENTALLY CONTROLLED LABORATORIES

US ARMY

TMDE Support Center Letterkenny

US ARMY
MATERIEL COMMAND

US Army TMDE Support Center
Chambersburg, PA 17201-4185



* DUAL CAPACITY

FAX DSN 570-5521
E-MAIL amxtmgal@letterkenn-emh1.army.mil
COMM (717) 267-XXXX
OFFICE SYMBOL AMXTM-GA-L

This is not an Official Organizational Chart

March 1995

Interservice Support Agreements
TSC Letterkenny

Air Force

910th Military Airlift Wing
Youngstown, OH

911th Military Airlift Wing
Pittsburgh, PA

193rd Special Operations Group
Harrisburg, PA

112th Tactical Control Flight
State College, PA

914th Logistics Support Sqd. / MAL
Niagara Falls, NY

271st Combat Communications Sqd.
211th Electronic Installation Sqd.
201st Civil Engineering Flight
112th Ground Communications Sqd.
Annville, PA

Navy

DOD Missile Consolidation
SPARROW Missile
SIDEWINDER Missile
PHOENIX Missile

Marines

4th Marine Air (Reserves)
4th Marine Ground (Reserves)
Headquarters Service
Battalion Fleet Marine
Force Atlantic
Norfolk, VA

Non - Federal Agencies

Raytheon AMRAAM

Raytheon PHOENIX

United Defense PALLADIN

Other Federal Agencies

Defense Distribution Letterkenny
Defense Reutilization Management Office (DRMO)
Chambersburg, PA

Federal Emergency Management Agency (FEMA)
Berryville, VA

Defense Personnel Support Center
Philadelphia, PA

Defense Personnel Supply Center
Richmond, VA

Defense Distribution Region East
New Cumberland, PA

Defense Distribution Depot Susquehanna
New Cumberland, PA

Defense Industrial Plant Equipment Center (DIPEC)
Mechanicsburg, PA

Federal Aviation Administration (FAA)

Acronyms

USATA = US Army TMDE Activity

TMDE = Test, Measurement, and Diagnostic Equipment

USATS-Region 1 = US Army TMDE Support-Region 1

RTMO = Regional TMDE Management Office

ACL = Area Calibration Laboratory

ICL = Internal Calibration Laboratory

U.S. ARMY TMDE SUPPORT CENTER-LETTERKENNY (USATSC-LEAD)

In addition to support for organizations on Letterkenny Army Depot, USATSC-LEAD also provides calibration and repair services through internal support operations for TMDE within an assigned nine state, northeastern geographical area comprising of New York, Ohio, West Virginia, Virginia, Maryland, Delaware, New Jersey, Michigan, and Pennsylvania. The Area Calibration Laboratory, an element of TSC-LEAD, provides the next level of calibration support (secondary reference) for seven other TMDE Support Centers and six mobile TMDE Support Teams. Only 11 of the TSCs, 58 authorized personnel spaces, assigned in the Internal Calibration Laboratory (ICL) are in direct support of Letterkenny. TSC LEAD has an overall workload of approximately 28880 annual actions. The elements supported along with the percent of their workload is as follows:

Letterkenny Army Depot Support
Approx. 21% of the overall workload

Defense Distribution Letterkenny
Chambersburg, PA

Raytheon AMRAAM
Chambersburg, PA

Raytheon PHOENIX
Chambersburg, PA

United Defense PALLADIN
Chambersburg, PA

Letterkenny Maintenance Activities
Chambersburg, PA

U.S. Army Support
Approx. 13% of the overall workload

U.S. Army Support Element
Pittsburgh, PA

U.S. Army Support Element
Annville, PA

U.S. Army
Medical Research & Development Command
Ft. Detrick, MD

U.S. Army Information Systems Command
Ft. Detrick, MD

Headquarters, U.S. Army Garrison
Annville, PA

Radford Army Ammunition Plant
Radford, VA

U.S. Army
Foreign Science and Technology Center
Charlottesville, VA

U.S. Army War College
Carlisle. PA

Carlisle Barracks
Carlisle. PA

Facilities Engineering
Ft. Detrick, MD

U.S. Army Reserve Support

Approx. 17% of the overall workload

U.S. Army Organization Maintenance Shop
Coraopolis, PA

79th U.S. Army Reserve Command
Willow Grove, PA

U.S. Army Equipment Concentration Site 24
Annville, PA

U.S. Army
318 Light Equipment Maintenance Company
State College, PA

U.S. Army Area Maintenance Support Activity
Lock Haven, PA

83rd U.S. Army Reserve Command
Columbus, OH

298th U.S. Army Maintenance Company
Altoona, PA

U.S. Army Combined Support Maintenance Shop
Greensburg, PA

99th U.S. Army Reserve Command
Oakdale, PA

U.S. Army Area Maintenance Support Activity
Parkersburg, WV

U.S. Army Area Maintenance Support Activity
Valley Grove, WV

U.S. Army Area Maintenance Support Activity
Clarksburg, WV

U.S. Army Area Maintenance Support Activity
Charleston, WV

U.S. Army Area Maintenance Support Activity
Christiansburg, VA

U.S. Army Reserves 80th Division
Richmond, VA

U.S. Army Aviation Support Facility
Elyria, OH

U.S. Army Aviation Support Facility
Columbus, OH

U.S. Army Area Maintenance Support Activity
New Castle, PA

U.S. Army Area Maintenance Support Activity
Greensburg, PA

U.S. Army Area Maintenance Support Activity
Oakdale, PA

U.S. Army Area Maintenance Support Activity
Punxsutawney, PA

U.S. Army Area Maintenance Support Activity
Franklin, PA

U.S. Army National Guard Support
Approx. 16% of the overall workload

Delaware Army National Guard CSMS
New Castle, DE

U.S. Army National Guard
Washington, PA

Pennsylvania Army National Guard CSMS
Annville, PA

Ohio Army National Guard CSMS
Newark, OH

West Virginia Army National Guard CSMS
Point Pleasant, WV

Virginia Army National Guard CSMS
Richmond, VA

U.S. Air Force Support
Approx. 10% of the overall workload

910th Military Airlift Wing
Youngstown, OH

911th Military Airlift Wing
Pittsburgh, PA

193rd Special Operations Group
Harrisburg, PA

112th Tactical Control Flight
State College, PA

914th Logistics Support Squadron/MAL
Niagara Falls, NY

271st Combat Communications Squadron
Annville, PA

211th Electronic Installation Squadron
Annville, PA

201st Civil Engineering Flight
Annville, PA

112th Ground Communications Squadron
Annville, PA

U.S. Marines Support
Approx. 1% of the overall workload

B Company
4th Light Armored Vehicle Battalion
Fort Detrick, MD

"I" Battery 3d Battalion
Reading, PA

U.S. Marine Corps Military Police Company B
North Versailles, PA

U.S. Marine Corps
Truck Headquarters Battalion
Erie, PA

U.S. Marine Corps
Connellsville, PA

Other Federal Agencies Support

Approx. 13% of the overall workload

Defense Distribution Depot Susquehanna
New Cumberland, PA

Defense Communications Support Unit
Thurmont, MD

Federal Emergency Management Agency
Berryville, VA

Defense Personnel Support Center
Philadelphia, PA

Defense Personnel Supply Center
Richmond, VA

Defense Distribution Region East
New Cumberland, PA

Defense Industrial Plant Equipment Center
Mechanicsburg, PA

Federal Aviation Administration

Locations:

Norfolk, VA
Richmond, VA
Lynchburg, VA
Roanoke, VA
Charleston, WV
Bridgeport, WV
Pittsburgh, PA
Erie, PA
Jamestown, NY
Martinsburg, PA
Middletown, PA
Philadelphia, PA
Atlantic City, NJ
Washington, DC
Fredericksburg, VA
The Plains, VA
Newark, NJ
Charlottesville, VA
Reading, PA
Trevose, PA
Trenton, NJ
Altoona, PA
Du Bois, PA
State College, PA
Newcastle, PA
Clearfield, PA
Leesburg, VA
Newport News, VA
Huntington, WV
W. Mifflin, PA
Binns Hall, VA
Bedford, VA
Clarksburg, WV
Millville, NJ

Secondary Reference Support For Other TSCs and Mobile Teams in Region 1
Approx. 9% of the overall workload

USATSC-Fort Eustis
Fort Eustis, VA

USATSC-Fort Belvoir
Fort Belvoir, VA

USATSC-Warren
Warren, MI

USATSC-Harry Diamond
Adelphi, MD

USATSC-Aberdeen
Aberdeen Proving Ground, MD

USATSC-Fort Meade
Fort Meade, MD

Internal Calibration Laboratory
Chambersburg, PA

USATSC-Fort Ritchie
Fort Ritchie, MD

Mobile TMDE Support Team
Fort Meade, MD

Mobile TMDE Support Team W459L1
Chambersburg, PA

Mobile TMDE Support Team W459L2
Chambersburg, PA

Mobile TMDE Support Team W459L3
Chambersburg, PA

Mobile TMDE Support Team W459L4
Chambersburg, PA

Mobile TMDE Support Team W459L5
Chambersburg, PA

TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) SUPPORT TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	0	4	4	0	35	5	10		58
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$0								$0
UNEMPLOYMENT COMPENSATION-30WKS@$375	$0	$45,000	$45,000						$90,000
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$0	$29,445	$29,445						$58,891
RETRAINING SEVERED EMPLOYEES-$5,000	$0								$0
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$1,156,540	$165,220	$330,440		$1,652,200
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$1,505,000	$215,000	$430,000		$2,150,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$0	$14,106	$14,106						$28,211
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$0								$0
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) SUPPORT TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
COSTS TO TEAR DOWN, PACK, MOVE AND REINSTALL EQUIPMENT								$500,000	$500,000
ESTIMATED CONSTRUCTION COSTS-RANGE $395K TO $795K								$395,000	$395,000
COST OF PRODUCTIVITY LOSS-SEE ATTACHED ANALYSIS									$0
GRAND TOTAL	$13,180	$88,551	$88,551	$0	$2,661,540	$380,220	$760,440	$895,000	$4,887,482

US Army TMDE Support Center-Letterkenny

Cost to Move Equipment

4 Environmentally Controlled Laboratory Modules @ $100,00 ea	$400,000
Calibration Standards and Miscellaneous Equipment	$100,000
	$500,000

Construction Costs

New Construction

Industrial Shell for Laboratories 8450 ft^2 @ $80/$ft^2$	$675,000
Office 600 ft^2 @ $94/$ft^2$	55,000
Dock Area	25,000
	$755,000

Renovation

Industrial Shell for Laboratories 8450 ft^2 @ $40/$ft^2$	$340,000
Office 600 ft^2 @ $50/$ft^2$	30,000
Dock Area	25,000
	$395,000

TENANT MISSION IMPACT FOR:

Defense Finance and Accounting Service

MISSION:

Provides Finance and Accounting Services to Letterkenny and all tenants located at Letterkenny plus subordinate elements of those organizations.

WHY LOCATED AT LETTERKENNY?

The customer base is at Letterkenny.

MISSION IMPACT IF ELIMINATED/RELOCATED?

If timed and executed properly, very little impact.

PLANNED DISPOSITION, IF KNOWN?

The responsibilities of this organization are scheduled to be absorbed at another location as part of a DFAS Headquarters regionalization of Finance and Accounting services across DOD. This action is independent of BRAC 95 and therefore the Letterkenny DFAS organization should not have been included in the DOD BRAC 95 proposal for Letterkenny Army Depot. The tenant was included in the Letterkenny BRAC package and was identified as a tenant that would move to site x. Because DFAS was included in the DOD BRAC 95 package for Letterkenny, it was retained as part of this analysis to make appropriate comparisons.

DEFENSE FINANCE & ACCOUNTING SERVICE (DFAS) TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	53	10	15	0	0	0	0		78
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$937,623								$937,623
UNEMPLOYMENT COMPENSATION-30WKS@$375	$596,250	$112,500	$168,750						$877,500
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$390,152	$73,614	$110,420						$574,186
RETRAINING SEVERED EMPLOYEES-$5,000	$265,000								$265,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$0	$0	$0		$0
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$0	$0	$0		$0
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$186,899	$35,264	$52,896						$275,059
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$271,890								$271,890
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

DEFENSE FINANCE & ACCOUNTING SERVICE (DFAS) TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
									$0
									$0
GRAND TOTAL	$2,660,994	$221,378	$332,066	$0	$0	$0	$0	$0	$3,214,438
THIS TENANT WAS INCLUDED IN THE DOD BRAC PACKAGE FOR LETTERKENNY. IT WAS SHOWN AS A MOVE TO									
SITE X. IN REALITY, IT IS SCHEDULED TO MOVE BECAUSE OF DFAS PLANS TO REGIONALIZE SUPPORT (AND NOT									
BECAUSE OF A BRAC 95 PROPOSED ACTION. IN ORDER TO HAVE THIS PACKAGE BE									
CONSISTENT WITH THE DOD BRAC PACKAGE, THIS TENANT WAS INCLUDED; HOWEVER, THE COST DATA									
IN THIS PACKAGE WAS PREPARED ON A LEAST COST SCENERIO, I.E. MINIMUM PCS MOVES AND MAXIMUM RETIREMENTS									

TENANT MISSION IMPACT FOR:

Test Measurement & Diagnostic Equipment - Region 1

MISSION:

Manages all Army test equipment calibration, repair, and metrology services for the Northeastern United States, and provides services on a reimbursable basis to other DOD, DOD contractor, and federal agency customers. The region office provides supply, financial, quality assurance, property accountability, equipment management and automated information management systems support to 2 secondary reference laboratories, 8 mobile calibration teams and 16 fixed calibration laboratories. and south to Virginia.

WHY LOCATED AT LETTERKENNY?

Central to TMDE Support Centers supported by USATA-Region 1.

MISSION IMPACT IF ELIMINATED/RELOCATED?

Elimination would require a reorganization of the USATA. Relocation would primarily be a change in support location. Relocation would increase recurring travel costs for staff support and transportation costs for shipment of supplies and repair parts.

PLANNED DISPOSITION, IF KNOWN

USATA has no plans to eliminate this organization. Because of its central location serious consideration should be given to retaining this tenant and its subordinate element at Letterkenny, regardless of the disposition of the maintenance mission. If forced to relocate, alternate sites should be based on one time relocation costs and recurring travel and transportation costs.

US ARMY TMDE SUPPORT - REGION 1

- PROVIDES SUPPORT FOR NORTHEAST REGION TMDE SUPPORT CENTERS
  - SUPPLIES/REPAIR PARTS
  - MANAGEMENT AND SUPERVISION
  - BUDGET FORMULATION AND FINANCIAL MANAGEMENT
  - QUALITY ASSURANCE
  - PROPERTY ACCOUNTABILITY
  - EQUIPMENT MANAGEMENT
  - AUTOMATED INFORMATION SYSTEMS
- CLOSURE WOULD FORCE REORGANIZATION OF THE US ARMY TMDE ACTIVITY
- LETTERKENNY OPTIMUM LOCATION
  - WITHIN 8 HOUR DRIVE OF 8 OF 10 TMDE SUPPORT CENTERS
  - DAY TRIP DISTANCE TO 11 OF 17 FIXED SITE LOCATIONS
- MOVE WOULD RESULT IN INCREASED TRAVEL AND TRANSPORTATION COSTS
- MOVE WOULD RESULT IN LOSS OF EXPERIENCED WORKFORCE

MISSION IMPACT

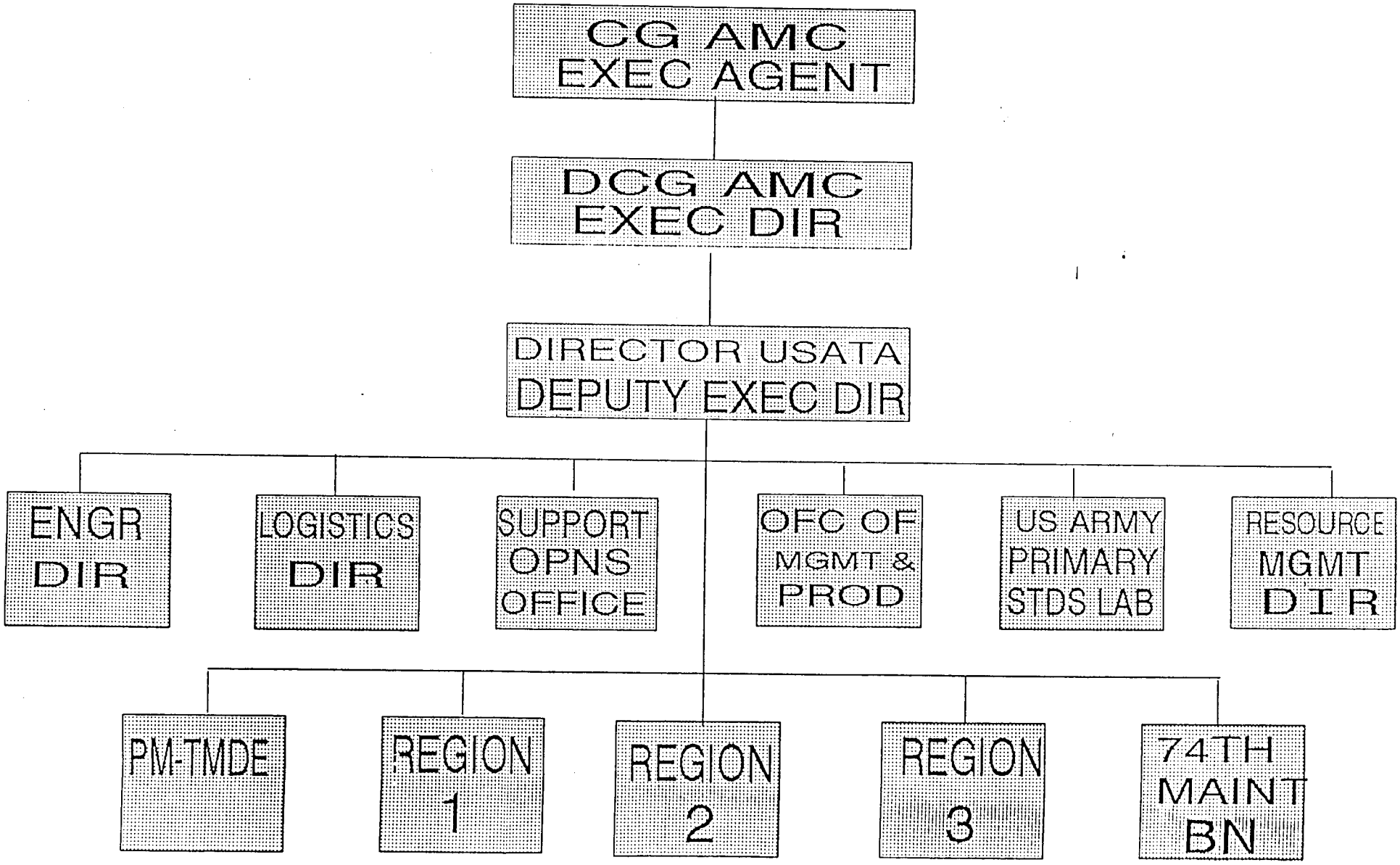
The US Army Test, Measurement, and Diagnostic Equipment (TMDE) Activity calibration laboratories are designed as a hierarchical network providing measurement traceability back to national standards. Within the US Army TMDE Support Region 1 the secondary reference laboratories that calibrate first (transfer) level calibration equipment (standards) are geographically located for quick turnaround. The TMDE Support Centers (TSCs) serviced by the Letterkenny Area Calibration Laboratory (ACL) make approximately one trip per day, or a total of 250 trips per year to the ACL for emergency service or scheduled recertification of their calibration standards. If the Letterkenny ACL workload was transferred to Tobyhanna costs for mileage, per diem and lost employee time would increase. Shipping costs for routine individual item service would also increase. More importantly, equipment turnaround time would increase and the system would be less responsive to TSC and customer requirements.

The optimum location from a transportation point of view would be the Washington/Baltimore metropolitan area, but this would increase costs for salaries, facilities and utilities.

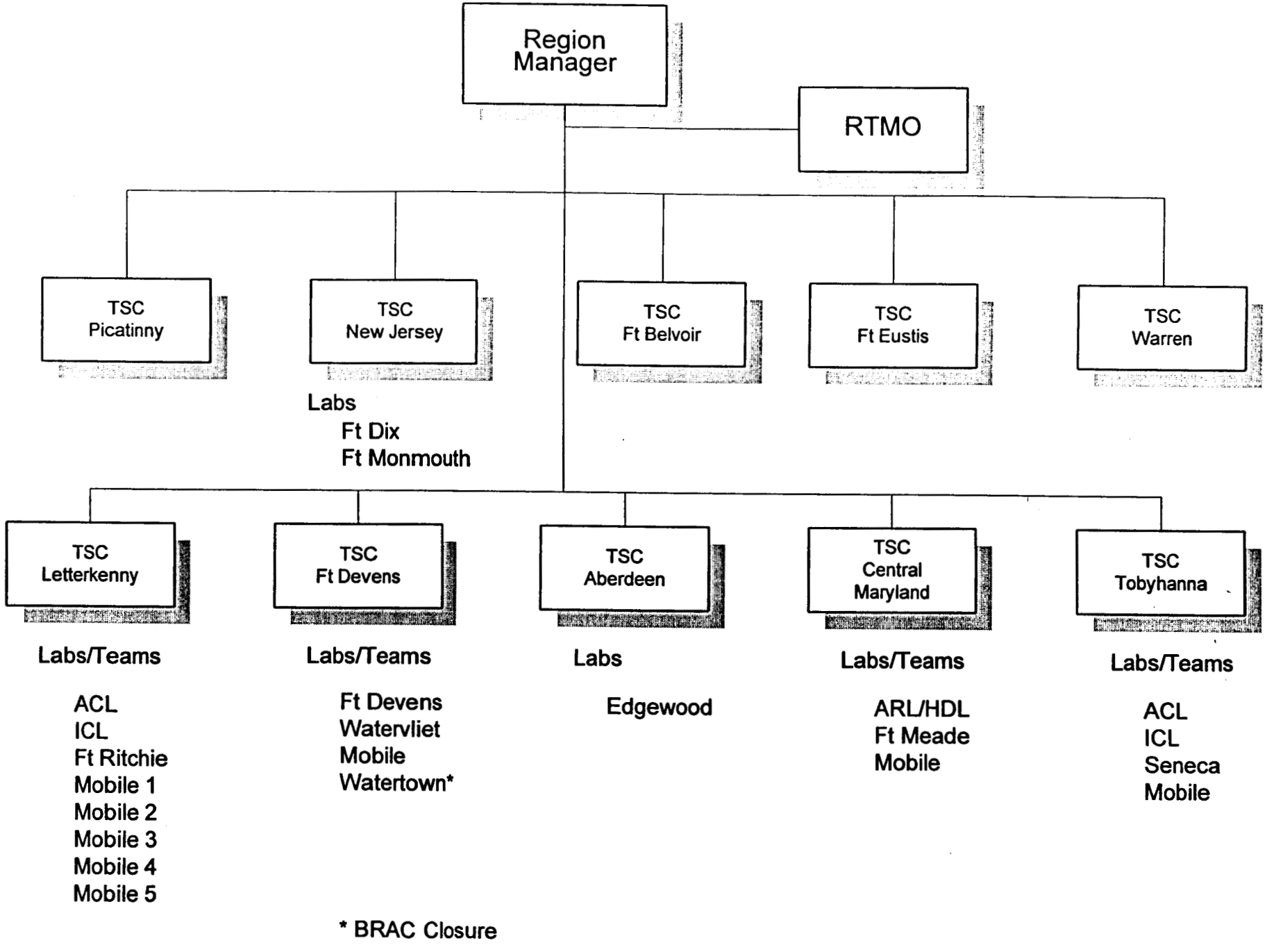
For the US Army TMDE Support Region 1, Letterkenny is an ideal location for an ACL. It is close to its customer base without the high cost of a metropolitan area. Providing this secondary reference service from any other TSC location would increase customer cost and/or increase equipment turnaround time.

The Region TMDE Management Office at Letterkenny is located within an 8 hour drive of all but two of the Region 1 TSCs, and within day trip distance of 11 of 17 fixed site calibration laboratories. Moving the Region office to another TSC location would result in increased travel costs for the staff visits required to provide management and supervision, financial, quality assurance, property accountability and equipment management support to US Army TMDE Support Region 1.

U.S. ARMY TMDE ACTIVITY



US Army TMDE Support Region 1



TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) CENTER-REGION 1 TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	0	0	1	0	9	3	3		16
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$0								$0
UNEMPLOYMENT COMPENSATION-30WKS@$375	$0	$0	$11,250						$11,250
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$0	$0	$7,361						$7,361
RETRAINING SEVERED EMPLOYEES-$5,000	$0								$0
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$297,396	$99,132	$99,132		$495,660
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$387,000	$129,000	$129,000		$645,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$0	$0	$3,526						$3,526
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$0								$0
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) CENTER-REGION 1 TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
EQUIPMENT MOVING EXPENSE								$10,000	$10,000
CONSTRUCTION COSTS AT NEW SITE-RANGE $170,000 TO $330,000								$170,000	$170,000
COST OF PRODUCTIVITY LOSS-SEE ATTACHED ANALYSIS									$0
GRAND TOTAL	$13,180	$0	$22,138	$0	$684,396	$228,132	$228,132	$180,000	$1,355,978

US Army TMDE Support-Region 1

Construction Costs for Moving Region Office

New Construction:

1400 ft^2 Office @ \$94/ft^2	=	\$130,000
2500 ft^2 Supply @ \$80/ft^2	=	\$200,000
		\$330,000

Renovation:

1400 ft^2 Office @ \$50/ft^2	=	\$ 70,000
2500 ft^2 Supply @ \$40/ft^2	=	100,000
		\$170,000

TENANT MISSION IMPACT FOR:

Army Audit Agency

MISSION:

Assists the Army in satisfying statutory and fiduciary responsibilities as well as assisting Army managers in making informed decisions, resolving issues and using resources effectively. It provides Army leadership with a full range of objective and independent services, including financial/performance audits, and consulting services. The agency has the authority to audit all organizations, activities, programs, and functions of the Army.

WHY LOCATED AT LETTERKENNY?

This tenant provides support to Letterkenny, tenants at Letterkenny, and a number of Army organizations within the commuting area. In the last several years the local AAA office's work has expanded beyond Letterkenny; in fact, in the past three years only two audits have been conducted which directly involved Letterkenny. AAA could be located at another installation; however, Letterkenny provides a central cost effective location for satisfying the organization's customer base.

MISSION IMPACT IF ELIMINATED/RELOCATED?

Impact would be limited to skill loss associated with failure of employees to accompany the organization to the new location (one). Since the workforce is young salaries are high, and the assumption is the organization would remain within 100 miles (due to customer locations) it is assumed all the professional auditors will accompany the mission. Based on this fact, mission impacts of a relocation are considered quite low.

PLANNED DISPOSITION, IF KNOWN?

The DOD BRAC 95 package for Letterkenny shows this organization being eliminated. Discussions with tenant indicate there would be no intention on AAA's part to eliminate the organization. AAA's desire is to remain located at Letterkenny regardless of what happens to the Depot Maintenance mission at Letterkenny. If that is not permitted by Army leadership, then the organization will be relocated. The foresees no savings are possible through the proposed BRAC actions since AAA has workload to replace the small workload associated with the Letterkenny Depot maintenance mission. DDLP as a DLA organization is not supported by AAA. Since AAA has performed a small amount of work for Letterkenny for the past three years, this package does show a small dollar savings associated with the Letterkenny BRAC 95 proposal.

ARMY AUDIT ACTIVITY TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	1	0	0	0	12	0	0		13
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$17,691								$17,691
UNEMPLOYMENT COMPENSATION-30WKS@$375	$11,250	$0	$0						$11,250
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$7,361	$0	$0						$7,361
RETRAINING SEVERED EMPLOYEES-$5,000	$5,000								$5,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$396,528	$0	$0		$396,528
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$516,000	$0	$0		$516,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$3,526	$0	$0						$3,526
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$5,130								$5,130
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

ARMY AUDIT ACTIVITY TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
									$0
									$0
GRAND TOTAL	$63,139	$0	$0	$0	$912,528	$0	$0	$0	$975,667

TENANT MISSION IMPACT FOR:

Health Clinic

MISSION:

The Health Clinic at Letterkenny Army Depot (LEAD) is an occupational health clinic and also serves as a Primary Care Clinic. The clinic works closely with the Industrial Hygiene Office and Safety Office to provide a safe working environment. The Clinic provides periodic medical screening to Federal employees (including active duty military) based on the employee's occupational exposures. The program consists of a Vision Program, Hearing Conservation, Pregnancy Surveillance, and a Respiratory Program.

The LEAD Health Clinic also provides Primary Care services to the military beneficiaries. This includes Active Duty and their family members and retirees and their family members. These services include pharmacy, laboratory, radiology, and physician appointments, and an Employee Assistance Program.

The Industrial Hygiene staff identifies an monitors potentially hazardous conditions in the work environment which could affect the health and safety of employees. The work environment is monitored through inspections and surveys to insure the continued health and safety of depot employees.

WHY LOCATED AT LETTERKENNY?

The clinic has two primary customers. One is the depot and tenant organizations; while the second customer base consists of over 20,000 retired military personnel in this geographic area. A smaller workload is the support provided to the Army Reserve Units located at Greencastle, PA and the Army Reserve and Army Guard Units who do their annual training at LEAD.

MISSION IMPACT IF ELIMINATED/RELOCATED?

Emergency treatment requirements would have to be evacuated to local hospitals which would increase the chargeback costs to the depot. Other medical services for industrial employees remaining at Letterkenny would have to be performed by another medical unit outside the geographic area which would increase per patient/employee medical costs and cause added delays for performance of required actions. To contract Industrial Hygiene services out to the local economy would cost about $75.00 to $100.00 per hour. The present cost is zero because of ISSA. There is presently 16,000 manyears of work to be done annually.

PLANNED DISPOSITION, IF KNOWN?

Although the entity was identified to be eliminated in the DOD BRAC 95 package for Letterkenny, there is no way the organization can be eliminated. There would be a workload reduction as noted in the return on investment package; however, the following medical services will have to continue: a. support to the Letterkenny Ammunition mission, b. support of twenty thousand military retirees in the geographic area (25% of organization's current workload), and c. support to the Greencastle Reserve Unit as well as the Army Guard and Reserve Units who doe their annual training at LEAD. This tenant recently completed a $330,000 facility expansion/modernization investment at Letterkenny. It is their desire to remain a tenant at Letterkenny even if the depot loses its maintenance mission. Since they occupy part of the Depot Headquarter's building, they believe continued occupancy of that facility would not increase over all operating costs at the depot. The current location will permit them to provide both cost and mission effective support to the residual Letterkenny missions and to other customers currently supported.

HEALTH CLINIC TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	5	1	1	0	3	0	5		15
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$88,455								$88,455
UNEMPLOYMENT COMPENSATION-30WKS@$375	$56,250	$11,250	$11,250						$78,750
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$36,807	$7,361	$7,361						$51,530
RETRAINING SEVERED EMPLOYEES-$5,000	$25,000								$25,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$99,132	$0	$165,220		$264,352
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$129,000	$0	$215,000		$344,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$17,632	$3,526	$3,526						$24,685
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$25,650								$25,650
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

HEALTH CLINIC TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
									$0
									$0
GRAND TOTAL	$262,974	$22,138	$22,138	$0	$228,132	$0	$380,220	$0	$915,601

TENANT MISSION IMPACT FOR:

Defense Reutilization & Marketing Office (DRMO)

MISSION:

Provide property disposal support.

WHY LOCATED AT LETTERKENNY?

DRMO is located here to provide disposal support to the installation and surrounding DOD activities.

MISSION IMPACT IF ELIMINATED/RELOCATED?

Surrounding DRMO's will absorb remaining workload if eliminated.

PLANNED DISPOSITION, IF KNOWN?

DRMO would downsize if they remain on remaining portion of installation. If closed, see above response.

OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL # of pages ▶ 1

To Mr. Frank VanHatten | From Perry Daniels

Dept./Agency DDLP-D | Phone # 19438

Fax # 8404 | Fax # 5538

NSN 7540-01-317-7368 5099-101 GENERAL SERVICES ADMINISTRATION

* MAJOR COMMAND: DEFENSE LOGISTICS AGENCY

* FIELD COMMAND: DEFENSE REUTILIZATION AND MARKETING SERVICE, BATTLE CREEK, MI.

* TENANT ACTIVITY: DEFENSE REUTILIZATION AND MARKETING OFFICE - LETTERKENNY

* PERSONNEL ON BOARD: 29 PERMANENT
6 TERM
35 TOTAL

FY 94: RECEIVED AND PROCESSED APPROXIMATELY 86,500 LINE ITEMS WITH A TOTAL ACQUISITION COST OF $473,763,124 DOLLARS

STORAGE CAPABILITIES

* INSIDE STORAGE: 114,000 SQ FT.

* OUTSIDE STORAGE: APROX 35 ACRES/1,456,560 SQ FT

* MISSION STATEMENT: PROVIDE FULL DISPOSAL SUPPORT FOR HAZARDOUS AND NON HAZARDOUS EXCESS & SURPLUS PROPERTY AND ADMINISTER ENVIRONMENTAL DISPOSAL CONTRACTS FOR ALL DoD ACTIVITIES IN: SOUTH CENTRAL & WESTERN PA.
CENTRAL & WESTERN MARYLAND
EASTERN & NORTHERN WEST VA.
ACCEPT OVER FLOW MATERIAL FROM WASHINGTON DC AREA & DDSP.

* DISTRIBUTION CENTER FOR PRECIOUS METAL RECOVERY EQUIPMENT AND SUPPLIES FOR MILITARY INSTALLATIONS EAST OF MISSISSIPPI & EUROPE.

* OPERATE REGIONAL PRECIOUS METAL DEFINITION & PROCESSING CENTER

* METHODS OF PROPERTY DISPOSAL:

REDISTRIBUTION OF PROPERTY WITHIN DoD, FEDERAL & STATE GOVERNMENTS
SALE TO THE GENERAL PUBLIC
ULTIMATE DISPOSAL THROUGH SERVICE CONTRACT
FOREIGN MILITARY SALES
DEMILITARIZATION OF MILITARY PECULIAR PROPERTY

MISSION SUPPORT RESPONSIBILITIES

LETTERKENNY ARMY DEPOT (HOST)

Letterkenny Army Depot (LEAD) has many missions. The Depot Systems Command (DESCOM) Headquarters for the U.S. Army is located on LEAD. LEAD has many unique maintenance and supply missions. Weapons systems which are rebuilt or receive depot level maintenance include various types of towed and self propelled artillery, tactical trucks and trailers, chemical warfare decontamination equipment, fire control optics, armored recovery vehicles, ammunition carriers and several special projects. Under the tactical missile consolidation recommended by BRAC '93, 18 tactical missile systems are scheduled to transition to LEAD, nine Army and nine Interservice systems. LEAD has a major conventional ammunition storage capability. LEAD is relatively large in terms of real estate and personnel. Approximately 19,500 acres and 4,100 people including tenant activities.

DEFENSE REUTILIZATION AND MARKETING OFFICE - LETTERKENNY

Our primary mission is to provide disposal service to the host installation and other DOD activities is our geographical area. Our operation encompasses three states, PA, WV and MD. Our operation includes the receipt, warehousing, demilitarization, precious metal recovery and preparation of excess/surplus property for reissue, sale or other disposition. In essence, DRMO Letterkenny is where the rubber hits the road in the disposal business. The DRMO is an additional source of supply. We take great pride in the fact that we give back to Gov't agencies instead of taking. We make serious endeavors to return dollars to the U.S. Treasury through the disposal program.

We provide technical assistance to generating activities and maintain a close liaison to ensure our generators can accomplish their military mission with minimum effort.

MAJOR GENERATORS OF PROPERTY TO DRMO LETTERKENNY

Letterkenny Army Depot
Defense Distribution Depot Letterkenny
Fort Detrick, MD.
Fort Ritchie, MD.
Camp David, MD.
167th Airlift Group, Martinsburg, WV.
171st Air Refueling Wing, Pittsburg, PA.
911th Airlift Group, Pittsburg, PA.
79th ARCOM, Oakdale, PA.

ENC 1

ACTIVITIES NAME AND ADDRESS	DODACC	EPA	POINT OF CONTACT	TELEPHONE #	24 hr Number
CAPT HARRY R. HAAR USRC CENTER 3001 Pleasant Valley Altoona, PA 16602	W25AZ0	PA6210562488	Anthony Fiore	814-943-0564	
OMS #29 - ALTOONA 327 Frankstown Road Altoona, PA 16602-4299	W25KYQ	PA4211890047	Fred Miller	814-946-6989	
DEPARTMENT MILITARY AFFAIRS State Armory Board Ft. Indiantown Gap Annville, PA 17003			Jeff Olsen Pat Martin	717-861-8342 DSN 491-8342	717-861-8995
BEAVER FALLS ARMORY 150 Janet Street Beaver Falls, PA 15010-1004	W2EASE	PAD982675241	Mike Gravitz	412-843-0490	
BELLE VERNON USAR CENTER RD #3, Box 348 Belle Vernon, PA 15012-9503	W81F23	PAD982699340	John Dick	412-929-3232	
BELLEFONTE ARMORY Route 550 East Bellefonte, PA 16823-2399					
BLAIRSVILLE ARMORY 119 North Walnut Street Blairsville, PA 15717-0157					
BRADFORD ARMORY 38 Barbour Street Bradford, PA 16701-1917					
COMPANY B, 429TH USAR Brownsville, PA 15417	W25ATI	PA1210522578	Joseph Angel	412-758-7277	
BUTLER USAR CENTER 360 Evans City Road Butler, PA 16001-2799					
OMS #20, HQ 2-110th Infantry Box 250 Kreiss Road Butler, PA 16001-8707	W25KYQ	PA5211890038	Dennis Burke Mr. Weber	412-789-9215	
CANONSBURG ARMORY North Central Avenue & West Canonsburg, PA 15317-1344					
DEFENSE REUTILIZATION & MARKETING OFFICE Letterkenny Army Depot Building 2260 Chambersburg, PA 17201-4150	SX1263	PA6213820503	Barry Smith Don Niedergall	717-267-9357 (DSN)570-9357	

LETTERKENNY ARMY DEPOT SDSLE-ENC, Bldg 618 Chambersburg, PA 17201-4150	W25G1Q	PA6213820503	Doug Warnock Greg Epstein	X8438	717-267-9101
CHAMBERSBURG ARMORY 1010 Lincoln Way West Chambersburg, PA 17201					
PFC MELVIN L. BROWN U Golden Rod Acres P.O. Box 988 Clearfield, PA 16830-0988					
CLEARFIELD ARMORY P.O. Box 847 Clearfield, PA 16830-0847					
OMS #11 - CONNELLSVILLE RD #1, Box 541-B Connellsville, PA 15425-0662	W25QYO	PA3211890030			
CONNELLSVILLE ARMORY 108 West Washington Avenue Connellsville, PA 15425-4453					
OMS #13 - CORAOPOLIS 835 Fifth Avenue Coraopolis, PA 15108-1527		PA1211890032		412-262-4997	
911 AIRLIFT GROUP/CEV Pittsburgh International Airport ARS 316 Defense Avenue, Suite 101 Coraopolis, PA 15108-4403	FB6712	PA2570024289	Lyn Gemperle Richard Feid Jim Wilks	412-269-8749 DSN 277-8749 DSN-277-8114	412-269-8250
PENNSYLVANIA AIR NATIONAL GUARD (171st) Pittsburgh International Airport 161 ARW-EM, Mustang Drive, Bldg 110 Coraopolis, PA 15108-4800	FB6381	PAD114942832	Capt John Tower MSGT Jeff Hedges	412-474-7640 DSN 277-8369	1800851-8061
CORRY ARMORY 205 East Washington Street Corry, PA 16407-1642					
U.S. MARINE CORPS 2nd Platoon (BEIN) TR 4th Marine, FMF, USMC Ebensburg, PA 15931-9955	M17746	PAD981947492	GSgt Rainey	814-472-6440 814-472-7128	
ELKINS USAR CENTER P.O. Box 1633 Elkins, WV 26241-1633					
ERIE US ARMED FORCES 3933 Old French Road Erie, PA 16504-2095					

OMS # 5, HHC 1/112th INFANTRY 6th and Parade Streets Erie, PA 16507-1695	W25KYV	PA1211890024	Steven Luce	814-871-4217	
EVERETT ARMORY RD #4, Box 283 Everett, PA 15337-9360					
1LT HARRY COLBURN USA Route 9, Box 6 Fairmont, WV 26554-8584					
FINLEYVILLE I RD #1, Box 246E Finleyville, PA 15332-9627					
FINLEYVILLE II RD #1, Box 331, A-3 Finleyville, PA 15332-9801					
FORD CITY ARMORY 301 Tenth Street Ford City, PA 16626-1219					
HQ USAG FORT RITCHIE ANRT-ENE Fort Ritchie, MD 21719-5010	W23P47	MD8210020758	Bill Hoffman Phillip Marne Ed Dorsey Bobby Smith	301-878-3968 DSN-277-3968 DSN-277-5387 DSN 277-4008	301-878-4500
US Army, Site R Harbaugh Valley Rd. Blue Ridge Summit, PA 17214 (Mail to Ft. Ritchie)	W23P47	PA3210090053	Les Woodard	DSN-988-3632 DSN-988-2702 717-878-3632	717-878-4500
FRANKLIN AMSA #2 1038-15th Street Ext. Franklin, PA 16323-2109	W25AR4	PA9210090064	Perry Wood	814-432-2337	
FRANKLIN AMSA #1 1415 Pittsburgh Road Franklin, PA 16323	W25AR4	PA9210090065	Perry Wood	814-432-2337	
USAG FT. DETRICK Directorate of Logistics Hazardous Material Management Office HSHD-LQH Frederick, MD 21702	W23J51	MD8211620267	Paul Abshire Ron	301-633-3439 DSN 343-3441	301-619-7114
USAMRIID ANNEX 15 Worman's Mill Court Frederick, MD 21701	W23MYC	MD2210000954	Bill Shultz, Jr	301-663-2934 DSN-343-2934	301-619-4620
FRIEDENS ARMORY RD #1, Box 103 Friedens, PA 15541-9726					

COMPANY C 1/314TH IN (M) 1200 Fairfield Road Gettysburg, PA 17325-7237	W25AN4		Sgt. Shields	717-337-3105
GRAFTON USAR CENTER US Rt 50 E P.O. Box 600 Grafton, WV 26354-0600				
U.S. ARMY RESERVE (G) 389 Pensinger Road P.O. Box 190 Greencastle, PA 17225-0190	W25AZW	PA1210020383	Steven Clark Larry Steinberger	717-597-7102 717-597-7103
GREENSBURG AMSA 104 2141 Hunter Road Greensburg, PA 15601-4998	W25AR7	PAD982567554	Joe Ruzicka	412-834-8960
GREENSBURG USAR CENTER 900 Armory Drive Greensburg, PA 15601-5297			SFC Wenger	412-834-6910
GREENSBURG ARMORY RD #12, Box 232 Greensburg, PA 15601-9808				
GROVE CITY ARMORY RD #2, George Junior Grove City, PA 16127-9317				
97TH ARCOM AFA (111) 9357 Washington Court P.O. Box 2008 Hagerstown, MD 21742-2008	W23A97	MDD981940950	Joe Gortva	301-797-8600
HERMITAGE ARMORY 740 North Hermitage Road Hermitage, PA 16148-3222				
HOLLIDAYSBURG ARMORY Box 319 Hollidaysburg, PA 16648-0319				
HUNTINGTON ARMORY 236 Standing Stone Avenue Huntington, PA 16652-1305				
INDIANA ARMORY 621 Wayne Avenue Indiana, PA 15701-3097				
JOHNSTOWN USAR CENTER 295 Goucher Street Johnstown, PA 15905-3492				

JOHNSTOWN USAR CENTER, AMSA 104 1300 St. Clair Road Johnstown, PA 15905-1498	W23AS0	PA4210022998	Dan Miller William Gero	814-535-2554	
OMS #12 - JOHNSTOWN 565 Walters Avenue Johnstown, PA 15907-1246	W25KYQ		Ronald Miller	814-533-2218	
OMS #21 - JOHNSTOWN Municipal Airport Johnstown, PA 15907-0157					
KANE ARMORY 208 Chestnut Street Kane, PA 16735-1603					
OMS #26 - LEWISTOWN Route 522 North Lewistown, PA 17044					
LIGONIER ARMORY 358 West Main Street Ligonier, PA 15658-1132					
167TH WV ANG Eastern West Virginia Martinsburg, WV 25401-0204	FB6482	WV1572890001	Capt. Hammer Ron Daily	304-267-9394 DSN-242-9291	304-267-5300
MEADVILLE ARMORY 894 Diamond Park Meadville, PA 16335-2603	W25ASJ				
MORGANTOWN NATIONAL GUARD #1 1705 Mileground Road Morgantown, WV 26505-3752					
MORGANTOWN #2 USAR CENTER RD #13, Box 87 Morgantown, WV 26505-8522					
MT. PLEASANT ARMORY Eagle and Spring Streets Mt. Pleasant, PA 15666-1709					
NEW KENSINGTON MEMORIAL 2450 Leechburg Road New Kensington, PA 15068-4697	W25ASC				
AMSA 110 2313 West State Street New Castle, PA 16101	W25AR9	PAD982567687	Bob Ferguson	412-658-2811	
OMS #9 820 Frank Avenue New Castle, PA 16101	W25KYQ	PA1211890028	James Mutter	412-654-7841	717-865-8995

CHARLES E. KELLY SUPPORT FACILITY AFKA-CK-EH (DEH) Oakdale, PA 15071-5001	W25R6K	PAD981947245	Brent Moss Steve Baker Tim Hoffman	412-777-1397 DSN-242-1232 DSN 242-1185	412-777-1180
OIL CITY ARMORY East 2nd and State Streets Oil City, PA 16301-2356					
OMS #6 - PITTSBURGH 324 Emerson Street Pittsburgh, PA 15206-4298					
OMS #22 - PITTSBURGH Crane Avenue Pittsburgh, PA 15216-3012					
PENNSYLVANIA AIR NATIONAL GUARD Pittsburgh International Airport 161ARW-EM, Mustang Drive, Bldg 110 Coraopolis, PA 15108-4800	FB6381	PAD114942832	Capt John Tower MSGT Jeff Hedges	412-474-7640 DSN-277-8369	1800851-8061
NEVILLE ISLAND Shop Supply and Dir Spt 3900 Grand Avenue Pittsburgh, PA 15225	W25AVK	PAD210022109	T.J. Thompson Bob Covington	412-331-6480 DSN-277-1365	
PVT STERLING L. MORELAND 7100 Leech Farm Road Pittsburgh, PA 15206-1293					
US ARMY CORPS OF ENGINEERS 3500 Grand Avenue Pittsburgh, PA 15225	W81ET4	PA6960010050	Sharon Donahue Rick Gustus Ken Rodinsky	412-644-6368 412-644-6915 412-644-4822	
WEST VIEW ARMORY P.O. Box 97248 Pittsburgh, PA 15229-0248					
OMS #30 - PUNXSUTAWNEY North Findley Street Punxsutawney, PA 15767-1499		PA3211890048	Mr. Williams	814-938-8810	717-865-8995
PUNXSUTAWNEY AMSA 106 South Gilpin Street East Punxsutawney, PA 15767-1999	W25AR6	PA2210022008	Dave Johnson	814-938-5191	
RIDGEWAY ARMORY 72 North Broad Street Ridgeway, PA 15853-1029					
SCOTTDALE ARMORY 501 North Broadway Scottdale, PA 15683-1050					
U.S. COAST GUARD STATION U.S. CG Osage Foot of McKown Lane Sewickley, PA 15143-2093	Z19405	PA9690307997	Jim Sirois	412-741-1180	412-741-1180

NAVAL SUPPORT FACILITY P.O. Box 1000 Park Central Road Thurmont, MD 21788-5001	N0417A	MDP000003802	Dave Olah	301-824-9000 DSN-376-9000 EXT - 1282	301-241-1400
TYRONE ARMORY 926 South Logan Avenue Tyrone, PA 16686-1510					
UNIONTOWN USAR CENTER 254 McClellandtown Road Uniontown, PA 15401-3182	W25ASP	PA8210021566	Randall Fisher Edwin Mangold	412-437-2896 412-437-3491	
WARREN ARMORY 330 Hickory Street Warren, PA 16365-2231					
ARMY AVIATION SUPPORT FACILITY #2 Goodridge Armory Airport P.O. Box D Washington, PA 15301-0020	W25KYK	PA1211890050	Chief John Shultz DSN-242-1287	412-223-4580 412-223-4494	717-861-8995
WASHINGTON USAR CENTER 10 Scenic Drive Washington, PA 15301-9211	W25AUP	PA3210021744	Mr. Quinn	412-222-2180	
WAYNESBORO ARMORY North Grant Street Waynesboro, PA 16901-1002					
WAYNESBORO ARMORY 61 North Washington Street Waynesboro, PA 15370-0632					

DEFENSE REUTILIZATION & MARKETING OFC TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET W/VSIP	EMPL EARLY RET W/VSIP	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT	PPS PLACE-MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	4	6	9	2	6	0	0		27
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -30WKS	$68,000								$68,000
UNEMPLOYMENT COMPENSATION-30WKS@$240	$24,000								$24,000
LUMP SUM ANNUAL LEAVE PAYOUT-240 HRS @$14.25	$13,680	$20,520	$30,780	$6,840					$71,820
RETRAINING SEVERED EMPLOYEES-$5,000									$0
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL									$0
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL									$0
PCS COSTS COBRA MODEL-$30,000 PER EMPLOYEE					$180,000	$0	$0		$180,000
HOME OWNER'S ASSISTANCE PROGRAM $41,800 PER EMPLOYEE					$250,000	$0	$0		$250,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04									$0
VSIP		$150,000	$225,000	$50,000					$425,000
ONE TIME 9% SURCHARGE FOR CSRS VERA SEPARATIONS			$24,000						$24,000

DEFENSE REUTILIZATION & MARKETING OFC TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET W/VSIP	EMPL EARLY RET W/VSIP	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT	PPS PLACE-MENT	OTHER COSTS	TOTAL
EXTENDED HEALTH CARE @ $285/MO FOR 9 MOS	$20,000								$20,000
NON PEOPLE COSTS									$0
FACILITY & EQUIPMENT								$61,000	$61,000
OTHER OPERATIONAL COSTS- TDY SPT, TEMP PERSONNEL, COMMERCIAL CONTRACTS, AND ENVIRONMENTAL CLEANUP								$335,000	$335,000
									$0
GRAND TOTAL	$125,680	$170,520	$279,780	$56,840	$430,000	$0	$0	$396,000	$1,458,820

BRAC CLOSURE COSTS FOR DRMO LETTERKENNY (31 DEC 99)				
				COSTLETT.XLS
A. CIVILIAN PERSONNEL ONE-TIME COSTS:				3/29/95
paration Incentives:				
A. Optional Retirements w/SPI				(IN $000)
Fs:	NO. OF EMPLOYEES	AVERAGE BONUS		TOTAL
FY 97				
FY 98				
FY 99				
FY 00	6	$25,000		$150
FY 01				
FY 02				
B. Voluntary Early Retirement Authority (VERA) w/incentive				(IN $000)
FYs:	NO. OF EMPLOYEES	AVERAGE BONUS		TOTAL
FY 97				
FY 98				
FY 99	9	$25,000		$225
FY 00				
FY 01				
FY 02				
C. 9% ONE-TIME COST FOR CSRS EMPLOYEES WITH VERA SEPARATION:				
				(IN $000)
FYs:	NO. OF EMPLOYEES	AVERAGE SALARY	9% OF BASIC PAY	TOTAL
FY 97				
FY 98				
FY 99	9	$29,640	$2,668	$24
FY 00				
FY 01				
FY 02				
(a) Average Hourly Pay = $14.25/hr				
D. Resignations w/SPI				(IN $000)
FYs:	NO. OF EMPLOYEES	AVERAGE BONUS		TOTAL
FY 97				
FY 98				
FY 99				
FY 00	2	$25,000		$50
FY 01				
FY 02				
2. A. RIF Costs (SEVERANCE PAY):				
			(a)	(IN $000)
FYs:	NO. OF EMPLOYEES	NO. OF WEEKS	WEEKLY AVERAGE PAY	TOTAL
FY 97				
FY 98				
FY 99				
FY 00	4	30	$2,280	$68
FY 01				
FY 02				

PROJECTED BRAC CLOSURE COSTS FOR DRMO LETTERKENNY (31 DEC 99)				COSTLETT.XLS 3/29/95
(a) Average Hourly Pay = $15.29/hr				
B. RIF Costs (UNEMPLOYMENT):				
FYs:	NO. OF EMPLOYEES	NO. OF WEEKS	(b) WEEKLY AVG PAYMENT	(IN $000) TOTAL
FY 97				
FY 98				
FY 99				
FY 00	4	6	$920	$6
FY 01	4	20	$920	$18
FY 02				
(b) Based on estimate of $230/wk				
C. Extended Health Benefit Costs:				
FYs:	NO. OF EMPLOYEES	NO. OF MONTHS	(b) MONTHLY COSTS	(IN $000) TOTAL
FY 97				
FY 98				
FY 99				
FY 00	4	9	$1,140	$10
FY 01	4	9	$1,140	$10
FY 02				
(b) Average Health Benefits Based on $285/mo				
D. Lump Sum Leave:				(c)
FYs:	NO. OF EMPLOYEES	NO. OF HOURS		(IN $000) TOTAL
FY 97				
FY 98				
FY 99				
FY 00	21	240		$72
FY 01				
FY 02				
(c) Based on 240 hours/per employee * Avg Hourly Pay = $14.25/hr)				
3. A. Civilian PCS Costs:				
FYs:	NO. OF EMPLOYEES	AVERAGE RELOCATION COST		(IN $000) TOTAL
FY 97				
FY 98				
FY 99	3	$30,000		$90
FY 00	3	$30,000		$90
FY 01				
FY 02				

PROJECTED BRAC CLOSURE COSTS FOR DRMO LETTERKENNY (31 DEC 99)					
					COSTLETT.XLS
					3/29/95
B. Homeowner's Assistance Program (HAP) Costs:					
					(IN $000)
FYs:	NO. OF EMPLOYEES	AVERAGE HAP COST			TOTAL
FY 97					
FY 98					
FY 99	3	$41,800			$125
FY 00	3	$41,800			$125
FY 01					
FY 02					
4. Career Transition Costs (to include administration costs):					
N/A					
SECTION B. CIVILIAN PERSONNEL END STRENGTH STAFFING REQUIREMENTS:					
	FY 97	FY 98	FY 99	FY 00	FY 01 FY 02
Civ Perm	27	27	15	0	0
Civ Temp	7	7	7	0	0

DRMO Letterkenny
BRAC 95 Cost Requirements
Summary

(Dollars in Thousands)

Facilities:	0
Equipment:	FY 97
Lease of Equipment	25
	FY 98
Transportation (MHE & Precious Metal Recovery)	36
Other Costs - Operational:	
	FY 97
TDY support due to loss of personnel to handle BRAC workload increases. ($15K for 4-5 personnel for 2 week period per FQ from various DRMOs)	60
Temporary personnel-3 Wage Grade	90
Commercial contracts (maintenance, fuel, phones, etc.) due to loss of ISA support before DRMO closure	50
*Environmental	FY 97
Cleanup	75

* Army cost as part of base environmental closure plan. There may be cleanup of the DRMO scrapyard, if contaminated. Provided as cost estimate and information only for planning purposes.

Prepared by: C. Prior, DRMS-B, DSN932-7216, 29 Mar 95.

Page No. 1
03/28/95

ADPE DRMO Letterkenny

BARCODE #	PLANT ACT #	SYSTEM BAR #	TITLE
** ITEMS IN LOCATION ==> CHAMBER			
0033368	176		COMPUTER MDL 5140
0033375	176		COMPUTER MDL 5140
004XT	176		MULTIPROTOCAL ROUTER/BRIDGE
00556	176		SWITCH GROBAL A-B
10108	176		CONTROLLER MDL 274-C2
1727AL4B0200	176		COMPUTER MDL 2660
1CB02545	176		COMMUNICATION SERVER MDL 2100
2909917	176		MODEM MDL 3610A1001
310048726	176		MONITOR COLOR MDL HCM 433E
3MSBCJ000181	176		COMPUTER MDL UIC-1003-00
51004880M	176		PRINTER MDL P2000 DOT MATRIX
61007308M	176		PRINTER MDL P2000 DOT MATRIX
637AE0069	176		COMPUTER MDL ZWX-248-62
637AE0114	176		COMPUTER MDL ZWX-248-62
741AC1736	176		COMPUTER MDL ZWX-248-62
741AC1747	176		COMPUTER MDL ZWX-248-62
741AC1762	176		COMPUTER MDL ZWX-248-62
74696440057	176		MONITOR COLOR MDL ZVM 1380
74696440571	176		MONITOR COLOR MDL ZVM 1380
74697440261	176		MONITOR COLOR MDL ZVM 1380
7A6460799Y	176		PRINTER MDL P2000 DOT MATRIX
7A6460801Y	176		PRINTER MDL P2000 DOT MATRIX
807249	176		CD-ROM MDL CDU-6251
9593117	176		MONITOR COLOR MDL ZMM 1470G
9601406	176		MONITOR COLOR MDL ZMM 1470G
A01700003119	176		MODEM MDL 2400 BAUD
A433CL010652	176		COMPUTER PERSONAL MDL ASL 433
C933579799	176		KEYBOARD MDL E03601QL
FDEJ39877	176		DATAPHONE MDL 2048A
JE492070187	176		TRANSCEIVER UNIT MDL MT-800
K4030701859	176		MONITOR COLOR MDL CVP-5468A
MA00259763	176		PRINTER MDL M30430 DOT MATRIX
Z102368	176		PRINTER MDL AMT-24X DOT MATRIX
** Subtotal **			
*** Total ***			

DRMO Letterkenny

drmsh1 6 Inquire Equipment
hqident:ulmh0510 by DLA REG

Material Handling Equipment (MHE)

DLA REG KEY	ACTY	TYPE EQUIPMENT	P T	SP FT	MANUF NAME	MANUFACTURER SERIAL NUMBER	YR MF	LF EX	ES DT
1010g6082	ence	NO sedancpmcg			ford	g10-06082	92	6	**
1011g6037	ence	NO sedanmidsg			ford	g10-06037	92	6	**
1120g2048	ence	NO pul/2ton g			ford	g41-02048	92	6	**
1137g5373	ence	NO stakeltong			chevy	g43-55373	94	7	**
1168g9866	ence	NO stake2.5Td			ford	g71-09866	89	8	**
147787975	ence	Yes logger/crd		2500	aljon	12514	87	15	**
402977999	ence	NO tracw7-14d			case	77d573	75	7	**
406894649	ence	Yes scpc20-50d		4000	koehr	21327	94	15	**
406994651	ence	Yes frontloadd		300	deer	544411	94	7	**
409892405	ence	Yes crncu35 d		4000	p&h	56524	92	12	**
416887694	ence	Yes whswepridd		400	power	787027	87	6	**
917079372	ence	NO frk4gs180g			allis	114529	79	8	**
920092124	ence	Yes frk2-3gp p		300	yale	n523849	92	8	**
920092125	ence	Yes frk2-3gp p		300	yale	n523850	92	8	**
921080175	ence	Yes frk4gp144p			allis	116971	80	8	**
921289326	ence	Yes frk4gp180p		500	hyste	a177b34524k	89	8	**
921289327	ence	Yes frk4gp180p		500	hyste	a177b34525k	89	8	**
921289328	ence	Yes frk4gp180p		500	hyste	a177b34526k	89	8	**
923089496	ence	Yes frk6gp180g		700	hyste	a177b34561k	89	8	**
923089497	ence	Yes frk6gp180g		700	hyste	a177b34562k	89	8	**
923094207	ence	Yes frk6gp180p		700	yale	853528	94	8	**
925079498	ence	NO frk15gp21d	a		hyste	d6d4819	79	10	**
987982417	ence	NO frk4dp180d			case	9150230	82	10	**
989090283	ence	Yes frk15dp21d		1200	wiggi	wlc901072	90	10	**
989094252	ence	Yes frk15dp21d		1200	wiggi	hwigginswlc934194	94	10	**

* Report Complete

Estimated transportation cost: $18,300

$25,000 - Money for leasing equipment during Closure to support workload increase.

TENANT MISSION IMPACT FOR:

Defense Printing Service (DPS)

MISSION:

To provide quality and mission responsive printing services for the best price for customers located at the installation.

WHY LOCATED AT LETTERKENNY?

DPS is located at Letterkenny to support the Defense Megacenter Chambersburg (DMC-C) with electronic output. The DPS supports the entire Letterkenny installation with hard copy printing, engineering drawing copying, desktop publishing, and bindery and distribution services. Potential services include aperture card scanning, output onto CD-ROM, and electronic storage.

MISSION IMPACT IF ELIMINATED/RELOCATED?

DPS's main mission will follow the relocation of the DMC-C. The workload will be picked up at the DPS site at that location. There will be a period of mission interruption as the workload is transferred. Workload in support of the rest of the installation tenants will follow to the DPS site wherever they are relocated. A minute amount of printing will exist will the remaining Ammo mission, and that will be absorbed by our Detachment office in Mechanicsburg, Pa.

PLANNED DISPOSITION, IF KNOWN?

The majority of our workload is generated from the DMC-C. If they move to a new location, the electronic output workload will be picked up by the DPS site at that location. The DPS office at Letterkenny will be abolished.

DEFENSE PRINTING SERVICE

MISSION

The Defense Printing Service is responsible for the Department of Defense printing program and document automation, encompassing value-added conversion, electronic storage, output and distribution of hardcopy and digital information. Value to the customer includes quality products and services, which are competitively priced, and delivered on time.

DEFENSE PRINTING SERVICE
REPROGRAPHICS FACILITY
LETTERKENNY

PERSONNEL

1	Supervisory Printing Specialist	GS-1654-09
1	Automated Publishing Technician	GS-0303-07
4	Electronic Duplicating Operator	GS-0303-05

DEFENSE PRINTING SERVICE
REPROGRAPHICS FACILITY
LETTERKENNY

CHAIN OF COMMAND

Defense Printing Service Management Office, Washington, DC
Director, Mr. Mike Cocchiola

Defense Printing Service Northeast Area, Philadelphia, PA
Director, Ms. Pat White

Defense Printing Service Detachment Office, Mechanicsburg, PA
Director, Mr. Joe Bradley

Defense Printing Service Reprographics Facility, Letterkenny
Supervisor, Mrs. Kim Brown

BRAC TENANT INFORMATION

DEFENSE PRINTING SERVICE
LETTERKENNY

1. Personnel 6

2. Customers

Defense Megacenter electronic output	63%
Letterkenny printing	31%
DRMO printing	5%
DDLP printing	1%

3. Mission impact

a. If the Army's current recommendations to the BRAC are approved, the printing requirements from the remaining Letterkenny ammo operation can be completed at our Detachment Office in Mechanicsburg, PA, or, even so, on office copiers. Our printing shop in building 1 will be closed.

b. If Letterkenny is drastically downsized (as the Army recommends), but the Megacenter remains, our personnel will be dropped to approximately 2 or 3 employees in direct support of the Megacenter output. And, in all honesty, with the communication lines as they are, the Megacenter output could be done in our Detachment Office in Mechanicsburg and our shop here at Letterkenny abolished.

DEFENSE PRINT PLANT TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	4	1	0	0	0	1	0		6
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$70,764								$70,764
UNEMPLOYMENT COMPENSATION-30WKS@$375	$45,000	$11,250	$0						$56,250
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$29,445	$7,361	$0						$36,807
RETRAINING SEVERED EMPLOYEES-$5,000	$20,000								$20,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$0	$33,044	$0		$33,044
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$0	$43,000	$0		$43,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$14,106	$3,526	$0						$17,632
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$20,520								$20,520
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

DEFENSE PRINT PLANT TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
COSTS TO TEAR DOWN, PACK, MOVE AND REINSTALL EQUIPMENT								$20,000	$20,000
GRAND TOTAL	$213,015	$22,138	$0	$0	$0	$76,044	$0	$20,000	$331,197

TENANT MISSION IMPACT FOR:

U.S. Army Materiel Command Management Engineering Activity, Industrial Operations Division (AMXME-D)

MISSION:

The mission of the U.S. Army Materiel Command (AMC) Management Engineering Activity (AMCMEA) is to serve as the principal Headquarters (HQ) AMC staff element for achieving competitive excellence in organization, management, and staffing structure needed to accomplish the primary AMC mission and goals through the application of state-of-the-art industrial and management engineering techniques and other analytical services. The AMCMEA provides customer requested business analysis services, and administers and executes the management engineering program for AMC and all its Major Subordinate Commands (MSCs) and Separate Reporting Activities (SRAs).

WHY LOCATED AT LETTERKENNY?

The Army proposed elimination of the AMCMEA, Industrial Operations Division (IOD) at Chambersburg, PA, was not supported by the BRAC proposal to eliminate maintenance operations at Letterkenny Army Depot (LEAD). There was no strategic or operational rationale for elimination of IOD. The location of IOD at Chambersburg was the result of a realignment action in 1989 which combined the HQ, U.S. Army Depot System Command Management Engineering Office with the AMCMEA Office responsible for the Manpower Staffing Standards System (MS-3) Program. Both organizations were located at LEAD. This realignment action saved 16 personnel resources or over $500,000.

MISSION IMPACT IF ELIMINATED/RELOCATED?

If the AMCMEA IOD were eliminated, there would be no AMC organization in place to provide analytical management, cost studies, etc., to the Industrial Operations Command (IOC) which constitutes approximately 40% of the AMC. If the AMCMEA IOD were eliminated, additional personnel would have to be trained to perform the mission of the organization resulting in considerable loss of productivity. The cost impact would equate to one manyear of learning curve (lost productivity) per person at an average salary of $43,000 times 12 analysts or approximately $516,000.

PLANNED DISPOSITION, IF KNOWN?

Correspondence is being forwarded to HQ AMC which recommends the mission be retained at Chambersburg, PA with or without the LEAD Maintenance Mission. The alternative, which would cost in excess of $1.0 million, would be to relocate the mission to Huntsville, AL, where the parent organization is located.

U.S. ARMY MATERIEL COMMAND
MANAGEMENT ENGINEERING ACTIVITY

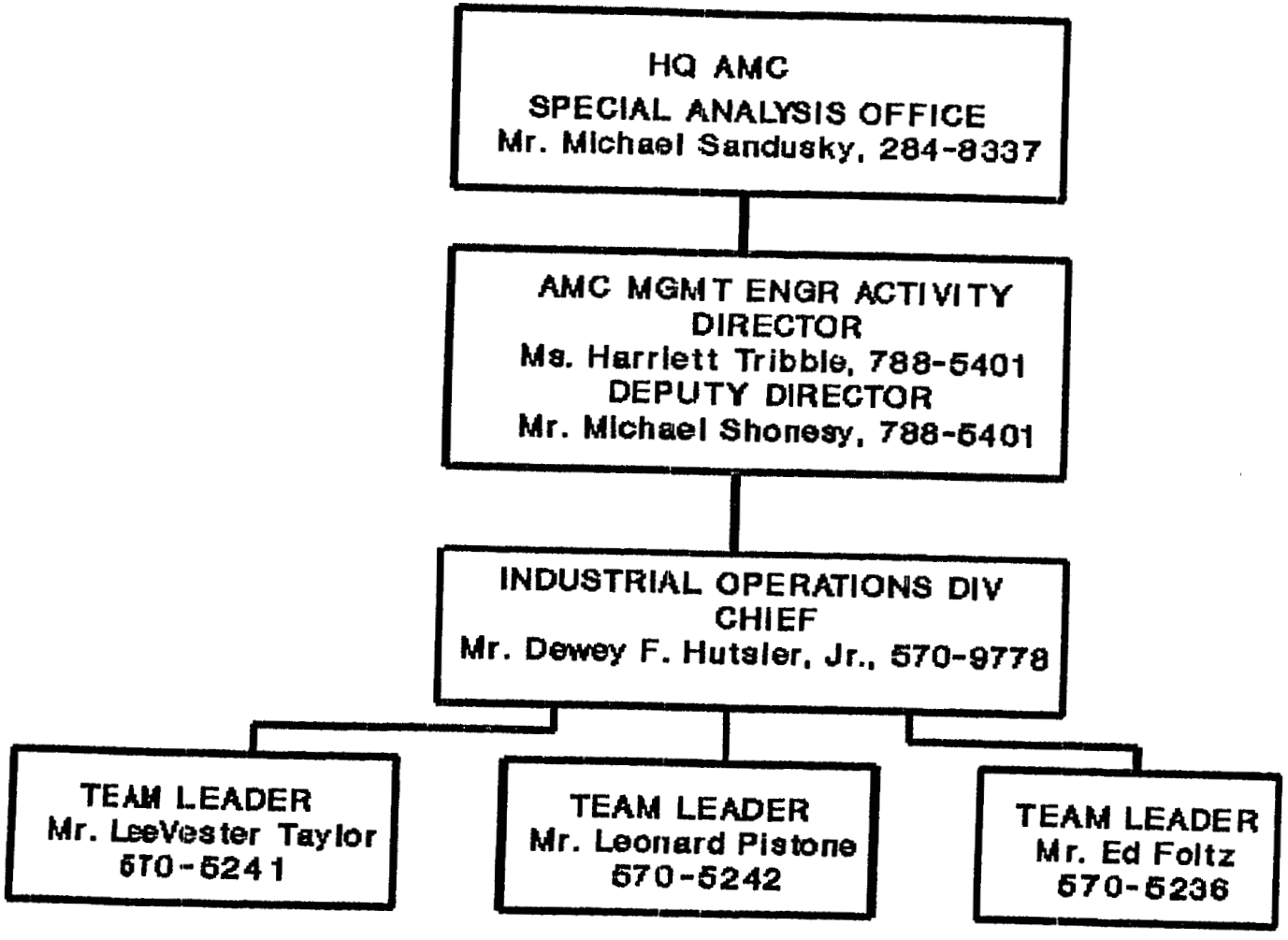
INDUSTRIAL OPERATIONS DIVISION

MISSION STATEMENT

The mission of the AMCMEA is to serve as the principal HQ AMC staff for achieving competitive excellence in organization, management, and staffing structure needed to accomplish the primary AMC mission and goals through the application of state-of-the-art industrial and management engineering techniques and other analytical services. AMCMEA provides customer requested business analysis and management engineering services for AMC.

The major function of AMCMEA is to perform diverse, adaptable, and responsive analytical services through independent and innovative analysis. Our functional analysis crosses organizational lines from DOD to the MSCs.

AMCMEA's CHAIN OF COMMAND



U.S. Army Materiel Command Management Engineering Activity

MISSION:
The mission of the U.S. Army Materiel Command Management Engineering Activity (AMCMEA) is to serve as the principal Headquarters (HQ) AMC staff element for achieving competitive excellence in organization, management, and staffing structure needed to accomplish the primary AMC mission and goals through the application of state-of-the-art industrial and management engineering techniques and other analytical services. AMCMEA provides customer requested business analysis services, and administers and executes the management engineering program for AMC and all its Major Subordinate Commands (MSCs) and Separate Reporting Activities (SRAs).

SERVICES SUPPLIED TO LETTERKENNY ARMY DEPOT (LEAD):
The AMCMEA does provide management engineering services to LEAD as they do all other AMC installations - primarily as a result of customer request. Studies for LEAD have helped them improve productivity and determine more accurate cost for operations. We do not exist to support just LEAD but rather support the entire command. Only a small portion of AMCMEA workload is generated by LEAD and if services are requested of the AMCMEA by LEAD, it is primarily limited to and conducted by the Industrial Operations Division. As indicated in the division title, the Industrial Operations Division, located in Chambersburg, services the entire Industrial Operations Command.

IMPACT TO THE AMC MISSION IF AMCMEA WERE ELIMINATED:
If the AMCMEA (Industrial Operations Division) were eliminated, there would be no AMC organization in place to provide analytical management, cost studies, etc., to the IOC which constitutes approximately 40% of the AMC. If the AMCMEA Industrial Operations Division were eliminated, additional personnel would have to be trained to perform the mission of the organization resulting in considerable loss of productivity. The cost impact would equate to 1 manyear of learning curve (lost productivity) per person at an average salary of $43,000 times 12 analysts or approximately $516,000 (see attached).

CUSTOMER BASE:
The current customers of the AMCMEA Industrial Operations Division are ALL the depots, arsenals and HQ AMC staff and major subordinate commands. For FY94, professional analysts support for the depots/arsenals/HQ AMC totaled approximately 80% with 62% for depots/arsenals and 18% for HQ AMC. The remaining 20% of analyst support was for organizations outside the AMC.

MODERNIZATION IMPACTS AT LEAD:
In the 1985 time frame, the AMCMEA, for its mission requirements, funded the construction of buildings 416 and 417 for $400,000 at LEAD.

Methodology for Determining Cost Impact

Number of Analysts in Industrial Operations Division - 12

Average Salary of Analysts - $43,000

Learning Curve - For each replacement analyst, they would be 1/3 productive the first year, 2/3 productive the second year therefore resulting in 1 year of lost productivity for each of the 12 analysts at $43,000 or a total of $516,000.

MANAGEMENT ENGINEERING ACTIVITY TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	4	0	1	0	0	1	9		15
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$70,764								$70,764
UNEMPLOYMENT COMPENSATION-30WKS@$375	$45,000	$0	$11,250						$56,250
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$29,445	$0	$7,361						$36,807
RETRAINING SEVERED EMPLOYEES-$5,000	$20,000								$20,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$0	$33,044	$297,396		$330,440
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$0	$43,000	$387,000		$430,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$14,106	$0	$3,526						$17,632
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$20,520								$20,520
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

MANAGEMENT ENGINEERING ACTIVITY TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
COSTS TO TEAR DOWN, PACK, MOVE AND REINSTALL EQUIPMENT								$25,000	$25,000
									$0
GRAND TOTAL	$213,015	$0	$22,138	$0	$0	$76,044	$684,396	$25,000	$1,020,593

Document Separator

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

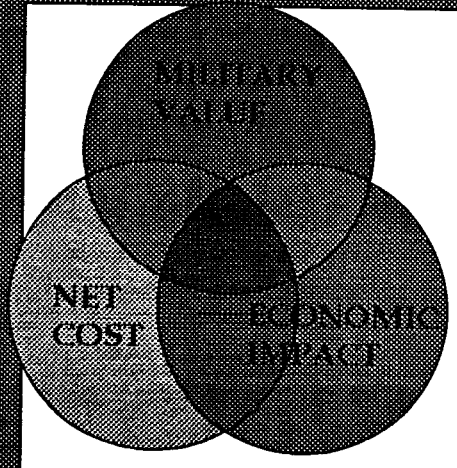


EXHIBIT D
TENANTS EXCLUDED FROM ARMY LETTERKENNY BRAC 95 DATA

TENANTS NOT INCLUDED IN DOD LETTERKENNY BRAC 95 PROPOSAL:

DLA SUPPLY DEPOT-DDLP.

DLA prepared a separate BRAC package for DDLP. For that reason, DDLP was excluded from the Army costs to eliminate the maintenance mission at Letterkenny. DDLP disestablishment is clearly a cost associated with the proposed elimination of the maintenance mission at Letterkenny since DLA has stated they will retain a depot at Letterkenny if they retain a maintenance mission, and their disestablishment action is totally driven to the proposed action for Letterkenny in BRAC 95. The Army contends the DDLP actions are actions being taken by DLA and are therefore not Army costs. Although that is technically correct, the $99 million one time costs are a cost to DOD and should be considered as part of the total decision.

SYSTEMS INTEGRATION & MANAGEMENT ACTIVITY-EAST

The DOD BRAC 95 proposal for Letterkenny did not include this tenant and as a result there are no costs associated with a planned moved of this organization. A separate briefing on the SIMA East will provide the details and background on this action which dates back to BRAC 91. The Army has taken the position that this organization can be moved based on BRAC 93 law. They have indicated it is their intent to move SIMA East using BRAC 93 dollars, but the move will be handled consistent with BRAC 95 milestones. It is clear this is part of the overall Army plan to move or eliminate all tenants from Letterkenny as part of the downsizing action, but to do so without identifying the total costs of doing so.

In BRAC 91 it was proposed to move SIMA to Rock Island. The GAO noted such a move would be both mission destructive and would be very costly with no benefit to the tax payer. In spite of the GAO concerns, the proposed action became part of the BRAC 91 law. In 1993 SIMA, as a central design organization, was put under the operational control of the new Department of Defense Information Systems Agency. This was to be accomplished under the mandate of a Defense Management Review Decision called DMRD 918. When BRAC 93 proposals were being considered DOD's proposal was to reverse the BRAC 91 law which called for SIMA East to move to Rock Island. The Secretary of Defense Justification for reversing the BRAC 91 law is quoted as follows: "...Retention (at Letterkenny) keeps this activity focused regionally upon the customer. ...Less than 25% of the work performed by SIMA East is associated with the Industrial Operations Command at Rock Island." The Commission recommeded SIMA East be retained at Letterkenny until DISA completed its review of activities under DRMD 918. Two years after BRAC 93 the Army has taken the position that it is appropriate to move SIMA East based on the fact the decision was made in 1993 to retain central design organizations with the services.

In summary, the GAO noted in 1991 it made no economic or mission sense to move SIMA East. In BRAC 93, the Secretary of Defense said based on the broad customer base of SIMA East and the small percent of work performed for the Industrrial Operations Command, it made sense to keep SIMA at Letterkenny. In 1995 the same customer relationships exist, a move will be both mission destructive and cost prohibitive, yet the Army has come to the same conclusion SIMA East should move to Rock Island, Illinois. And they should do so under the provisions of BRAC 93 law. This interpretation of BRAC 93 is clearly in violation of the spirit and intent and clearly is both a bad mission and a bad economic decision. The delayed decision on SIMA East is part of the overall Army strategy to remove all tenants from Letterkenny. Assuming the final BRAC decision for Letterkenny calls for the retention of a Depot Maintenance mission at Letterkenny, request SIMA East specifically be identified in the Commission recommendation to avoid unnecessary mission failure and one-time relocation expenses.

LOGISTICS SUPPORT ACTIVITY-MAJOR ITEMS INFORMATION CENTER (MIIC)

LOGSA-MIIC was not included in the Letterkenny BRAC package which was originally published. Since its publication, that organization has received notification they will be treated as a discretionary move to Huntsville, Alabama if the Letterkenny Depot Maintenance realignment action becomes law in BRAC 95. For this reason the LOGSA-MIIC costs were excluded from the BRAC 95 package for Letterkenny.

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LETTERKENNY TENANTS

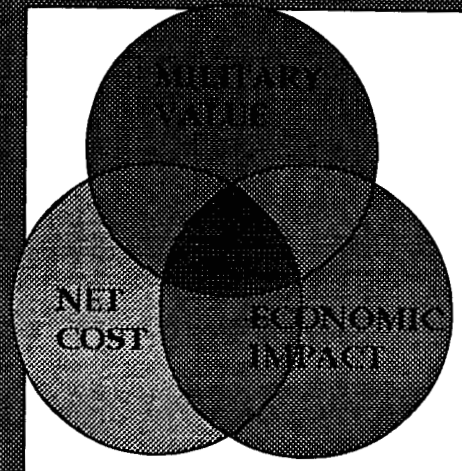

EXHIBIT E
NET COST-DDLP
BACKUP DATA

THIS DATA WAS NOT USED IN COST DATA EVEN THOUGH IT REPRESENTS DLA INPUT...THE GAO REPORTED COST FIGURE WAS USED SINCE IT WAS SMALLER THAN THE DLA DATA

DLA DDLP TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET W/VSIP	EMPL EARLY RET W/VSIP	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE-MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	157	0	76	23	193	0	0		449
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$2,777,487								$2,777,487
UNEMPLOYMENT COMPENSATION-30WKS@$375	$1,766,250	$0	$855,000	$258,750					$2,880,000
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$1,155,734	$0	$559,463	$169,311					$1,884,508
RETRAINING SEVERED EMPLOYEES-$5,000	$785,000								$785,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$6,377,492	$0	$0		$6,377,492
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$8,299,000	$0	$0		$8,299,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$553,645	$0	$268,006						$821,651
VSIP PAYOUT		$0	$1,900,000	$575,000					$2,475,000
TOTAL PEOPLE COSTS	$7,051,295	$0	$3,582,470	$1,003,061	$14,676,492	$0	$0	$0	$26,313,318
NON PEOPLE COSTS									

DLA DDLP TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET W/VSIP	EMPL EARLY RET W/VSIP	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE-MENT	OTHER COSTS	TOTAL
CONSTRUCTION AT DDAA FOR 36 ACRES OF HARDSTAND								$15,590,000	$15,590,000
COST TO PREPARE FOR SHIPMENT & SHIP MATERIAL STORED AT LETTERKENNY								$57,100,000	$57,100,000
GRAND TOTAL	$7,051,295	$0	$3,582,470	$1,003,061	$14,676,492	$0	$0	$72,690,000	$99,003,318

TENANT MISSION IMPACT FOR:

Defense Distribution Depot Letterkenny (DDLP)

MISSION:

To plan, direct, coordinate and manage the physical distribution functions relative to the receipt, storage, preservation/package, issue and transportation of major and secondary items.

WHY LOCATED AT LETTERKENNY?

DDLP, a former Army supply depot, is located at LEAD primarily to support the LEAD maintenance mission; however, DDLP's customers include Army, Navy, Air Force, Marines, FMS customers, plus numerous smaller organizations.

MISSION IMPACT IF ELIMINATED/RELOCATED?

No impact if LEAD is closed. If LEAD remains, it would become difficult for LEAD to perform its mission as they do today. This is because DDLP is the supply source for LEAD.

PLANNED DISPOSITION, IF KNOWN?

Disestablish DDLP. Material remaining at DDLP at the time of disestablishment will be relocated to available storage space within the DOD distribution system.

the depot. The current location will permit them to provide both cost and mission effective support to the residual Letterkenny missions and to other customers currently supported.

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BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

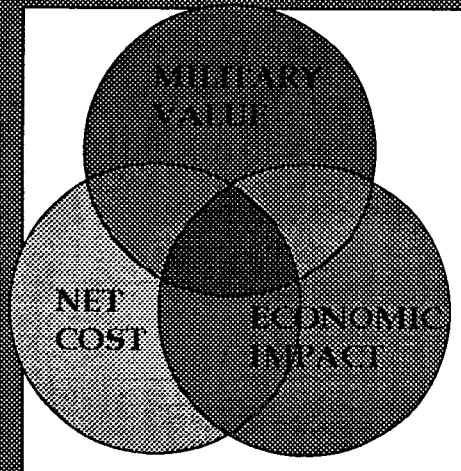

EXHIBIT F
NET COST TENANTS
EXCLUDING DDLP
BACKUP DATA

TENANTS TO BE ELIMINATED	ACTUAL TOTAL MANPOWER	% MANPOWER UTILIZED FOR LEAD DEPOT MAINTENANCE / DDLP CUSTOMERS	AVG ANNUAL SALARY (INCL BENEFITS)	TOTAL ANNUAL SAVINGS FROM ELIMINATIONS	INCORRECT DOD BRAC 95 MANPOWER	ACTL EQUIV MPWR SAVING
ARMY AUDIT AGENCY	13	15.00%	$44,210	$86,210	16	1.95
HEALTH CLINIC	15	40.00%	$34,535	$207,210	14	6.00
TMDE REGION 1	16	5.20%	$42,042	$34,979	11	0.83
DEFENSE REUTILIZATION MARKETING OFC (DRMO)	27	78.00%	$40,121	$844,940	37	21.06
DEFENSE PRINTING	6	32%	$44,027	$84,532	6	1.92
MANAGEMENT ENGINEERING ACTIVITY	15	5.00%	$53,703	$40,277	21	0.75
TOTALS	92			$1,298,148	105	32.51

AAA...SERVES GEOGRAPHIC AREA. DATA FOR PAST THREE YEARS SHOWS ONE AUDIT FOR DEPOT MAINTENANCE AND ANOTHER FOR FINANCIAL STATEMENTS. COMBINED THIS IS APPROXIMATELY 15% OF RESOURCES. BALANCE OF RESOURCES HAVE SUPPORTED REGIONAL CUSTOMER BASE. THAT WORK WILL CONTINUE.

HEALTH CLINIC...ONLY 40% OF WORKLOAD IS IN SUPPORT OF DEPOT MAINTENANCE/DDLP. 50% OF WORKLOAD IS IN SUPPORT OF 20,000 MILITARY RETIREES IN AREA, REMAINING 10% SUPPORT HAGERSTOWN RESERVE UNITS, LEAD AMMO & TENANTS.

TMDE-REGION 1...SUPPORTS ASSIGNED REGIONAL AREA. LEAD ONLY REPRESENTS 5% OF TOTAL WORKLOAD.

DRMO...78% WORKLOAD GENERATED FROM LEAD DEPOT MAINTENANCE AND DDLP.

DEFENSE PRINTING. ONLY 32% OF WORKLOAD IS FOR DEPOT MAINTENANCE AND DDLP. PRIMARY CUSTOMER IS DEFENSE MEGACENTER.

MEA. ONLY 5% OF WORKLOAD IS IN SUPPORT OF LEAD DEPOT MAINTENANCE AND DDLP. ORGANIZATION SUPPORTS GEOGRAPHIC AREA. LOGICAL LOCATION IS LETTERKENNY, BUT IF EVICTED WILL RELOCATE, NOT BE ELIMINATED.

LETTERKENNY ARMY DEPOT, PA

1. **RECOMMENDATION :** Realign Letterkenny Army Depot by transferring the towed and self-propelled combat vehicle mission to Anniston Army Depot. Retain an enclave for conventional ammunition storage and tactical missile disassembly and storage. Change the 1993 Commission's decision regarding the consolidating the tactical mission maintenance at Letterkenny by transferring missile guidance system workload to Tobyhanna Army Depot.

2. **IMPACT :** 2090 direct jobs

3. **COBRA RUN :**

POSITION ELIMINATED		POSITION REALIGNED	
officer	= 9	officer	= 1
enlisted	= 11	enlisted	= 14
civilian	= 1267	civilian	= 788
TOTAL	= 1287	TOTAL	= 803

4. **ASIP :**

POSITION ELIMINATED

WONT!P	AGY USA AUDIT	0 (OFF)	0 (ENL)	16 (CIV)
W2KR20	ACTUSA MEDDEP	0 (OFF)	0 (ENL)	14 (CIV)
W459-A	TMDE SUP GP #1	0 (OFF)	1 (ENL)	11 (CIV)
W4E4!A	ACTMEA	0 (OFF)	0 (ENL)	21 (CIV)
W4GV90	USA CECOM	0 (OFF)	0 (ENL)	1 (CIV)
!0L602	DRMO	0 (OFF)	0 (ENL)	37 (CIV)
!OL603	DEF PRINTING	0 (OFF)	0 (ENL)	6 (CIV)
W0L6AA	LETTERKENNY	9 (OFF)	10 (ENL)	1161 (CIV)
TOTAL		9 (OFF)	11 (ENL)	1267 (CIV)

POSITION REALIGNED

W23H01	COE (BASE X)	0 (OFF)	0 (ENL)	2 (CIV)
W45917	TMDE SPT GP (BASE X)	0 (OFF)	0 (ENL)	60 (CIV)
W49052	DFAS (BASE X)	0 (OFF)	0 (ENL)	78 (CIV)
W49C!A	DEF MEGA CTR (BASE X)	1 (OFF)	14 (ENL)	165 (CIV)
WUMODL	PUB WORK (BASE X)	0 (OFF)	0 (ENL)	183 (CIV)
WOL6AA	LETTERKENNY (TOAD)	0 (OFF)	0 (ENL)	300 (CIV)
TOTAL		1 (OFF)	14 (ENL)	788 (CIV)

5. **RETAIN : AT LETTERKENNY**

WOH932	MICOM	1 (OFF)	0 (ENL)	0 (CIV)
WOL6AA	LETTERKENNY	0 (OFF)	0 (ENL)	490 (CIV)

- AMMO STORAGE
- QA
- SECURITY
- BASOPS

W43T03	LOGSA	3 (OFF)	13 (ENL)	126 (CIV)
W44K-A	SIMA	3 (OFF)	18 (ENL)	289 (CIV)
TOTAL		7 (OFF)	31 (ENL)	905 (CIV)

TOTAL ALL TENANTS (EXCLUDES DESCOM AND DDLP) TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE-MENT	OTHER COSTS	TOTAL
TENANTS IDENTIFIED TO MOVE									
SYSTEMS INTEGRATION & MANAGEMENT ACTIVITY (SIMA)	$1,511,943	$420,617	$819,097	$0	$6,311,652	$1,520,880	$1,520,880	$600,000	**$12,705,069**
LOGISTICS SUPPORT ACTIVITY – MAJOR ITEMS INFO CENTER (MIIC)	$962,396	$132,827	$309,929	$0	$3,802,200	$760,440	$2,129,232	$500,000	**$8,597,023**
PUBLIC WORKS CENTER (PWC)	$2,283,625	$66,413	$575,582	$0	$5,931,432	$1,140,660	$1,292,748	$0	**$11,290,460**
DEFENSE MEGACENTER (DMC) --CHAMBERSBURG	$3,260,499	$0	$376,342	$0	$3,954,288	$0	$2,281,320	$0	**$9,872,449**
TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) SUPPORT	$13,180	$88,551	$88,551	$0	$2,661,540	$380,220	$760,440	$895,000	**$4,887,482**
DEFENSE FINANCE & ACCOUNTING SERVICE (DFAS)	$262,974	$22,138	$22,138	$0	$228,132	$0	$380,220	$0	**$915,601**
TOTAL COSTS FOR TENANTS TO MOVE	**$8,294,617**	**$730,546**	**$2,191,638**	**$0**	**$22,889,244**	**$3,802,200**	**$8,364,840**	**$1,995,000**	**$48,268,085**
TENANTS TO BE ELIMINATED									
TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) REGION 1	$13,180	$0	$22,138	$0	$684,396	$228,132	$228,132	$180,000	**$1,355,978**
ARMY AUDIT AGENCY	$63,139	$0	$0	$0	$912,528	$0	$0	$0	**$975,667**
HEALTH CLINIC	$262,974	$22,138	$22,138	$0	$228,132	$0	$380,220	$0	**$915,601**
DEFENSE REUTILIZATION MARKETING OFC (DRMO)	$125,680	$170,520	$279,780	$56,840	$430,000	$0	$0	$396,000	**$1,458,820**
DEFENSE PRINTING	$213,015	$22,138	$0	$0	$0	$76,044	$0	$20,000	**$331,197**

TOTAL ALL TENANTS (EXCLUDES DESCOM AND DDLP) TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE-MENT	OTHER COSTS	TOTAL
MANAGEMENT ENGINEERING ACTIVITY (MEA)	$213,015	$0	$22,138	$0	$0	$76,044	$684,396	$25,000	$1,020,593
TOTAL COSTS OF TENANTS TO BE ELIMINATED	$891,002	$214,796	$346,193	$56,840	$2,255,056	$380,220	$1,292,748	$621,000	$6,057,854
TOTAL COST TO MOVE ALL TENANTS (EXCLUDING DDLP & DESCOM)	$9,185,618	$945,342	$2,537,832	$56,840	$25,144,300	$4,182,420	$9,657,588	$2,616,000	$54,325,939

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LETTERKENNY TENANTS

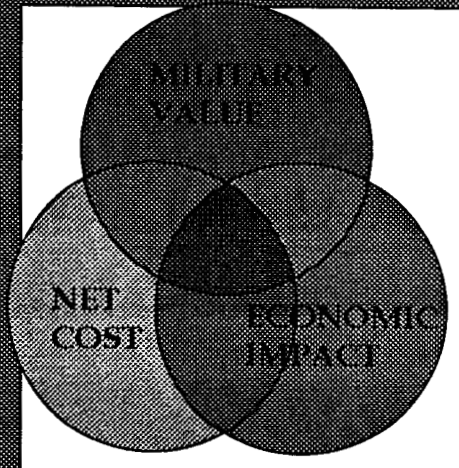

EXHIBIT G
COSTS NOT INCLUDED IN THE NET COST FIGURES

TENANT PRODUCTIVITY LOSSES	OTHER COSTS
LOGSA MIIC	$11,600,000
SIMA EAST	$16,242,318
TMDE-REGION 1	$103,000
TMDE SPT	$445,000
GRAND TOTAL	$27,945,318

SIMA-E PRODUCTIVITY LOSSES

EXPLANATION OF ENCLOSURES 1 THROUGH 4:

It is axiomatic that some level of productivity losses will be incurred as organizations are realigned. The real questions are: (1) What is the extent of the productivity losses; (2) How long can they be expected to last; and (3) What is the confidence level in predicting one and two.

This is not a speculative exercise for this organization. Adjusting estimates of time, effort, schedule, and cost as a result of changes to resource availability is a function of our daily business. The difference in this estimating exercise is one of scale, and even that is not a significant problem as, for various reasons, we have estimated changes of this magnitude several times before. Therefore, we have a great deal of confidence in our ability to predict the extent and duration of the productivity loss.

In SIMA-E to determine the scope of productivity losses we draw upon two things. First, we draw upon our **thirty years of experience** in this business. Our extensive experience in this business enable us to determine with reasonable precision: (1) what our current level of productivity is; (2) what skills we are likely to lose if the organization moves; and (3) how long it will take to re-grow them. Second, we use an **industry accepted software estimating model called SLIM**. (See **Enclosure 1** for a list of commercial firms and government organizations that currently use this tool.) This tool enables us to assess the impacts of various productivity levels on time, effort, schedule and cost. Further, it allows us to **compare our estimates to industry norms** for like development efforts. In effect, it is an independent sanity check on reasonableness of estimates.

Utilizing our experience and the modeling tool we proceeded through the following steps to estimate the productivity losses.

First, we developed a list of our potential personnel losses by type and quantity. Our survey of personnel indicates that a substantial number of people who embody the institutional knowledge of the organization will not move when it is transferred to another location. There will be a huge loss in functional knowledge, specialized experience with the application software, and in project management leadership. The numbers are extensive as can be seen by the list shown at **Enclosure 2**.

Second, based on our experience, we translated these personnel losses in to three numerically expressed levels of productivity that could be input into the model. In the SLIM model, productivity is expressed as a numeric index ranging from 1-30. The industry norm identified in the SLIM model for business type systems is 15.8. The average productivity index for SIMA-E in developing business type systems is currently 17.4. In practical terms, a higher index number means lower cost, shorter schedules, and less effort; and, a lower index number means the converse.

Knowing what our current level of productivity is and knowing what skills and experience we are likely to lose, we are able to estimate what our levels of productivity will be in the first year, second year, and third year following a move. We estimate that in the **first year we will fall below the industry norm of 15.8 PI to a 15.1 PI.** In the first year following a transfer it is anticipated that productivity will drop significantly for the reasons cited in the first step. In fact, falling from 17.4 to 15.1 in the first year is **a very conservative estimate of the level of fall.** It could very well fall to a 14.1 or lower. During the second year

following the move some of this loss should be recouped as the organization gradually rebuilds its core skill base. By the third year we should be approximately 90% of the way back to where we were before the transfer.

Third, after determining what the Productivity Indices were likely to be for each of the years following the move, we input each indices into the model and recomputed the cost, schedule, effort values for each of the elements within the current work plan.

Fourth, we compared the results with our current costs. The differences in values between the current plan and the future plans represent the productivity losses for the entire organization. This result is shown in dollar value terms on the SIMA-E FY 95 Business Plan spreadsheet shown as **Enclosure 3**. It is also shown graphically in the bar chart labeled **SIMA-E PRODUCTIVITY LOSSES (Enclosure 4).** The chart shows the estimated amount of productivity loss for each year and the cumulative loss for all three years. As can be seen in the total column the cumulative effect will be approximately 16.2 million dollars--a sum equal to the cost of one year of doing business.

If this move takes place, since we are a fee for service organization, this increase in the cost of doing business will ultimately be passed back to the customer base in the form of increased rates and stretched out delivery schedules.

To illustrate our productivity analytical process, we have included SLIM details for one application in the charts and narrative that follows. Detailed information for other or all applications is available upon request.

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ENCLOSURE !

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Enclosure 1

NATURE OF EMPLOYEE LOSS:	NUMBER OF EMPLOYEES WHO WILL NOT ACCOMPANY MISSION
EMPLOYEES TO BE SEVERED	30
EMPLOYEES OPTIONAL RETIREMENT	19
EMPLOYEES EXERCISING DISCONTINUED SERVICE RETIREMENT	37
EMPLOYEES WHO WILL FIND ANOTHER GOVERNMENT JOB	20
EMPLOYEES WHO WILL BE PLACED UNDER PPS	20
TOTAL	126

Enclosure 2

SIMA-E
FY 95 BUSINESS PLAN
BRAC PRODUCTIVITY IMPACTS

FUND SOURCE	AREA OF SUPPORT	FY95 ORGANIC COSTS	FIRST YEAR COSTS	SECOND YEAR COSTS	THIRD YEAR COSTS
	AMC LEGACY SYS & BUSINESS PROCESS SUPPORT				
HQ AMC					
AMC	AAMMIS	$543,315	$896,470	$706,310	$575,914
AMC	AMCISS APPROVED WORKLOAD	$591,400	$975,810	$768,820	$626,884
AMC	IEMS/ASSSC LEGACY SYS SPT	$100,000	$165,000	$130,000	$106,000
AMC	AMMO-MISSION	$289,000	$476,850	$375,700	$306,340
AMC	CIO APPROVED WORKLOAD	$515,000	$849,750	$669,500	$545,900
OTHER AMC					
ERF	SDS LEGACY SUPPORT OF ERF	$377,749	$623,286	$491,074	$400,414
APG	SDS AMMO PROGRAM	$223,807	$369,282	$290,949	$237,235
I&SA	RASFIARS/AMCISS AT APG	$26,851	$44,304	$34,906	$28,462
I&SA	AMCISS INTERFACE TO IFS-M	$33,711	$55,623	$43,824	$35,734
AMCCOM	IOC CENTRALIZED WKLD	$40,364	$66,601	$52,473	$42,786
AMCCOM	SDS LEGACY SYS SUPPORT	$55,358	$91,341	$71,965	$58,679
AMCCOM	AMMO INVENTORY ACCT PROGRAM	$51,614	$85,163	$67,098	$54,711
DESCOM	SDS IN SUPPORT OF WR PRGM (AR2/4)	$1,065,292	$1,757,732	$1,384,880	$1,129,210
DESCOM	SDS WAR RESERVES AR-2 (MAILS)	$569,303	$939,350	$740,094	$603,461
DESCOM	DESCOM SDS LEGACY SYS SUPPORT	$1,470,000	$2,425,500	$1,911,000	$1,558,200
DESCOM	SDS LEGACY SYSTEMS SUPPORT	$865	$1,427	$1,125	$917
DESCOM	DEPOT WKLD FORECAST SYS	$17,091	$28,200	$22,218	$18,116
DESCOM	AFES SUPPORT - MCALESTER	$1,203	$1,985	$1,564	$1,275
DESCOM	AMCISS TECHNICAL SPT/TRAINING	$4,638	$7,653	$6,029	$4,916
DESCOM	PALADIN MASS REQUISITIONS	$1,612	$2,660	$2,096	$1,709
LOGSA	UNIQUE ITEM TRACKING	$13,964	$23,041	$18,153	$14,802
MICOM	ARMS WORKSHOP/PUBLICATIONS	$50	$83	$65	$53
NON-AMC					
SLA	SINGLE STOCK FUND	$1,605,195	$2,648,572	$2,086,754	$1,701,507
SLA	SDS IMPL AT AMMO PLANTS	$364,796	$601,913	$474,235	$386,684
SLA	PHASE II PROCESS OF ASLP	$25,000	$41,250	$32,500	$26,500
SLA	SLA INITIATIVES	$2,000	$3,300	$2,600	$2,120
DFAS	DFAS SDS SYS SPT-AFES	$511,403	$843,815	$664,824	$542,087
DFAS	DFAS SDS SYS SPT ATAAPS	$1,170,202	$1,930,833	$1,521,263	$1,240,414
DFAS	DFAS SDS SYS SPT RASFIARS	$490,589	$809,472	$637,766	$520,024
DFAS	DFAS SDS SYS SPT-SIFS	$2,591,300	$4,275,645	$3,368,690	$2,746,778
DFAS	DFAS SDS SYS SPT - SIFS (CAWCF)	$93,000	$153,450	$120,900	$98,580
DFAS	APARS/ICAR SUPPORT TO TOAD	$25,800	$42,570	$33,540	$27,348
			$0	$0	$0
JLSC	JLSC LEGACY SYSTEM SUPPORT/AMCL8	$576,071	$950,517	$748,892	$610,635
JLSC	JLSC DM MRP/CMF	$85,810	$141,587	$111,553	$90,959
JLSC	JLSC LEGACY SYSTEM SUPPORT-DEPOT MAINT	$1,130,897	$1,865,980	$1,470,166	$1,198,751
JLSC	AMMO BPM CONVERSION	$6,922	$11,421	$8,999	$7,337
JLSC	AMMO SDS+	$41,283	$68,117	$53,668	$43,760
			$0	$0	
DLA	SOFTWARE DEVELOPMENT ASSISTANCE	$225,499	$372,073	$293,149	$239,029
DMC-C	EXECUTIVE SOFTWARE SUPPORT	$310,000	$511,500	$403,000	$328,600
EUR	SDS LEGACY SUPPORT OF RSAM	$14,828	$24,466	$19,276	$15,718
EUR	SDS @ KTOWN	$69,946	$115,411	$90,930	$74,143
DOD	IEMS AT DECA	$31,815	$52,495	$41,360	$33,724
DOD	EDI IMPLEMENTATION	$272,367	$449,406	$354,077	$288,709
DOD	SDS LEGACY SYS SPT - INTERFACES TO DMMIS	$150,106	$247,675	$195,138	$159,112
DOD	SPERRY 5000/80 SUPPORT	$10,000	$16,500	$13,000	$10,600
DOD/DA	MODIFICATION OF ILS	$63,525	$104,816	$82,583	$67,337
IMMC	VHFS SITE SURVEY	$50,389	$83,142	$65,506	$53,412
LEA	SDS WAR RESERVES - AR3	$170,475	$281,284	$221,618	$180,704
	AMC LEGACY SYS &BUSINESS PROCESS	$16,081,405	$26,534,318	$20,905,827	$17,046,289

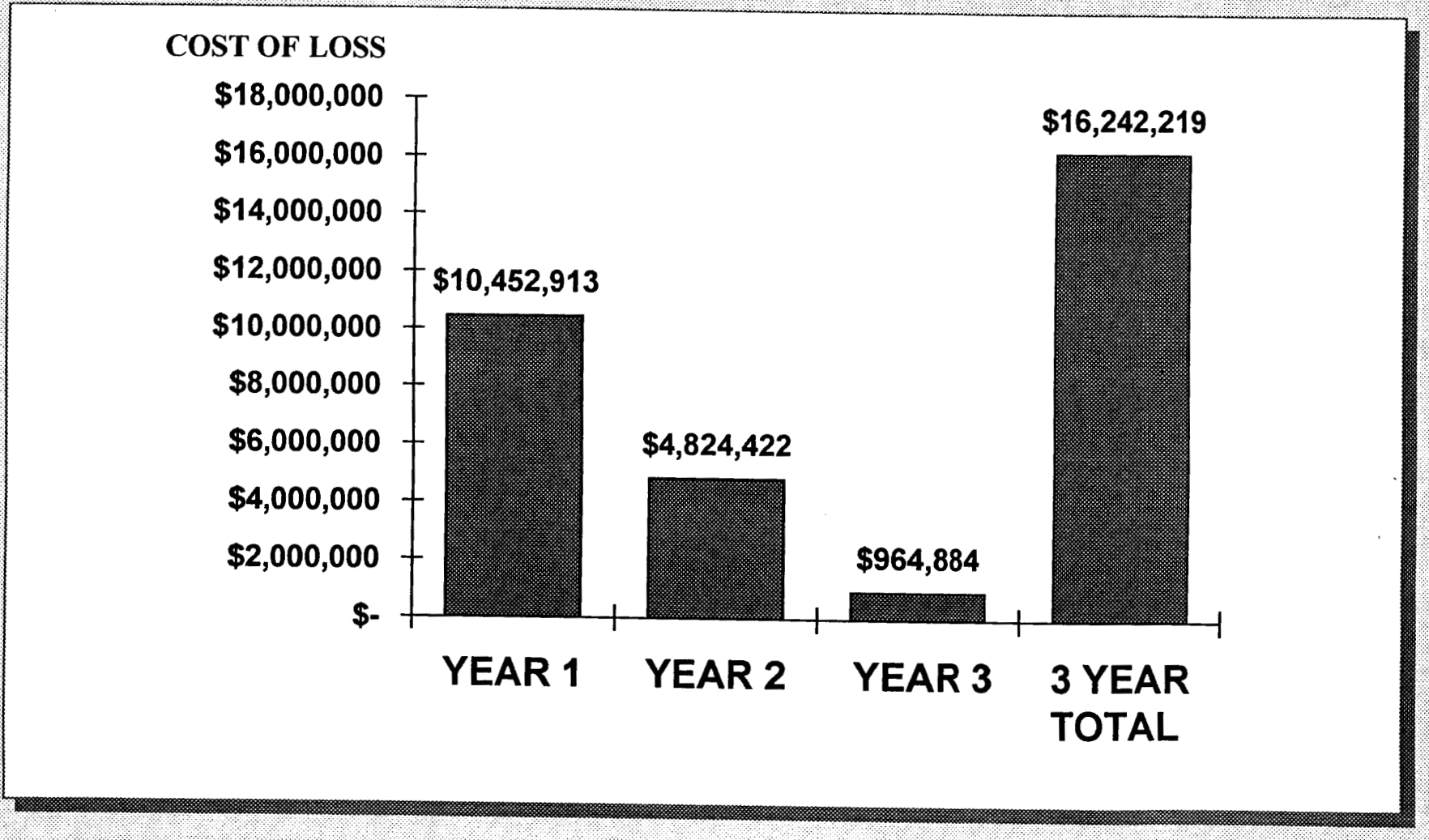
It would take $10.5 million more to accomplish the same workload one year after the move.

SIMA-E SKILL LOSS IMPACTS MISSION FAILURE

- **CRITICAL SUCCESS FACTORS**
  - **MISSION IMPACT**

- **DELIVER QUALITY PRODUCTS/SERVICES**
  - **MEANTIME BETWEEN DEFECTS ....SERVERE DEGRADATION OF QUALITY**
- **ON-TIME**
  - **DELIVERY SCHEDULES WILL BECOME UNACCEPTABLE**
- **WITHIN BUDGET**
  - **COST INCREASES TO CUSTOMERS - $16 MILLION OVER 3 YEAR PERIOD**

SIMA-E PRODUCTIVITY LOSSES



SIMA-E PRODUCTIVITY LOSSES

EXPLANATION OF SLIM PROJECT ASSUMPTIONS REPORT:

This is a project assumption sheet from the SLIM model. The project assumption sheet identifies the major parameters employed in developing the estimated cost, schedule and effort associated with a particular project.

This is the project assumption sheet for the Army Material Command Installation Supply System. It indicates that we have a requirement to modify approximately 44000 to 64000 lines of code within this system during the FY 95. It also indicates that our anticipated level of productivity for this system is 17.4. This number is a index that represents SIMA-E current (FY 95) tooling and methods capability, the technical constraints of this particular system, and the skills, knowledge, and abilities of the individuals responsible for the development.

This productivity index in conjunction with the size of the system are used by the model to determine the cost of development, the amount of time to develop, and the amount of effort required.

Project Assumptions

Name AMCISS FY 95 BUSINESS PLAN **Start Date** 10/1/95

Phases Included

Phase Name	Shape
Functional Design	Medium Front Load Rayleigh
Main Build	Default Rayleigh

Sizing (ESLOC)

Low	Most Likely	High
44000	56000	64000

Predominant Application Type Business

Complexity Mix	
Business	100 %

Productivity (User Specified)

PI 17.4 **PI Uncertainty** Slightly Uncertain

SIMA-E PRODUCTIVITY LOSSES

EXPLANATION OF THE SLIM DEFAULT PI DETAIL:

This is the SLIM Productivity Index detail input sheet. It is used to determine a level of productivity that the activity can use as an input into the model. At its foundation is a world wide industry productivity average for the various types of software developed. The average for 'business type" software as of 1993 was 15.8 on a scale of 1- 30 with the high number indicating greater productivity. This average number is adjusted up or down by an organization depending on how each of the detail questions are answered.

In the left column is a series of questions pertaining to tooling and methods the organization has at its disposal, questions pertaining to any technical constraints associated with the particular project, and questions pertaining to personnel of the organization.

In the right column is our responses to these questions. The responses are expressed in a numerical scale from 1 to 10 with five being average. The numeric responses are calculated and used to adjust the productivity index up or down.

We have shown four separate Default PI Detail entry sheets. There is one that represents our current situation and there are three more that identify how we would have to answer the questions for each of the three post move years.

For the post move years the tooling and methods questions and the technical constraints questions have been held constant. In other words, we have assumed that there would be no impact in these areas resulting from the move. However, the Personnel Profile for the post move years has been modified to reflect the impacts on personnel structure and ability resulting from a move. Year 1 shows the greatest impact and year 3 the least.

Default PI Detail

Peak Manpower Constraints
Lowest n/a **Highest** n/a

Schedule and Quality
Priority Schedule, quality, cost equally important

Productivity Assessment Categories	**Response**
Tooling/Methods	<Detail>
What is your level of familiarity with the development hardware?	7
What is the availability of the development system?	8
What is the role of database management in this system?	Unknown/na
What is your DBMS tools capability?	Unknown/na
What is the volume of screens anticipated in this system?	7
What is your screen writer capability?	5
What is the volume of reports anticipated in this system?	5
What is your report writer capability?	5
What is the volume of file handling anticipated in this system?	5
What is the capability of your file handling tools?	5
What is your level of capability using diagramming tools?	3
What is your level of capability using testing tools?	4
What is your level of capability using programming tools?	5
What is your level of capability using configuration management tools?	4
What is your level of capability using project management tools?	5
What is your level of capability using documentation tools?	4
What is your level of capability using QA tools?	4
What is the capability of your database conversion utilities?	3
What is the level of integration of your tools?	3
What is the robustness of your development standard? (0=no standard)	3
What is the level of adherence to your development standard?	4
What is your level of experience with it?	4
What is the level of adaptability of your development standard in handling different size systems?	5

Technical Constraints	**Response** <Detail>
What is the intensity of memory utilization in this system?	5
What is the volume of data in this system?	5
What is the complexity of data manipulation in this system?	5
What is the volume of new algorithms?	5
What is the complexity of developing new algorithms?	5
What is the volume of new logic?	5
What is the complexity of developing new logic?	5
What is the volume of expected requirements changes?	5
What is the level of complexity anticipated in interfacing with the customer?	5
What is the level of complexity anticipated in interfacing with external systems?	5
What is the level of difficulty in integrating and testing existing code?	5
What is the severity level of the documentation requirements?	5
What is the level of stability of your hardware platform?	5

Default PI Detail

What is the level of stability of your system software?	5

Personnel Profile	**Response** <Detail>
What is the effectiveness of management and leadership?	5
What is the availability of training?	5
What is the anticipated level of staff turnover?	3
What is the availability of skilled manpower?	5
What is the level of functional knowledge?	7
What level of experience does the development team have with this application type?	6
What is the anticipated level of motivation of the development team?	5
What is the level of cohesiveness of the development team?	5
What is the level of human communication complexity?	5

Computed Productivity Index 17.4

Default PI Detail

Peak Manpower Constraints
Lowest n/a **Highest** n/a

Schedule and Quality
Priority Schedule, quality, cost equally important

Productivity Assessment Categories	**Response**
Tooling/Methods	<Detail>
What is your level of familiarity with the development hardware?	7
What is the availability of the development system?	8
What is the role of database management in this system?	Unknown/na
What is your DBMS tools capability?	Unknown/na
What is the volume of screens anticipated in this system?	7
What is your screen writer capability?	5
What is the volume of reports anticipated in this system?	5
What is your report writer capability?	5
What is the volume of file handling anticipated in this system?	5
What is the capability of your file handling tools?	5
What is your level of capability using diagramming tools?	3
What is your level of capability using testing tools?	4
What is your level of capability using programming tools?	5
What is your level of capability using configuration management tools?	4
What is your level of capability using project management tools?	5
What is your level of capability using documentation tools?	4
What is your level of capability using QA tools?	4
What is the capability of your database conversion utilities?	3
What is the level of integration of your tools?	3
What is the robustness of your development standard? (0=no standard)	3
What is the level of adherence to your development standard?	4
What is your level of experience with it?	4
What is the level of adaptability of your development standard in handling different size systems?	5

Technical Constraints	**Response** <Detail>
What is the intensity of memory utilization in this system?	5
What is the volume of data in this system?	5
What is the complexity of data manipulation in this system?	5
What is the volume of new algorithms?	5
What is the complexity of developing new algorithms?	5
What is the volume of new logic?	5
What is the complexity of developing new logic?	5
What is the volume of expected requirements changes?	5
What is the level of complexity anticipated in interfacing with the customer?	5
What is the level of complexity anticipated in interfacing with external systems?	5
What is the level of difficulty in integrating and testing existing code?	5
What is the severity level of the documentation requirements?	5
What is the level of stability of your hardware platform?	5

Default PI Detail

What is the level of stability of your system software?	5

Personnel Profile	**Response** <Detail>
What is the effectiveness of management and leadership?	4
What is the availability of training?	5
What is the anticipated level of staff turnover?	9
What is the availability of skilled manpower?	4
What is the level of functional knowledge?	3
What level of experience does the development team have with this application type?	3
What is the anticipated level of motivation of the development team?	5
What is the level of cohesiveness of the development team?	5
What is the level of human communication complexity?	5

Computed Productivity Index 15.1

Default PI Detail

Peak Manpower Constraints

Lowest n/a **Highest** n/a

Schedule and Quality

Priority Schedule, quality, cost equally important

Productivity Assessment Categories	**Response**
Tooling/Methods	<Detail>
What is your level of familiarity with the development hardware?	7
What is the availability of the development system?	8
What is the role of database management in this system?	Unknown/na
What is your DBMS tools capability?	Unknown/na
What is the volume of screens anticipated in this system?	7
What is your screen writer capability?	5
What is the volume of reports anticipated in this system?	5
What is your report writer capability?	5
What is the volume of file handling anticipated in this system?	5
What is the capability of your file handling tools?	5
What is your level of capability using diagramming tools?	3
What is your level of capability using testing tools?	4
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Technical Constraints	**Response** <Detail>
What is the intensity of memory utilization in this system?	5
What is the volume of data in this system?	5
What is the complexity of data manipulation in this system?	5
What is the volume of new algorithms?	5
What is the complexity of developing new algorithms?	5
What is the volume of new logic?	5
What is the complexity of developing new logic?	5
What is the volume of expected requirements changes?	5
What is the level of complexity anticipated in interfacing with the customer?	5
What is the level of complexity anticipated in interfacing with external systems?	5
What is the level of difficulty in integrating and testing existing code?	5
What is the severity level of the documentation requirements?	5
What is the level of stability of your hardware platform?	5

Default PI Detail

What is the level of stability of your system software?	5

Personnel Profile	**Response** <Detail>
What is the effectiveness of management and leadership?	4
What is the availability of training?	5
What is the anticipated level of staff turnover?	6
What is the availability of skilled manpower?	5
What is the level of functional knowledge?	4
What level of experience does the development team have with this application type?	4
What is the anticipated level of motivation of the development team?	5
What is the level of cohesiveness of the development team?	5
What is the level of human communication complexity?	5

Computed Productivity Index 15.$\overline{9}$

Default PI Detail

Peak Manpower Constraints
Lowest n/a **Highest** n/a

Schedule and Quality
Priority Schedule, quality, cost equally important

Productivity Assessment Categories	**Response**
Tooling/Methods	<Detail>
What is your level of familiarity with the development hardware?	7
What is the availability of the development system?	8
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What is your DBMS tools capability?	Unknown/na
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What is your screen writer capability?	5
What is the volume of reports anticipated in this system?	5
What is your report writer capability?	5
What is the volume of file handling anticipated in this system?	5
What is the capability of your file handling tools?	5
What is your level of capability using diagramming tools?	3
What is your level of capability using testing tools?	4
What is your level of capability using programming tools?	5
What is your level of capability using configuration management tools?	4
What is your level of capability using project management tools?	5
What is your level of capability using documentation tools?	4
What is your level of capability using QA tools?	4
What is the capability of your database conversion utilities?	3
What is the level of integration of your tools?	3
What is the robustness of your development standard? (0=no standard)	3
What is the level of adherence to your development standard?	4
What is your level of experience with it?	4
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Technical Constraints	**Response** <Detail>
What is the intensity of memory utilization in this system?	5
What is the volume of data in this system?	5
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What is the complexity of developing new algorithms?	5
What is the volume of new logic?	5
What is the complexity of developing new logic?	5
What is the volume of expected requirements changes?	5
What is the level of complexity anticipated in interfacing with the customer?	5
What is the level of complexity anticipated in interfacing with external systems?	5
What is the level of difficulty in integrating and testing existing code?	5
What is the severity level of the documentation requirements?	5
What is the level of stability of your hardware platform?	5

Default PI Detail

What is the level of stability of your system software?	5

Personnel Profile	Response <Detail>
What is the effectiveness of management and leadership?	5
What is the availability of training?	5
What is the anticipated level of staff turnover?	5
What is the availability of skilled manpower?	5
What is the level of functional knowledge?	5
What level of experience does the development team have with this application type?	5
What is the anticipated level of motivation of the development team?	5
What is the level of cohesiveness of the development team?	5
What is the level of human communication complexity?	5

Computed Productivity Index 16.17.

SIMA-E PRODUCTIVITY LOSSES

EXPLANATION OF THE SLIM BAR CHARTS: The Time Profile, The FOC MTTD Profile, and The UNINF Cost Profile.

Given the size of the system change, the Productivity Index for the organization and any known constraints the model is run and time, cost, effort, staffing, and defect outputs are calculated. The remaining charts show the results of running the model under four different scenarios. The first shows the results that are reflected in our current business plan. The next three show the results from various level of productivity loss resulting from moving the organization to another location.

CURRENT YEAR PRODUCTIVITY LEVEL

These three profiles summarize the results of running the model with a 17.4 Productivity Index--our current year productivity level. Each profile shows four bars numbered 1, 2, 3, and 4. Bar 1 represents the current year. Bar 2 represents the first post move year productivity level. Bar 3 represents the second post move year productivity level. Bar 4 represents the third post move year productivity level.

In addition to the three profiles, there is a table in the lower right corner of the chart. This table summarizes the results from running the model with a current year PI of 17.4. It shows the expected values for Time, Effort, Uninflated Cost, Peak Staff, Mean Time To Defect (MTTD) and the Size of the change. The Time, MTTD, and the Uninflated Cost expected values are shown in the **first column** of each bar chart. They can be visually compared to the three post move years shown by bars 2, 3, and 4. Bar 2 shows what the impact of a Productivity Index of 15.1 would have, Bar 3 shows what a productivity Index of 15.9 would have, and Bar 4 shows what a Productivity Index of 16.7 would have. Bar 2 (PI 15.1) would be our likely level of productivity the first year at a new location. Bar 3 (PI 15.9) would be our most likely level of productivity the second year at a new location. Finally, Bar 4 (PI 16.7) would be our level of productivity during the third year at our new location..

The Time Profile bar chart shows the degree to which time to accomplish the same level of work increases with the decline in productivity.

Costs, as seen in the **Uninflated Cost Profile bar chart**, also increase dramatically as more effort has to be applied over a longer period of time to get the same job done.

In addition, the model also shows that there is a hidden cost in a loss in productivity. That cost occurs with the loss in quality. People with limited knowledge and experience make more mistakes. This is shown in the **Fully Operational Complete Mean Time To Defect Profile**. This bar chart indicates that the software will be in operation for a shorter number of days before the user encounters a problem which must be corrected.

SIMA-E PRODUCTIVITY LOSSES

EXPLANATION OF THE SLIM PROJECT CONSTRAINTS REPORT:

This is the Project Constraints sheet from the SLIM Model. While the basic assumptions on size and productivity are the foundation of the estimates, known constraints can also be factored into the model. In addition, a desired probability for being able to live within the constraint can also be computed.

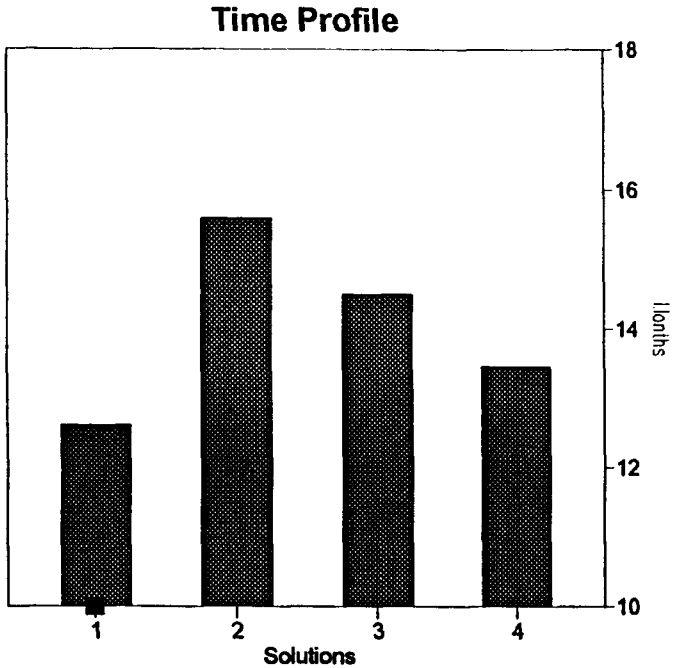
In this particular instance the customer has indicated that there is a cost constraint of $591,000. Being a fee for service organization, we have indicated that we want at least a 75% confidence of coming in under this particular cost.

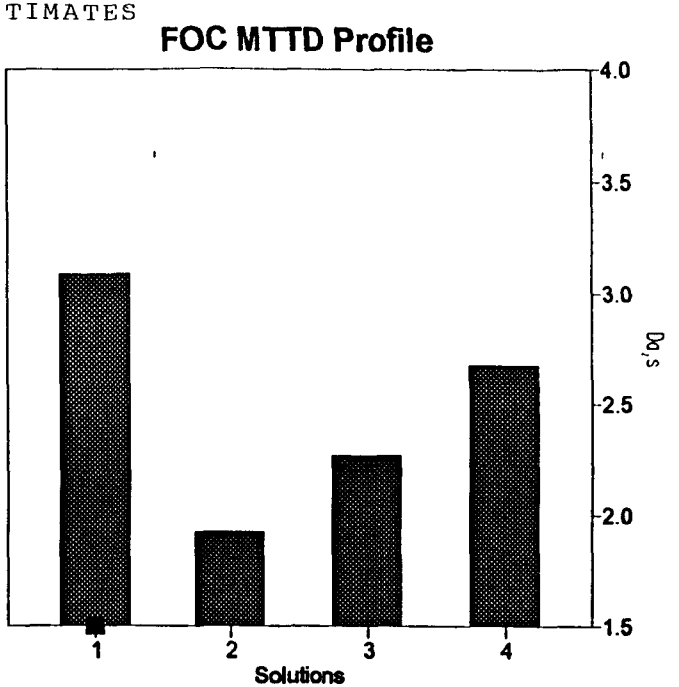
Project Constraints

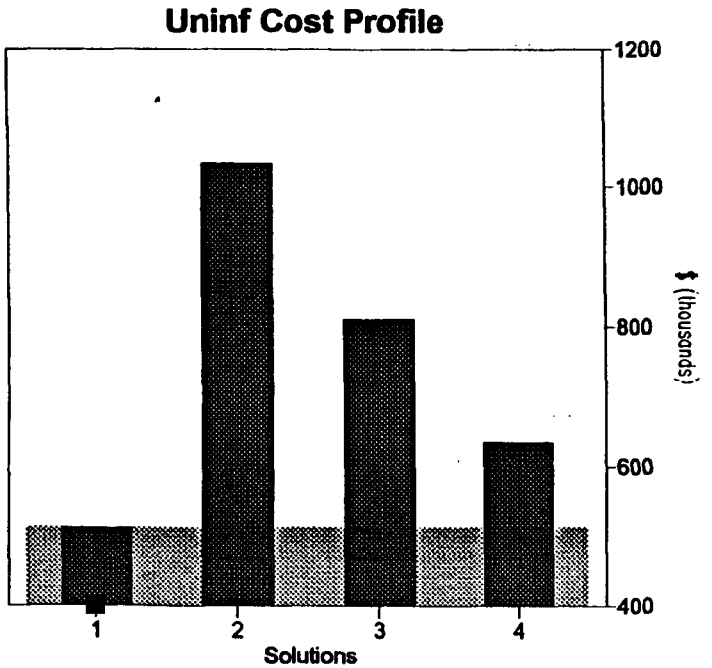
Parameter	Constraint	Desired Probability	Weight
Time (Months)	n/a		
Effort (PM)	n/a		
Cost ($ 1000)	591	75 %	16
Min Staff (People)	n/a		
Max Staff (People)	n/a		
FOC MTTD (Days)	n/a		

CURRENT YEAR PRODUCTIVITY LEVEL

MODEL ESTIMATES







Solution 1 CURRENT YEAR PROD LEVEL

Time	12.61 Months	
Effort	60.48 PM	
Uinf Cst	514 $ 1000	75% Prob
Pk Staff	7.85 People	
MTTD	3.09 Days	
Size	55333 ESLOC	PI 17.4

SIMA-E PRODUCTIVITY LOSSES

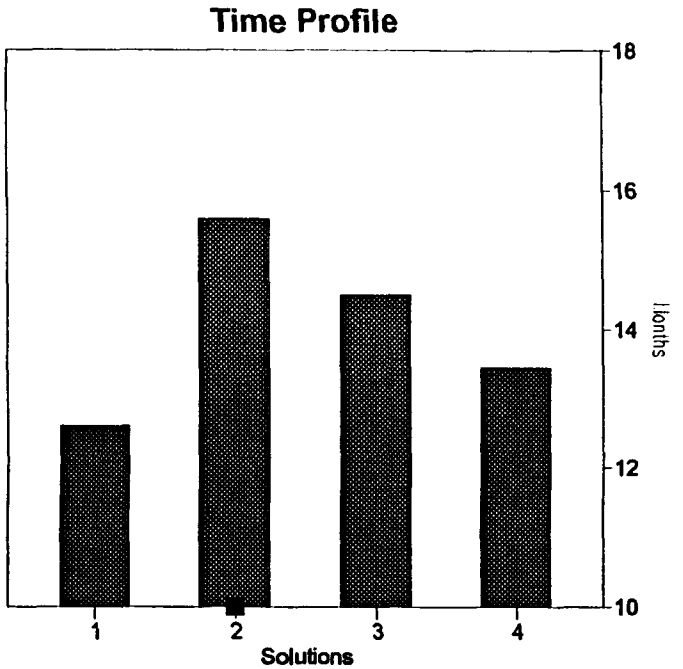
EXPLANATION OF THE SLIM FIRST YEAR PRODUCTIVITY LEVEL REPORT.

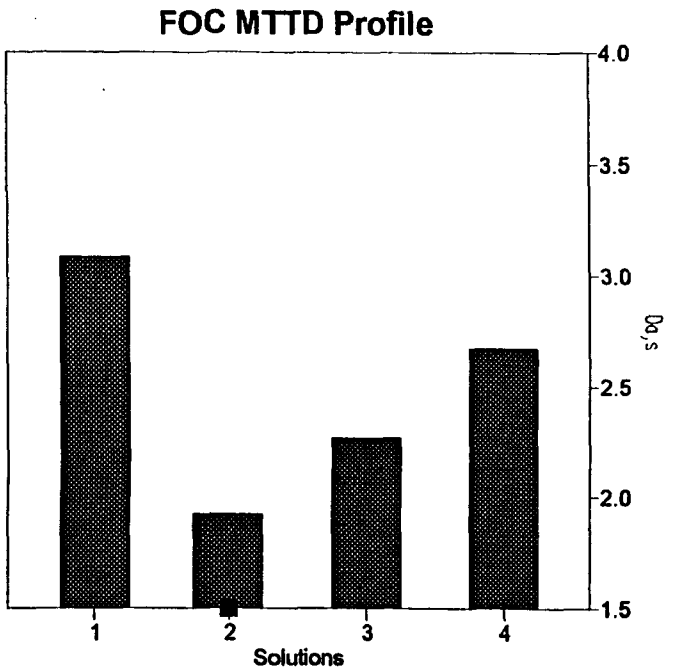
This chart shows the results of the model being run at a Productivity Index of 15.1. Looking at the various profiles it is evident that there is a substantial impact on the amount of time require to do the job, on the costs of doing the job and the amount of defects that will be uncovered in the fielded system by dropping from a productivity level of 17.4 to one of 15.1. In addition, the table indicates that there now is only a 3% probability of getting the job done at the customer constrained cost of $591,000 whereas, when we ran the model at 17.4 our confidence level of bringing the job in at our under cost was 75%.

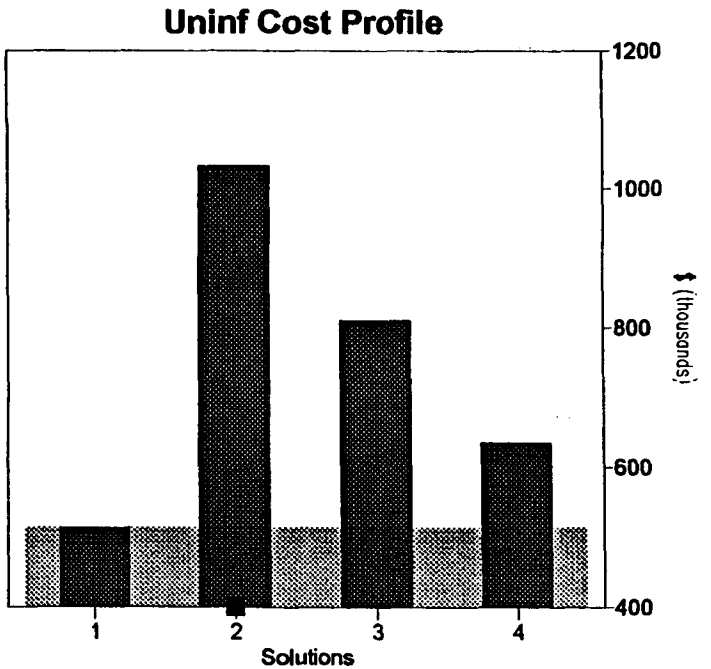
The corresponding Default Productivity Index Detail chart for this scenario was held constant as far as tooling and methods and technical constraints are concerned. The only thing that was modified was the responses to the question in the Personnel Profile. They were modified to reflect the decline in management capability, the increase in staff turnover, and the loss in skill, functional knowledge and application expertise.

FIRST YEAR PRODUCTIVITY LEVEL

MODEL ESTIMATES







Solution 2 FIRST YEAR PROD LEVEL

Time	15.61	Months	
Effort	121.71	PM	
Uinf Cst	1034	$ 1000	3% Prob
Pk Staff	12.61	People	
MTTD	1.92	Days	
Size	55333	ESLOC	PI 15.1

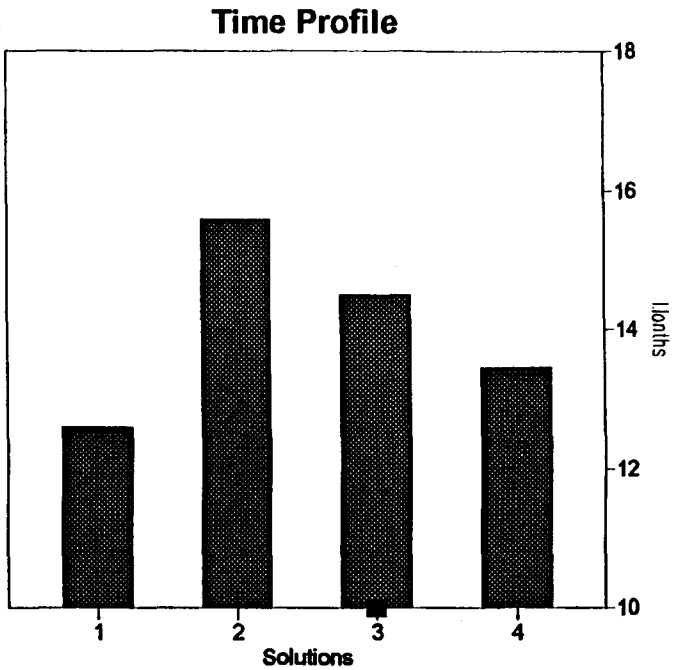
SIMA-E PRODUCTIVITY LOSSES

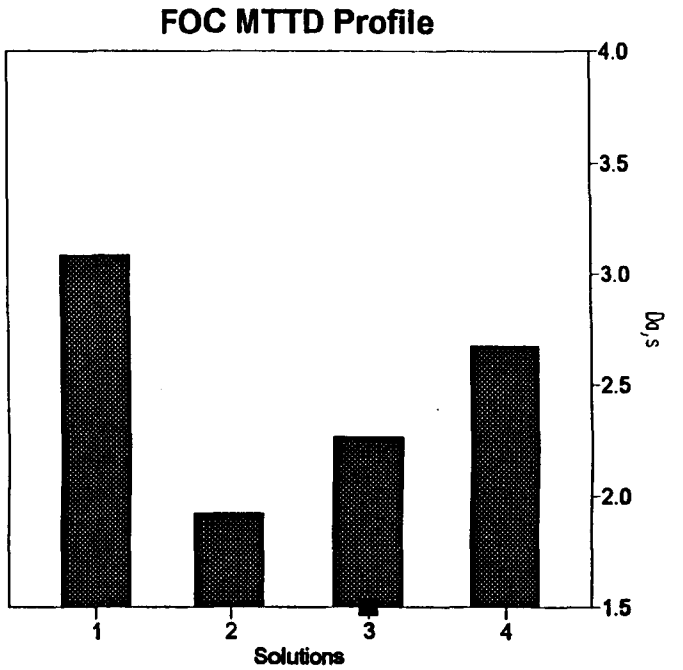
EXPLANATION OF THE SLIM SECOND and THIRD YEAR PRODUCTIVITY LEVEL REPORTS.

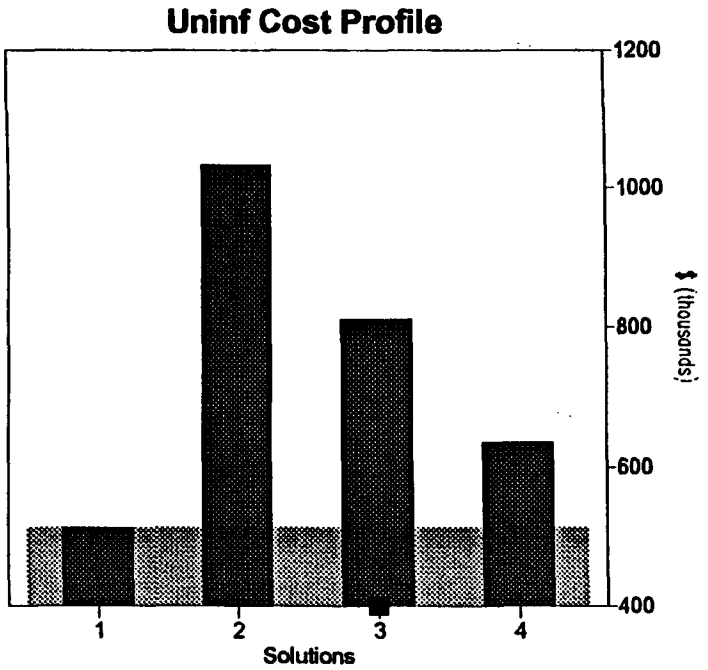
These charts show the model being run at 15.9 and 16.1 respectively. These gradual increases in the Productivity Level represent an assumption that core skill levels can be recouped over time. In the model this has been done by modifying our responses to the personnel questions imposed; i.e., providing more optimistic responses.

The results are that the time, cost, and quality pictures start to improve to the point where we have 11% and 38% chance of meeting customer cost objectives.

SECOND YEAR PRODUCTIVITY LEVEL
MODEL ESTIMATES



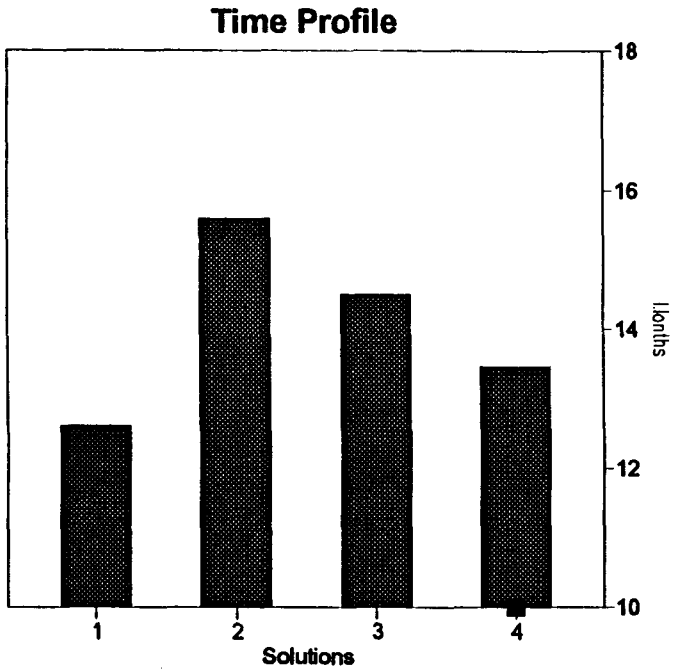


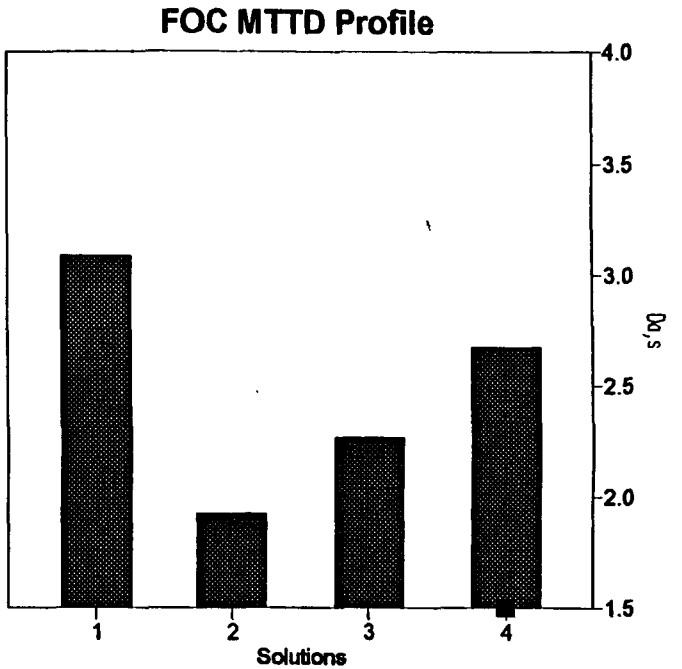


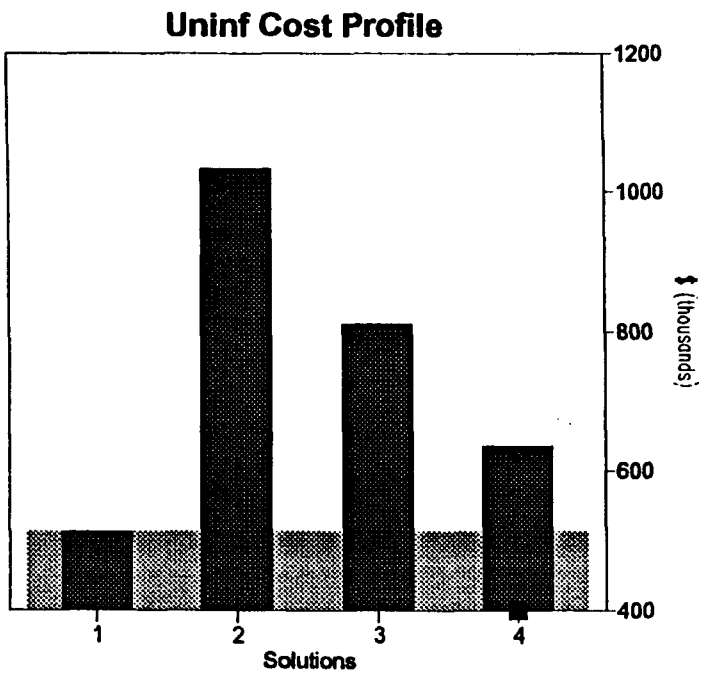
Solution 3 SECOND YEAR PROD LEVEL

Time	14.52	Months	
Effort	95.43	PM	
Uinf Cst	811	$ 1000	11% Prob
Pk Staff	10.70	People	
MTTD	2.27	Days	
Size	55333	ESLOC	PI 15.9

THIRD YEAR PRODUCTIVITY LEVEL
MODEL ESTIMATES







Solution 4 THIRD YEAR PROD LEVEL

Time	13.47	Months	
Effort	74.82	PM	
Uinf Cst	636	$ 1000	38% Prob
Pk Staff	9.07	People	
MTTD	2.67	Days	
Size	55333	ESLOC	PI 16.7

28 Mar 95

Loss of Productivity Worksheet(Major Item Information Center)

1. Personnel Categories and Numbers of:

Functionals (GS-11 and up supply analysts) - 43

Software (GS-11 and up systems analysts) - 58

Other (GS-9 and below supply and systems analysts; all other series and grades) - 26

TOTAL - 127

2. Approximately 40% of onboard employees have indicated they will accompany the mission to Huntsville, AL. Thus, a 60% loss of onboard employees:

Functionals - 60% x 43 = 26 people to be hired

Software - 60% x 58 = 35 people to be hired

Other - 60% x 26 = 16 people to be hired

TOTAL = 77

3. Applying the dollar value loss in productivity while these new hires are brought up to full productive level, using the SIMA factors:

Functionals - 26 x $220,332 = $5,728,632

Software - 35 x $153,720 = $5,380,200

Other - 16 x $30,744 = $491,904

TOTAL = $11,600,736

US Army TMDE Support Center-Letterkenny

Productivity Losses

Replace 19 Technicians
Assume:

- Fully knowledgeable of electronics or physical science.
- 60% productive 1st yr
- 95% productive 2nd yr
- Fully productive 3rd yr
- Must work overtime to make up lost productive hours. (No excess capacity)

19 X 2080 X .4 = 15,808 Hrs Lost
19 X 2080 X .05 = 1,976 Hrs Lost
17,800 Hrs Lost

17,800 Hrs @ $25.00 hr (OT rate) = $445,000

US Army TMDE Support-Region 1

Productivity Losses

MH Lost for Move

40 MH X 9 employees = 360 MH	
360 MH X $21.50/HR (AVG) =	$ 8,000

Training 7 new employees

- 75% Productive, 1st yr
- 95% Productive, 2nd yr

3700 MH lost 1st yr	
750 MH lost 2nd yr	
4450 MH lost	
4450 MH X $21.50/HR (AVG) =	$ 95,000
	$103,000

TENANT FOR WHICH VSIP COSTS NOT COVERED BASED ON FAST TRACK BRAC PLANS*	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
SIMA EAST	30	19	37	0	83	20	20	0	209
LOGSA-MIIC	19	6	14	0	50	10	28	0	127
PUBLIC WORKS CENTER (PWC)	44	3	26	0	78	15	17	0	183
DEFENSE MEGACENTER (DMC) CHAMBERSBURG	65	0	17	0	52	0	30	0	164
TMDE SUPPORT	0	4	4	0	35	5	10	0	58
TMDE REGION 1	0	0	1	0	9	3	3	0	16
ARMY AUDIT ACTIVITY	1	0	0	0	12	0	0	0	13
HEALTH CLINIC	5	1	1	0	3	0	5	0	15
DFENSE PRINTING	4	1	0	0	0	1	0	0	6
MEA	4	0	1	0	0	1	9	0	15
MINIMUM VSIP ACCEPTANCE		34	101						135
COST OF VSIP		$850,000	$2,525,000						$3,375,000
LETTERKENNY HAS BEEN ADVISED BY HQS INDUSTRIAL OPERATIONS COMMAND THAT THEY WILL BE ON A FAST TRACK									
BRAC. IMPLEMENTATION PLANS ARE TO REFLECT A SHUT DOWN OF MAINTENANCE OPERATIONS BY THE END OF FY97.									
THIS FAST TRACK ACTION WILL RESULT IN RIF ACTIONS FOR ALL TENANTS. THIS WILL FORCE									
ALL TENANTS TO OFFER VSIP TO THOSE WHO ARE FACING RIF ACTIONS. DFAS WAS EXCLUDED FROM									
THE ABOVE DATA BECAUSE THEY WILL BE MOVED PRIOR TO FINAL CLOSURE OF LETTERKENNY DEPOT MAINTENANCE									
MISSION (SEE MISSION IMPACT STATEMENT FOR DFAS). DLA ORGANIZATIONS ALREADY PLAN RIF ACTIONS AS PART									
OF THE PLANNED ACTIONS FOR DDLP AND DRMO. VSIP COSTS ARE ALREADY PART OF THEIR PACKAGE AND ARE THEREFORE									
EXCLUDED FROM THIS SPREADSHEET.									

Document Separator

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

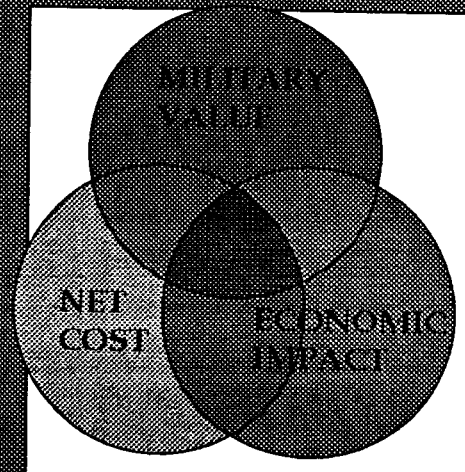


EXHIBIT H
TENANT REMOVAL MANDATE ROI

NET PRESENT VALUES REPORT (COBRA v5.08)
Data As Of 07:59 04/05/1995, Report Created 08:09 04/19/1995

Department : ARMY
Option Package : DE2&3-2L
Scenario File : C:\BRAC95\COBRA\TENANTS.CBR
Std Fctrs File : C:\BRAC95\COBRA\TENANTS.SFF

Year	Cost($)	Adjusted Cost($)	NPV($)
1996	0	0	0
1997	54,326,000	52,159,688	52,159,688
1998	-1,298,000	-1,212,886	50,946,801
1999	-1,298,000	-1,180,425	49,766,377
2000	-1,298,000	-1,148,832	48,617,545
2001	-1,298,000	-1,118,084	47,499,460
2002	-1,298,000	-1,088,160	46,411,300
2003	-1,298,000	-1,059,036	45,352,264
2004	-1,298,000	-1,030,692	44,321,571
2005	-1,298,000	-1,003,107	43,318,464
2006	-1,298,000	-976,260	42,342,204
2007	-1,298,000	-950,131	41,392,073
2008	-1,298,000	-924,702	40,467,371
2009	-1,298,000	-899,953	39,567,417
2010	-1,298,000	-875,867	38,691,550
2011	-1,298,000	-852,425	37,839,125
2012	-1,298,000	-829,611	37,009,514
2013	-1,298,000	-807,407	36,202,107
2014	-1,298,000	-785,798	35,416,309
2015	-1,298,000	-764,767	34,651,542
2016	-1,298,000	-744,298	33,907,244
2017	-1,298,000	-724,378	33,182,866
2018	-1,298,000	-704,991	32,477,875
2019	-1,298,000	-686,122	31,791,752
2020	-1,298,000	-667,759	31,123,993
2021	-1,298,000	-649,887	30,474,106
2022	-1,298,000	-632,494	29,841,612
2023	-1,298,000	-615,566	29,226,047
2024	-1,298,000	-599,091	28,626,956
2025	-1,298,000	-583,056	28,043,899
2026	-1,298,000	-567,452	27,476,448
2027	-1,298,000	-552,264	26,924,183
2028	-1,298,000	-537,483	26,386,700
2029	-1,298,000	-523,098	25,863,601
2030	-1,298,000	-509,098	25,354,503
2031	-1,298,000	-495,473	24,859,031
2032	-1,298,000	-482,212	24,376,819
2033	-1,298,000	-469,306	23,907,513
2034	-1,298,000	-456,745	23,450,767
2035	-1,298,000	-444,521	23,006,246
2036	-1,298,000	-432,624	22,573,622
2037	-1,298,000	-421,045	22,152,577
2038	-1,298,000	-409,776	21,742,801
2039	-1,298,000	-398,809	21,343,992
2040	-1,298,000	-388,135	20,955,856
2041	-1,298,000	-377,747	20,578,109
2042	-1,298,000	-367,637	20,210,472
2043	-1,298,000	-357,798	19,852,674
2044	-1,298,000	-348,222	19,504,452
2045	-1,298,000	-338,902	19,165,550
2046	-1,298,000	-329,831	18,835,718
2047	-1,298,000	-321,004	18,514,714
2048	-1,298,000	-312,413	18,202,302
2049	-1,298,000	-304,051	17,898,251
2050	-1,298,000	-295,914	17,602,337
2051	-1,298,000	-287,994	17,314,343
2052	-1,298,000	-280,286	17,034,057
2053	-1,298,000	-272,784	16,761,273
2054	-1,298,000	-265,483	16,495,789
2055	-1,298,000	-258,378	16,237,411
2056	-1,298,000	-251,463	15,985,948

Department : ARMY
Option Package : DE2&3-2L
Scenario File : C:\BRAC95\COBRA\TENANTS.CBR
Std Fctrs File : C:\BRAC95\COBRA\TENANTS.SFF

2057	-1,298,000	-244,733	15,741,216
2058	-1,298,000	-238,183	15,503,033
2059	-1,298,000	-231,808	15,271,225
2060	-1,298,000	-225,604	15,045,621
2061	-1,298,000	-219,566	14,826,055
2062	-1,298,000	-213,689	14,612,366
2063	-1,298,000	-207,970	14,404,395
2064	-1,298,000	-202,404	14,201,991
2065	-1,298,000	-196,987	14,005,004
2066	-1,298,000	-191,715	13,813,290
2067	-1,298,000	-186,584	13,626,706
2068	-1,298,000	-181,590	13,445,116
2069	-1,298,000	-176,730	13,268,386
2070	-1,298,000	-172,000	13,096,386
2071	-1,298,000	-167,396	12,928,989
2072	-1,298,000	-162,916	12,766,073
2073	-1,298,000	-158,556	12,607,517
2074	-1,298,000	-154,312	12,453,205
2075	-1,298,000	-150,182	12,303,022
2076	-1,298,000	-146,163	12,156,859
2077	-1,298,000	-142,251	12,014,608
2078	-1,298,000	-138,444	11,876,164
2079	-1,298,000	-134,738	11,741,426
2080	-1,298,000	-131,132	11,610,293
2081	-1,298,000	-127,623	11,482,671
2082	-1,298,000	-124,207	11,358,463
2083	-1,298,000	-120,883	11,237,581
2084	-1,298,000	-117,647	11,119,933
2085	-1,298,000	-114,499	11,005,434
2086	-1,298,000	-111,434	10,894,000
2087	-1,298,000	-108,452	10,785,548
2088	-1,298,000	-105,549	10,679,999
2089	-1,298,000	-102,724	10,577,274
2090	-1,298,000	-99,975	10,477,299
2091	-1,298,000	-97,299	10,380,000
2092	-1,298,000	-94,695	10,285,305
2093	-1,298,000	-92,161	10,193,144
2094	-1,298,000	-89,694	10,103,450
2095	-1,298,000	-87,294	10,016,156

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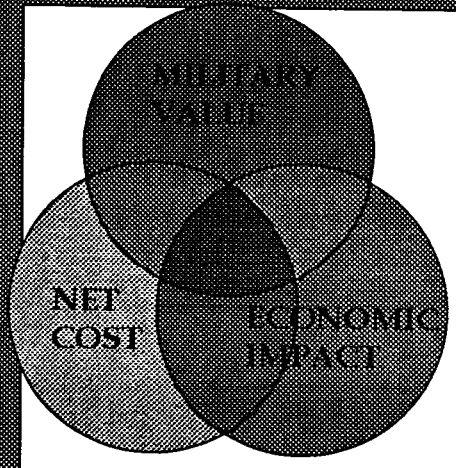

EXHIBIT I
LOCAL ANNUAL EXPENDITURES

TENANT ORGANIZATIONS LOCAL ANNUAL EXPENDITURES	ANNUAL EXPENDITURES	
DLA SUPPLY DEPOT-DDLP	$19,916,455	
SYSTEMS INTEGRATION & MANAGEMENT ACTIVITY (SIMA)	$20,000,000	
LOGISITICS SUPPORT ACTIVITY- MAJOR ITEMS INFO CTR (MIIC)	$12,400,000	
PUBLIC WORKS CENTER (PWC)	$18,730,216	
DEFENSE MEGA CENTER (DMC)	$10,281,958	
TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) SPT & GROUP 1	$5,000,000	
DEFENSE FINANCE & ACCOUNTING SERVICE	$4,929,000	
ARMY AUDIT AGENCY (AAA)	$960,000	
HEALTH CLINIC	$840,000	
DEFENSE REUTILIZATION & MARKETING OFFICE (DRMO)	$1,706,101	
DEFENSE PRINTING	$222,000	
MANAGEMENT ENGINEERING ACTIVITY	$900,000	
TOTAL	**$95,885,730**	

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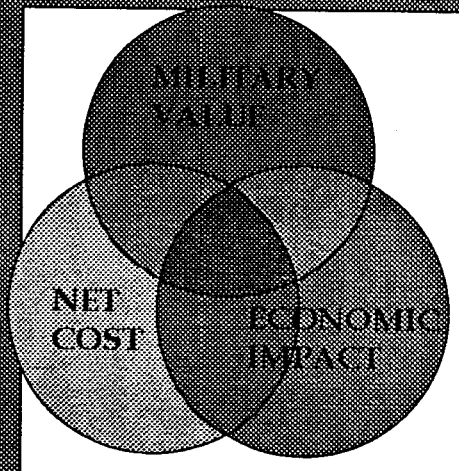

EXHIBIT J
TENANT FAIR SHARE OF DEPOT INFRA-STRUCTURE COSTS/ IMPACT ON RATES

Tenant Fair Share of Depot Infrastructure Costs
Impact on Rates

Based on a review of the FY94 tenant ISSAs, it is determined that $8,000,000 of their current assessment would have to be absorbed by Letterkenny Army Depot. The majority of these costs are for the maintenance and upkeep of depot facilities (buildings, water treatment plan, roads, etc), security, maintenance of shared computer equipment and other miscellaneous expenses now common to both depot and tenants.

Using a projected workload of 1,890,000 hours (1,600,000 in maintenance and 290,000 in Ammo) for FY96 (this number changes all the time), this $8 million extra cost would equate to $4.23 increase to LEAD's direct labor rate.

	Tennant	Depot	Added to Depot	
Comm Grp	700,062	6,691,690	600,000	(elim 2 Sys ½ ea)
DOC	128,270	1,907,722	0	(elim all DOC spt Sys)
DOIM	3,843,523	4,799,468	1,500,000	(elim 45 spt spaces at $8K, cost $500,000 in maint contract)
DPCA	892,440	1,649,946	0	(elim all DPCA spt Sys)
DRM (DFAS)	1,257,434	2,857,953	0	(elim all DFAS spt Cost)
DLES	1,571,503	1,273,651	1,400,000	(elim Sec check, bridge, and part of one patrol)
PWC	8,885,995	28,403,096	4,500,000	
Total	17,279,227			
~~minus~~ HQDESCOM	- 2,396,662			
	14,882,565	47,583,526		

$8,000,000

based on FY96 total direct labor hours figure of 1,890,000 (1.6 in maint & .29 in Ammo) this would increase the direct labor rates by /

	Tenant	Depot	Added to Depot	
CO.	1,623	1,714	1,623	
FO.	34,591	311,323	34,591	
K	2,923,121	4,957,728	1,461,560	(50% savings)
L	0	540,805	0	
B	716,328	8,874,345	0	
C	445,098	1,213,113	0	
D	234,502	1,178,563	0	
[redacted]				
H	28,425	0	0	
J	2,151,511	2,973,853	1,075,755	(50% savings
M	1,761,143	4,722,721	1,400,000	(50% custodial savings)
1	165,850	549,306	165,850	
2	114,443	343,329	114,443	
3	23,582	47,634	23,582	
4	168,336	1,515,025	168,336	
5	55,638	426,187	0	
6	48,961	440,652	48,961	
7	94	851	94	
8	0	0	0	
9	12,749	305,977	12,749	
	8,885,995	28,403,096	4,507,544	

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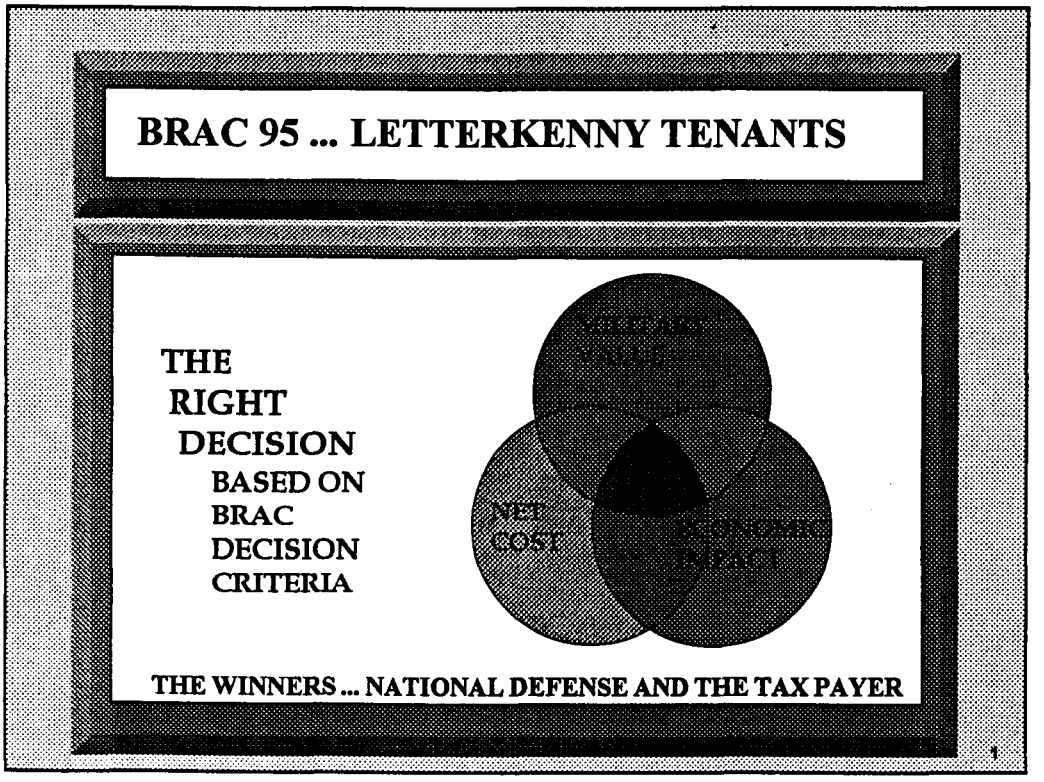
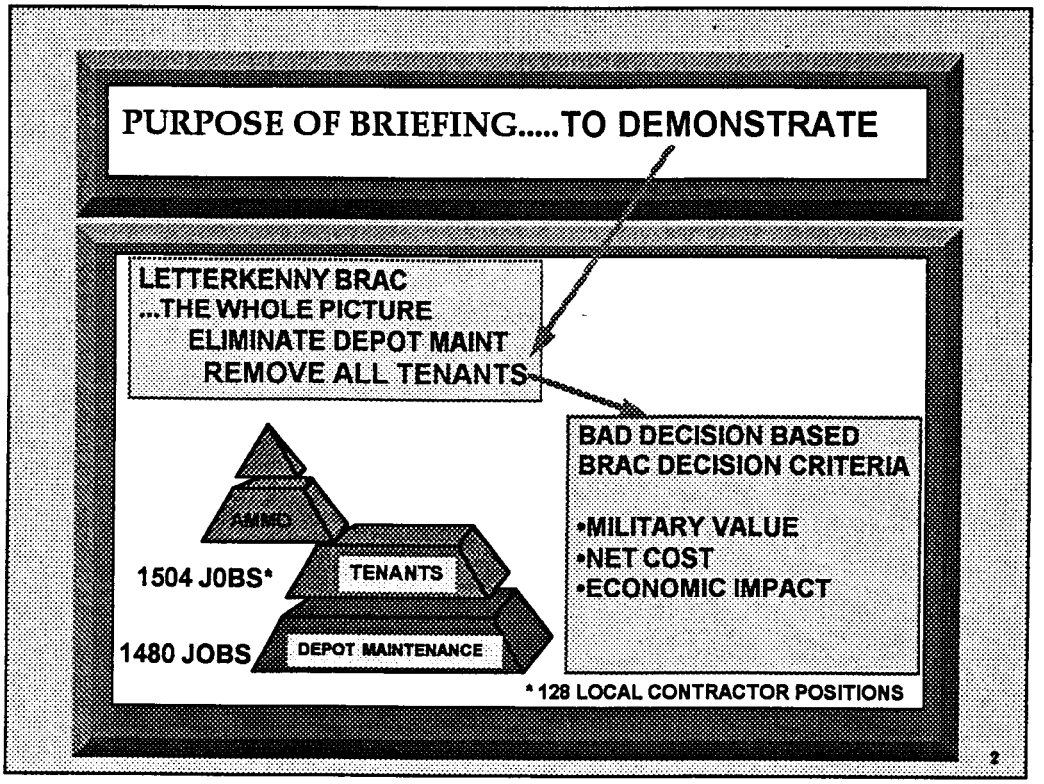


GOOD MORNING/ AFTERNOON, MY NAME IS _____.

THE DOD BRAC 95 PROPOSAL FOR LETTERKENNY ARMY DEPOT HAS A SIGNIFICANT IMPACT ON THE TENANTS LOCATED AT THAT INSTALLATION...IN SHORT, THE MANDATE IS TO EITHER RELOCATE OR ELIMINATE ALL TENANTS AT LETTERKENNY AS PART OF THE PROPOSED BRAC REALIGNMENT ACTION.

THE LETTERKENNY BRAC PROPOSAL FAILS TO RECOGNIZE THE FULL MISSION AND COST IMPACTS OF SUCH AN ACTION.

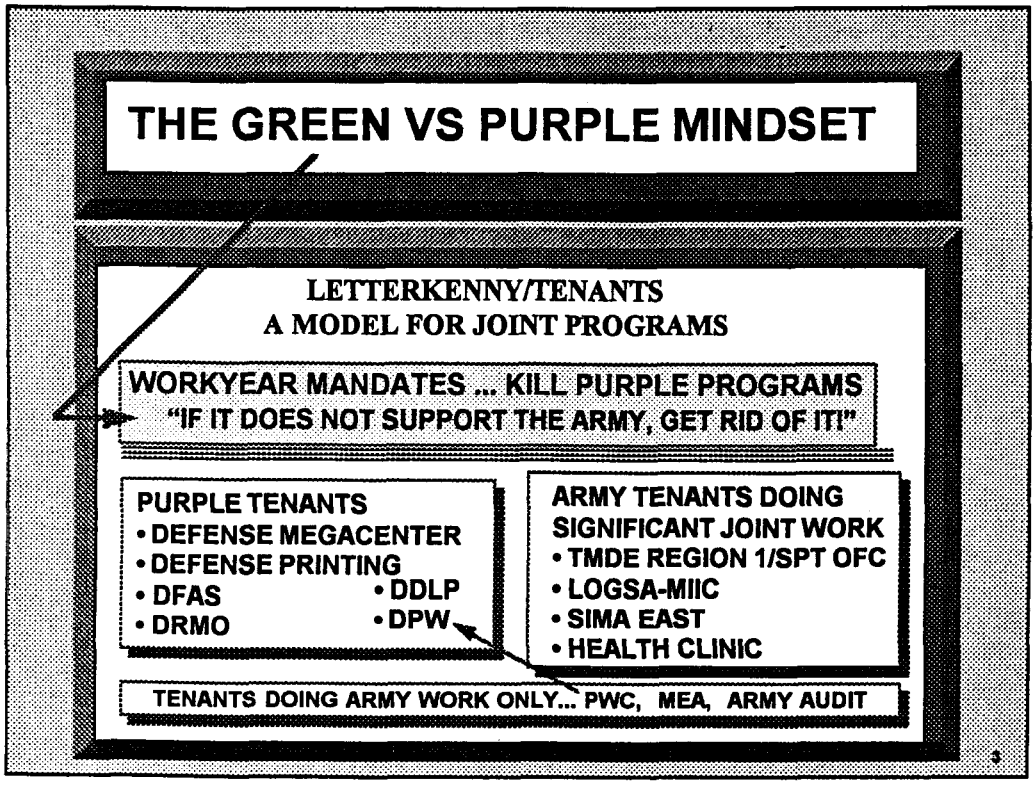
IT IS BELIEVED THE RIGHT DECISION NEEDS TO BE MADE OBJECTIVELY BASED THE BASIC DOD BRAC DECISION CRITERIA IN ORDER TO PROVIDE A BALANCED DECISION FOR BOTH NATIONAL DEFENSE AND THE TAX PAYERS OF AMERICA.



THE PURPOSE OF THE BRIEFING IS TO PRESENT FACTS, NOT EMOTION, WHICH CLEARLY SHOW THE PLAN TO REMOVE ALL TENANTS AT LETTERKENNY IS A BAD DECISION BASED ON THE APPLICATION OF THE BRAC DECISION CRITERIA.

THE LOWER LEFT INSERT SHOWS THE SCOPE OF TENANTS AT LETTERKENNY. IF DEPOT MAINTENANCE AND TENANTS ARE PULLED FROM LETTERKENNY, THERE WILL BE LITTLE LEFT.

CLEARLY, THE IMPACT IS MUCH GREATER THAN WHAT HAS BEEN DOCUMENTED IN THE DOD BRAC PACKAGE FOR LETTERKENNY ARMY DEPOT.

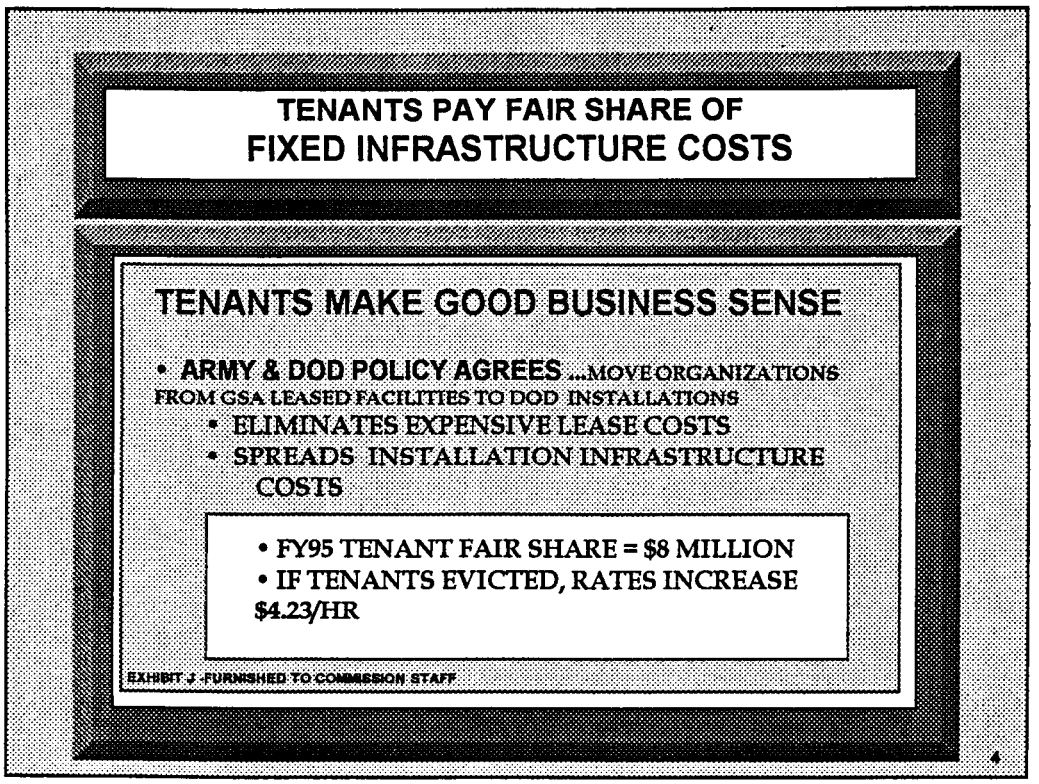


IT IS IMPORTANT TO UNDERSTAND THERE ARE TWO DIFFERENT LEGITIMATE VIEWS OF THE WORLD... THERE IS A DEFINITE CLASH BETWEEN ARMY GREEN AND PURPLE AS GRAPHICALLY ILLUSTRATED IN THIS CHART! THE ARMY GREEN WORLD HAS TO DEAL WITH MANDATED WORKYEAR CEILINGS AND STILL GET A MISSION DONE. THOSE MANDATES HAVE CAUSED THE ARMY MATERIEL COMMAND (AMC) TO TAKE THE POSITION **"IF A MISSION DOES NOT SUPPORT THE ARMY, GET RID OF IT!"**

LETTERKENNY AND ITS TENANTS ARE CLEARLY A MODEL INSTALLATION WHERE SUPPORT OF JOINT SERVICE PROGRAMS IS CONCERNED. JOINT SERVICE PROGRAMS MAKE SENSE FOR DOD, NATIONAL DEFENSE AND THE EFFICIENT AND EFFECTIVE USE OF LIMITED DEFENSE DOLLARS. EVEN THOUGH SUCH SUPPORT IS GOOD FOR DOD AND THE TAX PAYERS, IT FORCES THE ARMY TO EXPEND LIMITED WORKYEARS TO HELP SISTER SERVICES.

IT IS VERY CLEAR FROM THE COLOR CODING OF THE TENANTS AT THE BOTTOM OF THE CHART THAT THERE IS A TREMENDOUS SUPPORT OF DOD JOINT SERVICE PROGRAMS BY THE TENANTS AT THE DEPOT.

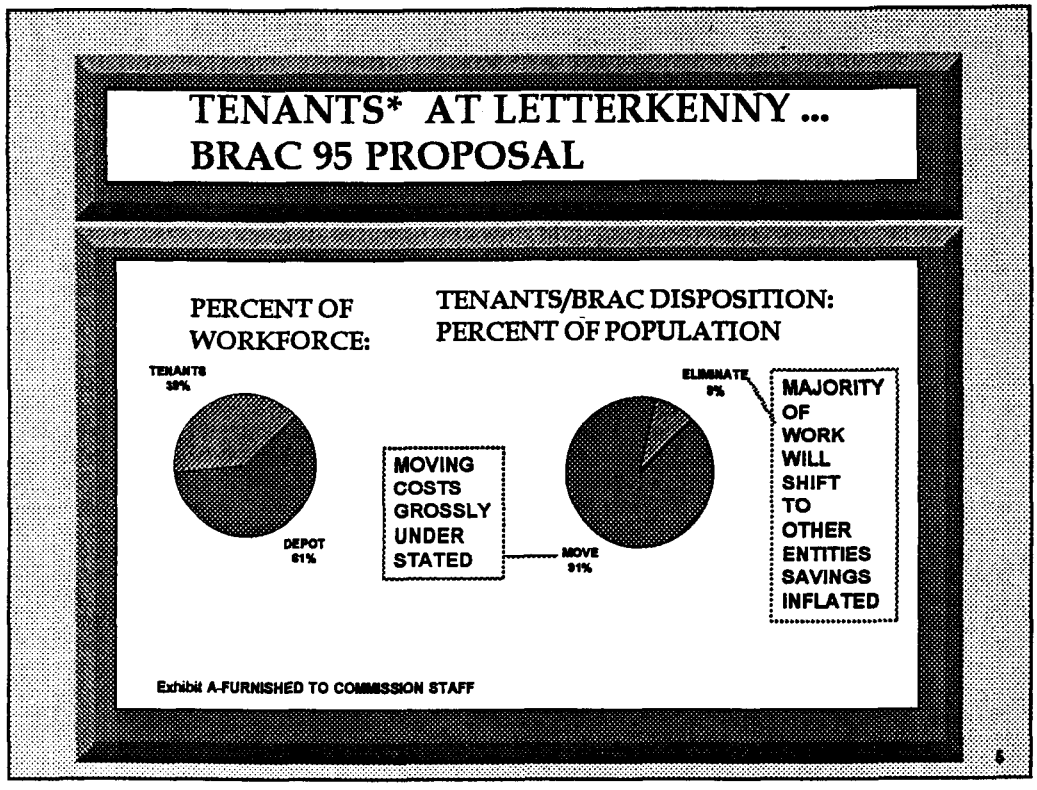
WE BELIEVE WORKYEAR CONSTRAINTS PENALIZE LETTERKENNY AND ITS TENANTS IN THE STRATEGIC DECISION PROCESS FOR SUPPORTING JOINT INITIATIVES DESIGNED TO REDUCE DOD OPERATING COSTS AND IMPROVE DOD READINESS.



TENANTS PAY THEIR FAIR SHARE OF THE COSTS OF OPERATING THE BASIC PLANT INFRASTRUCTURE...THAT MAKES GOOD BUSINESS SENSE.

IT IS INTERESTING DOD AND DA HAVE A POLICY THAT SUPPORTS THE LARGE TENANT BASE AT LETTERKENNY...THAT POLICY IS DESIGNED TO MINIMIZE GSA LEASE COSTS. IT FURTHER RECOGNIZES SPREADING INFRASTRUCTURE COSTS WILL HAVE A NET AFFECT OF MAKING AN INSTALLATION HOST AND ITS TENANTS MORE EFFICIENT.

THE BOTTOM INSERT DISPLAYS THE TENANTS FAIR SHARE OF INFRASTRUCTURE COSTS AT LETTERKENNY. IF LETTERKENNY WERE TO MAINTAIN ITS MAINTENANCE MISSION AND THE TENANTS WERE FORCED TO MOVE AS CURRENTLY PLANNED, LETTERKENNY WOULD EXPERIENCE A RATE INCREASE OF $4.23 PER HOUR.



FEW PEOPLE UNDERSTAND THE MAGNITUDE OF THE ARMY'S PLAN TO REMOVE TENANTS FROM LETTERKENNY... 1504 JOBS WILL BE AFFECTED!

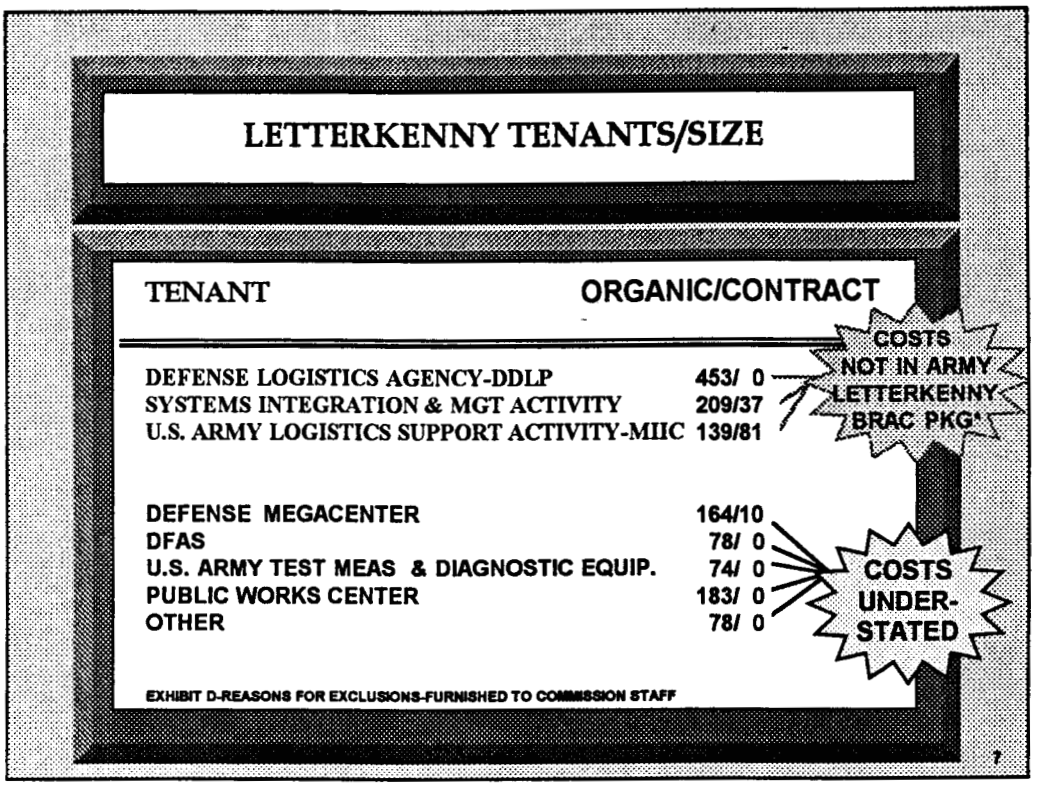
39% OF THE POPULATION BASE AT LETTERKENNY IS MADE UP OF TENANTS...THIS PERCENT EXCLUDES CONTRACTOR PERSONNEL.

THE RIGHT INSERT SHOWS WHAT HAPPENS TO THE PEOPLE AS ALL THE TENANTS ARE FORCED OFF LETTERKENNY.

91% OF THE TENANT POPULATION BASE WILL RELOCATE . THE REMAINING TENANT POPULATION WILL BE ELIMINATED. AS WILL BE SHOWN IN THIS PACKAGE, THE COSTS TO MOVE TENANTS ARE GROSSLY OVERSTATED. THE SAVINGS IDENTIFIED AS A RESULT OF ELIMINATING TENANTS IS ALSO GREATLY OVERSTATED.

THIS IS WHAT WILL HAPPEN TO THE TENANTS AT LETTERKENNY IF THE ARMY FOLLOWS THROUGH WITH ITS PLANS ...

AS STATED IN THE PREVIOUS CHART THE SAVINGS FORECAST FOR TENANTS PROPOSED TO BE ELIMINATED ARE GROSSLY OVERSTATED BECAUSE MUCH OF THE WORK PERFORMED BY THOSE TENANTS IS FOR ORGANIZATIONS OTHER THAN LETTERKENNY AND DDLP. THAT WORK WILL NOT BE ELIMINATED AND WILL HAVE TO BE TRANSFERRED TO OTHERS FOR ACCOMPLISHMENT.

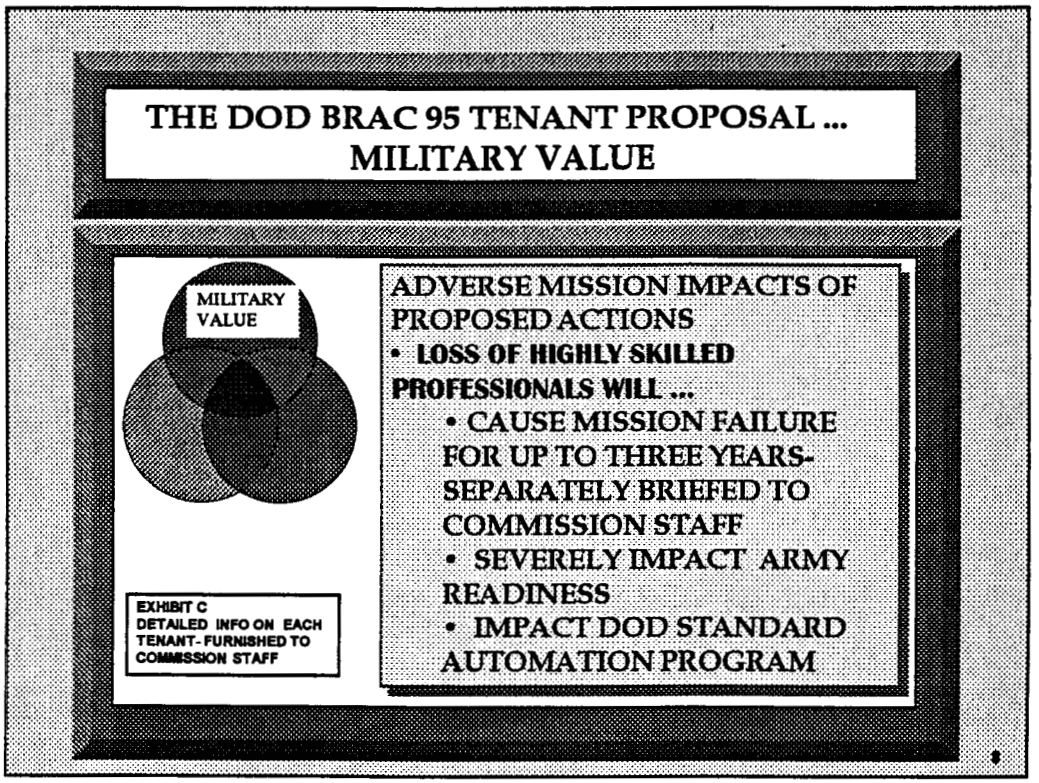


THIS CHART PROVIDES A FEEL FOR THE SIZE OF TENANTS...SOME ARE VERY SMALL WHILE A NUMBER ARE FAIRLY LARGE.

THE THREE AT THE TOP ARE CONSIDERED TO BE LARGE... NONE OF THE COSTS FOR THESE TENANTS ARE IN THE ARMY'S BRAC 95 PACKAGE FOR LETTERKENNY...SO NONE OF THOSE COSTS ARE VISIBLE... THE ARMY'S POSITION IS THESE ARE NOT TECHNICALLY BRAC 95 COSTS TO THE ARMY WHICH IS TRUE...BUT THEY ARE COSTS WHICH NEED TO BE CONSIDERED AS PART OF THE LETTERKENNY DECISION.

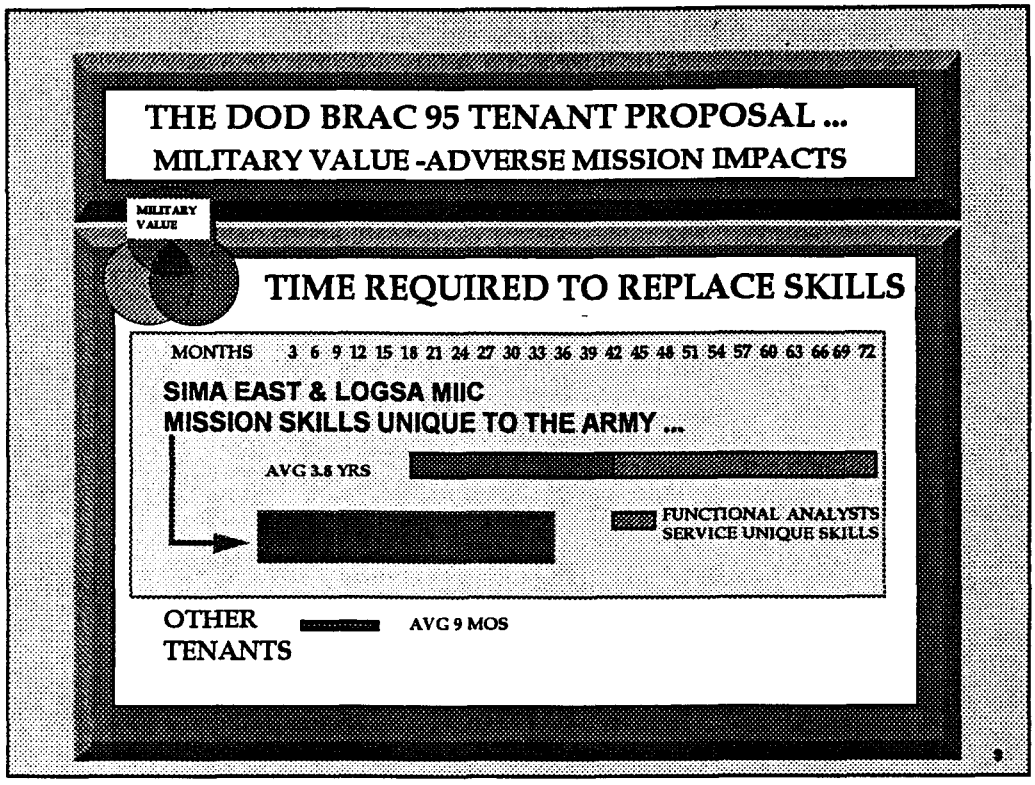
THE COSTS FOR THE TENANTS LISTED AT THE BOTTOM OF THE CHART WERE IN THE LETTERKENNY PACKAGE BUT WERE SIGNIFICANTLY UNDERSTATED

THE DDLP COSTS WILL BE SHOWN LATER IN THE BRIEFING...THEY WERE NOT IN THE ARMY COST PACKAGE BECAUSE DLA SUBMITTED A SEPARATE BRAC PACKAGE FOR THAT TENANT ACTIVITY. MIIC IS CONSIDERED A DISCRETIONARY MOVE AS PART OF THE LETTERKENNY REALIGNMENT ACTION, BUT THEIR COSTS WERE NOT INCLUDED IN THE LETTERKENNY BRAC PACKAGE. **IN THE CASE OF SIMA, TWO YEARS AFTER BRAC 93, THE ARMY IS TAKING THE POSITION THEY CAN MOVE SIMA AS PART OF DELAYED ACTION ON A BRAC 93 DECISION AND USE PRIOR BRAC FUNDS TO DO SO.** *IT IS VERY CLEAR THE TIMING OF THE DECISION TO MOVE SIMA IS TIED TO THE OVERALL PLANS TO REMOVE ALL TENANTS FROM LETTERKENNY.* **THE DECISION ON SIMA DISPOSITION SHOULD BE LINKED TO THE OVERALL TENANT DECISION FOR LETTERKENNY.**



MILITARY VALUE IS A CRITICAL FACTOR IN THE BRAC DECISION PROCESS...THE MAJORITY OF TENANTS AT LETTERKENNY ARE PROFESSIONAL ORGANIZATIONS WITH HIGHLY SKILLED PERSONNEL...FORCED MOVES ARE VERY MISSION DESTRUCTIVE. MOVEMENT OF SIMA AND LOGSA-MIIC WILL RESULT IN A MISSION FAILURE IN THESE ORGANIZATIONS FOR A PERIOD OF UP TO THREE YEARS... DETAILED MISSION IMPACT BRIEFINGS ON THESE TENANTS FOLLOW THIS BRIEFING. THE IMPACT ALSO ADVERSELY IMPACTS DOD EFFORTS TO DEVELOP AND PROLIFERATE STANDARD SYSTEMS ACROSS DOD.

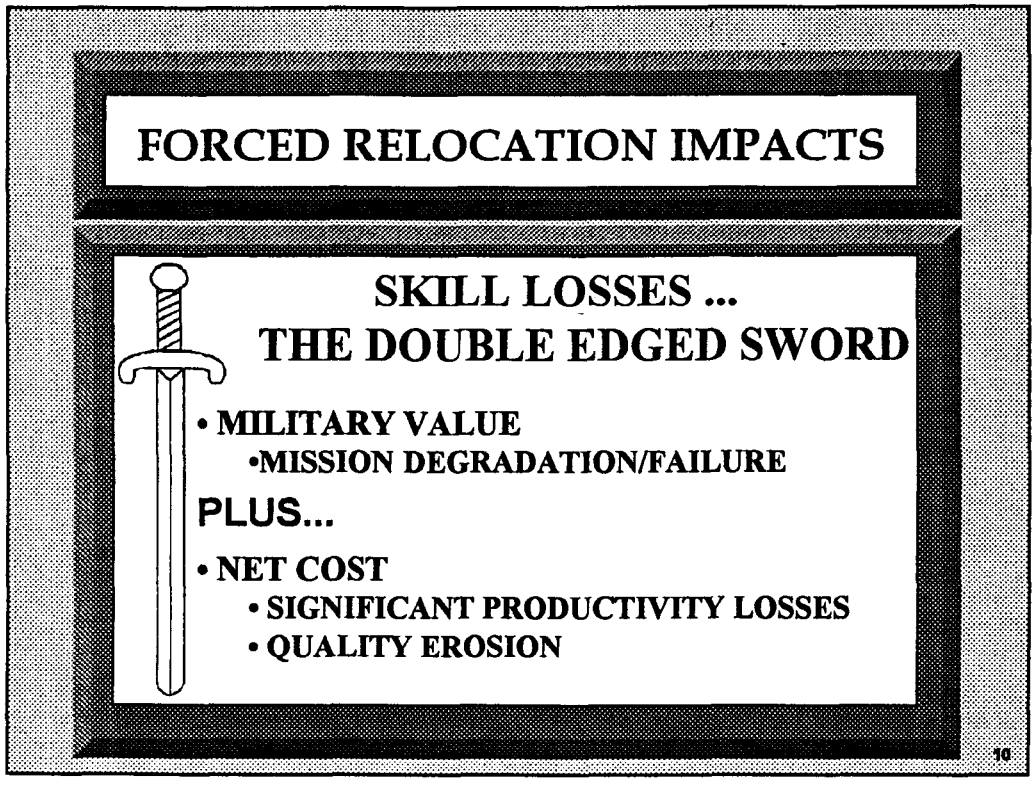
EXHIBIT C TO THIS PACKAGE PROVIDES DETAILED INFORMATION ON EACH TENANT AT LETTERKENNY.



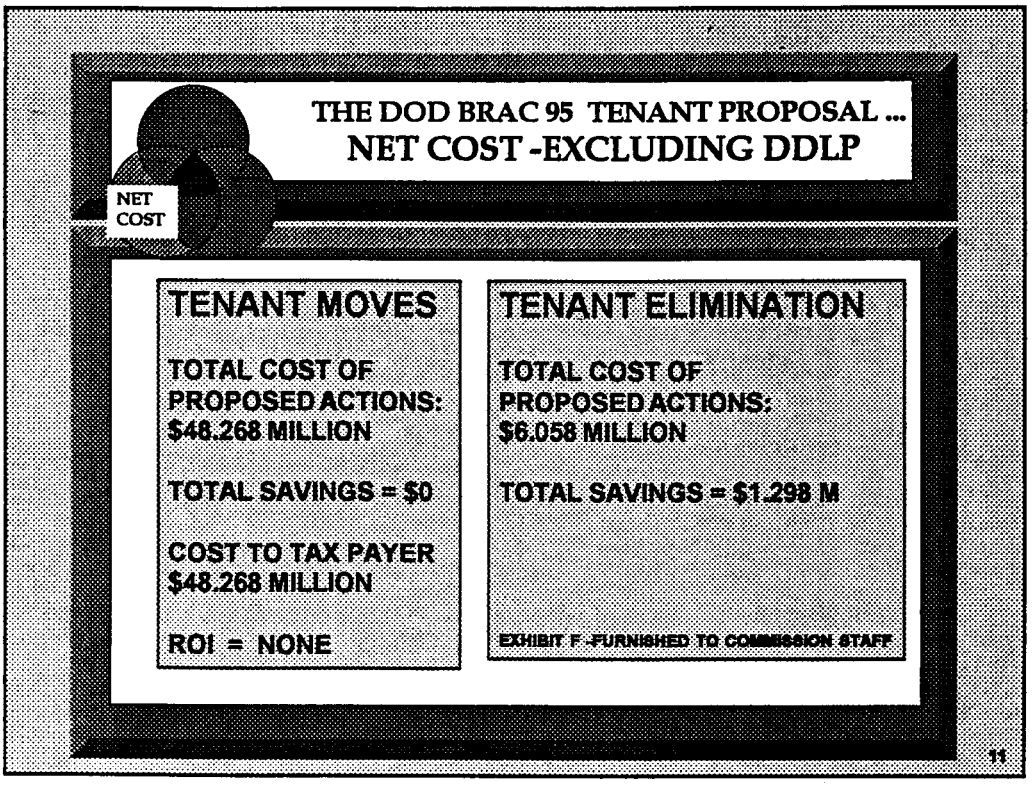
SIMA EAST AND LOGSA-MIIC ARE THE ONLY TWO LETTERKENNY TENANTS THAT PERFORM MISSIONS THAT ARE UNIQUE TO THE ARMY, AND IN SOME CASES, UNIQUE TO DOD.

IT HAS TAKEN YEARS TO "GROW" THESE ARMY UNIQUE SKILLS. THIS IS ESPECIALLY TRUE OF THE FUNCTIONAL BUSINESS PROCESS ANALYSTS FOUND IN BOTH OF THESE ORGANIZATIONS. WE ARE NOT SUGGESTING THE ARMY CAN NOT REBUILD THESE SKILLS, IT CAN BE DONE; HOWEVER IT WILL TAKE A SIGNIFICANT AMOUNT OF TIME TO DO SO AND DURING THAT PERIOD OF TIME THE TWO ORGANIZATIONS WILL FAIL IN THEIR RESPECTIVE MISSIONS. IN ADDITION, THERE WILL BE A VERY SIGNIFICANT COST INCURRED IN BOTH RETRAINING COSTS AND PRODUCTIVITY LOSSES.

SIMA EAST IS A FEE-FOR-SERVICE CENTRAL DESIGN ORGANIZATION. AS SUCH THEY HAVE TO SIZE SOFTWARE PROJECTS IN ORDER TO ESTIMATE THE COST OF WORK TO BE PERFORMED FOR CUSTOMERS. THEY USE AN INDUSTRY ACCEPTED SOFTWARE RESOURCE ESTIMATING TOOL CALLED SLIM TO DETERMINE THE ELAPSED TIME AND RESOURCES REQUIRED TO PERFORM SOFTWARE DEVELOPMENT TASKS. THE MODEL IS VERY SENSITIVE TO THE SKILL LEVELS AVAILABLE TO PERFORM THE REQUIRED WORK. THE MODEL IS VERY RELIABLE AND HISTORICALLY PRODUCES RESULTS WITHIN ACCURACY LEVELS OF PLUS OR MINUS 5%. SLIM WAS USED TO DETERMINE THE COST ASSOCIATED WITH THE SKILL LOSSES DUE TO SKILLED PROFESSIONALS WHO WILL NOT ACCOMPANY THE MISSION TO ANOTHER LOCATION. THOSE RESULTS ARE REFLECTED IN THE COST DATA FOR SIMA EAST AND MIIC . THE LOSSES ARE VERY SIGNIFICANT ($27 MILLION DOLLARS OVER A SEVERAL YEAR PERIOD).



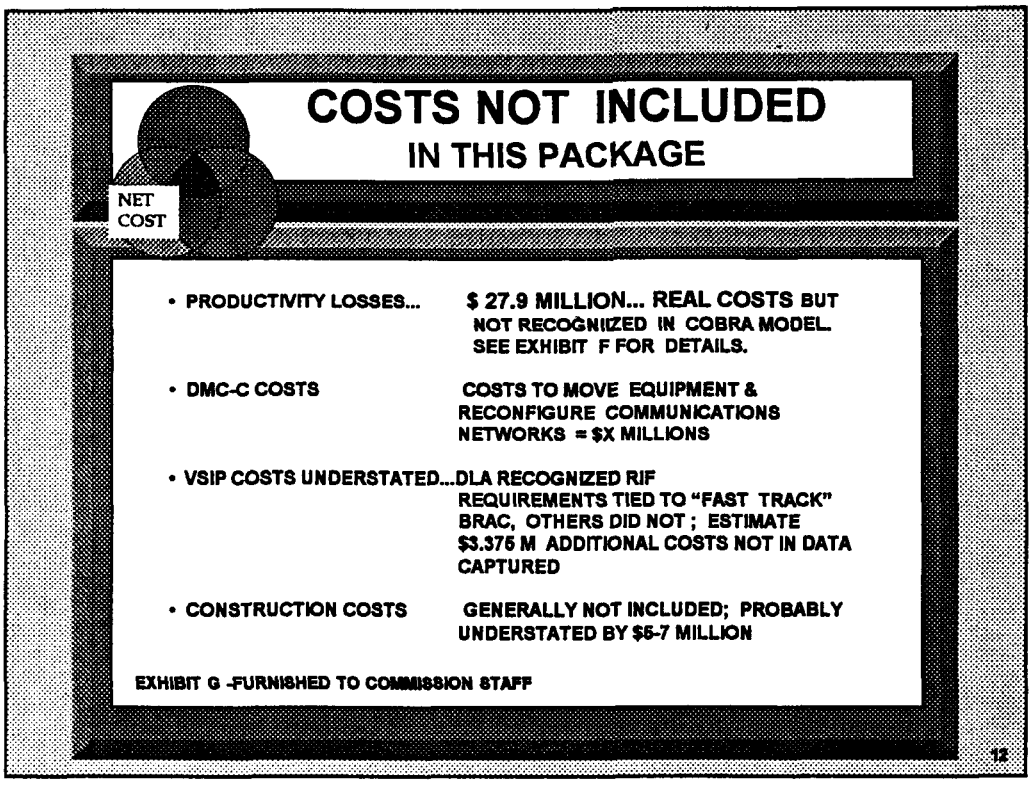
SKILL LOSES WIELD A DOUBLE EDGED SWORD. THEY KILL THE MISSION AND HAVE A SIGNIFICANT ADVERSE IMPACT ON THE COST OF OPERATIONS SIMA EAST AND LOGSA-MIIC WILL SUFFER SIGNIFICANT PRODUCTIVITY WHICH WILL TRANSLATE TO SIGNIFICANT COST INCREASES AND DEGRADATION OF QUALITY TO CUSTOMERS. ALTHOUGH THESE COSTS ARE NOT INCLUDED IN THE NET COST RETURN ON INVESTMENT DATA LATER IN THE BRIEFING THEY ARE SIGNIFICANT AND THEY WILL BE REFLECTED AS INCREASED COSTS TO CUSTOMERS.



OUR FOCUS ON THIS AND THE NEXT SEVERAL SLIDES IS ON NET COST CONSIDERATIONS ASSOCIATED WITH THE PLAN TO REMOVE ALL TENANTS FROM LETTERKENNY.

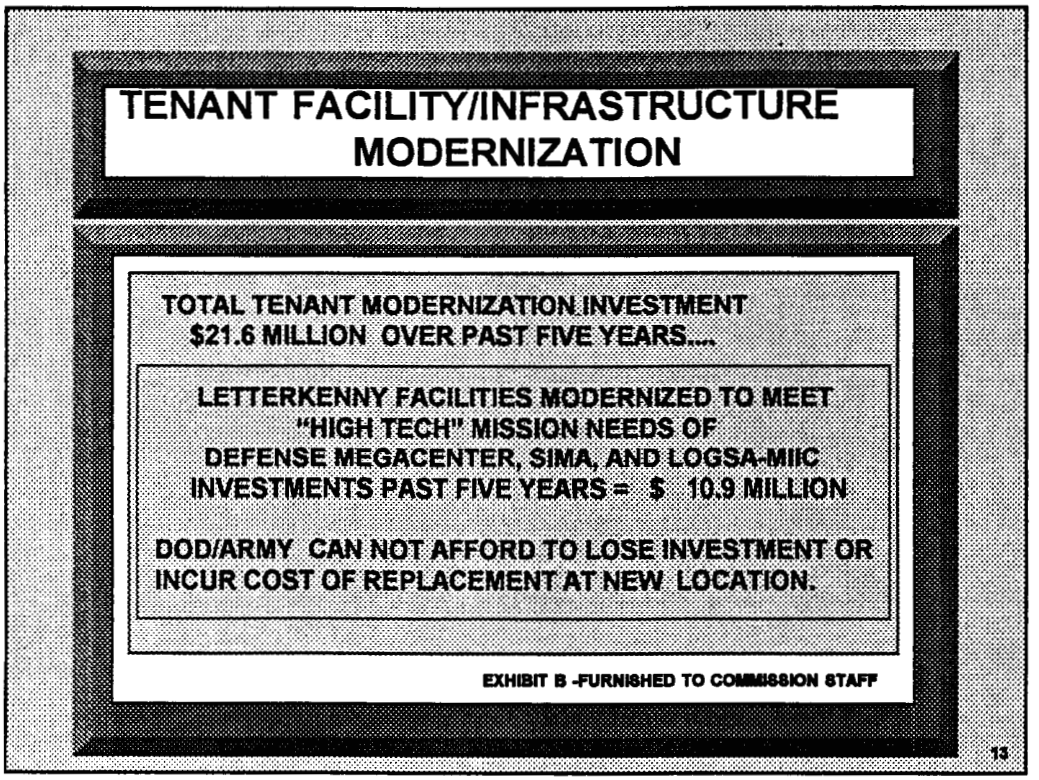
AS MENTIONED EARLIER OVER 90% OF THE TENANT POPULATION BASE IS BEING DIRECTED TO MOVE FROM LETTERKENNY TO ANOTHER LOCATION. THERE ARE NO ECONOMIC BENEFITS ASSOCIATED WITH SIMPLY MOVING A TENANT TO A NEW LOCATION...THE COST OF THAT PROPOSAL IS OVER $48 MILLION WITH ABSOLUTELY NO SAVINGS.

THE COST OF ELIMINATING THE BALANCE OF THE TENANTS IS OVER $6 MILLION. EXHIBIT F PROVIDES A SPREADSHEET WHICH IDENTIFIES HOW MUCH OF THE WORK CURRENTLY PERFORMED BY THESE TENANTS IS FOR CUSTOMERS OTHER THAN LETTERKENNY DEPOT MAINTENANCE OR DDLP...THAT WORK MUST CONTINUE TO BE PERFORMED BY SOMEONE ...THE BENEFITS OF ELIMINATING TENANTS HAS BEEN DISCOUNTED BASED ON THE FACT THAT MUCH OF THE WORK WILL SIMPLY TRANSFER TO AN ORGANIZATION AT ANOTHER LOCATION. THE DISCOUNTED SAVINGS AMOUNTS TO $1.298 MILLION.



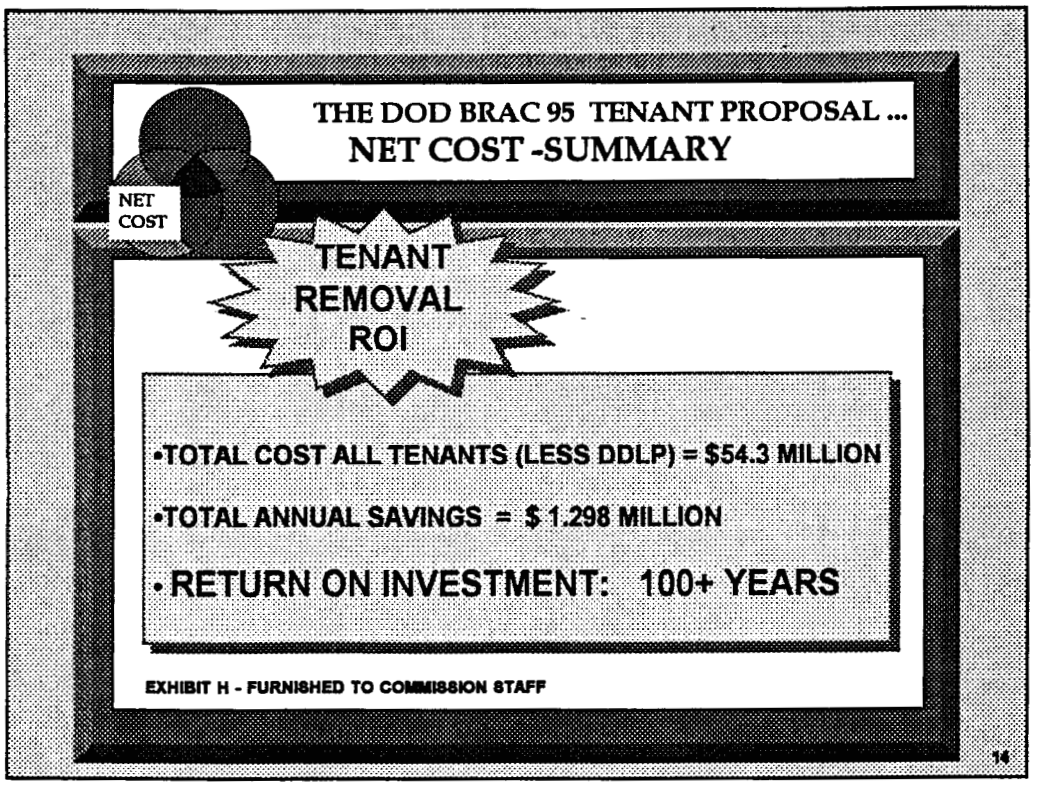
THE PURPOSE OF THIS CHART IS TO HIGHLIGHT SIGNIFICANT COSTS WHICH ARE EITHER NOT PERMITTED AS BRAC COSTS OR COSTS THAT COULD NOT BE DEVELOPED AT THIS TIME BECAUSE THE DATA IS NOT AVAILABLE BASED ON THE BASE X DESIGNATION IN THE BRAC PACKAGE...THERE IS NO WAY TO KNOW IF MCA REQUIREMENTS WILL EXIST UNTIL SUCH DETAILS ARE COORDINATED.

THE TOTAL OF THE COSTS ON THIS CHART WILL BE APPROXIMATELY 40 MILLION ...THESE ARE NOT INCLUDED IN THE NET COST DATA PRESENTED LATER IN THE BRIEFING...WE WOULD HOWEVER LIKE TO POINT OUT THAT THE COST DATA THAT IS PRESENTED IS GROSSLY UNDERSTATED.



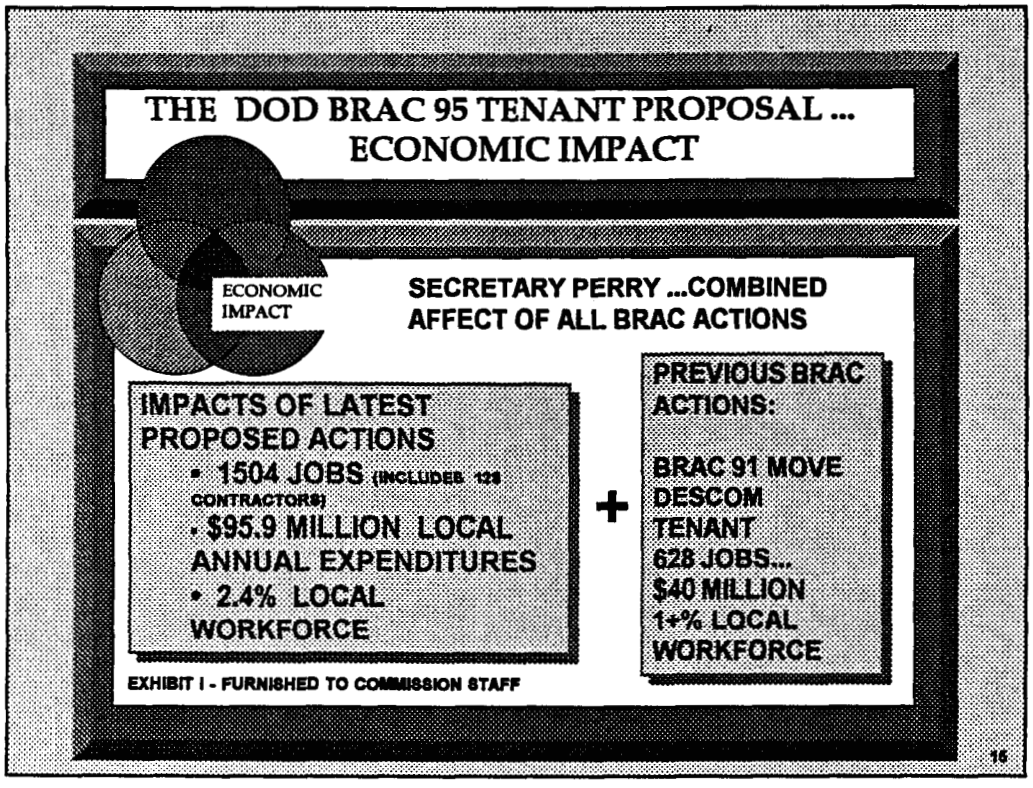
I HAVE HEARD COMMENTS THAT LETTERKENNY IS NOT AS MODERN AS SOME OF THE OTHER ARMY DEPOTS...IT DEPENDS ON WHAT A PERSON CALLS MODERN. IF YOU WERE TO DRIVE BY A NUMBER OF THE TENANT BUILDINGS ON LETTERKENNY YOU SIMPLY SEE A WORLD WAR II WAREHOUSE ON THE OUTSIDE. BUT I WOULD CHALLENGE YOU TO COME THROUGH THE FRONT DOORS OF THESE FACILITIES AND SEE WHAT IS INSIDE. THESE FACILITIES ARE STRUCTURALLY SOUND AND HAVE BEEN MODERNIZED TO MEET THE CHALLENGES OF THE HIGH TECH WORLD WE NOW MUST SUPPORT! A SIGNIFICANT AMOUNT OF MONEY HAS BEEN SPENT IN MODERNIZING TENANT FACILITIES...OVER $21 MILLION IN THE PAST FIVE YEARS. OVER HALF OF THAT MODERNIZATION INVESTMENT HAS BEEN FOR THE THREE HIGH TECH TENANTS ALONE.

WE BELIEVE IT IS IMPORTANT THAT THE FACILITY INVESTMENTS AT LETTERKENNY BE PROTECTED...AND WE BELIEVE IT WILL BE COSTLY TO REPLICATE THOSE FACILITIES AT A NEW LOCATION(S).



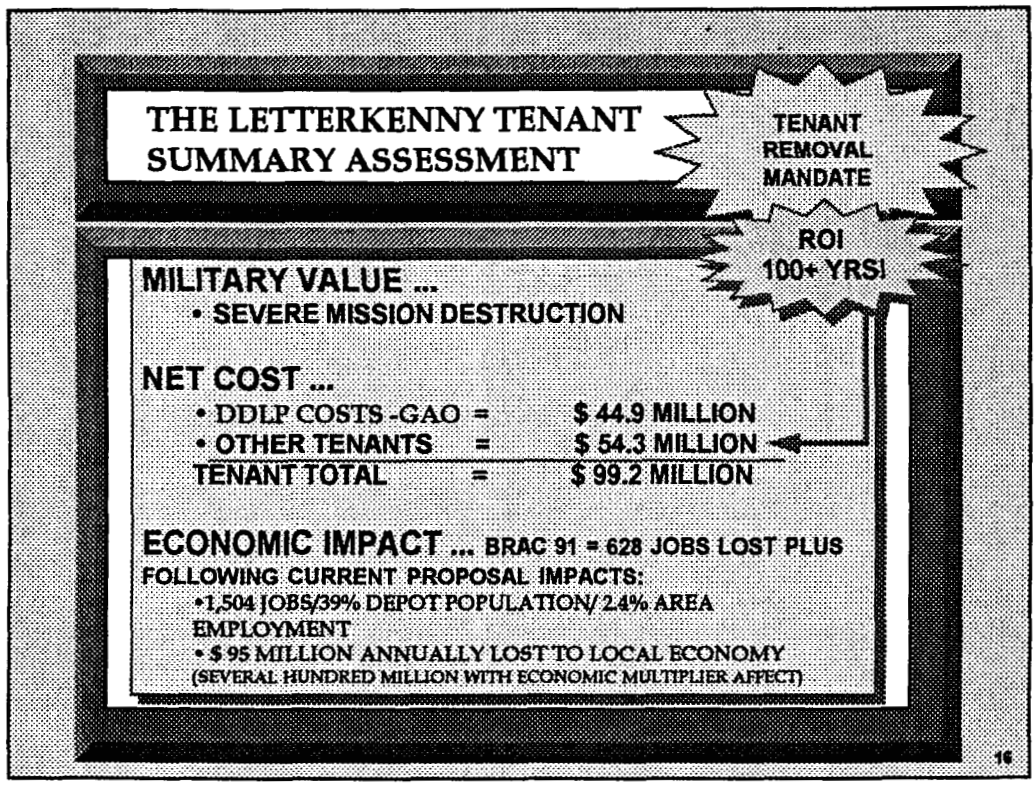
SECRETARY DEFENSE WILLIAM PERRY ANNOUNCED TO THE NATION THAT BRAC 95 DECISIONS WERE DRIVEN BY MISSION VALUE AND PROPOSALS WITH SMALL UP FRONT INVESTMENTS AND QUICK RETURN ON INVESTMENT (NET COSTS). ECONOMIC IMPACTS ARE ALSO A FACTOR IN THE DECISION PROCESS TO INCLUDE THE CUMULATIVE AFFECT OF PRIOR BRAC ACTIONS ON THE COMMUNITY..

IT IS VERY CLEAR THAT REMOVAL OF TENANTS AT LETTERKENNY ARMY DEPOT FAILS SECRETARY PERRY'S BRAC 95 DECISION CRITERIA. THE TOTAL COST TO MOVE ALL TENANTS IS BETWEEN $54 AND $90 MILLION DOLLARS FOR AN ANNUAL SAVINGS OF A LITTLE MORE THAN $1 MILLION DOLLARS PER YEAR....AS STATED EARLIER WE HAVE USED THE LOWER AMOUNT TO COMPUTE THE RETURN ON INVESTMENT WHICH SHOWS A **PAY BACK PERIOD OF OVER __ YEARS!**



IT IS REALIZED ECONOMIC IMPACT TO THE COMMUNITY IS NOT WEIGHTED AS HEAVILY AS MILITARY VALUE AND NET COST, BUT IT IS A FACTOR...AND FOR A RURAL SETTING WHERE LETTERKENNY IS SITUATED THE ECONOMY IS VERY SENSITIVE TO JOB MARKET LOSSES.

SECRETARY PERRY'S BRAC 95 PUBLIC ANNOUNCEMENT INDICATED A SENSITIVITY TO THE COMBINED CUMULATIVE AFFECT OF THIS AND PREVIOUS BRAC ACTIONS' ECONOMIC IMPACTS TO COMMUNITY. LETTERKENNY HAS BEEN IMPACTED BY PREVIOUS BRAC ACTIONS INVOLVING THE DEPOT SYSTEMS COMMAND HEADQUARTERS. THE COMBINED AFFECT OF PRIOR BRAC ACTIONS WITH THE LATEST PROPOSAL TO REMOVE ALL REMAINING TENANTS FROM LETTERKENNY TRANSLATES TO A SIGNIFICANT ADVERSE IMPACT TO THE LOCAL ECONOMY AS REFLECTED ON THIS CHART.



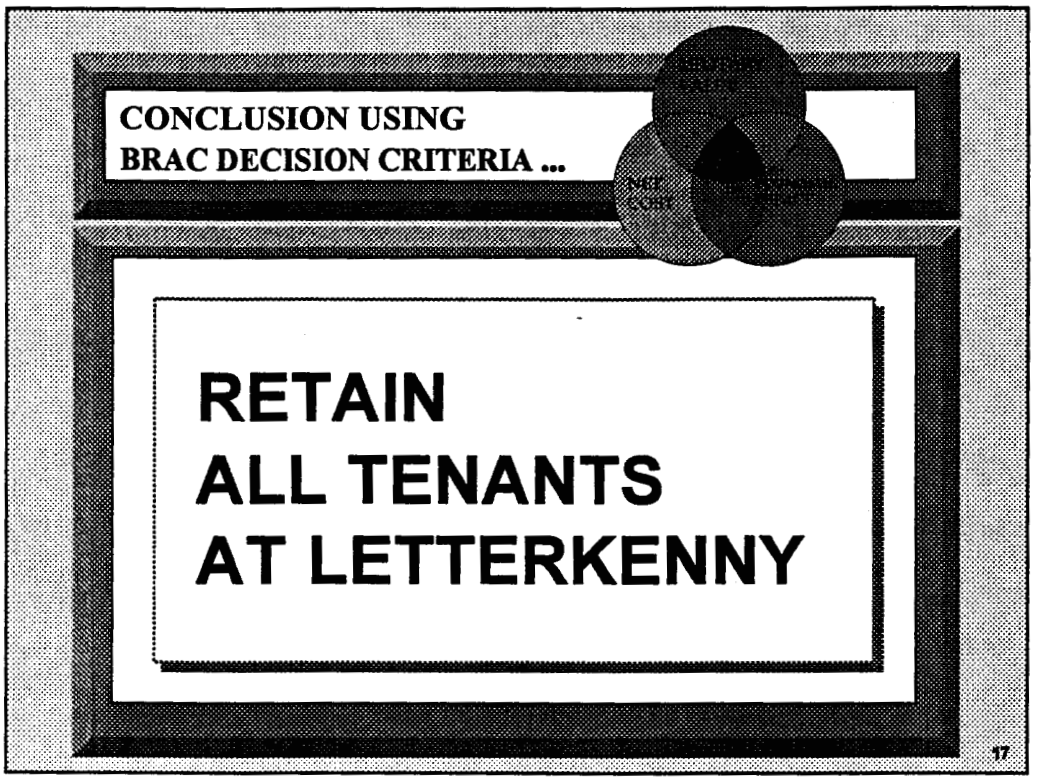
THE GROSS ASSESSMENT OF THE ARMY'S PLAN TO REMOVE TENANTS IS VERY CLEAR...

IT IS **VERY MISSION DESTRUCTIVE**

... IT IS CLEARLY A **BAD ECONOMIC DECISION**...

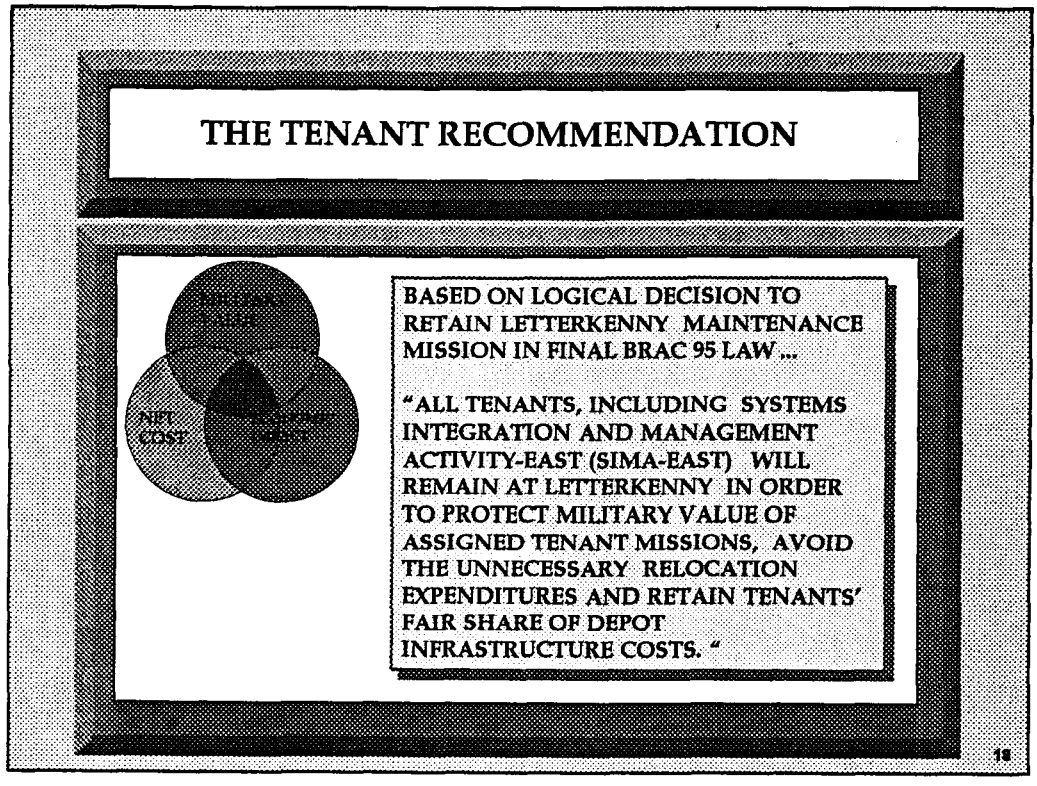
...AND FINALLY, IT WILL HAVE A **VERY TELLING AFFECT ON THE LOCAL ECONOMY, ESPECIALLY WHEN YOU CONSIDER.** THE AREA IS JUST NOW FEELING THE FULL IMPACT OF THE BRAC 91 ACTION WHICH REQUIRED THE RELOCATION OF THE MAJOR TENANT LOCATED AT THE DEPOT (DEPOT SYSTEMS COMMAND HEADQUARTERS).

IN SHORT, THE PROPOSED MANDATE TO REMOVE ALL TENANTS FROM LETTERKENNY SATISFIES NONE OF THE DOD BRAC DECISION CRITERIA AND THEREFORE LEADS TO ONLY ONE LOGICAL CONCLUSION AND THAT IS, ALL TENANTS SHOULD REMAIN AT LETTERKENNY, TO INCLUDE SIMA EAST.



THERE IS ONLY ONE LOGICAL CONCLUSION WHETHER VIEWED THROUGH THE MISSION EYES OF A MILITARY PROFESSIONAL OR THROUGH THE BUSINESS EYES OF A STEWARD OF THE TAX PAYER...

THE BRAC 95 LAW SHOULD CALL FOR THE RETENTION OF ALL TENANTS AT LETTERKENNY.



IF THE COMMISSION AGREES WITH THE FACTS PRESENTED HERE TODAY, WE WOULD RESPECTFULLY RECOMMEND THAT THE VERBAGE SHOWN ON THIS CHART BE CONTAINED IN THE FINAL COMMISSION RECOMMENDATIONS TO THE PRESIDENT.

THE RATIONALE FOR SPECIFICALLY MENTIONING SIMA WILL BE SPELLED OUT IN THE NEXT BRIEFING.

Document Separator

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

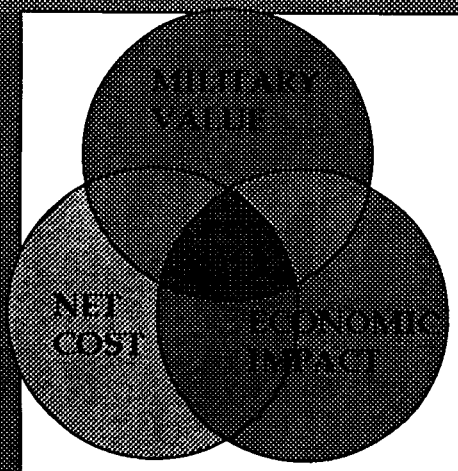


EXHIBIT B
TENANT
FACILITY MODERNIZATION
INVESTMENTS

TENANT "HIGH TECH"ORGANIZATION INVESTMENTS IN LAST FIVE YEARS	TOTAL INVESTMENTS
SYSTEMS INTEGRATION & MANAGEMENT ACTIVITY (SIMA)	
PUBLIC WORKS CENTER SPREADSHEET	$2,732,153
SIMA LAN (NOT ON PWC SHEET)	$300,000
SIMA TOTAL	**$3,032,153**
LOGISITICS SUPPORT ACTIVITY- MAJOR ITEMS INFO CTR (MIIC)	
PUBLIC WORKS CENTER SPREADSHEET	$474,278
MIIC LAN/NETWORK	$1,000,000
MIIC CLASSIFIED TERMINAL ROOM (SEE FOOTNOTE BELOW)	$300,000
MIIC TOTAL	**$1,774,278**
DEFENSE MEGA CENTER (DMC)	**$6,066,852**
TOTAL	**$10,873,283**
NOTE: The classified terminal room was constructed prior to five year c	
however, it is included because it is a critical part of classified mission o	
and it is assumed construction of a similar facility would be required at n	
location.	

file: tenspt
poc: sdavidson

3/31/95

TENANT	FY91 Facility Improvements	FY91 Capital Equipment	FY92 Facility Improvements	FY92 Capital Equipment	FY93 Facility Improvements	FY93 Capital Equipment	FY94 Facility Improvements	FY94 Capital Equipment	FY95 Facility Improvements	FY95 Capital Equipment	TOTALS BY TENANT
PATRIOT	498.00		1,304.00		1,262.78		1,004.79		1,205.05		5,274.62
USAMEA	0.00		0.00		0.00		0.00		0.00		0.00
LOGSA/MIIC	73,432.00		84,984.00		77,741.99		115,007.85		123,112.24		474,278.08
UNITED DEF	0.00		0.00		0.00		16,081.98		16,864.49		32,946.47
NAVAL AIR	6,589.00		8,085.00		17,777.06		15,712.92		19,104.90		67,268.88
AVCRAD	0.00		0.00		0.00		0.00		0.00		0.00
AMRAAM	17,613.00		20,508.00		38,299.49		31,668.74		33,091.41		141,180.64
PHOENIX	9,114.00		9,561.00		10,659.36		12,291.16		12,032.61		53,658.13
DFAS	0.00		0.00		0.00		19,908.38		30,772.18		50,680.56
DLA	0.00		0.00		6,069,869.69		2,224,164.85		1,709,316.79		10,003,351.33
AAA	2,454.00		3,635.00		4,415.76		3,898.27		5,529.05		19,932.08
DEF PRINT	0.00		0.00		9,364.45		99,574.40		14,431.01		123,369.86
DSAC	0.00		0.00		3,635.80		4,191.80		4,597.66		12,425.36
MEGA CTR	0.00	887,900.00	0.00	1,688,200.00	228,805.26	214,300.00	671,521.28	1,271,706.00	1,104,420.33		6,066,852.87
NETSC	0.00		0.00		0.00		5,813.42		0.00		5,813.42
DCMAO	0.00		0.00		0.00		0.00		1,410.18		1,410.18
SIMA(BLDG 3)	2,115,884.00		212,017.00		118,905.60		156,231.56		129,115.39		2,732,153.55
DESCOM	457,061.00		288,604.00		186,197.61		363,285.20		191,252.81		1,486,400.62
MEDDAC	3,553.00		351,644.00		4,375.38		6,568.16		7,226.47		373,367.01
CORP OF ENGR	0.00		0.00		0.00		498.90		1,021.09		1,519.99
DRMO	213,128.00		428,154.00		283,399.83		25,673.18		39,761.76		1,000,116.77
CARLISLE XCHNG	0.00		0.00		6,550.32		0.00		0.00		6,550.32
TMDE	22,327.00		42,831.00		26,170.50		33,682.67		42,670.62		169,681.99
28TH ORD	2,943.00		3,534.00		2,787.94		0.00		0.00		9,264.94
ISC-LEAD	93,695.00		2,503,464.00		0.00		0.00		0.00		2,597,159.00
ISC-DESCOM	21,809.00		32,889.00		0.00		0.00		0.00		54,698.00
CIC	0.00		439.00		0.00		0.00		0.00		439.00
PWC	592,063.38	87,088.00	646,644.26	670,019.00	1,044,098.63	182,324.00	538,209.63	195,680.00	434,724.53	44,544.00	4,435,395.43
TOTALS	$3,632,163.38	$974,988.00	$4,638,297.26	$2,358,219.00	$8,146,317.45	$396,624.00	$4,344,989.44	$1,467,386.00	$3,921,660.55	$44,544.00	$29,925,189.08

5 APR 95

SIMA FACILITY INVESTMENTS:

SIMA - CHAMBERSBURG LOCAL AREA NETWORK

GENERAL DESCRIPTION: THICK-NET ETHERNET BACKBONE WITH HUBS TO THIN-NET ETHERNET SEGMENTS TO DESKTOPS. PACKET DRIVERS USE ETHERNET-II.

NUMBER OF USERS SUPPORTED: 250

APPROXIMATE COST:

ORIGINAL COST (1990) - $300,000

REPLACEMENT COST (1995) - $425,000
(INCLUDES LABOR TO INSTALL)

5 Apr 95

SUBJECT: MIIC Facility Investments

1. Classified Terminal Room: Building 10 contains a classified terminal room and work area essential for accessing and operating several classified automated information systems that support Army/DOD logistics, readiness, equipment distribution and planning missions. This terminal room was constructed in the mid-1980s at a cost of approximately $300,000. It provides an environmentally controlled and tempest certified secure site for online terminal and PC access to the classified systems and data bases.

2. Major Item Information Center (MIIC) Network: This network is currently being installed in Building 10 at a cost of approximately $1M. It will provide a "state of the art" NOVELL NETWARE 4.1 network using ethernet technology to provide centralized software, operational support and communications connectivity for assigned personnel. The network establishes a virtual 56KB link to our parent organization in Huntsville, AL. It will also provide access to major item information to a worldwide user community via INTERNET, the Defense Data Network and normal telephone links.

Document Separator

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

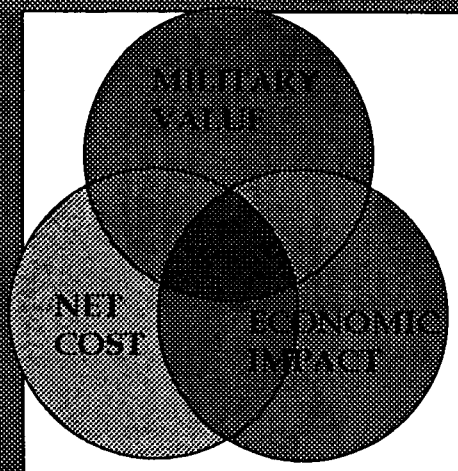


EXHIBIT C

- **DETAILED INFO ON EACH TENANT**

  - MISSION
  - WHY AT LEAD?
  - DISPOSITION?
  - ADDITIONAL INFO (OPTIONAL)
  - COST OF BRAC ACTION

TENANT MISSION IMPACT FOR:

Systems Integration & Management Activity East

MISSION:

Provides integrated automation support to the U.S. Army AMC installation, industrial, and financial business processes. Critical to AMC/Army Future Power Projection and Force 21 Missions such as Strategic Stocks/War Reserves worldwide, Central Asset Visibility (CAV)/Single Stock Fund (SSF) Army-wide implementation, Integrated Sustainment Maintenance initiative, and extension of Automated Time, Attendance and Production System (ATAAPS)/Standard Industrial Fund System (SIFS) Army wide. SIMA-EAST employs 209 organic staff in addition to 37 contractor staff. The organization operates with an annual budget of $20 million.

WHY LOCATED AT LETTERKENNY?

SIMA East's original mission was to develop the standard automated systems to support depot operations. Letterkenny as a multimission depot was designated to serve as the prototype installation for all the applications developed by SIMA. This user/developer partnership has significantly contributed to the high quality systems fielded by SIMA over the years. The secondary reason for Army decision makers locating SIMA East at Letterkenny was the cost effective means of maintaining currency of functional knowledge of the business processes the automated systems are required to support. Because of the close working relationship between designer and end user, SIMA developed systems have automated and integrated business processes in such a way that depot operations have become both efficient and effective. In order to retain the mission effectiveness of both SIMA East and its end user customers, it is essential that SIMA be located at a multimission depot.

MISSION IMPACT IF ELIMINATED/RELOCATED?

SIMA East applications are unique within the Army. The applications developed by this organization are absolutely critical to the Army in both peace time and national emergency. The functional business process systems analysts in SIMA East are totally unique within the Army. Many of the automation personnel within the organization also have skills that are unique to the Army. Within SIMA East automation professionals become productive in their first year; however, they do not achieve full performance levels for approximately three years. In the case of functional systems analysts, it takes about three years to "grow" a functional analyst to the point they understand their assigned functional applications and how their functions interface with other SIMA East applications and interfaces with external business processes/systems. It is the professional opinion of those most familiar with the mission and unique skill of this organization that relocation of SIMA East will cause a total mission failure for a period of three years.

PLANNED DISPOSITION, IF KNOWN?

SIMA East workforce has been told that IOC has been directed to prepare a contingency planning package which will be part of Letterkenny BRAC 95 Implementation plan. That package will reflect a relocation of SIMA East to the Rock Island Arsenal consistent with BRAC 95 milestones. The basis for the move is supposedly the Army's interpretation of BRAC 91 and BRAC 93 law. SIMA East was directed to move to Rock Island in BRAC 91. BRAC 93 law reversed the BRAC 91 decision based on the fact that SIMA East (as a central design organization would transfer to DOD based on DMRD 918). DISA said it made no sense to move SIMA East to Rock Island based on the small amount of resources expended on Industrial Operations Command (Rock Island) business and the organization could better serve its customer base from Letterkenny. In 1993 DOD reversed its decision to transfer central design organizations to DOD and the Army is now saying that decision puts SIMA back to the BRAC 91 decision (move to Rock Island) even though the GAO BRAC 91 comments on that proposal said it makes no mission or economic sense to move SIMA. DISA (and the Secretary of Defense) in BRAC 93 said based on the customer base of SIMA East they should remain at Letterkenny. Current and future projected workloads for SIMA East confirm it still makes no sense to move SIMA off Letterkenny Army Depot.

SIMA EAST TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	30	19	37	0	83	20	20		209
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$530,730								$530,730
UNEMPLOYMENT COMPENSATION-30WKS@$375	$337,500	$213,750	$416,250						$967,500
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$220,841	$139,866	$272,370						$633,077
RETRAINING SEVERED EMPLOYEES-$5,000	$150,000								$150,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$2,742,652	$660,880	$660,880		$4,064,412
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$3,569,000	$860,000	$860,000		$5,289,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$105,792	$67,002	$130,477						$303,270
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$153,900								$153,900
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

SIMA EAST TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
COSTS TO TEAR DOWN, PACK, MOVE AND REINSTALL EQUIPMENT								$600,000	$600,000
ROCK ISLAND ARSENAL CONSTRUCTION COST FOR SIMA EAST-TBD									
COST OF PRODUCTIVITY LOSS-SEE ATTACHED ANALYSIS									$0
GRAND TOTAL	$1,511,943	$420,617	$819,097	$0	$6,311,652	$1,520,880	$1,520,880	$600,000	$12,705,069

TENANT MISSION IMPACT FOR:

Logistics Support Activity-Major Item Information Center (MIIC)

MISSION:

MIIC serves as the Army's key source for all logistics information relating to major (e.g., tanks, helicopters, rifles, radios, etc.) and selected secondary items of equipment. MIIC is the only organization that has visibility of all Army owned equipment worldwide. Its comprehensive and integrated databases and business processes allow soldiers and civilians from the Pentagon to troops in the field to plan for and execute critical logistics missions. These missions include equipment requirements, force modernization, weapon system management and mobilization and contingency/crisis planning and execution. MIIC also directly supports U.S. commitments to conventional armaments treaties and agreements, to include technical support of 53 other countries.

WHY LOCATED AT LETTERKENNY?

MIIC was established at Letterkenny in 1955 and has been retained at this site throughout various organizational realignments. One of the principal reasons for locating MIIC at Letterkenny and a contributing factor to its successful mission accomplishment for 40 years was the proximity of Chambersburg, PA to Washington, D.C. This allows MIIC quick access to and continuous interaction with the proponents for our information systems, databases and processes; i.e., the Office of the Secretary of Defense and Headquarters, Department of Army. This facile communications channel allows MIIC to be responsive to the Departments' priorities and requirements in accomplishing MIIC's national and international missions.

MISSION IMPACT IF ELIMINATED/RELOCATED?

Relocation of MIIC will be very mission destructive. It is estimated that only 40% of our current staff would actually relocate, and these would be our less experienced and knowledgeable employees. MIIC personnel are the only subject matter experts on major item information and processes. To train new individuals to a fully functional level required for MIIC missions would take from 3 to 6 years. This significant loss of MIIC institutional knowledge and expertise will pose a real threat of mission failure with major impacts as follows:

a. Army loses its sole source for major item information and thereby its ability to effectively plan for and meet critical national logistics responsibilities.

b. U.S. commitments to conventional arms control treaties and agreements placed at risk.

c. Total Asset Visibility (TAV), a technological leap forward in inventory management, will not become a reality.

PLANNED DISPOSITION, IF KNOWN?

Headquarters, Army materiel Command, proposes to consolidate MIIC with is parent organization, the USAMC Logistics Support Activity, in Huntsville, AL.

LOGISTICS SUPPORT ACTIVITY-MIIC TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	19	6	14	0	50	10	28		127
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$336,129								$336,129
UNEMPLOYMENT COMPENSATION-30WKS@$375	$213,750	$67,500	$157,500						$438,750
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$139,866	$44,168	$103,059						$287,093
RETRAINING SEVERED EMPLOYEES-$5,000	$95,000								$95,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$1,652,200	$330,440	$925,232		$2,907,872
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$2,150,000	$430,000	$1,204,000		$3,784,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$67,002	$21,158	$49,370						$137,530
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$97,470								$97,470
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

LOGISTICS SUPPORT ACTIVITY-MIIC TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
COSTS TO TEAR DOWN, PACK, MOVE AND REINSTALL EQUIPMENT								$500,000	$500,000
HUNTSVILLE CONSTRUCTION COSTS									$0
COST OF PRODUCTIVITY LOSS-SEE ATTACHED ANALYSIS									$0
GRAND TOTAL	$962,396	$132,827	$309,929	$0	$3,802,200	$760,440	$2,129,232	$500,000	$8,597,023

28 Mar 95

SUBJECT: Major Item Information Center (MIIC) Tenant Data

A. Total number of employees today: 127

B. How many people would be separated: 19

C. How many people would take optional retirement: 6

D. How many people would take early out: 14

E. How many people would move to Huntsville, AL: 50

F. How many would find other government jobs before forced move (on their own): 10

G. How many would be placed through Priority Placement: 28

Number of onboard contractors: 81

Loss of productivity (worksheet attached): $11.6M

Cost of equipment move: $500K

Estimated construction/facilitization costs: $1M

Projected FY 95 expenditures in this geographic area: $14.6M

ISA - $1.2M
government payroll - $6.8M
contractor payroll - $6.6M

TENANT MISSION IMPACT FOR:

Public Works Center

MISSION:

The Public Works Center (PWC) is the organization that has responsibility for the facilities and grounds infrastructure at Letterkenny Army Depot. Several years ago the Department of Defense identified an initiative which was designed to reduce the costs associated with managing installation infrastructures. The Letterkenny Directorate of Engineering and Logistics organization was designated as a Directorate of Public Works (DPW). The DPW was to provide support to other Defense activities in this region when it became the US Army Central Penn Regional Public Works Center. The PWC was to remain an entity on the Letterkenny TDA for a period of time and it was then to become a DOD TDA organization. To date, that has not happened, the PWC remains a Letterkenny TDA organization with an organizational title of the Public Works Center (PWC). The BRAC 95 package for Letterkenny treats the PWC like it has completed its transition to become a DOD DPW Regional site and the PWC is therefore treated as a tenant identified to move to site x.

WHY LOCATED AT LETTERKENNY?

Although the PWC concept identified in the previous paragraph would have greatly expanded its mission, the primary customer of the PWC is to manage the Letterkenny installation infrastructure which supports the Ammunition, Depot Maintenance, DLA DDLP, and all tenant missions on post.

MISSION IMPACT IF ELIMINATED/RELOCATED?

The principal impact would be the loss of professional labor forces, and the institutional knowledge of the physical plant infrastructure. The very professional skills needed to plan and establish the PWC functions are the ones which will not relocate and will therefore not be available to reconstitute operations at another site. If Letterkenny is reduced in scope, it is assumed this function is one of the last functions that would be relocated since they will be heavily involved in the orderly shut down of the industrial area of the depot. Because many of the skills in the PWC are marketable in the private sector, it is anticipated that many of the master craftsmen will abandon their positions to accept employment elsewhere. This will have a definite impact on any orderly transition of the depot infrastructure to an "Ammunition" mission only.

PLANNED DISPOSITION, IF KNOWN?

The only guidance contained in the BRAC 95 package for this organization is it would relocate to site x. There is no indication where site x is located. Even if the depot maintenance mission and DDLP are gone, there will be a requirement for an "enclave" of resources to provide infrastructure base operations support to the residual missions remaining at Letterkenny. It is assumed that enclave will be responsible to the PWC scheduled to be move to site x.

PUBLIC WORKS CENTER (PWC) TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	44	3	26	0	78	15	17		183
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$778,404								$778,404
UNEMPLOYMENT COMPENSATION-30WKS@$375	$495,000	$33,750	$292,500						$821,250
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$323,900	$22,084	$191,395						$537,379
RETRAINING SEVERED EMPLOYEES-$5,000	$220,000								$220,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$2,577,432	$495,660	$561,748		$3,634,840
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$3,354,000	$645,000	$731,000		$4,730,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$155,162	$10,579	$91,686						$257,427
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$225,720								$225,720
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

PUBLIC WORKS CENTER (PWC) TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
EQUIPMENT MOVING COSTS	$72,260								$72,260
									$0
GRAND TOTAL	$2,283,625	$66,413	$575,582	$0	$5,931,432	$1,140,660	$1,292,748	$0	$11,290,460
PUBLIC WORKS CENTER IS A LETTERKENNY ORGANIZATION ENTITY AND NOT A TENANT THIS ORGANIZATION WAS									
ORIGINALLY TO BECOME A TENANT IDENTIFIED AS DEFENSE PUBLIC WORKS (DPW). THE ORGANIZATION HAS REGIONAL PUBLIC									
WORKS RESPONSIBILITIES, BUT THEY ARE PART OF THE LETTERKENNY TDA. THE DOD BRAC 95 PROPOSAL TREATS THIS ORGANIZATION									
AS A TENANT AND SHOWS THEM MOVING TO SITE X. FOR CONSISTENCY IN TREATMENT, THEY ARE TREATED									
AS A TENANT IN THIS PACKAGE.									

TENANT MISSION IMPACT FOR:

Defense Megacenter (DMC) - Chambersburg

MISSION:

DMC Chambersburg provides information processing support and services to war fighters and their supporting organizations 24 hours a day 7 days a week. The support includes providing our world wide customers on-line access to the mainframe computers. The Megacenter has three large capacity AMDAHL computers that are capable of executing 498 million instructions per second and the Defense Information System Network (DOD's primary world-wide telecommunications and information transfer network) node at DMC Chambersburg provides the users throughout the world the access to the mainframe computers. The Megacenter processes 2000 batch jobs a day and over 31,000 users have real-time access to their data stored on DMC Chambersburg's Robotic Tape Libraries and Direct Access Storage Devices. As part of the DOD Data Center consolidation, DMC Chambersburg has migrated workload from a Navy site in Arlington, VA and workload from an additional Navy site located in New Orleans, LA and a DOD site located in Cleveland, OH. The migration of that workload is scheduled to be completed by September 1995. DMC Chambersburg's workload will be increased by 2,000 daily batch jobs and 10,000 on-line users upon completion of the workload consolidation. In addition to providing supply, maintenance, finance, on-line logistics queries, and payroll support to Army and DLA customers, DMC Chambersburg is currently supporting the Army Materiel Command's War Reserve initiative with connectivity to Italy, Japan and Korea and will be supporting the payroll and manpower assignments for the entire U.S. Navy and Navy Reservists and processing pay for all DOD retirees.

WHY LOCATED AT LETTERKENNY?

A number of years ago the Army Materiel Command designated the computer facility at Letterkenny as one of its regional processing centers. In 1993 DMRD 918 transferred the services business computer processing centers to the Department of Defense (DISA). DISA redesignated the Letterkenny computer facility as the Defense Megacenter-Chambersburg. Since 1993 DISA has continued to expand the operations at Chambersburg based on its outstanding performance as a megacenter.

MISSION IMPACT IF ELIMINATED/RELOCATED?

If planned move were properly resourced and executed, mission impacts would include potential disruption of service to customers. The technical risks associated with such a large scale undertaking could impact tactical missions for extended periods of time. Based on Letterkenny being assigned the tactical missile mission in BRAC 93, DISA believed Letterkenny was a sound location on which to make long term capital investments. Significant facility, communications network and hardware investments have been made to accommodate the rapidly expanding workload identified in the mission paragraph above. DISA is in the process of scoping the cost impacts associated with a forced eviction from Letterkenny. That data is not available for inclusion in this package. The costs for DMC in this package are limited to personnel costs; however, non-people costs will clearly be in the millions of dollars.

PLANNED DISPOSITION, IF KNOWN?

DISA was not advised of the Army's plans to place Letterkenny on BRAC 95 list. The DISA position is they need to protect the tremendous investment they have made at Letterkenny and would therefore desire to remain at the depot regardless of what happens to the maintenance mission. If DISA is evicted by Army leadership, they will need time and dollars to execute the mandated change without adversely impacting customer missions.

DEFENSE MEGACENTER (DMC)- CHAMBERSBURG TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	65	0	17	0	52	0	30		164
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$1,149,915								$1,149,915
UNEMPLOYMENT COMPENSATION-30WKS@$375	$731,250	$0	$191,250						$922,500
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$478,488	$0	$125,143						$603,632
RETRAINING SEVERED EMPLOYEES-$5,000	$325,000								$325,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$1,718,288	$0	$991,320		$2,709,608
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$2,236,000	$0	$1,290,000		$3,526,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$229,216	$0	$59,949						$289,165
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$333,450								$333,450
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

DEFENSE MEGACENTER (DMC)- CHAMBERSBURG TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
									$0
									$0
GRAND TOTAL	$3,260,499	$0	$376,342	$0	$3,954,288	$0	$2,281,320	$0	$9,872,449
DISA has an on-going action to develop cost data for the proposed BRAC action. That data is not available for inclusion in this package.									
The total manpower figure shown above is accurate for DMC-C, the actual spread of employee actions is statistically developed based on other									
tenant decisions. The overall costs are significantly understated because cost data on equipment moves, communication network reconfiguration									
actions, and movement of customer data and processes to other sites are not included. That data will be part of the formal DISA package.									
being developed.									

TENANT MISSION IMPACT FOR:

U.S. Army TMDE Support Center - Letterkenny

MISSION:

The U.S. Army TMDE Support Center-Letterkenny maintains organic calibration measurement standards in an operating condition with accuracy's traceable through the Army calibration support system to the National Institute of Standards and Technology. The TSC uses these standards to provide support for Letterkenny Army Depot, Letterkenny tenants, and Fort Ritchie. The Area Calibration Laboratory, an entity of the TSC, provides secondary reference calibration services in environmentally controlled laboratories for calibration standards used by other TSCs in Region 1. The TSC also has one of the largest mobile calibration operations in support of the Army, Army Reserve, Army National Guard, Air Reserve, Air National Guard, Navy, Marine Corps, Federal Aviation Administration, and other Federal agency customers covering nine states in a geographical area from Pennsylvania west to Michigan, north to New York state, and south to Virginia.

WHY LOCATED AT LETTERKENNY?

The Calibration Program was established at Letterkenny in the mid 1950s in support of the NIKE missile systems. At that time Letterkenny was centrally located for support of NIKE missile sites in the eastern United States and also Greenland. With the implementation of the improved calibration and repair program in 1990, Letterkenny TMDE Center became a tenant activity under U.S. Army TMDE Support Activity. It was economical to maintain the calibration center at Letterkenny considering the cost associated with relocating the environmentally controlled modular laboratories and also the possibility of losing some of the highly trained workforce.

MISSION IMPACT IF ELIMINATED/RELOCATED?

Relocation could result in a significant loss of trained personnel, and the cost associated with moving environmentally controlled laboratories or procurement of new laboratories at another location. Elimination would result in enlargement of the facility at another TMDE Center somewhere within Region 1 and increased cost for the relocation of existing laboratories or procurement of new laboratories as the support for customers would still exist.

PLANNED DISPOSITION, IF KNOWN?

The DOD BRAC 95 package for Letterkenny indicates this organization will be moved to site x. As stated for the TMDE Region 1 organization, the strong desire of this tenant is to remain located at Letterkenny, regardless of the disposition of the depot maintenance mission at Letterkenny. If a forced relocation should occur, this organization should logically move to the same location as TMDE Region 1.

US ARMY TMDE SUPPORT CENTER - LETTERKENNY

- SECONDARY REFERENCE LAB SUPPORTS
  - 9 FIXED SITE CALIBRATION LABORATORIES
  - 6 MOBILE CALIBRATION TEAMS
  - CUSTOMER EQUIPMENT REQUIRING HIGH ACCURACY
- LETTERKENNY BEST LOCATION, MOVE WILL
  - INCREASE TRAVEL AND TRANSPORTATION COST AND
  - INCREASE EQUIPMENT TURNAROUND TIME OR
  - INCREASE SALARY AND SUPPORT COSTS
- NO OVERCAPACITY, MUST MOVE CURRENT OR HIRE NEW TECHNICIANS
- WILL LOSE EXPERIENCED, HIGHLY SKILLED TECHNICIANS
- MUST REPLACE ENVIRONMENTALLY CONTROLLED LABORATORIES

US ARMY

TMDE Support Center Letterkenny

US ARMY
MATERIEL COMMAND

US Army TMDE Support Center
Chambersburg, PA 17201-4185

OFFICE OF THE CHIEF

CHIEF BUDDY DEHART
SEC CONNIE WELLER
DSN 570-8012

NCOIC

SFC CHRISTOPHER TALLEY
DSN 570-8338

AREA CALIBRATION LABORATORY

CHIEF CHARLES SWEITZER
CALBR ASSISTANT PEGGY JONES *
DSN 570-9720

INTERNAL CALIBRATION LABORATORY

CHIEF PAUL GETZ
CALBR ASSISTANT ANITA HAWKINS
DSN 570-5554

TMDE SUPPORT LABORATORY

FORT RITCHIE, MD
NCOIC SFC CARTER
DSN 988-2883

FIELD OPERATIONS

MTST W459L1
CHIEF MARK CARROLL

MTST W459L2
CHIEF SAM NEARHOOF

MTST W459L3
CHIEF TIMOTHY ANTHONY

MTST W459L4
CHIEF KEITH BUGGY

MTST W459L5
CHIEF LEE GRAEF

SUPPORT OFFICE

CALBR COORD SPECIALIST JOHN MOWERY
LIBRARY PEGGY JONES *
DSN 570-8339

* DUAL CAPACITY

FAX DSN 570-5521
E-MAIL amxtmgal@letterkenn-emh1.army.mil
COMM (717) 267-XXXX
OFFICE SYMBOL AMXTM-GA-L

This is not an Official Organizational Chart

March 1995

Interservice Support Agreements
TSC Letterkenny

Air Force

910th Military Airlift Wing
Youngstown, OH

911th Military Airlift Wing
Pittsburgh, PA

193rd Special Operations Group
Harrisburg, PA

112th Tactical Control Flight
State College, PA

914th Logistics Support Sqd. / MAL
Niagara Falls, NY

271st Combat Communications Sqd.
211th Electronic Installation Sqd.
201st Civil Engineering Flight
112th Ground Communications Sqd.
Annville, PA

Navy

DOD Missile Consolidation
SPARROW Missile
SIDEWINDER Missile
PHOENIX Missile

Marines

4th Marine Air (Reserves)
4th Marine Ground (Reserves)
Headquarters Service
Battalion Fleet Marine
Force Atlantic
Norfolk, VA

Non - Federal Agencies

Raytheon AMRAAM

Raytheon PHOENIX

United Defense PALLADIN

Other Federal Agencies

Defense Distribution Letterkenny
Defense Reutilization Management Office (DRMO)
Chambersburg, PA

Federal Emergency Management Agency (FEMA)
Berryville, VA

Defense Personnel Support Center
Philadelphia, PA

Defense Personnel Supply Center
Richmond, VA

Defense Distribution Region East
New Cumberland, PA

Defense Distribution Depot Susquehanna
New Cumberland, PA

Defense Industrial Plant Equipment Center (DIPEC)
Mechanicsburg, PA

Federal Aviation Administration (FAA)

Acronyms

USATA = US Army TMDE Activity

TMDE = Test, Measurement, and Diagnostic Equipment

USATS-Region 1 = US Army TMDE Support-Region 1

RTMO = Regional TMDE Management Office

ACL = Area Calibration Laboratory

ICL = Internal Calibration Laboratory

U.S. ARMY TMDE SUPPORT CENTER-LETTERKENNY (USATSC-LEAD)

In addition to support for organizations on Letterkenny Army Depot, USATSC-LEAD also provides calibration and repair services through internal support operations for TMDE within an assigned nine state, northeastern geographical area comprising of New York, Ohio, West Virginia, Virginia, Maryland, Delaware, New Jersey, Michigan, and Pennsylvania. The Area Calibration Laboratory, an element of TSC-LEAD, provides the next level of calibration support (secondary reference) for seven other TMDE Support Centers and six mobile TMDE Support Teams. Only 11 of the TSCs, 58 authorized personnel spaces, assigned in the Internal Calibration Laboratory (ICL) are in direct support of Letterkenny. TSC LEAD has an overall workload of approximately 28880 annual actions. The elements supported along with the percent of their workload is as follows:

Letterkenny Army Depot Support
Approx. 21% of the overall workload

Defense Distribution Letterkenny
Chambersburg, PA

Raytheon AMRAAM
Chambersburg, PA

Raytheon PHOENIX
Chambersburg, PA

United Defense PALLADIN
Chambersburg, PA

Letterkenny Maintenance Activities
Chambersburg, PA

U.S. Army Support
Approx. 13% of the overall workload

U.S. Army Support Element
Pittsburgh, PA

U.S. Army Support Element
Annville, PA

U.S. Army
Medical Research & Development Command
Ft. Detrick, MD

U.S. Army Information Systems Command
Ft. Detrick, MD

Headquarters, U.S. Army Garrison
Annville, PA

Radford Army Ammunition Plant
Radford, VA

U.S. Army
Foreign Science and Technology Center
Charlottesville, VA

U.S. Army War College
Carlisle. PA

Carlisle Barracks
Carlisle. PA

Facilities Engineering
Ft. Detrick, MD

U.S. Army Reserve Support

Approx. 17% of the overall workload

U.S. Army Organization Maintenance Shop
Coraopolis, PA

79th U.S. Army Reserve Command
Willow Grove, PA

U.S. Army Equipment Concentration Site 24
Annville, PA

U.S. Army
318 Light Equipment Maintenance Company
State College, PA

U.S. Army Area Maintenance Support Activity
Lock Haven, PA

83rd U.S. Army Reserve Command
Columbus, OH

298th U.S. Army Maintenance Company
Altoona, PA

U.S. Army Combined Support Maintenance Shop
Greensburg, PA

99th U.S. Army Reserve Command
Oakdale, PA

U.S. Army Area Maintenance Support Activity
Parkersburg, WV

U.S. Army Area Maintenance Support Activity
Valley Grove, WV

U.S. Army Area Maintenance Support Activity
Clarksburg, WV

U.S. Army Area Maintenance Support Activity
Charleston, WV

U.S. Army Area Maintenance Support Activity
Christiansburg, VA

U.S. Army Reserves 80th Division
Richmond, VA

U.S. Army Aviation Support Facility
Elyria, OH

U.S. Army Aviation Support Facility
Columbus, OH

U.S. Army Area Maintenance Support Activity
New Castle, PA

U.S. Army Area Maintenance Support Activity
Greensburg, PA

U.S. Army Area Maintenance Support Activity
Oakdale, PA

U.S. Army Area Maintenance Support Activity
Punxsutawney, PA

U.S. Army Area Maintenance Support Activity
Franklin, PA

U.S. Army National Guard Support
Approx. 16% of the overall workload

Delaware Army National Guard CSMS
New Castle, DE

U.S. Army National Guard
Washington, PA

Pennsylvania Army National Guard CSMS
Annville, PA

Ohio Army National Guard CSMS
Newark, OH

West Virginia Army National Guard CSMS
Point Pleasant, WV

Virginia Army National Guard CSMS
Richmond, VA

U.S. Air Force Support
Approx. 10% of the overall workload

910th Military Airlift Wing
Youngstown, OH

911th Military Airlift Wing
Pittsburgh, PA

193rd Special Operations Group
Harrisburg, PA

112th Tactical Control Flight
State College, PA

914th Logistics Support Squadron/MAL
Niagara Falls, NY

271st Combat Communications Squadron
Annville, PA

211th Electronic Installation Squadron
Annville, PA

201st Civil Engineering Flight
Annville, PA

112th Ground Communications Squadron
Annville, PA

U.S. Marines Support
Approx. 1% of the overall workload

B Company
4th Light Armored Vehicle Battalion
Fort Detrick, MD

"I" Battery 3d Battalion
Reading, PA

U.S. Marine Corps Military Police Company B
North Versailles, PA

U.S. Marine Corps
Truck Headquarters Battalion
Erie, PA

U.S. Marine Corps
Connellsville, PA

Other Federal Agencies Support

Approx. 13% of the overall workload

Defense Distribution Depot Susquehanna
New Cumberland, PA

Defense Communications Support Unit
Thurmont, MD

Federal Emergency Management Agency
Berryville, VA

Defense Personnel Support Center
Philadelphia, PA

Defense Personnel Supply Center
Richmond, VA

Defense Distribution Region East
New Cumberland, PA

Defense Industrial Plant Equipment Center
Mechanicsburg, PA

Federal Aviation Administration

Locations:

Norfolk, VA
Richmond, VA
Lynchburg, VA
Roanoke, VA
Charleston, WV
Bridgeport, WV
Pittsburgh, PA
Erie, PA
Jamestown, NY
Martinsburg, PA
Middletown, PA
Philadelphia, PA
Atlantic City, NJ
Washington, DC
Fredericksburg, VA
The Plains, VA
Newark, NJ
Charlottesville, VA
Reading, PA
Trevose, PA
Trenton, NJ
Altoona, PA
Du Bois, PA
State College, PA
Newcastle, PA
Clearfield, PA
Leesburg, VA
Newport News, VA
Huntington, WV
W. Mifflin, PA
Binns Hall, VA
Bedford, VA
Clarksburg, WV
Millville, NJ

Secondary Reference Support For Other TSCs and Mobile Teams in Region 1
Approx. 9% of the overall workload

USATSC-Fort Eustis
Fort Eustis, VA

USATSC-Fort Belvoir
Fort Belvoir, VA

USATSC-Warren
Warren, MI

USATSC-Harry Diamond
Adelphi, MD

USATSC-Aberdeen
Aberdeen Proving Ground, MD

USATSC-Fort Meade
Fort Meade, MD

Internal Calibration Laboratory
Chambersburg, PA

USATSC-Fort Ritchie
Fort Ritchie, MD

Mobile TMDE Support Team
Fort Meade, MD

Mobile TMDE Support Team W459L1
Chambersburg, PA

Mobile TMDE Support Team W459L2
Chambersburg, PA

Mobile TMDE Support Team W459L3
Chambersburg, PA

Mobile TMDE Support Team W459L4
Chambersburg, PA

Mobile TMDE Support Team W459L5
Chambersburg, PA

TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) SUPPORT TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	0	4	4	0	35	5	10		58
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$0								$0
UNEMPLOYMENT COMPENSATION-30WKS@$375	$0	$45,000	$45,000						$90,000
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$0	$29,445	$29,445						$58,891
RETRAINING SEVERED EMPLOYEES-$5,000	$0								$0
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$1,156,540	$165,220	$330,440		$1,652,200
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$1,505,000	$215,000	$430,000		$2,150,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$0	$14,106	$14,106						$28,211
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$0								$0
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) SUPPORT TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
COSTS TO TEAR DOWN, PACK, MOVE AND REINSTALL EQUIPMENT								$500,000	$500,000
ESTIMATED CONSTRUCTION COSTS-RANGE $395K TO $795K								$395,000	$395,000
COST OF PRODUCTIVITY LOSS-SEE ATTACHED ANALYSIS									$0
GRAND TOTAL	$13,180	$88,551	$88,551	$0	$2,661,540	$380,220	$760,440	$895,000	$4,887,482

US Army TMDE Support Center-Letterkenny

Cost to Move Equipment

4 Environmentally Controlled Laboratory Modules @ $100,00 ea	$400,000
Calibration Standards and Miscellaneous Equipment	$100,000
	$500,000

Construction Costs

New Construction

Industrial Shell for Laboratories 8450 ft^2 @ $80/$ft^2$	$675,000
Office 600 ft^2 @ $94/$ft^2$	55,000
Dock Area	25,000
	$755,000

Renovation

Industrial Shell for Laboratories 8450 ft^2 @ $40/$ft^2$	$340,000
Office 600 ft^2 @ $50/$ft^2$	30,000
Dock Area	25,000
	$395,000

TENANT MISSION IMPACT FOR:

Defense Finance and Accounting Service

MISSION:

Provides Finance and Accounting Services to Letterkenny and all tenants located at Letterkenny plus subordinate elements of those organizations.

WHY LOCATED AT LETTERKENNY?

The customer base is at Letterkenny.

MISSION IMPACT IF ELIMINATED/RELOCATED?

If timed and executed properly, very little impact.

PLANNED DISPOSITION, IF KNOWN?

The responsibilities of this organization are scheduled to be absorbed at another location as part of a DFAS Headquarters regionalization of Finance and Accounting services across DOD. This action is independent of BRAC 95 and therefore the Letterkenny DFAS organization should not have been included in the DOD BRAC 95 proposal for Letterkenny Army Depot. The tenant was included in the Letterkenny BRAC package and was identified as a tenant that would move to site x. Because DFAS was included in the DOD BRAC 95 package for Letterkenny, it was retained as part of this analysis to make appropriate comparisons.

DEFENSE FINANCE & ACCOUNTING SERVICE (DFAS) TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	53	10	15	0	0	0	0		78
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$937,623								$937,623
UNEMPLOYMENT COMPENSATION-30WKS@$375	$596,250	$112,500	$168,750						$877,500
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$390,152	$73,614	$110,420						$574,186
RETRAINING SEVERED EMPLOYEES-$5,000	$265,000								$265,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$0	$0	$0		$0
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$0	$0	$0		$0
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$186,899	$35,264	$52,896						$275,059
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$271,890								$271,890
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

DEFENSE FINANCE & ACCOUNTING SERVICE (DFAS) TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
									$0
									$0
GRAND TOTAL	$2,660,994	$221,378	$332,066	$0	$0	$0	$0	$0	$3,214,438
THIS TENANT WAS INCLUDED IN THE DOD BRAC PACKAGE FOR LETTERKENNY. IT WAS SHOWN AS A MOVE TO									
SITE X. IN REALITY, IT IS SCHEDULED TO MOVE BECAUSE OF DFAS PLANS TO REGIONALIZE SUPPORT (AND NOT									
BECAUSE OF A BRAC 95 PROPOSED ACTION. IN ORDER TO HAVE THIS PACKAGE BE									
CONSISTENT WITH THE DOD BRAC PACKAGE, THIS TENANT WAS INCLUDED; HOWEVER, THE COST DATA									
IN THIS PACKAGE WAS PREPARED ON A LEAST COST SCENERIO, I.E. MINIMUM PCS MOVES AND MAXIMUM RETIREMENTS									

TENANT MISSION IMPACT FOR:

Test Measurement & Diagnostic Equipment - Region 1

MISSION:

Manages all Army test equipment calibration, repair, and metrology services for the Northeastern United States, and provides services on a reimbursable basis to other DOD, DOD contractor, and federal agency customers. The region office provides supply, financial, quality assurance, property accountability, equipment management and automated information management systems support to 2 secondary reference laboratories, 8 mobile calibration teams and 16 fixed calibration laboratories. and south to Virginia.

WHY LOCATED AT LETTERKENNY?

Central to TMDE Support Centers supported by USATA-Region 1.

MISSION IMPACT IF ELIMINATED/RELOCATED?

Elimination would require a reorganization of the USATA. Relocation would primarily be a change in support location. Relocation would increase recurring travel costs for staff support and transportation costs for shipment of supplies and repair parts.

PLANNED DISPOSITION, IF KNOWN

USATA has no plans to eliminate this organization. Because of its central location serious consideration should be given to retaining this tenant and its subordinate element at Letterkenny, regardless of the disposition of the maintenance mission. If forced to relocate, alternate sites should be based on one time relocation costs and recurring travel and transportation costs.

US ARMY TMDE SUPPORT - REGION 1

- O PROVIDES SUPPORT FOR NORTHEAST REGION TMDE SUPPORT CENTERS
  - SUPPLIES/REPAIR PARTS
  - MANAGEMENT AND SUPERVISION
  - BUDGET FORMULATION AND FINANCIAL MANAGEMENT
  - QUALITY ASSURANCE
  - PROPERTY ACCOUNTABILITY
  - EQUIPMENT MANAGEMENT
  - AUTOMATED INFORMATION SYSTEMS
- O CLOSURE WOULD FORCE REORGANIZATION OF THE US ARMY TMDE ACTIVITY
- O LETTERKENNY OPTIMUM LOCATION
  - WITHIN 8 HOUR DRIVE OF 8 OF 10 TMDE SUPPORT CENTERS
  - DAY TRIP DISTANCE TO 11 OF 17 FIXED SITE LOCATIONS
- O MOVE WOULD RESULT IN INCREASED TRAVEL AND TRANSPORTATION COSTS
- O MOVE WOULD RESULT IN LOSS OF EXPERIENCED WORKFORCE

MISSION IMPACT

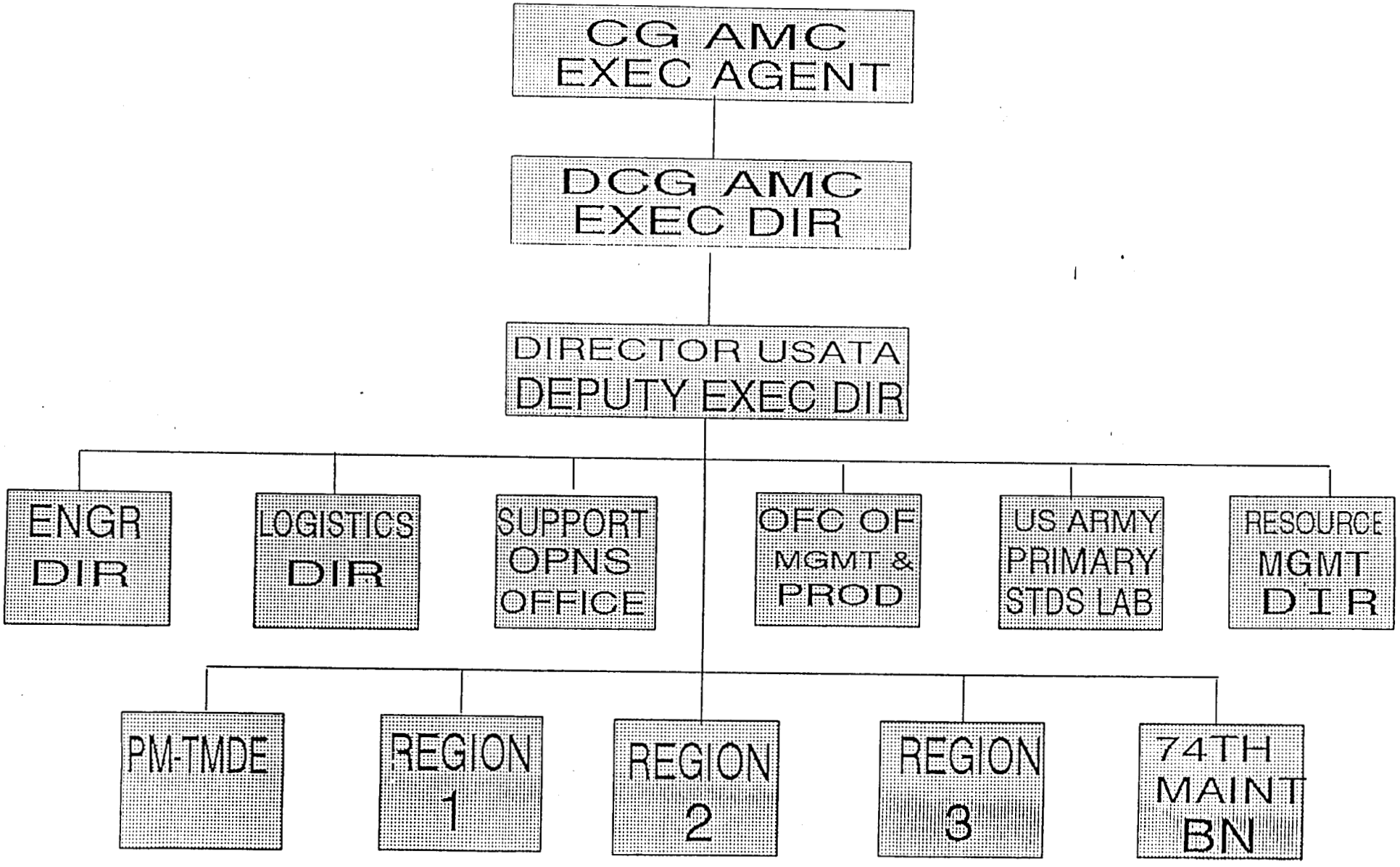
The US Army Test, Measurement, and Diagnostic Equipment (TMDE) Activity calibration laboratories are designed as a hierarchical network providing measurement traceability back to national standards. Within the US Army TMDE Support Region 1 the secondary reference laboratories that calibrate first (transfer) level calibration equipment (standards) are geographically located for quick turnaround. The TMDE Support Centers (TSCs) serviced by the Letterkenny Area Calibration Laboratory (ACL) make approximately one trip per day, or a total of 250 trips per year to the ACL for emergency service or scheduled recertification of their calibration standards. If the Letterkenny ACL workload was transferred to Tobyhanna costs for mileage, per diem and lost employee time would increase. Shipping costs for routine individual item service would also increase. More importantly, equipment turnaround time would increase and the system would be less responsive to TSC and customer requirements.

The optimum location from a transportation point of view would be the Washington/Baltimore metropolitan area, but this would increase costs for salaries, facilities and utilities.

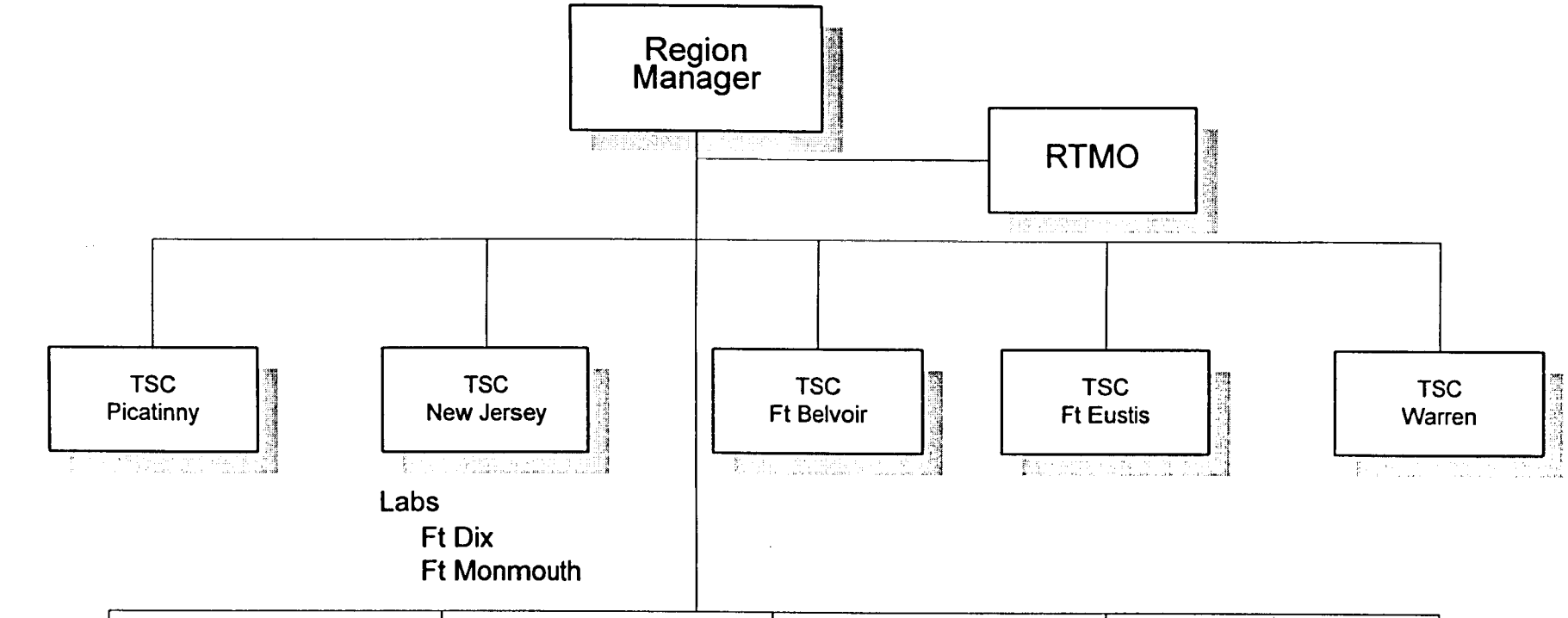
For the US Army TMDE Support Region 1, Letterkenny is an ideal location for an ACL. It is close to its customer base without the high cost of a metropolitan area. Providing this secondary reference service from any other TSC location would increase customer cost and/or increase equipment turnaround time.

The Region TMDE Management Office at Letterkenny is located within an 8 hour drive of all but two of the Region 1 TSCs, and within day trip distance of 11 of 17 fixed site calibration laboratories. Moving the Region office to another TSC location would result in increased travel costs for the staff visits required to provide management and supervision, financial, quality assurance, property accountability and equipment management support to US Army TMDE Support Region 1.

U.S. ARMY TMDE ACTIVITY



US Army TMDE Support Region 1



* BRAC Closure

TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) CENTER-REGION 1 TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	0	0	1	0	9	3	3		16
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$0								$0
UNEMPLOYMENT COMPENSATION-30WKS@$375	$0	$0	$11,250						$11,250
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$0	$0	$7,361						$7,361
RETRAINING SEVERED EMPLOYEES-$5,000	$0								$0
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$297,396	$99,132	$99,132		$495,660
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$387,000	$129,000	$129,000		$645,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$0	$0	$3,526						$3,526
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$0								$0
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) CENTER-REGION 1 TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
EQUIPMENT MOVING EXPENSE								$10,000	$10,000
CONSTRUCTION COSTS AT NEW SITE-RANGE $170,000 TO $330,000								$170,000	$170,000
COST OF PRODUCTIVITY LOSS-SEE ATTACHED ANALYSIS									$0
GRAND TOTAL	$13,180	$0	$22,138	$0	$684,396	$228,132	$228,132	$180,000	$1,355,978

US Army TMDE Support-Region 1

Construction Costs for Moving Region Office

New Construction:

1400 ft^2 Office @ \$94/ft^2	=	\$130,000
2500 ft^2 Supply @ \$80/ft^2	=	\$200,000
		\$330,000

Renovation:

1400 ft^2 Office @ \$50/ft^2	=	\$ 70,000
2500 ft^2 Supply @ \$40/ft^2	=	100,000
		\$170,000

TENANT MISSION IMPACT FOR:

Army Audit Agency

MISSION:

Assists the Army in satisfying statutory and fiduciary responsibilities as well as assisting Army managers in making informed decisions, resolving issues and using resources effectively. It provides Army leadership with a full range of objective and independent services, including financial/performance audits, and consulting services. The agency has the authority to audit all organizations, activities, programs, and functions of the Army.

WHY LOCATED AT LETTERKENNY?

This tenant provides support to Letterkenny, tenants at Letterkenny, and a number of Army organizations within the commuting area. In the last several years the local AAA office's work has expanded beyond Letterkenny; in fact, in the past three years only two audits have been conducted which directly involved Letterkenny. AAA could be located at another installation; however, Letterkenny provides a central cost effective location for satisfying the organization's customer base.

MISSION IMPACT IF ELIMINATED/RELOCATED?

Impact would be limited to skill loss associated with failure of employees to accompany the organization to the new location (one). Since the workforce is young salaries are high, and the assumption is the organization would remain within 100 miles (due to customer locations) it is assumed all the professional auditors will accompany the mission. Based on this fact, mission impacts of a relocation are considered quite low.

PLANNED DISPOSITION, IF KNOWN?

The DOD BRAC 95 package for Letterkenny shows this organization being eliminated. Discussions with tenant indicate there would be no intention on AAA's part to eliminate the organization. AAA's desire is to remain located at Letterkenny regardless of what happens to the Depot Maintenance mission at Letterkenny. If that is not permitted by Army leadership, then the organization will be relocated. The foresees no savings are possible through the proposed BRAC actions since AAA has workload to replace the small workload associated with the Letterkenny Depot maintenance mission. DDLP as a DLA organization is not supported by AAA. Since AAA has performed a small amount of work for Letterkenny for the past three years, this package does show a small dollar savings associated with the Letterkenny BRAC 95 proposal.

ARMY AUDIT ACTIVITY TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	1	0	0	0	12	0	0		13
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$17,691								$17,691
UNEMPLOYMENT COMPENSATION-30WKS@$375	$11,250	$0	$0						$11,250
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$7,361	$0	$0						$7,361
RETRAINING SEVERED EMPLOYEES-$5,000	$5,000								$5,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$396,528	$0	$0		$396,528
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$516,000	$0	$0		$516,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$3,526	$0	$0						$3,526
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$5,130								$5,130
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

ARMY AUDIT ACTIVITY TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
									$0
									$0
GRAND TOTAL	$63,139	$0	$0	$0	$912,528	$0	$0	$0	$975,667

TENANT MISSION IMPACT FOR:

Health Clinic

MISSION:

The Health Clinic at Letterkenny Army Depot (LEAD) is an occupational health clinic and also serves as a Primary Care Clinic. The clinic works closely with the Industrial Hygiene Office and Safety Office to provide a safe working environment. The Clinic provides periodic medical screening to Federal employees (including active duty military) based on the employee's occupational exposures. The program consists of a Vision Program, Hearing Conservation, Pregnancy Surveillance, and a Respiratory Program.

The LEAD Health Clinic also provides Primary Care services to the military beneficiaries. This includes Active Duty and their family members and retirees and their family members. These services include pharmacy, laboratory, radiology, and physician appointments, and an Employee Assistance Program.

The Industrial Hygiene staff identifies an monitors potentially hazardous conditions in the work environment which could affect the health and safety of employees. The work environment is monitored through inspections and surveys to insure the continued health and safety of depot employees.

WHY LOCATED AT LETTERKENNY?

The clinic has two primary customers. One is the depot and tenant organizations; while the second customer base consists of over 20,000 retired military personnel in this geographic area. A smaller workload is the support provided to the Army Reserve Units located at Greencastle, PA and the Army Reserve and Army Guard Units who do their annual training at LEAD.

MISSION IMPACT IF ELIMINATED/RELOCATED?

Emergency treatment requirements would have to be evacuated to local hospitals which would increase the chargeback costs to the depot. Other medical services for industrial employees remaining at Letterkenny would have to be performed by another medical unit outside the geographic area which would increase per patient/employee medical costs and cause added delays for performance of required actions. To contract Industrial Hygiene services out to the local economy would cost about $75.00 to $100.00 per hour. The present cost is zero because of ISSA. There is presently 16,000 manyears of work to be done annually.

PLANNED DISPOSITION, IF KNOWN?

Although the entity was identified to be eliminated in the DOD BRAC 95 package for Letterkenny, there is no way the organization can be eliminated. There would be a workload reduction as noted in the return on investment package; however, the following medical services will have to continue: a. support to the Letterkenny Ammunition mission, b. support of twenty thousand military retirees in the geographic area (25% of organization's current workload), and c. support to the Greencastle Reserve Unit as well as the Army Guard and Reserve Units who doe their annual training at LEAD. This tenant recently completed a $330,000 facility expansion/modernization investment at Letterkenny. It is their desire to remain a tenant at Letterkenny even if the depot loses its maintenance mission. Since they occupy part of the Depot Headquarter's building, they believe continued occupancy of that facility would not increase over all operating costs at the depot. The current location will permit them to provide both cost and mission effective support to the residual Letterkenny missions and to other customers currently supported.

HEALTH CLINIC TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	5	1	1	0	3	0	5		15
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$88,455								$88,455
UNEMPLOYMENT COMPENSATION-30WKS@$375	$56,250	$11,250	$11,250						$78,750
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$36,807	$7,361	$7,361						$51,530
RETRAINING SEVERED EMPLOYEES-$5,000	$25,000								$25,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$99,132	$0	$165,220		$264,352
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$129,000	$0	$215,000		$344,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$17,632	$3,526	$3,526						$24,685
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$25,650								$25,650
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

HEALTH CLINIC TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
									$0
									$0
GRAND TOTAL	$262,974	$22,138	$22,138	$0	$228,132	$0	$380,220	$0	$915,601

TENANT MISSION IMPACT FOR:

Defense Reutilization & Marketing Office (DRMO)

MISSION:

Provide property disposal support.

WHY LOCATED AT LETTERKENNY?

DRMO is located here to provide disposal support to the installation and surrounding DOD activities.

MISSION IMPACT IF ELIMINATED/RELOCATED?

Surrounding DRMO's will absorb remaining workload if eliminated.

PLANNED DISPOSITION, IF KNOWN?

DRMO would downsize if they remain on remaining portion of installation. If closed, see above response.

* MAJOR COMMAND: DEFENSE LOGISTICS AGENCY

* FIELD COMMAND: DEFENSE REUTILIZATION AND MARKETING SERVICE, BATTLE CREEK, MI.

* TENANT ACTIVITY: DEFENSE REUTILIZATION AND MARKETING OFFICE - LETTERKENNY

* PERSONNEL ON BOARD: 29 PERMANENT
6 TERM
35 TOTAL

FY 94: RECEIVED AND PROCESSED APPROXIMATELY 86,500 LINE ITEMS WITH A TOTAL ACQUISITION COST OF $473,763,124 DOLLARS

STORAGE CAPABILITIES

* INSIDE STORAGE: 114,000 SQ FT.

* OUTSIDE STORAGE: APROX 35 ACRES/1,456,560 SQ FT

* MISSION STATEMENT: PROVIDE FULL DISPOSAL SUPPORT FOR HAZARDOUS AND NON HAZARDOUS EXCESS & SURPLUS PROPERTY AND ADMINISTER ENVIRONMENTAL DISPOSAL CONTRACTS FOR ALL DoD ACTIVITIES IN: SOUTH CENTRAL & WESTERN PA.
CENTRAL & WESTERN MARYLAND
EASTERN & NORTHERN WEST VA.
ACCEPT OVER FLOW MATERIAL FROM WASHINGTON DC AREA & DDSP.

* DISTRIBUTION CENTER FOR PRECIOUS METAL RECOVERY EQUIPMENT AND SUPPLIES FOR MILITARY INSTALLATIONS EAST OF MISSISSIPPI & EUROPE.

* OPERATE REGIONAL PRECIOUS METAL DEFINITION & PROCESSING CENTER

* METHODS OF PROPERTY DISPOSAL:

REDISTRIBUTION OF PROPERTY WITHIN DoD, FEDERAL & STATE GOVERNMENTS
SALE TO THE GENERAL PUBLIC
ULTIMATE DISPOSAL THROUGH SERVICE CONTRACT
FOREIGN MILITARY SALES
DEMILITARIZATION OF MILITARY PECULIAR PROPERTY

OPTIONAL FORM 99 (7-90)

FAX TRANSMITTAL

# of pages ▶ 1

To Mr. Frank VanHatten
Dept./Agency DDLP-D
Fax # 8464

From Perry Daniels
Phone # 9438
Fax # 5538

NSN 7540-01-317-7368 5099-101 GENERAL SERVICES ADMINISTRATION

MISSION SUPPORT RESPONSIBILITIES

LETTERKENNY ARMY DEPOT (HOST)

Letterkenny Army Depot (LEAD) has many missions. The Depot Systems Command (DESCOM) Headquarters for the U.S. Army is located on LEAD. LEAD has many unique maintenance and supply missions. Weapons systems which are rebuilt or receive depot level maintenance include various types of towed and self propelled artillery, tactical trucks and trailers, chemical warfare decontamination equipment, fire control optics, armored recovery vehicles, ammunition carriers and several special projects. Under the tactical missile consolidation recommended by BRAC '93, 18 tactical missile systems are scheduled to transition to LEAD, nine Army and nine Interservice systems. LEAD has a major conventional ammunition storage capability. LEAD is relatively large in terms of real estate and personnel. Approximately 19,500 acres and 4,100 people including tenant activities.

DEFENSE REUTILIZATION AND MARKETING OFFICE - LETTERKENNY

Our primary mission is to provide disposal service to the host installation and other DOD activities is our geographical area. Our operation encompasses three states, PA, WV and MD. Our operation includes the receipt, warehousing, demilitarization, precious metal recovery and preparation of excess/surplus property for reissue, sale or other disposition. In essence, DRMO Letterkenny is where the rubber hits the road in the disposal business. The DRMO is an additional source of supply. We take great pride in the fact that we give back to Gov't agencies instead of taking. We make serious endeavors to return dollars to the U.S. Treasury through the disposal program.

We provide technical assistance to generating activities and maintain a close liaison to ensure our generators can accomplish their military mission with minimum effort.

MAJOR GENERATORS OF PROPERTY TO DRMO LETTERKENNY

Letterkenny Army Depot
Defense Distribution Depot Letterkenny
Fort Detrick, MD.
Fort Ritchie, MD.
Camp David, MD.
167th Airlift Group, Martinsburg, WV.
171st Air Refueling Wing, Pittsburg, PA.
911th Airlift Group, Pittsburg, PA.
79th ARCOM, Oakdale, PA.

ENC 1

ACTIVITIES NAME AND ADDRESS	DODACC	EPA	POINT OF CONTACT	TELEPHONE #	24 hr Number
CAPT HARRY R. HAAR USRC CENTER 3001 Pleasant Valley Altoona, PA 16602	W25AZO	PA6210562488	Anthony Fiore	814-943-0564	
OMS #29 - ALTOONA 327 Frankstown Road Altoona, PA 16602-4299	W25KYQ	PA4211890047	Fred Miller	814-946-6989	
DEPARTMENT MILITARY AFFAIRS State Armory Board Ft. Indiantown Gap Annville, PA 17003			Jeff Olsen Pat Martin	717-861-8342 DSN 491-8342	717-861-8995
BEAVER FALLS ARMORY 150 Janet Street Beaver Falls, PA 15010-1004	W25ASE	PAD982675241	Mike Gravitz	412-843-0480	
BELLE VERNON USAR CENTER RD #3, Box 348 Belle Vernon, PA 15012-9503	W81F23	PAD982699340	John Dick	412-929-3232	
BELLEFONTE ARMORY Route 550 East Bellefonte, PA 16823-2399					
BLAIRSVILLE ARMORY 119 North Walnut Street Blairsville, PA 15717-0157					
BRADFORD ARMORY 38 Barbour Street Bradford, PA 16701-1917					
COMPANY B, 429TH USAR Brownsville, PA 15417	W25ATI	PA1210522578	Joseph Angel	412-758-7277	
BUTLER USAR CENTER 360 Evans City Road Butler, PA 16001-2799					
OMS #20, HQ 2-110th Infantry Box 250 Kreiss Road Butler, PA 16001-8707	W25KYQ	PA5211890038	Dennis Burke Mr. Weber	412-789-9215	
CANONSBURG ARMORY North Central Avenue & West Canonsburg, PA 15317-1344					
DEFENSE REUTILIZATION & MARKETING OFFICE Letterkenny Army Depot Building 2260 Chambersburg, PA 17201-4150	SX1283	PA6213820503	Barry Smith Don Niedergall	717-267-9357 (DSN)570-9357	

LETTERKENNY ARMY DEPOT SDSLE-ENC, Bldg 618 Chambersburg, PA 17201-4150	W25G1Q	PA6213820503	Doug Warnock Greg Epstein	X8438	717-267-9101
CHAMBERSBURG ARMORY 1010 Lincoln Way West Chambersburg, PA 17201					
PFC MELVIN L. BROWN U Golden Rod Acres P.O. Box 988 Clearfield, PA 16830-0988					
CLEARFIELD ARMORY P.O. Box 847 Clearfield, PA 16830-0847					
OMS #11 - CONNELLSVILLE RD #1, Box 541-B Connellsville, PA 15425-0662	W25QYO	PA3211890030			
CONNELLSVILLE ARMORY 108 West Washington Avenue Connellsville, PA 15425-4453					
OMS #13 - CORAOPOLIS 835 Fifth Avenue Coraopolis, PA 15108-1527		PA1211890032		412-262-4997	
911 AIRLIFT GROUP/CEV Pittsburgh International Airport ARS 316 Defense Avenue, Suite 101 Coraopolis, PA 15108-4403	FB6712	PA2570024289	Lyn Gemperle Richard Feid Jim Wilks	412-269-8749 DSN 277-8749 DSN-277-8114	412-269-8250
PENNSYLVANIA AIR NATIONAL GUARD (171st) Pittsburgh International Airport 161 ARW-EM, Mustang Drive, Bldg 110 Coraopolis, PA 15108-4800	FB6381	PAD114942832	Capt John Tower MSGT Jeff Hedges	412-474-7640 DSN 277-8369	1800851-8061
CORRY ARMORY 205 East Washington Street Corry, PA 16407-1642					
U.S. MARINE CORPS 2nd Platoon (BEIN) TR 4th Marine, FMF, USMC Ebensburg, PA 15931-8955	M17746	PAD981947492	GSgt Rainey	814-472-6440 814-472-7128	
ELKINS USAR CENTER P.O. Box 1633 Elkins, WV 26241-1633					
ERIE US ARMED FORCES 3938 Old French Road Erie, PA 16504-2095					

OMS # 5, HHC 1/112th INFANTRY 6th and Parade Streets Erie, PA 16507-1695	W25KYV	PA1211890024	Steven Luce	814-871-4217	
EVERETT ARMORY RD #4, Box 283 Everett, PA 15537-9360					
1LT HARRY COLBURN USA Route 9, Box 6 Fairmont, WV 26554-8584					
FINLEYVILLE I RD #1, Box 246E Finleyville, PA 15332-9627					
FINLEYVILLE II RD #1, Box 331, A-3 Finleyville, PA 15332-9801					
FORD CITY ARMORY 301 Tenth Street Ford City, PA 16226-1219					
HQ USAG FORT RITCHIE ANRT-ENE Fort Ritchie, MD 21719-5010	W23P47	MD8210020758	Bill Hoffman Phillip Marne Ed Dorsey Bobby Smith	301-878-3968 DSN-277-3968 DSN-277-5387 DSN 277-4008	301-878-4500
US Army, Site R Harbaugh Valley Rd. Blue Ridge Summit, PA 17214 (Mail to Ft. Ritchie)	W23P47	PA3210090053	Les Woodard	DSN-988-3632 DSN-988-2702 717-878-3632	717-878-4500
FRANKLIN AMSA #2 1038-15th Street Ext. Franklin, PA 16323-2109	W25AR4	PA9210090064	Perry Wood	814-432-2337	
FRANKLIN AMSA #1 1415 Pittsburgh Road Franklin, PA 16323	W25AR4	PA9210090065	Perry Wood	814-432-2337	
USAG FT. DETRICK Directorate of Logistics Hazardous Material Management Office HSHD-LOH Frederick, MD 21702	W23J51	MD8211620267	Paul Abshire Ron	301-633-3439 DSN 343-3441	301-619-7114
USAMRIID ANNEX 15 Worman's Mill Court Frederick, MD 21701	W23MYC	MD2210000954	Bill Shultz, Jr	301-663-2934 DSN-343-2934	301-619-4620
FRIEDENS ARMORY RD #1, Box 103 Friedens, PA 15541-9726					

COMPANY C 1/314TH IN (M) 1200 Fairfield Road Gettysburg, PA 17325-7237	W25AN4		Sgt. Shields	717-337-3105
GRAFTON USAR CENTER US Rt 50 E P.O. Box 600 Grafton, WV 26354-0600				
U.S. ARMY RESERVE (G) 389 Pensinger Road P.O. Box 190 Greencastle, PA 17225-0190	W25AZW	PA1210020383	Steven Clark Larry Steinberger	717-597-7102 717-597-7103
GREENSBURG AMSA 104 2141 Hunter Road Greensburg, PA 15601-4998	W25AR7	PAD982567554	Joe Ruzicka	412-834-8960
GREENSBURG USAR CENTER 900 Armory Drive Greensburg, PA 15601-5297			SFC Wenger	412-834-6910
GREENSBURG ARMORY RD #12, Box 232 Greensburg, PA 15601-9808				
GROVE CITY ARMORY RD #2, George Junior Grove City, PA 16127-9317				
97TH ARCOM AFA (111) 9357 Washington Court P.O. Box 2008 Hagerstown, MD 21742-2008	W23A97	MDD981940950	Joe Gortva	301-797-8600
HERMITAGE ARMORY 740 North Hermitage Road Hermitage, PA 16148-3222				
HOLLIDAYSBURG ARMORY Box 319 Hollidaysburg, PA 16648-0319				
HUNTINGTON ARMORY 236 Standing Stone Avenue Huntington, PA 16652-1305				
INDIANA ARMORY 621 Wayne Avenue Indiana, PA 15701-3097				
JOHNSTOWN USAR CENTER 295 Goucher Street Johnstown, PA 15905-3492				

JOHNSTOWN USAR CENTER, AMSA 104 1300 St. Clair Road Johnstown, PA 15905-1498	W23AS0	PA4210022998	Dan Miller William Gero	814-535-2554	
OMS #12 - JOHNSTOWN 565 Walters Avenue Johnstown, PA 15907-1246	W25KY0		Ronald Miller	814-533-2218	
OMS #21 - JOHNSTOWN Municipal Airport Johnstown, PA 15907-0157					
KANE ARMORY 208 Chestnut Street Kane, PA 16735-1603					
OMS #26 - LEWISTOWN Route 522 North Lewistown, PA 17044					
LIGONIER ARMORY 358 West Main Street Ligonier, PA 15658-1132					
167TH WV ANG Eastern West Virginia Martinsburg, WV 25401-0204	FB6482	WV1572890001	Capt. Hammer Ron Daily	304-267-9394 DSN-242-9291	304-267-5300
MEADVILLE ARMORY 894 Diamond Park Meadville, PA 16335-2603	W25ASJ				
MORGANTOWN NATIONAL GUARD #1 1705 Mileground Road Morgantown, WV 26505-3752					
MORGANTOWN #2 USAR CENTER RD #13, Box 87 Morgantown, WV 26505-8522					
MT. PLEASANT ARMORY Eagle and Spring Streets Mt. Pleasant, PA 15666-1709					
NEW KENSINGTON MEMORIAL 2450 Leechburg Road New Kensington, PA 15068-4697	W25ASC				
AMSA 110 2313 West State Street New Castle, PA 16101	W25AR9	PAD982567687	Bob Ferguson	412-658-2811	
OMS #7 820 Frank Avenue New Castle, PA 16101	W25KY0	PA1211890028	James Mutter	412-654-7841	717-865-8995

CHARLES E. KELLY SUPPORT FACILITY AFKA-CK-EH (DEH) Oakdale, PA 15071-5001	W25R6K	PAD981947245	Brent Moss Steve Baker Tim Hoffman	412-777-1397 DSN-242-1232 DSN 242-1185	412-777-1180
OIL CITY ARMORY East 2nd and State Streets Oil City, PA 16301-2356					
OMS #6 - PITTSBURGH 324 Emerson Street Pittsburgh, PA 15206-4298					
OMS #22 - PITTSBURGH Crane Avenue Pittsburgh, PA 15216-3012					
PENNSYLVANIA AIR NATIONAL GUARD Pittsburgh International Airport 161ARW-EM, Mustang Drive, Bldg 110 Coraopolis, PA 15108-4800	FB6381	PAD114942832	Capt John Tower MSGT Jeff Hedges	412-474-7640 DSN-277-8369	1800851-8061
NEVILLE ISLAND Shop Supply and Dir Spt 3900 Grand Avenue Pittsburgh, PA 15225	W25AVK	PAD210022109	T.J. Thompson Bob Covington	412-331-6480 DSN-277-1365	
PVT STERLING L. MORELAND 7100 Leech Farm Road Pittsburgh, PA 15206-1293					
US ARMY CORPS OF ENGINEERS 3500 Grand Avenue Pittsburgh, PA 15225	W81ET4	PA6960010050	Sharon Donahue Rick Gustus Ken Rodinsky	412-644-6368 412-644-6915 412-644-4822	
WEST VIEW ARMORY P.O. Box 97248 Pittsburgh, PA 15229-0248					
OMS #30 - PUNXSUTAWNEY North Findley Street Punxsutawney, PA 15767-1499		PA3211890048	Mr. Williams	814-938-8810	717-865-8995
PUNXSUTAWNEY AMSA 106 South Gilpin Street East Punxsutawney, PA 15767-1999	W25AR6	PA2210022008	Dave Johnson	814-938-5191	
RIDGEWAY ARMORY 72 North Broad Street Ridgeway, PA 15853-1029					
SCOTTDALE ARMORY 501 North Broadway Scottdale, PA 15683-1050					
U.S. COAST GUARD STATION U.S. CG Osage Foot of McKown Lane Sewickley, PA 15143-2093	Z19405	PA9690307997	Jim Sirois	412-741-1180	412-741-1180

NAVAL SUPPORT FACILITY P.O. Box 1000 Park Central Road Thurmont, MD 21788-5001	N0417A	MDP000003802	Dave Olah	301-824-9000 DSN-376-9000 EXT - 1282	301-241-1400
TYRONE ARMORY 926 South Logan Avenue Tyrone, PA 16686-1510					
UNIONTOWN USAR CENTER 254 McClellandtown Road Uniontown, PA 15401-3182	W25ASP	PA8210021566	Randall Fisher Edwin Mangold	412-437-2896 412-437-3491	
WARREN ARMORY 330 Hickory Street Warren, PA 16365-2231					
ARMY AVIATION SUPPORT FACILITY #2 Goodridge Armory Airport P.O. Box D Washington, PA 15301-0020	W25KYK	PA1211890050	Chief John Shultz DSN-242-1287	412-223-4580 412-223-4494	717-861-8995
WASHINGTON USAR CENTER 10 Scenic Drive Washington, PA 15301-9211	W25AUP	PA3210021744	Mr. Quinn	412-222-2180	
WAYNESBORO ARMORY North Grant Street Waynesboro, PA 16901-1002					
WAYNESBORO ARMORY 61 North Washington Street Waynesboro, PA 15370-0632					

DEFENSE REUTILIZATION & MARKETING OFC TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET W/VSIP	EMPL EARLY RET W/VSIP	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT	PPS PLACE-MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	4	6	9	2	6	0	0		27
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -30WKS	$68,000								$68,000
UNEMPLOYMENT COMPENSATION-30WKS@$240	$24,000								$24,000
LUMP SUM ANNUAL LEAVE PAYOUT-240 HRS @$14.25	$13,680	$20,520	$30,780	$6,840					$71,820
RETRAINING SEVERED EMPLOYEES-$5,000									$0
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL									$0
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL									$0
PCS COSTS COBRA MODEL-$30,000 PER EMPLOYEE					$180,000	$0	$0		$180,000
HOME OWNER'S ASSISTANCE PROGRAM $41,800 PER EMPLOYEE					$250,000	$0	$0		$250,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04									$0
VSIP		$150,000	$225,000	$50,000					$425,000
ONE TIME 9% SURCHARGE FOR CSRS VERA SEPARATIONS			$24,000						$24,000

DEFENSE REUTILIZATION & MARKETING OFC TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET W/VSIP	EMPL EARLY RET W/VSIP	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT	PPS PLACE-MENT	OTHER COSTS	TOTAL
EXTENDED HEALTH CARE @ $285/MO FOR 9 MOS	$20,000								$20,000
NON PEOPLE COSTS									$0
FACILITY & EQUIPMENT								$61,000	$61,000
OTHER OPERATIONAL COSTS- TDY SPT, TEMP PERSONNEL, COMMERCIAL CONTRACTS, AND ENVIRONMENTAL CLEANUP								$335,000	$335,000
									$0
GRAND TOTAL	$125,680	$170,520	$279,780	$56,840	$430,000	$0	$0	$396,000	$1,458,820

BRAC CLOSURE COSTS FOR DRMO LETTERKENNY (31 DEC 99)				COSTLETT.XLS
A. CIVILIAN PERSONNEL ONE-TIME COSTS:				3/29/95
paration Incentives:				
A. Optional Retirements w/SPI				(IN $000)
FYs:	NO. OF EMPLOYEES	AVERAGE BONUS		TOTAL
FY 97				
FY 98				
FY 99				
FY 00	6	$25,000		$150
FY 01				
FY 02				
B. Voluntary Early Retirement Authority (VERA) w/incentive				(IN $000)
FYs:	NO. OF EMPLOYEES	AVERAGE BONUS		TOTAL
FY 97				
FY 98				
FY 99	9	$25,000		$225
FY 00				
FY 01				
FY 02				
C. 9% ONE-TIME COST FOR CSRS EMPLOYEES WITH VERA SEPARATION:				
FYs:	NO. OF EMPLOYEES	AVERAGE SALARY	9% OF BASIC PAY	(IN $000) TOTAL
FY 97				
FY 98				
FY 99	9	$29,640	$2,668	$24
FY 00				
FY 01				
FY 02				
(a) Average Hourly Pay = $14.25/hr				
D. Resignations w/SPI				(IN $000)
FYs:	NO. OF EMPLOYEES	AVERAGE BONUS		TOTAL
FY 97				
FY 98				
FY 99				
FY 00	2	$25,000		$50
FY 01				
FY 02				
2. A. RIF Costs (SEVERANCE PAY):				
FYs:	NO. OF EMPLOYEES	NO. OF WEEKS	(a) WEEKLY AVERAGE PAY	(IN $000) TOTAL
FY 97				
FY 98				
FY 99				
FY 00	4	30	$2,280	$68
FY 01				
FY 02				

PROJECTED BRAC CLOSURE COSTS FOR DRMO LETTERKENNY (31 DEC 99)				
				COSTLETT.XLS
				3/29/95
(a) Average Hourly Pay = $15.29/hr				
B. RIF Costs (UNEMPLOYMENT):				
			(b)	(IN $000)
FYs:	NO. OF EMPLOYEES	NO. OF WEEKS	WEEKLY AVG PAYMENT	TOTAL
FY 97				
FY 98				
FY 99				
FY 00	4	6	$920	$6
FY 01	4	20	$920	$18
FY 02				
(b) Based on estimate of $230/wk				
C. Extended Health Benefit Costs:				
			(b)	(IN $000)
FYs:	NO. OF EMPLOYEES	NO. OF MONTHS	MONTHLY COSTS	TOTAL
FY 97				
FY 98				
FY 99				
FY 00	4	9	$1,140	$10
FY 01	4	9	$1,140	$10
FY 02				
(b) Average Health Benefits Based on $285/mo				
D. Lump Sum Leave:				(c)
				(IN $000)
FYs:	NO. OF EMPLOYEES	NO. OF HOURS		TOTAL
FY 97				
FY 98				
FY 99				
FY 00	21	240		$72
FY 01				
FY 02				
(c) Based on 240 hours/per employee * Avg Hourly Pay = $14.25/hr)				
3. A. Civilian PCS Costs:				
				(IN $000)
FYs:	NO. OF EMPLOYEES	AVERAGE RELOCATION COST		TOTAL
FY 97				
FY 98				
FY 99	3	$30,000		$90
FY 00	3	$30,000		$90
FY 01				
FY 02				

PROJECTED BRAC CLOSURE COSTS FOR DRMO LETTERKENNY (31 DEC 99)				
				COSTLETT.XLS
				3/29/95
B. Homeowner's Assistance Program (HAP) Costs:				
				(IN $000)
FYs:	NO. OF EMPLOYEES	AVERAGE HAP COST		TOTAL
FY 97				
FY 98				
FY 99	3	$41,800		$125
FY 00	3	$41,800		$125
FY 01				
FY 02				
4. Career Transition Costs (to include administration costs):				
N/A				

SECTION B. CIVILIAN PERSONNEL END STRENGTH STAFFING REQUIREMENTS:						
	FY 97	FY 98	FY 99	FY 00	FY 01	FY 02
Civ Perm	27	27	15	0	0	
Civ Temp	7	7	7	0	0	

DRMO Letterkenny
BRAC 95 Cost Requirements
Summary

(Dollars in Thousands)

Facilities:	0
Equipment:	FY 97
Lease of Equipment	25
	FY 98
Transportation (MHE & Precious Metal Recovery)	36
Other Costs - Operational:	
	FY 97
TDY support due to loss of personnel to handle BRAC workload increases. ($15K for 4-5 personnel for 2 week period per FQ from various DRMOs)	60
Temporary personnel-3 Wage Grade	90
Commercial contracts (maintenance, fuel, phones, etc.) due to loss of ISA support before DRMO closure	50
*Environmental Cleanup	FY 97 75

* Army cost as part of base environmental closure plan. There may be cleanup of the DRMO scrapyard, if contaminated. Provided as cost estimate and information only for planning purposes.

Prepared by: C. Prior, DRMS-B, DSN932-7216, 29 Mar 95.

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03/28/95

ADPE DRMO Letterkenny

BARCODE #	PLANT ACT #	SYSTEM BAR #	TITLE
** ITEMS IN LOCATION ==> CHAMBER			
0033368	176		COMPUTER MDL 5140
0033375	176		COMPUTER MDL 5140
004XT	176		MULTIPROTOCAL ROUTER/BRIDGE
00556	176		SWITCH GROBAL A-B
10108	176		CONTROLLER MDL 274-C2
1727AL4B0200	176		COMPUTER MDL 2660
1CB02545	176		COMMUNICATION SERVER MDL 2100
2909917	176		MODEM MDL 3610A1001
310048726	176		MONITOR COLOR MDL HCM 433E
3MSBCJ000181	176		COMPUTER MDL UIC-1003-00
51004880M	176		PRINTER MDL P2000 DOT MATRIX
61007308M	176		PRINTER MDL P2000 DOT MATRIX
637AE0069	176		COMPUTER MDL ZWX-248-62
637AE0114	176		COMPUTER MDL ZWX-248-62
741AC1736	176		COMPUTER MDL ZWX-248-62
741AC1747	176		COMPUTER MDL ZWX-248-62
741AC1762	176		COMPUTER MDL ZWX-248-62
74696440057	176		MONITOR COLOR MDL ZVM 1380
74696440571	176		MONITOR COLOR MDL ZVM 1380
74697440261	176		MONITOR COLOR MDL ZVM 1380
7A6460799Y	176		PRINTER MDL P2000 DOT MATRIX
7A6460801Y	176		PRINTER MDL P2000 DOT MATRIX
807249	176		CD-ROM MDL CDU-6251
9593117	176		MONITOR COLOR MDL ZMM 1470G
9601406	176		MONITOR COLOR MDL ZMM 1470G
A01700003119	176		MODEM MDL 2400 BAUD
A433CL010652	176		COMPUTER PERSONAL MDL ASL 433
C933579799	176		KEYBOARD MDL E03601QL
FDEJ39877	176		DATAPHONE MDL 2048A
JE492070187	176		TRANSCEIVER UNIT MDL MT-800
K4030701859	176		MONITOR COLOR MDL CVP-5468A
MA00259763	176		PRINTER MDL M30430 DOT MATRIX
Z102368	176		PRINTER MDL AMT-24X DOT MATRIX
** Subtotal **			
*** Total ***			

DRMO Letterkenny

drmsh1 6 Inquire Equipment
hqident:ulmh0510 by DLA REG

Material Handling Equipment (MHE)

DLA REG	KEY	ACTY	TYPE EQUIPMENT	P T	SP FT	MANUF NAME	MANUFACTURER SERIAL NUMBER	YR MF	LF EX	ES DT
1010g6082	ence	NO	sedancpmcg			ford	g10-06082	92	6	**
1011g6037	ence	NO	sedanmidsg			ford	g10-06037	92	6	**
1120g2048	ence	NO	pul/2ton g			ford	g41-02048	92	6	**
1137g5373	ence	NO	stake1tong			chevy	g43-55373	94	7	**
1168g9866	ence	NO	stake2.5Td			ford	g71-09866	89	8	**
147787975	ence	Yes	logger/crd		2500	aljon	12514	87	15	**
402977999	ence	NO	tracw7-14d			case	77d573	75	7	**
406894649	ence	Yes	scpc20-50d		4000	koehr	21327	94	15	**
406994651	ence	Yes	frontloadd		300	deer	544411	94	7	**
409892405	ence	Yes	crncu35 d		4000	p&h	56524	92	12	**
416887694	ence	Yes	whswepridd		400	power	787027	87	6	**
917079372	ence	NO	frk4gs180g			allis	114529	79	8	**
920092124	ence	Yes	frk2-3gp p		300	yale	n523849	92	8	**
920092125	ence	Yes	frk2-3gp p		300	yale	n523850	92	8	**
921080175	ence	Yes	frk4gpl44p			allis	116971	80	8	**
921289326	ence	Yes	frk4gp180p		500	hyste	a177b34524k	89	8	**
921289327	ence	Yes	frk4gp180p		500	hyste	a177b34525k	89	8	**
921289328	ence	Yes	frk4gp180p		500	hyste	a177b34526k	89	8	**
923089496	ence	Yes	frk6gp180g		700	hyste	a177b34561k	89	8	**
923089497	ence	Yes	frk6gp180g		700	hyste	a177b34562k	89	8	**
923094207	ence	Yes	frk6gp180p		700	yale	853528	94	8	**
925079498	ence	NO	frk15gp21d	a		hyste	d6d4819	79	10	**
987982417	ence	NO	frk4dp180d			case	9150230	82	10	**
989090283	ence	Yes	frk15dp21d		1200	wiggi	wlc901072	90	10	**
989094252	ence	Yes	frk15dp21d		1200	wiggi	hwigginswlc934194	94	10	**

* Report Complete

Estimated transportation cost: $18,300

$25,000 — Money for leasing equipment during Closure to support workload increase.

TENANT MISSION IMPACT FOR:

Defense Printing Service (DPS)

MISSION:

To provide quality and mission responsive printing services for the best price for customers located at the installation.

WHY LOCATED AT LETTERKENNY?

DPS is located at Letterkenny to support the Defense Megacenter Chambersburg (DMC-C) with electronic output. The DPS supports the entire Letterkenny installation with hard copy printing, engineering drawing copying, desktop publishing, and bindery and distribution services. Potential services include aperture card scanning, output onto CD-ROM, and electronic storage.

MISSION IMPACT IF ELIMINATED/RELOCATED?

DPS's main mission will follow the relocation of the DMC-C. The workload will be picked up at the DPS site at that location. There will be a period of mission interruption as the workload is transferred. Workload in support of the rest of the installation tenants will follow to the DPS site wherever they are relocated. A minute amount of printing will exist will the remaining Ammo mission, and that will be absorbed by our Detachment office in Mechanicsburg, Pa.

PLANNED DISPOSITION, IF KNOWN?

The majority of our workload is generated from the DMC-C. If they move to a new location, the electronic output workload will be picked up by the DPS site at that location. The DPS office at Letterkenny will be abolished.

DEFENSE PRINTING SERVICE

MISSION

The Defense Printing Service is responsible for the Department of Defense printing program and document automation, encompassing value-added conversion, electronic storage, output and distribution of hardcopy and digital information. Value to the customer includes quality products and services, which are competitively priced, and delivered on time.

DEFENSE PRINTING SERVICE
REPROGRAPHICS FACILITY
LETTERKENNY

PERSONNEL

1	Supervisory Printing Specialist	GS-1654-09
1	Automated Publishing Technician	GS-0303-07
4	Electronic Duplicating Operator	GS-0303-05

DEFENSE PRINTING SERVICE
REPROGRAPHICS FACILITY
LETTERKENNY

CHAIN OF COMMAND

Defense Printing Service Management Office, Washington, DC
Director, Mr. Mike Cocchiola

Defense Printing Service Northeast Area, Philadelphia, PA
Director, Ms. Pat White

Defense Printing Service Detachment Office, Mechanicsburg, PA
Director, Mr. Joe Bradley

Defense Printing Service Reprographics Facility, Letterkenny
Supervisor, Mrs. Kim Brown

BRAC TENANT INFORMATION

DEFENSE PRINTING SERVICE
LETTERKENNY

1. Personnel 6

2. Customers

Defense Megacenter electronic output	63%
Letterkenny printing	31%
DRMO printing	5%
DDLP printing	1%

3. Mission impact

a. If the Army's current recommendations to the BRAC are approved, the printing requirements from the remaining Letterkenny ammo operation can be completed at our Detachment Office in Mechanicsburg, PA, or, even so, on office copiers. Our printing shop in building 1 will be closed.

b. If Letterkenny is drastically downsized (as the Army recommends), but the Megacenter remains, our personnel will be dropped to approximately 2 or 3 employees in direct support of the Megacenter output. And, in all honesty, with the communication lines as they are, the Megacenter output could be done in our Detachment Office in Mechanicsburg and our shop here at Letterkenny abolished.

DEFENSE PRINT PLANT TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	4	1	0	0	0	1	0		6
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$70,764								$70,764
UNEMPLOYMENT COMPENSATION-30WKS@$375	$45,000	$11,250	$0						$56,250
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$29,445	$7,361	$0						$36,807
RETRAINING SEVERED EMPLOYEES-$5,000	$20,000								$20,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$0	$33,044	$0		$33,044
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$0	$43,000	$0		$43,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$14,106	$3,526	$0						$17,632
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$20,520								$20,520
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

DEFENSE PRINT PLANT TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
COSTS TO TEAR DOWN, PACK, MOVE AND REINSTALL EQUIPMENT								$20,000	$20,000
GRAND TOTAL	$213,015	$22,138	$0	$0	$0	$76,044	$0	$20,000	$331,197

TENANT MISSION IMPACT FOR:

U.S. Army Materiel Command Management Engineering Activity, Industrial Operations Division (AMXME-D)

MISSION:

The mission of the U.S. Army Materiel Command (AMC) Management Engineering Activity (AMCMEA) is to serve as the principal Headquarters (HQ) AMC staff element for achieving competitive excellence in organization, management, and staffing structure needed to accomplish the primary AMC mission and goals through the application of state-of-the-art industrial and management engineering techniques and other analytical services. The AMCMEA provides customer requested business analysis services, and administers and executes the management engineering program for AMC and all its Major Subordinate Commands (MSCs) and Separate Reporting Activities (SRAs).

WHY LOCATED AT LETTERKENNY?

The Army proposed elimination of the AMCMEA, Industrial Operations Division (IOD) at Chambersburg, PA, was not supported by the BRAC proposal to eliminate maintenance operations at Letterkenny Army Depot (LEAD). There was no strategic or operational rationale for elimination of IOD. The location of IOD at Chambersburg was the result of a realignment action in 1989 which combined the HQ, U.S. Army Depot System Command Management Engineering Office with the AMCMEA Office responsible for the Manpower Staffing Standards System (MS-3) Program. Both organizations were located at LEAD. This realignment action saved 16 personnel resources or over $500,000.

MISSION IMPACT IF ELIMINATED/RELOCATED?

If the AMCMEA IOD were eliminated, there would be no AMC organization in place to provide analytical management, cost studies, etc., to the Industrial Operations Command (IOC) which constitutes approximately 40% of the AMC. If the AMCMEA IOD were eliminated, additional personnel would have to be trained to perform the mission of the organization resulting in considerable loss of productivity. The cost impact would equate to one manyear of learning curve (lost productivity) per person at an average salary of $43,000 times 12 analysts or approximately $516,000.

PLANNED DISPOSITION, IF KNOWN?

Correspondence is being forwarded to HQ AMC which recommends the mission be retained at Chambersburg, PA with or without the LEAD Maintenance Mission. The alternative, which would cost in excess of $1.0 million, would be to relocate the mission to Huntsville, AL, where the parent organization is located.

U.S. ARMY MATERIEL COMMAND
MANAGEMENT ENGINEERING ACTIVITY

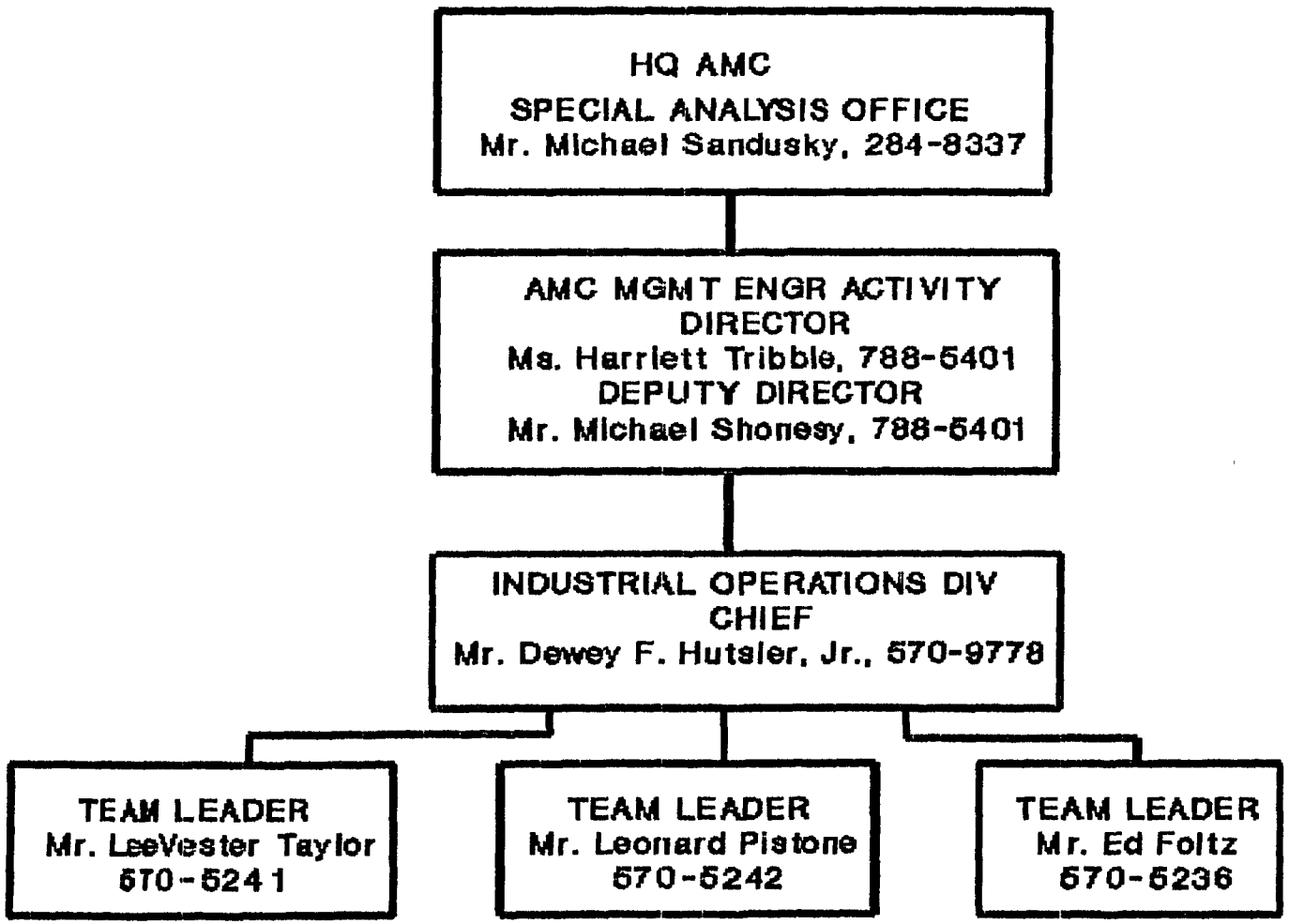
INDUSTRIAL OPERATIONS DIVISION

MISSION STATEMENT

The mission of the AMCMEA is to serve as the principal HQ AMC staff for achieving competitive excellence in organization, management, and staffing structure needed to accomplish the primary AMC mission and goals through the application of state-of-the-art industrial and management engineering techniques and other analytical services. AMCMEA provides customer requested business analysis and management engineering services for AMC.

The major function of AMCMEA is to perform diverse, adaptable, and responsive analytical services through independent and innovative analysis. Our functional analysis crosses organizational lines from DOD to the MSCs.

AMCMEA's CHAIN OF COMMAND



U.S. Army Materiel Command Management Engineering Activity

MISSION:
The mission of the U.S. Army Materiel Command Management Engineering Activity (AMCMEA) is to serve as the principal Headquarters (HQ) AMC staff element for achieving competitive excellence in organization, management, and staffing structure needed to accomplish the primary AMC mission and goals through the application of state-of-the-art industrial and management engineering techniques and other analytical services. AMCMEA provides customer requested business analysis services, and administers and executes the management engineering program for AMC and all its Major Subordinate Commands (MSCs) and Separate Reporting Activities (SRAs).

SERVICES SUPPLIED TO LETTERKENNY ARMY DEPOT (LEAD):
The AMCMEA does provide management engineering services to LEAD as they do all other AMC installations - primarily as a result of customer request. Studies for LEAD have helped them improve productivity and determine more accurate cost for operations. We do not exist to support just LEAD but rather support the entire command. Only a small portion of AMCMEA workload is generated by LEAD and if services are requested of the AMCMEA by LEAD, it is primarily limited to and conducted by the Industrial Operations Division. As indicated in the division title, the Industrial Operations Division, located in Chambersburg, services the entire Industrial Operations Command.

IMPACT TO THE AMC MISSION IF AMCMEA WERE ELIMINATED:
If the AMCMEA (Industrial Operations Division) were eliminated, there would be no AMC organization in place to provide analytical management, cost studies, etc., to the IOC which constitutes approximately 40% of the AMC. If the AMCMEA Industrial Operations Division were eliminated, additional personnel would have to be trained to perform the mission of the organization resulting in considerable loss of productivity. The cost impact would equate to 1 manyear of learning curve (lost productivity) per person at an average salary of $43,000 times 12 analysts or approximately $516,000 (see attached).

CUSTOMER BASE:
The current customers of the AMCMEA Industrial Operations Division are ALL the depots, arsenals and HQ AMC staff and major subordinate commands. For FY94, professional analysts support for the depots/arsenals/HQ AMC totaled approximately 80% with 62% for depots/arsenals and 18% for HQ AMC. The remaining 20% of analyst support was for organizations outside the AMC.

MODERNIZATION IMPACTS AT LEAD:
In the 1985 time frame, the AMCMEA, for its mission requirements, funded the construction of buildings 416 and 417 for $400,000 at LEAD.

Methodology for Determining Cost Impact

Number of Analysts in Industrial Operations Division - 12

Average Salary of Analysts - $43,000

Learning Curve - For each replacement analyst, they would be 1/3 productive the first year, 2/3 productive the second year therefore resulting in 1 year of lost productivity for each of the 12 analysts at $43,000 or a total of $516,000.

MANAGEMENT ENGINEERING ACTIVITY TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	4	0	1	0	0	1	9		15
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$70,764								$70,764
UNEMPLOYMENT COMPENSATION-30WKS@$375	$45,000	$0	$11,250						$56,250
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$29,445	$0	$7,361						$36,807
RETRAINING SEVERED EMPLOYEES-$5,000	$20,000								$20,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$0	$33,044	$297,396		$330,440
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$0	$43,000	$387,000		$430,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$14,106	$0	$3,526						$17,632
EXTENDED HEALTH CARE @ $285 AVG/MOS FOR 18 MOS.	$20,520								$20,520
VSIP OPTION				$0					$0
NON PEOPLE COSTS									

MANAGEMENT ENGINEERING ACTIVITY TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
COSTS TO TEAR DOWN, PACK, MOVE AND REINSTALL EQUIPMENT								$25,000	$25,000
									$0
GRAND TOTAL	$213,015	$0	$22,138	$0	$0	$76,044	$684,396	$25,000	$1,020,593

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BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

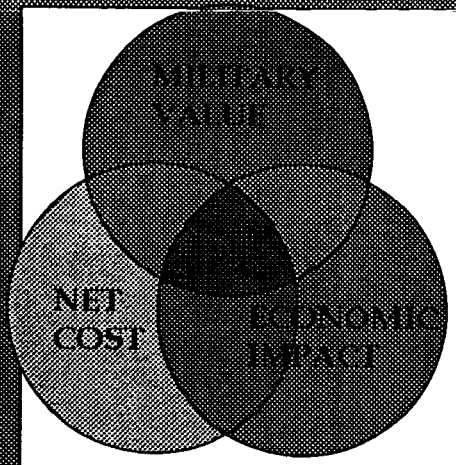

EXHIBIT D
TENANTS EXCLUDED FROM ARMY LETTERKENNY BRAC 95 DATA

TENANTS NOT INCLUDED IN DOD LETTERKENNY BRAC 95 PROPOSAL:

DLA SUPPLY DEPOT-DDLP.

DLA prepared a separate BRAC package for DDLP. For that reason, DDLP was excluded from the Army costs to eliminate the maintenance mission at Letterkenny. DDLP disestablishment is clearly a cost associated with the proposed elimination of the maintenance mission at Letterkenny since DLA has stated they will retain a depot at Letterkenny if they retain a maintenance mission, and their disestablishment action is totally driven to the proposed action for Letterkenny in BRAC 95. The Army contends the DDLP actions are actions being taken by DLA and are therefore not Army costs. Although that is technically correct, the $99 million one time costs are a cost to DOD and should be considered as part of the total decision.

SYSTEMS INTEGRATION & MANAGEMENT ACTIVITY-EAST

The DOD BRAC 95 proposal for Letterkenny did not include this tenant and as a result there are no costs associated with a planned moved of this organization. A separate briefing on the SIMA East will provide the details and background on this action which dates back to BRAC 91. The Army has taken the position that this organization can be moved based on BRAC 93 law. They have indicated it is their intent to move SIMA East using BRAC 93 dollars, but the move will be handled consistent with BRAC 95 milestones. It is clear this is part of the overall Army plan to move or eliminate all tenants from Letterkenny as part of the downsizing action, but to do so without identifying the total costs of doing so.

In BRAC 91 it was proposed to move SIMA to Rock Island. The GAO noted such a move would be both mission destructive and would be very costly with no benefit to the tax payer. In spite of the GAO concerns, the proposed action became part of the BRAC 91 law. In 1993 SIMA, as a central design organization, was put under the operational control of the new Department of Defense Information Systems Agency. This was to be accomplished under the mandate of a Defense Management Review Decision called DMRD 918. When BRAC 93 proposals were being considered DOD's proposal was to reverse the BRAC 91 law which called for SIMA East to move to Rock Island. The Secretary of Defense Justification for reversing the BRAC 91 law is quoted as follows: "...Retention (at Letterkenny) keeps this activity focused regionally upon the customer. ...Less than 25% of the work performed by SIMA East is associated with the Industrial Operations Command at Rock Island." The Commission recommeded SIMA East be retained at Letterkenny until DISA completed its review of activities under DRMD 918. Two years after BRAC 93 the Army has taken the position that it is appropriate to move SIMA East based on the fact the decision was made in 1993 to retain central design organizations with the services.

In summary, the GAO noted in 1991 it made no economic or mission sense to move SIMA East. In BRAC 93, the Secretary of Defense said based on the broad customer base of SIMA East and the small percent of work performed for the Industrrial Operations Command, it made sense to keep SIMA at Letterkenny. In 1995 the same customer relationships exist, a move will be both mission destructive and cost prohibitive, yet the Army has come to the same conclusion SIMA East should move to Rock Island, Illinois. And they should do so under the provisions of BRAC 93 law. This interpretation of BRAC 93 is clearly in violation of the spirit and intent and clearly is both a bad mission and a bad economic decision. The delayed decision on SIMA East is part of the overall Army strategy to remove all tenants from Letterkenny. Assuming the final BRAC decision for Letterkenny calls for the retention of a Depot Maintenance mission at Letterkenny, request SIMA East specifically be identified in the Commission recommendation to avoid unnecessary mission failure and one-time relocation expenses.

LOGISTICS SUPPORT ACTIVITY-MAJOR ITEMS INFORMATION CENTER (MIIC)

LOGSA-MIIC was not included in the Letterkenny BRAC package which was originally published. Since its publication, that organization has received notification they will be treated as a discretionary move to Huntsville, Alabama if the Letterkenny Depot Maintenance realignment action becomes law in BRAC 95. For this reason the LOGSA-MIIC costs were excluded from the BRAC 95 package for Letterkenny.

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BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

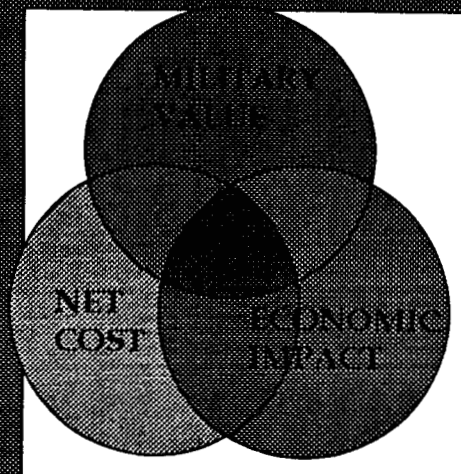

EXHIBIT E
NET COST-DDLP
BACKUP DATA

THIS DATA WAS NOT USED IN COST DATA EVEN THOUGH IT REPRESENTS DLA INPUT...THE GAO REPORTED COST FIGURE WAS USED SINCE IT WAS SMALLER THAN THE DLA DATA

DLA DDLP TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET W/VSIP	EMPL EARLY RET W/VSIP	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE-MENT	OTHER COSTS	TOTAL
NOS. EMPLOYEES IN CATEGORY	157	0	76	23	193	0	0		449
SEVERANCE ENTITLEMENTS									
SEVERANCE PAY -$17691 PER EMPLOYEE	$2,777,487								$2,777,487
UNEMPLOYMENT COMPENSATION-30WKS@$375	$1,766,250	$0	$855,000	$258,750					$2,880,000
LUMP SUM ANNUAL LEAVE PAYOUT-344 HRS @$22.04	$1,155,734	$0	$559,463	$169,311					$1,884,508
RETRAINING SEVERED EMPLOYEES-$5,000	$785,000								$785,000
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR FERS(7.65%) EMPL	$6,767								$6,767
GOVT -FICA/MEDICARE CONTRIBUTIONS FOR CSRS(1.45%) EMPL	$6,413								$6,413
PCS COSTS COBRA MODEL-$33,044 PER EMPLOYEE					$6,377,492	$0	$0		$6,377,492
DARSE COST (DESCOM EXPERIENCE-$43,000 PER EMPLOYEE					$8,299,000	$0	$0		$8,299,000
ADDITIONAL AL COSTS BASED ON UNLIMITED LEAVE BALANCE LAW-160 HOURS@22.04	$553,645	$0	$268,006						$821,651
VSIP PAYOUT		$0	$1,900,000	$575,000					$2,475,000
TOTAL PEOPLE COSTS	$7,051,295	$0	$3,582,470	$1,003,061	$14,676,492	$0	$0	$0	$26,313,318
NON PEOPLE COSTS									

DLA DDLP TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET W/VSIP	EMPL EARLY RET W/VSIP	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE-MENT	OTHER COSTS	TOTAL
CONSTRUCTION AT DDAA FOR 36 ACRES OF HARDSTAND								$15,590,000	$15,590,000
COST TO PREPARE FOR SHIPMENT & SHIP MATERIAL STORED AT LETTERKENNY								$57,100,000	$57,100,000
GRAND TOTAL	$7,051,295	$0	$3,582,470	$1,003,061	$14,676,492	$0	$0	$72,690,000	$99,003,318

TENANT MISSION IMPACT FOR:

Defense Distribution Depot Letterkenny (DDLP)

MISSION:

To plan, direct, coordinate and manage the physical distribution functions relative to the receipt, storage, preservation/package, issue and transportation of major and secondary items.

WHY LOCATED AT LETTERKENNY?

DDLP, a former Army supply depot, is located at LEAD primarily to support the LEAD maintenance mission; however, DDLP's customers include Army, Navy, Air Force, Marines, FMS customers, plus numerous smaller organizations.

MISSION IMPACT IF ELIMINATED/RELOCATED?

No impact if LEAD is closed. If LEAD remains, it would become difficult for LEAD to perform its mission as they do today. This is because DDLP is the supply source for LEAD.

PLANNED DISPOSITION, IF KNOWN?

Disestablish DDLP. Material remaining at DDLP at the time of disestablishment will be relocated to available storage space within the DOD distribution system.

the depot. The current location will permit them to provide both cost and mission effective support to the residual Letterkenny missions and to other customers currently supported.

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BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

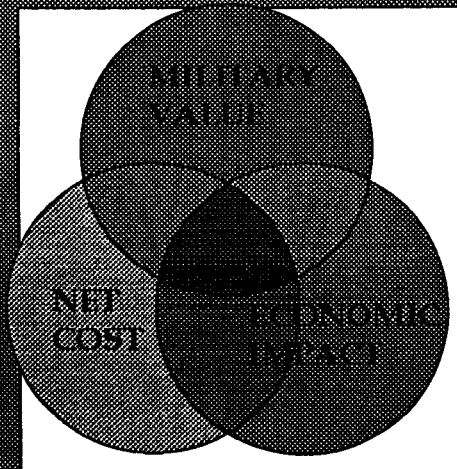

EXHIBIT F
NET COST TENANTS
EXCLUDING DDLP
BACKUP DATA

TENANTS TO BE ELIMINATED	ACTUAL TOTAL MANPOWER	% MANPOWER UTILIZED FOR LEAD DEPOT MAINTENANCE / DDLP CUSTOMERS	AVG ANNUAL SALARY (INCL BENEFITS)	TOTAL ANNUAL SAVINGS FROM ELIMINATIONS	INCORRECT DOD BRAC 95 MANPOWER	ACTL EQUIV MPWR SAVING
ARMY AUDIT AGENCY	13	15.00%	$44,210	$86,210	16	1.95
HEALTH CLINIC	15	40.00%	$34,535	$207,210	14	6.00
TMDE REGION 1	16	5.20%	$42,042	$34,979	11	0.83
DEFENSE REUTILIZATION MARKETING OFC (DRMO)	27	78.00%	$40,121	$844,940	37	21.06
DEFENSE PRINTING	6	32%	$44,027	$84,532	6	1.92
MANAGEMENT ENGINEERING ACTIVITY	15	5.00%	$53,703	$40,277	21	0.75
TOTALS	92			$1,298,148	105	32.51

AAA...SERVES GEOGRAPHIC AREA. DATA FOR PAST THREE YEARS SHOWS ONE AUDIT FOR DEPOT MAINTENANCE AND ANOTHER FOR FINANCIAL STATEMENTS. COMBINED THIS IS APPROXIMATELY 15% OF RESOURCES. BALANCE OF RESOURCES HAVE SUPPORTED REGIONAL CUSTOMER BASE. THAT WORK WILL CONTINUE.

HEALTH CLINIC...ONLY 40% OF WORKLOAD IS IN SUPPORT OF DEPOT MAINTENANCE/DDLP. 50% OF WORKLOAD IS IN SUPPORT OF 20,000 MILITARY RETIREES IN AREA, REMAINING 10% SUPPORT HAGERSTOWN RESERVE UNITS, LEAD AMMO & TENANTS.

TMDE-REGION 1...SUPPORTS ASSIGNED REGIONAL AREA. LEAD ONLY REPRESENTS 5% OF TOTAL WORKLOAD.

DRMO...78% WORKLOAD GENERATED FROM LEAD DEPOT MAINTENANCE AND DDLP.

DEFENSE PRINTING. ONLY 32% OF WORKLOAD IS FOR DEPOT MAINTENANCE AND DDLP. PRIMARY CUSTOMER IS DEFENSE MEGACENTER.

MEA. ONLY 5% OF WORKLOAD IS IN SUPPORT OF LEAD DEPOT MAINTENANCE AND DDLP. ORGANIZATION SUPPORTS GEOGRAPHIC AREA. LOGICAL LOCATION IS LETTERKENNY, BUT IF EVICTED WILL RELOCATE, NOT BE ELIMINATED.

LETTERKENNY ARMY DEPOT, PA

1. **RECOMMENDATION :** Realign Letterkenny Army Depot by transferring the towed and self-propelled combat vehicle mission to Anniston Army Depot. Retain an enclave for conventional ammunition storage and tactical missile disassembly and storage. Change the 1993 Commission's decision regarding the consolidating the tactical mission maintenance at Letterkenny by transferring missile guidance system workload to Tobyhanna Army Depot.

2. **IMPACT :** 2090 direct jobs

3. **COBRA RUN :**

POSITION ELIMINATED		POSITION REALIGNED	
officer	= 9	officer	= 1
enlisted	= 11	enlisted	= 14
civilian	= 1267	civilian	= 788
TOTAL	= 1287	TOTAL	= 803

4. **ASIP :**

POSITION ELIMINATED

WONT!P	AGY USA AUDIT	0 (OFF)	0 (ENL)	16 (CIV)
W2KR20	ACTUSA MEDDEP	0 (OFF)	0 (ENL)	14 (CIV)
W459-A	TMDE SUP GP #1	0 (OFF)	1 (ENL)	11 (CIV)
W4E4!A	ACTMEA	0 (OFF)	0 (ENL)	21 (CIV)
W4GV90	USA CECOM	0 (OFF)	0 (ENL)	1 (CIV)
!0L602	DRMO	0 (OFF)	0 (ENL)	37 (CIV)
!OL603	DEF PRINTING	0 (OFF)	0 (ENL)	6 (CIV)
W0L6AA	LETTERKENNY	9 (OFF)	10 (ENL)	1161 (CIV)
TOTAL		9 (OFF)	11 (ENL)	1267 (CIV)

POSITION REALIGNED

W23H01	COE (BASE X)	0 (OFF)	0 (ENL)	2 (CIV)
W45917	TMDE SPT GP (BASE X)	0 (OFF)	0 (ENL)	60 (CIV)
W49052	DFAS (BASE X)	0 (OFF)	0 (ENL)	78 (CIV)
W49C!A	DEF MEGA CTR (BASE X)	1 (OFF)	14 (ENL)	165 (CIV)
WUMODL	PUB WORK (BASE X)	0 (OFF)	0 (ENL)	183 (CIV)
WOL6AA	LETTERKENNY (TOAD)	0 (OFF)	0 (ENL)	300 (CIV)
TOTAL		1 (OFF)	14 (ENL)	788 (CIV)

5. **RETAIN : AT LETTERKENNY**

WOH932	MICOM	1 (OFF)	0 (ENL)	0 (CIV)
WOL6AA	LETTERKENNY	0 (OFF)	0 (ENL)	490 (CIV)

- AMMO STORAGE
- QA
- SECURITY
- BASOPS

W43T03	LOGSA	3 (OFF)	13 (ENL)	126 (CIV)
W44K-A	SIMA	3 (OFF)	18 (ENL)	289 (CIV)
TOTAL		7 (OFF)	31 (ENL)	905 (CIV)

TOTAL ALL TENANTS (EXCLUDES DESCOM AND DDLP) TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE-MENT	OTHER COSTS	TOTAL
TENANTS IDENTIFIED TO MOVE									
SYSTEMS INTEGRATION & MANAGEMENT ACTIVITY (SIMA)	$1,511,943	$420,617	$819,097	$0	$6,311,652	$1,520,880	$1,520,880	$600,000	**$12,705,069**
LOGISTICS SUPPORT ACTIVITY – MAJOR ITEMS INFO CENTER (MIIC)	$962,396	$132,827	$309,929	$0	$3,802,200	$760,440	$2,129,232	$500,000	**$8,597,023**
PUBLIC WORKS CENTER (PWC)	$2,283,625	$66,413	$575,582	$0	$5,931,432	$1,140,660	$1,292,748	$0	**$11,290,460**
DEFENSE MEGACENTER (DMC) --CHAMBERSBURG	$3,260,499	$0	$376,342	$0	$3,954,288	$0	$2,281,320	$0	**$9,872,449**
TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) SUPPORT	$13,180	$88,551	$88,551	$0	$2,661,540	$380,220	$760,440	$895,000	**$4,887,482**
DEFENSE FINANCE & ACCOUNTING SERVICE (DFAS)	$262,974	$22,138	$22,138	$0	$228,132	$0	$380,220	$0	**$915,601**
TOTAL COSTS FOR TENANTS TO MOVE	**$8,294,617**	**$730,546**	**$2,191,638**	**$0**	**$22,889,244**	**$3,802,200**	**$8,364,840**	**$1,995,000**	**$48,268,085**
TENANTS TO BE ELIMINATED									
TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) REGION 1	$13,180	$0	$22,138	$0	$684,396	$228,132	$228,132	$180,000	**$1,355,978**
ARMY AUDIT AGENCY	$63,139	$0	$0	$0	$912,528	$0	$0	$0	**$975,667**
HEALTH CLINIC	$262,974	$22,138	$22,138	$0	$228,132	$0	$380,220	$0	**$915,601**
DEFENSE REUTILIZATION MARKETING OFC (DRMO)	$125,680	$170,520	$279,780	$56,840	$430,000	$0	$0	$396,000	**$1,458,820**
DEFENSE PRINTING	$213,015	$22,138	$0	$0	$0	$76,044	$0	$20,000	**$331,197**

TOTAL ALL TENANTS (EXCLUDES DESCOM AND DDLP) TYPE COSTS	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE-MENT	OTHER COSTS	TOTAL
MANAGEMENT ENGINEERING ACTIVITY (MEA)	$213,015	$0	$22,138	$0	$0	$76,044	$684,396	$25,000	$1,020,593
TOTAL COSTS OF TENANTS TO BE ELIMINATED	$891,002	$214,796	$346,193	$56,840	$2,255,056	$380,220	$1,292,748	$621,000	$6,057,854
TOTAL COST TO MOVE ALL TENANTS (EXCLUDING DDLP & DESCOM)	$9,185,618	$945,342	$2,537,832	$56,840	$25,144,300	$4,182,420	$9,657,588	$2,616,000	$54,325,939

Document Separator

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

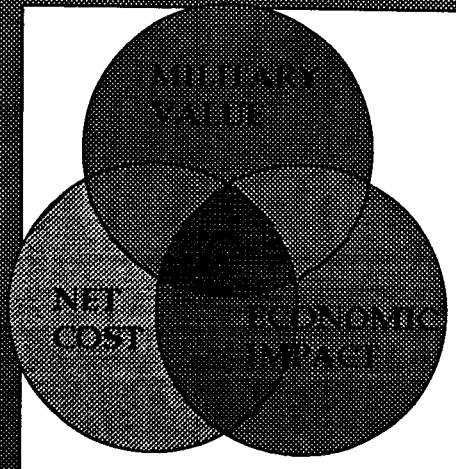

EXHIBIT G
COSTS NOT INCLUDED IN THE NET COST FIGURES

TENANT PRODUCTIVITY LOSSES	OTHER COSTS
LOGSA MIIC	$11,600,000
SIMA EAST	$16,242,318
TMDE-REGION 1	$103,000
TMDE SPT	$445,000
GRAND TOTAL	$27,945,318

SIMA-E PRODUCTIVITY LOSSES

EXPLANATION OF ENCLOSURES 1 THROUGH 4:

It is axiomatic that some level of productivity losses will be incurred as organizations are realigned. The real questions are: (1) What is the extent of the productivity losses; (2) How long can they be expected to last; and (3) What is the confidence level in predicting one and two.

This is not a speculative exercise for this organization. Adjusting estimates of time, effort, schedule, and cost as a result of changes to resource availability is a function of our daily business. The difference in this estimating exercise is one of scale, and even that is not a significant problem as, for various reasons, we have estimated changes of this magnitude several times before. Therefore, we have a great deal of confidence in our ability to predict the extent and duration of the productivity loss.

In SIMA-E to determine the scope of productivity losses we draw upon two things. First, we draw upon our **thirty years of experience** in this business. Our extensive experience in this business enable us to determine with reasonable precision: (1) what our current level of productivity is; (2) what skills we are likely to lose if the organization moves; and (3) how long it will take to re-grow them. Second, we use an **industry accepted software estimating model called SLIM**. (See **Enclosure 1** for a list of commercial firms and government organizations that currently use this tool.) This tool enables us to assess the impacts of various productivity levels on time, effort, schedule and cost. Further, it allows us to **compare our estimates to industry norms** for like development efforts. In effect, it is an independent sanity check on reasonableness of estimates.

Utilizing our experience and the modeling tool we proceeded through the following steps to estimate the productivity losses.

First, we developed a list of our potential personnel losses by type and quantity. Our survey of personnel indicates that a substantial number of people who embody the institutional knowledge of the organization will not move when it is transferred to another location. There will be a huge loss in functional knowledge, specialized experience with the application software, and in project management leadership. The numbers are extensive as can be seen by the list shown at **Enclosure 2**.

Second, based on our experience, we translated these personnel losses in to three numerically expressed levels of productivity that could be input into the model. In the SLIM model, productivity is expressed as a numeric index ranging from 1-30. The industry norm identified in the SLIM model for business type systems is 15.8. The average productivity index for SIMA-E in developing business type systems is currently 17.4. In practical terms, a higher index number means lower cost, shorter schedules, and less effort; and, a lower index number means the converse.

Knowing what our current level of productivity is and knowing what skills and experience we are likely to lose, we are able to estimate what our levels of productivity will be in the first year, second year, and third year following a move. We estimate that in the **first year we will fall below the industry norm of 15.8 PI to a 15.1 PI.** In the first year following a transfer it is anticipated that productivity will drop significantly for the reasons cited in the first step. In fact, falling from 17.4 to 15.1 in the first year is **a very conservative estimate of the level of fall.** It could very well fall to a 14.1 or lower. During the second year

following the move some of this loss should be recouped as the organization gradually rebuilds its core skill base. By the third year we should be approximately 90% of the way back to where we were before the transfer.

Third, after determining what the Productivity Indices were likely to be for each of the years following the move, we input each indices into the model and recomputed the cost, schedule, effort values for each of the elements within the current work plan.

Fourth, we compared the results with our current costs. The differences in values between the current plan and the future plans represent the productivity losses for the entire organization. This result is shown in dollar value terms on the SIMA-E FY 95 Business Plan spreadsheet shown as **Enclosure 3**. It is also shown graphically in the bar chart labeled **SIMA-E PRODUCTIVITY LOSSES (Enclosure 4).** The chart shows the estimated amount of productivity loss for each year and the cumulative loss for all three years. As can be seen in the total column the cumulative effect will be approximately 16.2 million dollars--a sum equal to the cost of one year of doing business.

If this move takes place, since we are a fee for service organization, this increase in the cost of doing business will ultimately be passed back to the customer base in the form of increased rates and stretched out delivery schedules.

To illustrate our productivity analytical process, we have included SLIM details for one application in the charts and narrative that follows. Detailed information for other or all applications is available upon request.

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Enclosure 1

NATURE OF EMPLOYEE LOSS:	NUMBER OF EMPLOYEES WHO WILL NOT ACCOMPANY MISSION
EMPLOYEES TO BE SEVERED	30
EMPLOYEES OPTIONAL RETIREMENT	19
EMPLOYEES EXERCISING DISCONTINUED SERVICE RETIREMENT	37
EMPLOYEES WHO WILL FIND ANOTHER GOVERNMENT JOB	20
EMPLOYEES WHO WILL BE PLACED UNDER PPS	20
TOTAL	126

Enclosure 2

SIMA-E
FY 95 BUSINESS PLAN
BRAC PRODUCTIVITY IMPACTS

FUND SOURCE	AREA OF SUPPORT	FY95 ORGANIC COSTS	FIRST YEAR COSTS	SECOND YEAR COSTS	THIRD YEAR COSTS
	AMC LEGACY SYS & BUSINESS PROCESS SUPPORT				
HQ AMC					
AMC	AAMMIS	$543,315	$896,470	$706,310	$575,914
AMC	AMCISS APPROVED WORKLOAD	$591,400	$975,810	$768,820	$626,884
AMC	IEMS/ASSSC LEGACY SYS SPT	$100,000	$165,000	$130,000	$106,000
AMC	AMMO-MISSION	$289,000	$476,850	$375,700	$306,340
AMC	CIO APPROVED WORKLOAD	$515,000	$849,750	$669,500	$545,900
OTHER AMC					
ERF	SDS LEGACY SUPPORT OF ERF	$377,749	$623,286	$491,074	$400,414
APG	SDS AMMO PROGRAM	$223,807	$369,282	$290,949	$237,235
I&SA	RASFIARS/AMCISS AT APG	$26,851	$44,304	$34,906	$28,462
I&SA	AMCISS INTERFACE TO IFS-M	$33,711	$55,623	$43,824	$35,734
AMCCOM	IOC CENTRALIZED WKLD	$40,364	$66,601	$52,473	$42,786
AMCCOM	SDS LEGACY SYS SUPPORT	$55,358	$91,341	$71,965	$58,679
AMCCOM	AMMO INVENTORY ACCT PROGRAM	$51,614	$85,163	$67,098	$54,711
DESCOM	SDS IN SUPPORT OF WR PRGM (AR2/4)	$1,065,292	$1,757,732	$1,384,880	$1,129,210
DESCOM	SDS WAR RESERVES AR-2 (MAILS)	$569,303	$939,350	$740,094	$603,461
DESCOM	DESCOM SDS LEGACY SYS SUPPORT	$1,470,000	$2,425,500	$1,911,000	$1,558,200
DESCOM	SDS LEGACY SYSTEMS SUPPORT	$865	$1,427	$1,125	$917
DESCOM	DEPOT WKLD FORECAST SYS	$17,091	$28,200	$22,218	$18,116
DESCOM	AFES SUPPORT - MCALESTER	$1,203	$1,985	$1,564	$1,275
DESCOM	AMCISS TECHNICAL SPT/TRAINING	$4,638	$7,653	$6,029	$4,916
DESCOM	PALADIN MASS REQUISITIONS	$1,612	$2,660	$2,096	$1,709
LOGSA	UNIQUE ITEM TRACKING	$13,964	$23,041	$18,153	$14,802
MICOM	ARMS WORKSHOP/PUBLICATIONS	$50	$83	$65	$53
NON-AMC					
SLA	SINGLE STOCK FUND	$1,605,195	$2,648,572	$2,086,754	$1,701,507
SLA	SDS IMPL AT AMMO PLANTS	$364,796	$601,913	$474,235	$386,684
SLA	PHASE II PROCESS OF ASLP	$25,000	$41,250	$32,500	$26,500
SLA	SLA INITIATIVES	$2,000	$3,300	$2,600	$2,120
DFAS	DFAS SDS SYS SPT-AFES	$511,403	$843,815	$664,824	$542,087
DFAS	DFAS SDS SYS SPT ATAAPS	$1,170,202	$1,930,833	$1,521,263	$1,240,414
DFAS	DFAS SDS SYS SPT RASFIARS	$490,589	$809,472	$637,766	$520,024
DFAS	DFAS SDS SYS SPT-SIFS	$2,591,300	$4,275,645	$3,368,690	$2,746,778
DFAS	DFAS SDS SYS SPT - SIFS (CAWCF)	$93,000	$153,450	$120,900	$98,580
DFAS	APARS/ICAR SUPPORT TO TOAD	$25,800	$42,570	$33,540	$27,348
			$0	$0	$0
JLSC	JLSC LEGACY SYSTEM SUPPORT/AMCL8	$576,071	$950,517	$748,892	$610,635
JLSC	JLSC DM MRP/CMF	$85,810	$141,587	$111,553	$90,959
JLSC	JLSC LEGACY SYSTEM SUPPORT-DEPOT MAINT	$1,130,897	$1,865,980	$1,470,166	$1,198,751
JLSC	AMMO BPM CONVERSION	$6,922	$11,421	$8,999	$7,337
JLSC	AMMO SDS +	$41,283	$68,117	$53,668	$43,760
			$0	$0	
DLA	SOFTWARE DEVELOPMENT ASSISTANCE	$225,499	$372,073	$293,149	$239,029
DMC-C	EXECUTIVE SOFTWARE SUPPORT	$310,000	$511,500	$403,000	$328,600
EUR	SDS LEGACY SUPPORT OF RSAM	$14,828	$24,466	$19,276	$15,718
EUR	SDS @ KTOWN	$69,946	$115,411	$90,930	$74,143
DOD	IEMS AT DECA	$31,815	$52,495	$41,360	$33,724
DOD	EDI IMPLEMENTATION	$272,367	$449,406	$354,077	$288,709
DOD	SDS LEGACY SYS SPT - INTERFACES TO DMMIS	$150,106	$247,675	$195,138	$159,112
DOD	SPERRY 5000/80 SUPPORT	$10,000	$16,500	$13,000	$10,600
DOD/DA	MODIFICATION OF ILS	$63,525	$104,816	$82,583	$67,337
IMMC	VHFS SITE SURVEY	$50,389	$83,142	$65,506	$53,412
LEA	SDS WAR RESERVES - AR3	$170,475	$281,284	$221,618	$180,704
	AMC LEGACY SYS &BUSINESS PROCESS	$16,081,405	$26,534,318	$20,905,827	$17,046,289

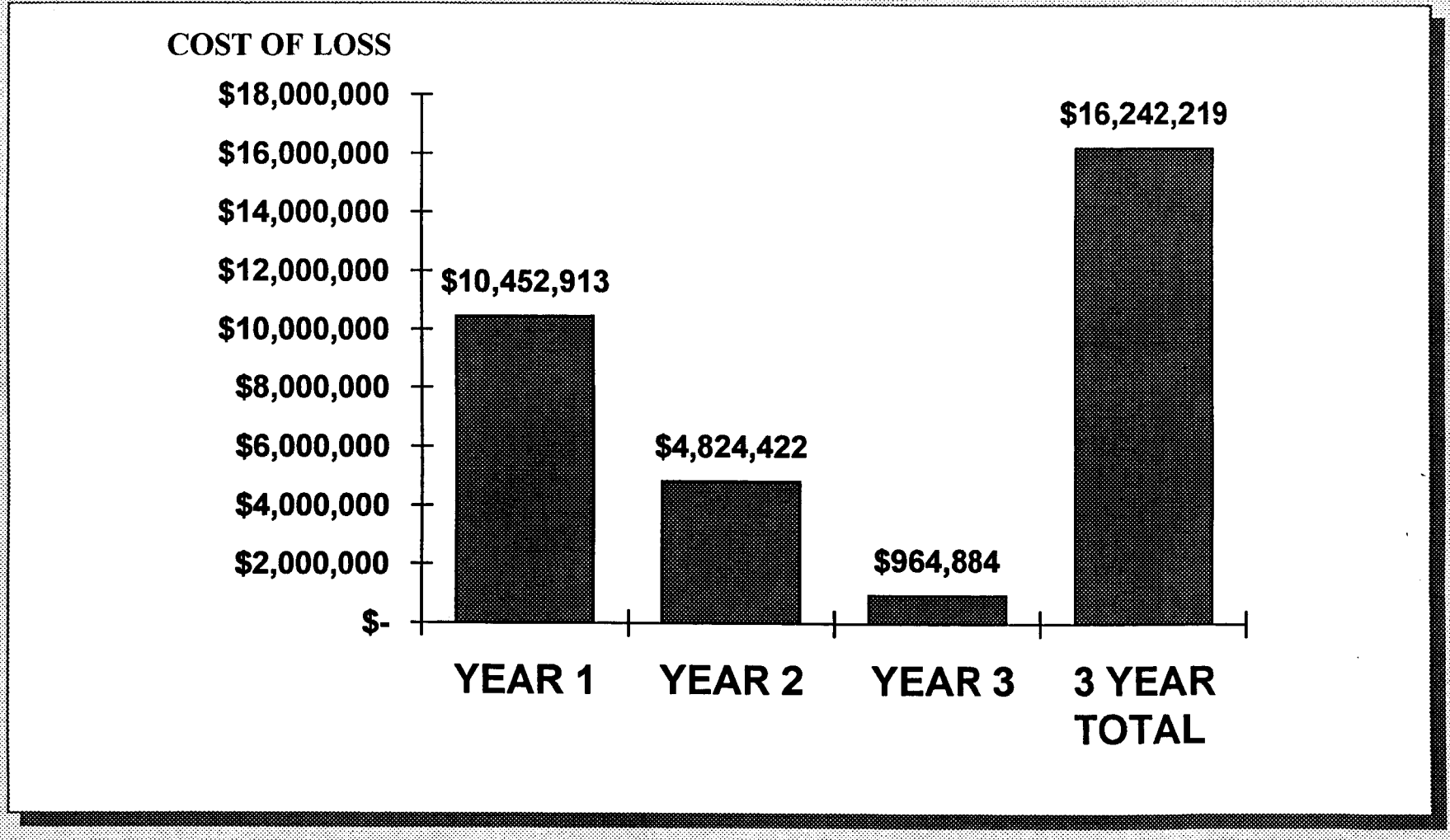
It would take $10.5 million more to accomplish the same workload one year after the move.

SIMA-E SKILL LOSS IMPACTS MISSION FAILURE

- **CRITICAL SUCCESS FACTORS**
  - **MISSION IMPACT**

- **DELIVER QUALITY PRODUCTS/SERVICES**
  - **MEANTIME BETWEEN DEFECTS ....SERVERE DEGRADATION OF QUALITY**
- **ON-TIME**
  - **DELIVERY SCHEDULES WILL BECOME UNACCEPTABLE**
- **WITHIN BUDGET**
  - **COST INCREASES TO CUSTOMERS - $16 MILLION OVER 3 YEAR PERIOD**

SIMA-E PRODUCTIVITY LOSSES



SIMA-E PRODUCTIVITY LOSSES

EXPLANATION OF SLIM PROJECT ASSUMPTIONS REPORT:

This is a project assumption sheet from the SLIM model. The project assumption sheet identifies the major parameters employed in developing the estimated cost, schedule and effort associated with a particular project.

This is the project assumption sheet for the Army Material Command Installation Supply System. It indicates that we have a requirement to modify approximately 44000 to 64000 lines of code within this system during the FY 95. It also indicates that our anticipated level of productivity for this system is 17.4. This number is a index that represents SIMA-E current (FY 95) tooling and methods capability, the technical constraints of this particular system, and the skills, knowledge, and abilities of the individuals responsible for the development.

This productivity index in conjunction with the size of the system are used by the model to determine the cost of development, the amount of time to develop, and the amount of effort required.

Project Assumptions

Name AMCISS FY 95 BUSINESS PLAN **Start Date** 10/1/95

Phases Included

Phase Name	Shape
Functional Design	Medium Front Load Rayleigh
Main Build	Default Rayleigh

Sizing (ESLOC)

Low	Most Likely	High
44000	56000	64000

Predominant Application Type Business

Complexity Mix	
Business	**100 %**

Productivity (User Specified)

PI 17.4 **PI Uncertainty** Slightly Uncertain

SIMA-E PRODUCTIVITY LOSSES

EXPLANATION OF THE SLIM DEFAULT PI DETAIL:

This is the SLIM Productivity Index detail input sheet. It is used to determine a level of productivity that the activity can use as an input into the model. At its foundation is a world wide industry productivity average for the various types of software developed. The average for 'business type" software as of 1993 was 15.8 on a scale of 1- 30 with the high number indicating greater productivity. This average number is adjusted up or down by an organization depending on how each of the detail questions are answered.

In the left column is a series of questions pertaining to tooling and methods the organization has at its disposal, questions pertaining to any technical constraints associated with the particular project, and questions pertaining to personnel of the organization.

In the right column is our responses to these questions. The responses are expressed in a numerical scale from 1 to 10 with five being average. The numeric responses are calculated and used to adjust the productivity index up or down.

We have shown four separate Default PI Detail entry sheets. There is one that represents our current situation and there are three more that identify how we would have to answer the questions for each of the three post move years.

For the post move years the tooling and methods questions and the technical constraints questions have been held constant. In other words, we have assumed that there would be no impact in these areas resulting from the move. However, the Personnel Profile for the post move years has been modified to reflect the impacts on personnel structure and ability resulting from a move. Year 1 shows the greatest impact and year 3 the least.

Default PI Detail

Peak Manpower Constraints
Lowest n/a **Highest** n/a

Schedule and Quality
Priority Schedule, quality, cost equally important

Productivity Assessment Categories

Tooling/Methods	Response <Detail>
What is your level of familiarity with the development hardware?	7
What is the availability of the development system?	8
What is the role of database management in this system?	Unknown/na
What is your DBMS tools capability?	Unknown/na
What is the volume of screens anticipated in this system?	7
What is your screen writer capability?	5
What is the volume of reports anticipated in this system?	5
What is your report writer capability?	5
What is the volume of file handling anticipated in this system?	5
What is the capability of your file handling tools?	5
What is your level of capability using diagramming tools?	3
What is your level of capability using testing tools?	4
What is your level of capability using programming tools?	5
What is your level of capability using configuration management tools?	4
What is your level of capability using project management tools?	5
What is your level of capability using documentation tools?	4
What is your level of capability using QA tools?	4
What is the capability of your database conversion utilities?	3
What is the level of integration of your tools?	3
What is the robustness of your development standard? (0=no standard)	3
What is the level of adherence to your development standard?	4
What is your level of experience with it?	4
What is the level of adaptability of your development standard in handling different size systems?	5

Technical Constraints	Response <Detail>
What is the intensity of memory utilization in this system?	5
What is the volume of data in this system?	5
What is the complexity of data manipulation in this system?	5
What is the volume of new algorithms?	5
What is the complexity of developing new algorithms?	5
What is the volume of new logic?	5
What is the complexity of developing new logic?	5
What is the volume of expected requirements changes?	5
What is the level of complexity anticipated in interfacing with the customer?	5
What is the level of complexity anticipated in interfacing with external systems?	5
What is the level of difficulty in integrating and testing existing code?	5
What is the severity level of the documentation requirements?	5
What is the level of stability of your hardware platform?	5

Default PI Detail

What is the level of stability of your system software?	5

Personnel Profile	Response <Detail>
What is the effectiveness of management and leadership?	5
What is the availability of training?	5
What is the anticipated level of staff turnover?	3
What is the availability of skilled manpower?	5
What is the level of functional knowledge?	7
What level of experience does the development team have with this application type?	6
What is the anticipated level of motivation of the development team?	5
What is the level of cohesiveness of the development team?	5
What is the level of human communication complexity?	5

Computed Productivity Index 17.4

Default PI Detail

Peak Manpower Constraints
Lowest n/a **Highest** n/a

Schedule and Quality
Priority Schedule, quality, cost equally important

Productivity Assessment Categories	**Response**
Tooling/Methods	<Detail>
What is your level of familiarity with the development hardware?	7
What is the availability of the development system?	8
What is the role of database management in this system?	Unknown/na
What is your DBMS tools capability?	Unknown/na
What is the volume of screens anticipated in this system?	7
What is your screen writer capability?	5
What is the volume of reports anticipated in this system?	5
What is your report writer capability?	5
What is the volume of file handling anticipated in this system?	5
What is the capability of your file handling tools?	5
What is your level of capability using diagramming tools?	3
What is your level of capability using testing tools?	4
What is your level of capability using programming tools?	5
What is your level of capability using configuration management tools?	4
What is your level of capability using project management tools?	5
What is your level of capability using documentation tools?	4
What is your level of capability using QA tools?	4
What is the capability of your database conversion utilities?	3
What is the level of integration of your tools?	3
What is the robustness of your development standard? (0=no standard)	3
What is the level of adherence to your development standard?	4
What is your level of experience with it?	4
What is the level of adaptability of your development standard in handling different size systems?	5

Technical Constraints	**Response** <Detail>
What is the intensity of memory utilization in this system?	5
What is the volume of data in this system?	5
What is the complexity of data manipulation in this system?	5
What is the volume of new algorithms?	5
What is the complexity of developing new algorithms?	5
What is the volume of new logic?	5
What is the complexity of developing new logic?	5
What is the volume of expected requirements changes?	5
What is the level of complexity anticipated in interfacing with the customer?	5
What is the level of complexity anticipated in interfacing with external systems?	5
What is the level of difficulty in integrating and testing existing code?	5
What is the severity level of the documentation requirements?	5
What is the level of stability of your hardware platform?	5

Default PI Detail

What is the level of stability of your system software?	5

Personnel Profile	**Response** <Detail>
What is the effectiveness of management and leadership?	4
What is the availability of training?	5
What is the anticipated level of staff turnover?	9
What is the availability of skilled manpower?	4
What is the level of functional knowledge?	3
What level of experience does the development team have with this application type?	3
What is the anticipated level of motivation of the development team?	5
What is the level of cohesiveness of the development team?	5
What is the level of human communication complexity?	5

Computed Productivity Index 15.1

Default PI Detail

Peak Manpower Constraints

Lowest n/a Highest n/a

Schedule and Quality

Priority Schedule, quality, cost equally important

Productivity Assessment Categories	Response
Tooling/Methods	<Detail>
What is your level of familiarity with the development hardware?	7
What is the availability of the development system?	8
What is the role of database management in this system?	Unknown/na
What is your DBMS tools capability?	Unknown/na
What is the volume of screens anticipated in this system?	7
What is your screen writer capability?	5
What is the volume of reports anticipated in this system?	5
What is your report writer capability?	5
What is the volume of file handling anticipated in this system?	5
What is the capability of your file handling tools?	5
What is your level of capability using diagramming tools?	3
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What is your level of capability using programming tools?	5
What is your level of capability using configuration management tools?	4
What is your level of capability using project management tools?	5
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What is your level of capability using QA tools?	4
What is the capability of your database conversion utilities?	3
What is the level of integration of your tools?	3
What is the robustness of your development standard? (0=no standard)	3
What is the level of adherence to your development standard?	4
What is your level of experience with it?	4
What is the level of adaptability of your development standard in handling different size systems?	5

Technical Constraints	Response <Detail>
What is the intensity of memory utilization in this system?	5
What is the volume of data in this system?	5
What is the complexity of data manipulation in this system?	5
What is the volume of new algorithms?	5
What is the complexity of developing new algorithms?	5
What is the volume of new logic?	5
What is the complexity of developing new logic?	5
What is the volume of expected requirements changes?	5
What is the level of complexity anticipated in interfacing with the customer?	5
What is the level of complexity anticipated in interfacing with external systems?	5
What is the level of difficulty in integrating and testing existing code?	5
What is the severity level of the documentation requirements?	5
What is the level of stability of your hardware platform?	5

Default PI Detail

What is the level of stability of your system software?	5

Personnel Profile	Response <Detail>
What is the effectiveness of management and leadership?	4
What is the availability of training?	5
What is the anticipated level of staff turnover?	6
What is the availability of skilled manpower?	5
What is the level of functional knowledge?	4
What level of experience does the development team have with this application type?	4
What is the anticipated level of motivation of the development team?	5
What is the level of cohesiveness of the development team?	5
What is the level of human communication complexity?	5

Computed Productivity Index $15.\overline{9}$

Default PI Detail

Peak Manpower Constraints
Lowest n/a **Highest** n/a

Schedule and Quality
Priority Schedule, quality, cost equally important

Productivity Assessment Categories	**Response**
Tooling/Methods	<Detail>
What is your level of familiarity with the development hardware?	7
What is the availability of the development system?	8
What is the role of database management in this system?	Unknown/na
What is your DBMS tools capability?	Unknown/na
What is the volume of screens anticipated in this system?	7
What is your screen writer capability?	5
What is the volume of reports anticipated in this system?	5
What is your report writer capability?	5
What is the volume of file handling anticipated in this system?	5
What is the capability of your file handling tools?	5
What is your level of capability using diagramming tools?	3
What is your level of capability using testing tools?	4
What is your level of capability using programming tools?	5
What is your level of capability using configuration management tools?	4
What is your level of capability using project management tools?	5
What is your level of capability using documentation tools?	4
What is your level of capability using QA tools?	4
What is the capability of your database conversion utilities?	3
What is the level of integration of your tools?	3
What is the robustness of your development standard? (0=no standard)	3
What is the level of adherence to your development standard?	4
What is your level of experience with it?	4
What is the level of adaptability of your development standard in handling different size systems?	5

Technical Constraints	**Response** <Detail>
What is the intensity of memory utilization in this system?	5
What is the volume of data in this system?	5
What is the complexity of data manipulation in this system?	5
What is the volume of new algorithms?	5
What is the complexity of developing new algorithms?	5
What is the volume of new logic?	5
What is the complexity of developing new logic?	5
What is the volume of expected requirements changes?	5
What is the level of complexity anticipated in interfacing with the customer?	5
What is the level of complexity anticipated in interfacing with external systems?	5
What is the level of difficulty in integrating and testing existing code?	5
What is the severity level of the documentation requirements?	5
What is the level of stability of your hardware platform?	5

Default PI Detail

What is the level of stability of your system software?	5

Personnel Profile	Response <Detail>
What is the effectiveness of management and leadership?	5
What is the availability of training?	5
What is the anticipated level of staff turnover?	5
What is the availability of skilled manpower?	5
What is the level of functional knowledge?	5
What level of experience does the development team have with this application type?	5
What is the anticipated level of motivation of the development team?	5
What is the level of cohesiveness of the development team?	5
What is the level of human communication complexity?	5

Computed Productivity Index 16.17.

SIMA-E PRODUCTIVITY LOSSES

EXPLANATION OF THE SLIM BAR CHARTS: The Time Profile, The FOC MTTD Profile, and The UNINF Cost Profile.

Given the size of the system change, the Productivity Index for the organization and any known constraints the model is run and time, cost, effort, staffing, and defect outputs are calculated. The remaining charts show the results of running the model under four different scenarios. The first shows the results that are reflected in our current business plan. The next three show the results from various level of productivity loss resulting from moving the organization to another location.

CURRENT YEAR PRODUCTIVITY LEVEL

These three profiles summarize the results of running the model with a 17.4 Productivity Index--our current year productivity level. Each profile shows four bars numbered 1, 2, 3, and 4. Bar 1 represents the current year. Bar 2 represents the first post move year productivity level. Bar 3 represents the second post move year productivity level. Bar 4 represents the third post move year productivity level.

In addition to the three profiles, there is a table in the lower right corner of the chart. This table summarizes the results from running the model with a current year PI of 17.4. It shows the expected values for Time, Effort, Uninflated Cost, Peak Staff, Mean Time To Defect (MTTD) and the Size of the change. The Time, MTTD, and the Uninflated Cost expected values are shown in the **first column** of each bar chart. They can be visually compared to the three post move years shown by bars 2, 3, and 4. Bar 2 shows what the impact of a Productivity Index of 15.1 would have, Bar 3 shows what a productivity Index of 15.9 would have, and Bar 4 shows what a Productivity Index of 16.7 would have. Bar 2 (PI 15.1) would be our likely level of productivity the first year at a new location. Bar 3 (PI 15.9) would be our most likely level of productivity the second year at a new location. Finally, Bar 4 (PI 16.7) would be our level of productivity during the third year at our new location..

The Time Profile bar chart shows the degree to which time to accomplish the same level of work increases with the decline in productivity.

Costs, as seen in the **Uninflated Cost Profile bar chart**, also increase dramatically as more effort has to be applied over a longer period of time to get the same job done.

In addition, the model also shows that there is a hidden cost in a loss in productivity. That cost occurs with the loss in quality. People with limited knowledge and experience make more mistakes. This is shown in the **Fully Operational Complete Mean Time To Defect Profile**. This bar chart indicates that the software will be in operation for a shorter number of days before the user encounters a problem which must be corrected.

SIMA-E PRODUCTIVITY LOSSES

EXPLANATION OF THE SLIM PROJECT CONSTRAINTS REPORT:

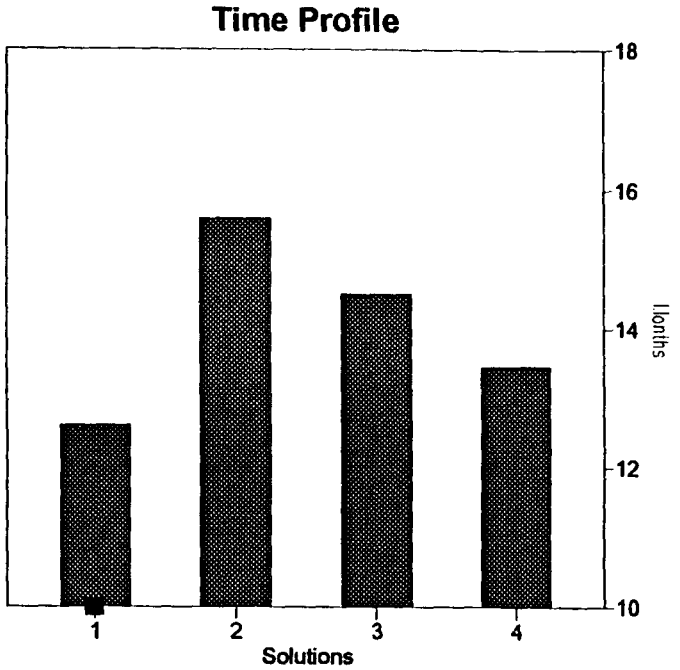
This is the Project Constraints sheet from the SLIM Model. While the basic assumptions on size and productivity are the foundation of the estimates, known constraints can also be factored into the model. In addition, a desired probability for being able to live within the constraint can also be computed.

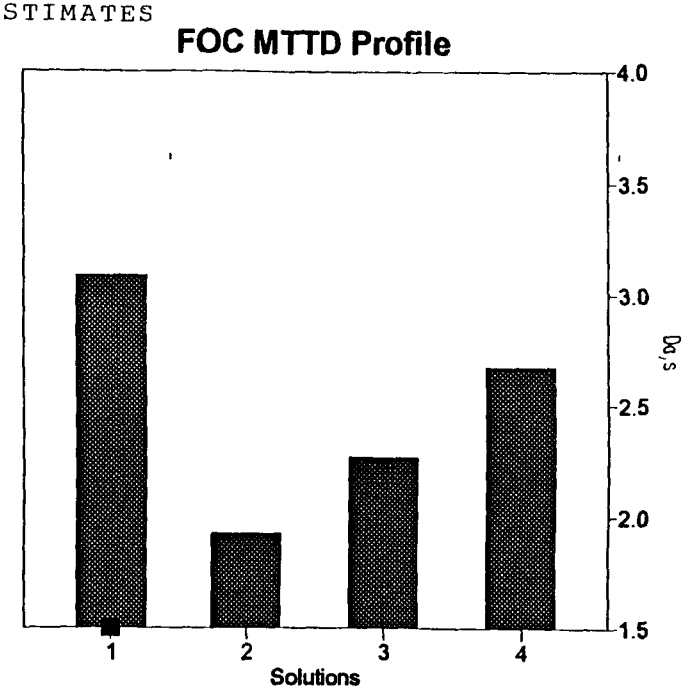
In this particular instance the customer has indicated that there is a cost constraint of $591,000. Being a fee for service organization, we have indicated that we want at least a 75% confidence of coming in under this particular cost.

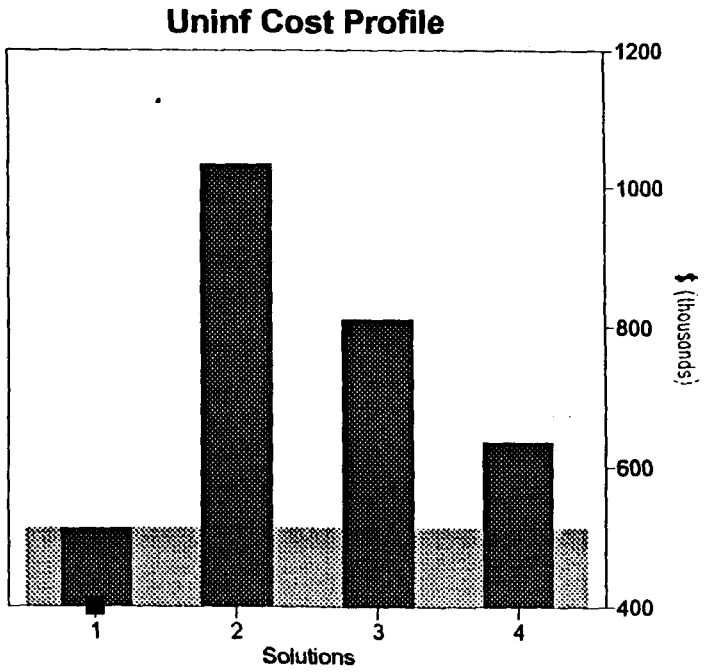
Project Constraints

Parameter	Constraint	Desired Probability	Weight
Time (Months)	n/a		
Effort (PM)	n/a		
Cost ($ 1000)	591	75 %	16
Min Staff (People)	n/a		
Max Staff (People)	n/a		
FOC MTTD (Days)	n/a		

CURRENT YEAR PRODUCTIVITY LEVEL
MODEL ESTIMATES







Solution 1 CURRENT YEAR PROD LEVEL

Time	**12.61**	**Months**	
Effort	**60.48**	**PM**	
Uinf Cst	**514**	**$ 1000**	**75% Prob**
Pk Staff	**7.85**	**People**	
MTTD	**3.09**	**Days**	
Size	**55333**	**ESLOC**	**PI 17.4**

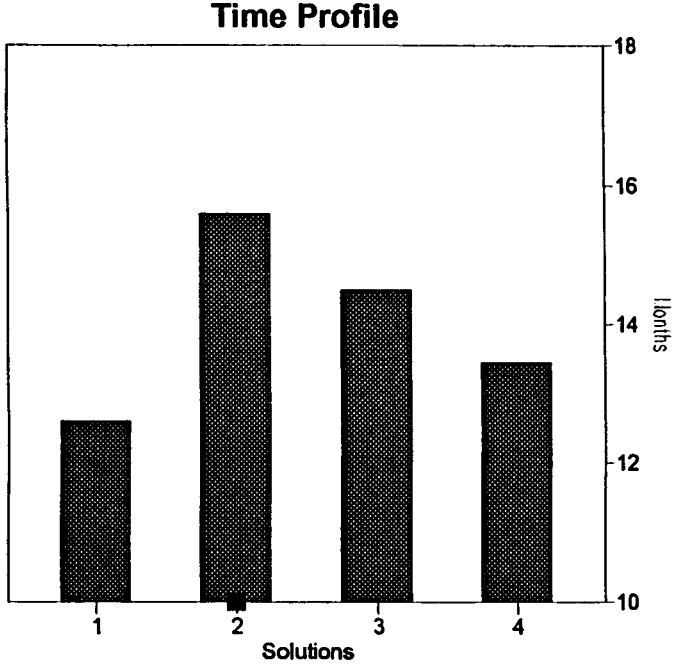
SIMA-E PRODUCTIVITY LOSSES

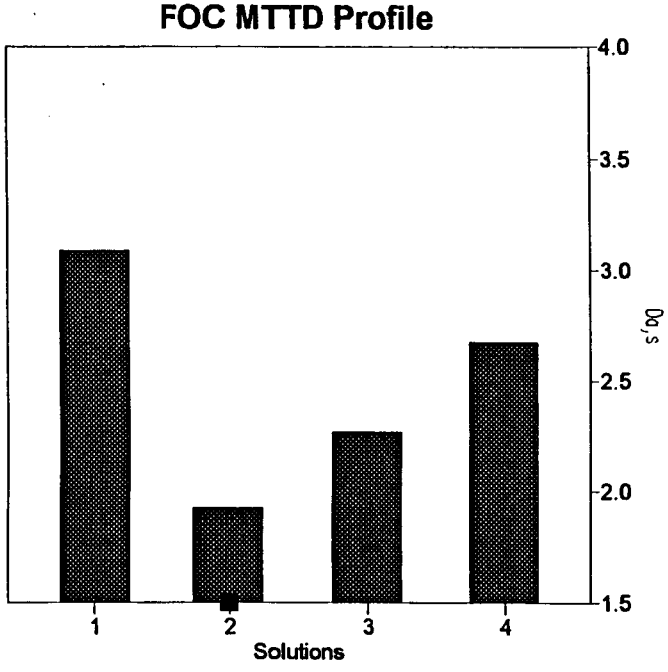
EXPLANATION OF THE SLIM FIRST YEAR PRODUCTIVITY LEVEL REPORT.

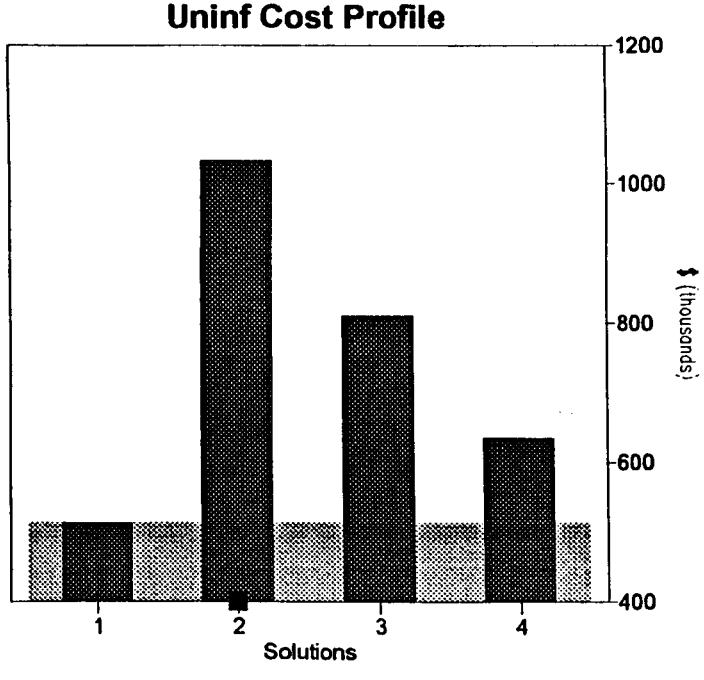
This chart shows the results of the model being run at a Productivity Index of 15.1. Looking at the various profiles it is evident that there is a substantial impact on the amount of time require to do the job, on the costs of doing the job and the amount of defects that will be uncovered in the fielded system by dropping from a productivity level of 17.4 to one of 15.1. In addition, the table indicates that there now is only a 3% probability of getting the job done at the customer constrained cost of $591,000 whereas, when we ran the model at 17.4 our confidence level of bringing the job in at our under cost was 75%.

The corresponding Default Productivity Index Detail chart for this scenario was held constant as far as tooling and methods and technical constraints are concerned. The only thing that was modified was the responses to the question in the Personnel Profile. They were modified to reflect the decline in management capability, the increase in staff turnover, and the loss in skill, functional knowledge and application expertise.

FIRST YEAR PRODUCTIVITY LEVEL
MODEL ESTIMATES







Solution 2 FIRST YEAR PROD LEVEL

Time	15.61	Months	
Effort	121.71	PM	
Uinf Cst	1034	$ 1000	3% Prob
Pk Staff	12.61	People	
MTTD	1.92	Days	
Size	55333	ESLOC	PI 15.1

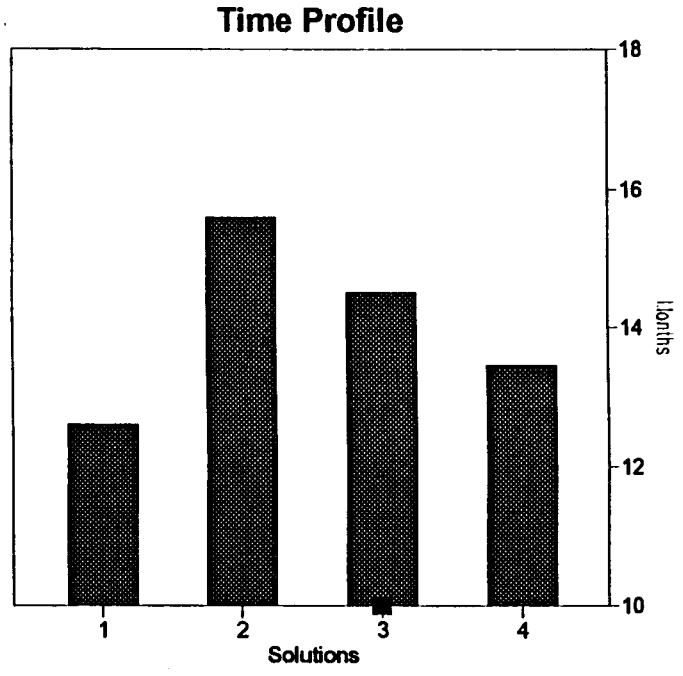
SIMA-E PRODUCTIVITY LOSSES

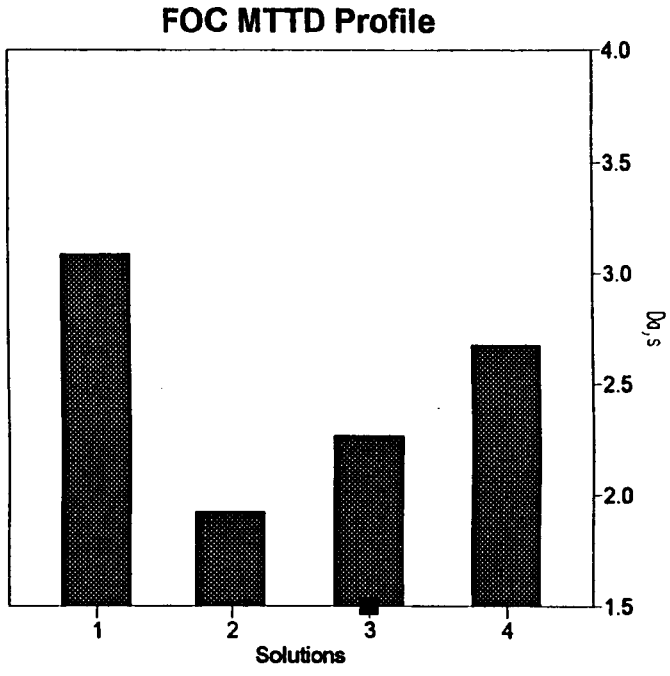
EXPLANATION OF THE SLIM SECOND and THIRD YEAR PRODUCTIVITY LEVEL REPORTS.

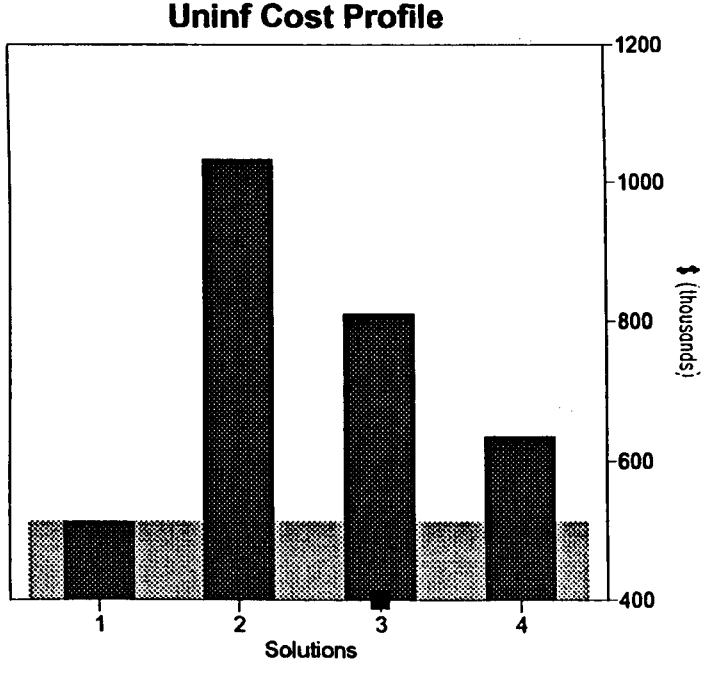
These charts show the model being run at 15.9 and 16.1 respectively. These gradual increases in the Productivity Level represent an assumption that core skill levels can be recouped over time. In the model this has been done by modifying our responses to the personnel questions imposed; i.e., providing more optimistic responses.

The results are that the time, cost, and quality pictures start to improve to the point where we have 11% and 38% chance of meeting customer cost objectives.

SECOND YEAR PRODUCTIVITY LEVEL
MODEL ESTIMATES



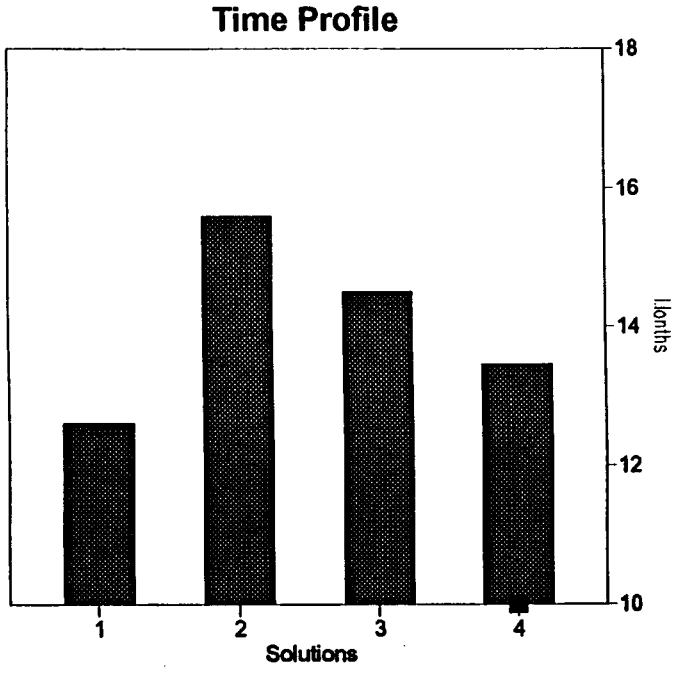


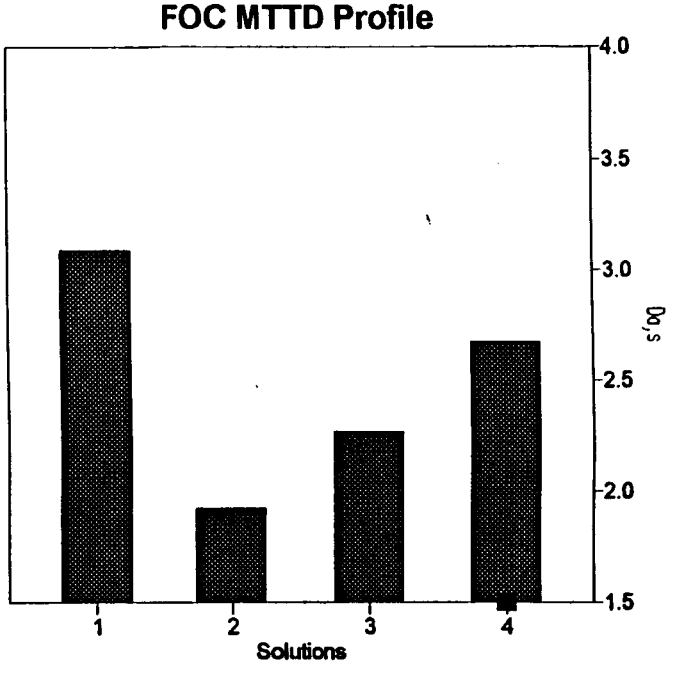


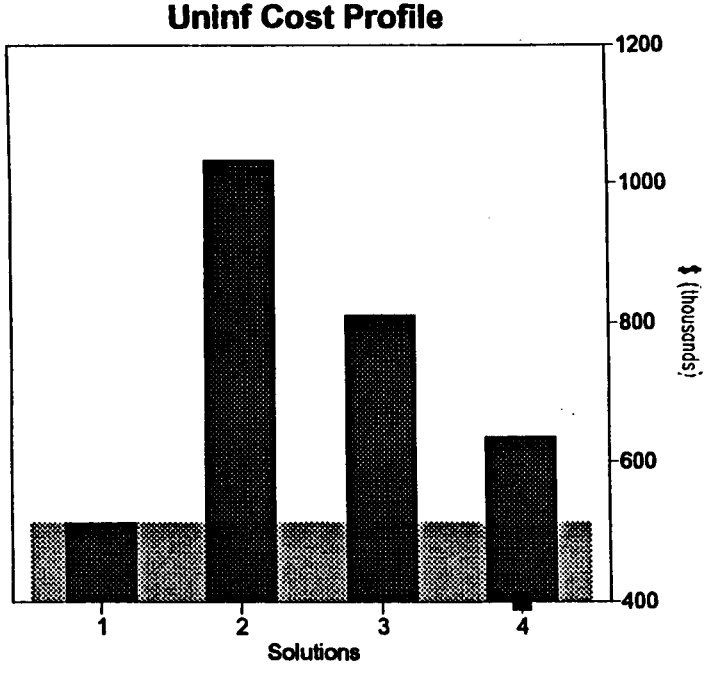
Solution 3 SECOND YEAR PROD LEVEL

Time	14.52	Months	
Effort	95.43	PM	
Uinf Cst	811	$ 1000	11% Prob
Pk Staff	10.70	People	
MTTD	2.27	Days	
Size	55333	ESLOC	PI 15.9

THIRD YEAR PRODUCTIVITY LEVEL
MODEL ESTIMATES







Solution 4 THIRD YEAR PROD LEVEL

Time	13.47 Months	
Effort	74.82 PM	
Uinf Cst	636 $ 1000	38% Prob
Pk Staff	9.07 People	
MTTD	2.67 Days	
Size	55333 ESLOC	PI 16.7

28 Mar 95

Loss of Productivity Worksheet(Major Item Information Center)

1. Personnel Categories and Numbers of:

Functionals (GS-11 and up supply analysts) - 43

Software (GS-11 and up systems analysts) - 58

Other (GS-9 and below supply and systems analysts; all other series and grades) - 26

TOTAL - 127

2. Approximately 40% of onboard employees have indicated they will accompany the mission to Huntsville, AL. Thus, a 60% loss of onboard employees:

Functionals - 60% x 43 = 26 people to be hired

Software - 60% x 58 = 35 people to be hired

Other - 60% x 26 = 16 people to be hired

TOTAL = 77

3. Applying the dollar value loss in productivity while these new hires are brought up to full productive level, using the SIMA factors:

Functionals - 26 x $220,332 = $5,728,632

Software - 35 x $153,720 = $5,380,200

Other - 16 x $30,744 = $491,904

TOTAL = $11,600,736

US Army TMDE Support Center-Letterkenny

Productivity Losses

Replace 19 Technicians
Assume:
- Fully knowledgeable of electronics or physical science.
- 60% productive 1st yr
- 95% productive 2nd yr
- Fully productive 3rd yr
- Must work overtime to make up lost productive hours. (No excess capacity)

19 X 2080 X .4 = 15,808 Hrs Lost
19 X 2080 X .05 = 1,976 Hrs Lost
17,800 Hrs Lost

17,800 Hrs @ $25.00 hr (OT rate) = $445,000

US Army TMDE Support-Region 1

Productivity Losses

MH Lost for Move

40 MH X 9 employees = 360 MH
360 MH X $21.50/HR (AVG) = $ 8,000

Training 7 new employees

- 75% Productive, 1st yr
- 95% Productive, 2nd yr

3700 MH lost 1st yr
750 MH lost 2nd yr
4450 MH lost
4450 MH X $21.50/HR (AVG) = $ 95,000

$103,000

TENANT FOR WHICH VSIP COSTS NOT COVERED BASED ON FAST TRACK BRAC PLANS*	EMPLOYEES SEVERED	EMPL OPT RET	EMPL EARLY RET	VSIP OPTION	EMPL ACCOMP MISSION	EMPL FIND OTHER GOVT JOB	PPS PLACE MENT	OTHER COSTS	TOTAL
SIMA EAST	30	19	37	0	83	20	20	0	209
LOGSA-MIIC	19	6	14	0	50	10	28	0	127
PUBLIC WORKS CENTER (PWC)	44	3	26	0	78	15	17	0	183
DEFENSE MEGACENTER (DMC) CHAMBERSBURG	65	0	17	0	52	0	30	0	164
TMDE SUPPORT	0	4	4	0	35	5	10	0	58
TMDE REGION 1	0	0	1	0	9	3	3	0	16
ARMY AUDIT ACTIVITY	1	0	0	0	12	0	0	0	13
HEALTH CLINIC	5	1	1	0	3	0	5	0	15
DFENSE PRINTING	4	1	0	0	0	1	0	0	6
MEA	4	0	1	0	0	1	9	0	15
MINIMUM VSIP ACCEPTANCE		34	101						135
COST OF VSIP		$850,000	$2,525,000						$3,375,000
LETTERKENNY HAS BEEN ADVISED BY HQS INDUSTRIAL OPERATIONS COMMAND THAT THEY WILL BE ON A FAST TRACK									
BRAC. IMPLEMENTATION PLANS ARE TO REFLECT A SHUT DOWN OF MAINTENANCE OPERATIONS BY THE END OF FY97.									
THIS FAST TRACK ACTION WILL RESULT IN RIF ACTIONS FOR ALL TENANTS. THIS WILL FORCE									
ALL TENANTS TO OFFER VSIP TO THOSE WHO ARE FACING RIF ACTIONS. DFAS WAS EXCLUDED FROM									
THE ABOVE DATA BECAUSE THEY WILL BE MOVED PRIOR TO FINAL CLOSURE OF LETTERKENNY DEPOT MAINTENANCE									
MISSION (SEE MISSION IMPACT STATEMENT FOR DFAS). DLA ORGANIZATIONS ALREADY PLAN RIF ACTIONS AS PART									
OF THE PLANNED ACTIONS FOR DDLP AND DRMO. VSIP COSTS ARE ALREADY PART OF THEIR PACKAGE AND ARE THEREFORE									
EXCLUDED FROM THIS SPREADSHEET.									

Document Separator

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

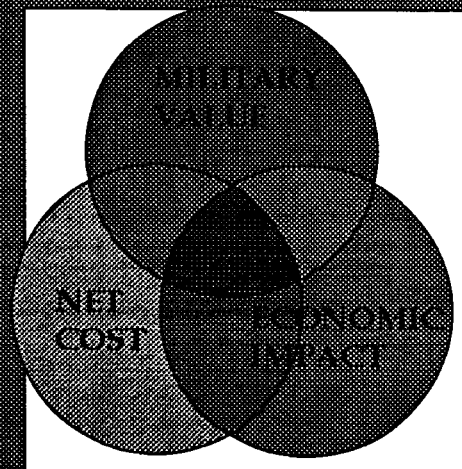


EXHIBIT H
TENANT REMOVAL MANDATE ROI

NET PRESENT VALUES REPORT (COBRA v5.08)
Data As Of 07:59 04/05/1995, Report Created 08:09 04/19/1995

Department : ARMY
Option Package : DE2&3-2L
Scenario File : C:\BRAC95\COBRA\TENANTS.CBR
Std Fctrs File : C:\BRAC95\COBRA\TENANTS.SFF

Year	Cost($)	Adjusted Cost($)	NPV($)
1996	0	0	0
1997	54,326,000	52,159,688	52,159,688
1998	-1,298,000	-1,212,886	50,946,801
1999	-1,298,000	-1,180,425	49,766,377
2000	-1,298,000	-1,148,832	48,617,545
2001	-1,298,000	-1,118,084	47,499,460
2002	-1,298,000	-1,088,160	46,411,300
2003	-1,298,000	-1,059,036	45,352,264
2004	-1,298,000	-1,030,692	44,321,571
2005	-1,298,000	-1,003,107	43,318,464
2006	-1,298,000	-976,260	42,342,204
2007	-1,298,000	-950,131	41,392,073
2008	-1,298,000	-924,702	40,467,371
2009	-1,298,000	-899,953	39,567,417
2010	-1,298,000	-875,867	38,691,550
2011	-1,298,000	-852,425	37,839,125
2012	-1,298,000	-829,611	37,009,514
2013	-1,298,000	-807,407	36,202,107
2014	-1,298,000	-785,798	35,416,309
2015	-1,298,000	-764,767	34,651,542
2016	-1,298,000	-744,298	33,907,244
2017	-1,298,000	-724,378	33,182,866
2018	-1,298,000	-704,991	32,477,875
2019	-1,298,000	-686,122	31,791,752
2020	-1,298,000	-667,759	31,123,993
2021	-1,298,000	-649,887	30,474,106
2022	-1,298,000	-632,494	29,841,612
2023	-1,298,000	-615,566	29,226,047
2024	-1,298,000	-599,091	28,626,956
2025	-1,298,000	-583,056	28,043,899
2026	-1,298,000	-567,452	27,476,448
2027	-1,298,000	-552,264	26,924,183
2028	-1,298,000	-537,483	26,386,700
2029	-1,298,000	-523,098	25,863,601
2030	-1,298,000	-509,098	25,354,503
2031	-1,298,000	-495,473	24,859,031
2032	-1,298,000	-482,212	24,376,819
2033	-1,298,000	-469,306	23,907,513
2034	-1,298,000	-456,745	23,450,767
2035	-1,298,000	-444,521	23,006,246
2036	-1,298,000	-432,624	22,573,622
2037	-1,298,000	-421,045	22,152,577
2038	-1,298,000	-409,776	21,742,801
2039	-1,298,000	-398,809	21,343,992
2040	-1,298,000	-388,135	20,955,856
2041	-1,298,000	-377,747	20,578,109
2042	-1,298,000	-367,637	20,210,472
2043	-1,298,000	-357,798	19,852,674
2044	-1,298,000	-348,222	19,504,452
2045	-1,298,000	-338,902	19,165,550
2046	-1,298,000	-329,831	18,835,718
2047	-1,298,000	-321,004	18,514,714
2048	-1,298,000	-312,413	18,202,302
2049	-1,298,000	-304,051	17,898,251
2050	-1,298,000	-295,914	17,602,337
2051	-1,298,000	-287,994	17,314,343
2052	-1,298,000	-280,286	17,034,057
2053	-1,298,000	-272,784	16,761,273
2054	-1,298,000	-265,483	16,495,789
2055	-1,298,000	-258,378	16,237,411
2056	-1,298,000	-251,463	15,985,948

Department : ARMY
Option Package : DE2&3-2L
Scenario File : C:\BRAC95\COBRA\TENANTS.CBR
Std Fctrs File : C:\BRAC95\COBRA\TENANTS.SFF

2057	-1,298,000	-244,733	15,741,216
2058	-1,298,000	-238,183	15,503,033
2059	-1,298,000	-231,808	15,271,225
2060	-1,298,000	-225,604	15,045,621
2061	-1,298,000	-219,566	14,826,055
2062	-1,298,000	-213,689	14,612,366
2063	-1,298,000	-207,970	14,404,395
2064	-1,298,000	-202,404	14,201,991
2065	-1,298,000	-196,987	14,005,004
2066	-1,298,000	-191,715	13,813,290
2067	-1,298,000	-186,584	13,626,706
2068	-1,298,000	-181,590	13,445,116
2069	-1,298,000	-176,730	13,268,386
2070	-1,298,000	-172,000	13,096,386
2071	-1,298,000	-167,396	12,928,989
2072	-1,298,000	-162,916	12,766,073
2073	-1,298,000	-158,556	12,607,517
2074	-1,298,000	-154,312	12,453,205
2075	-1,298,000	-150,182	12,303,022
2076	-1,298,000	-146,163	12,156,859
2077	-1,298,000	-142,251	12,014,608
2078	-1,298,000	-138,444	11,876,164
2079	-1,298,000	-134,738	11,741,426
2080	-1,298,000	-131,132	11,610,293
2081	-1,298,000	-127,623	11,482,671
2082	-1,298,000	-124,207	11,358,463
2083	-1,298,000	-120,883	11,237,581
2084	-1,298,000	-117,647	11,119,933
2085	-1,298,000	-114,499	11,005,434
2086	-1,298,000	-111,434	10,894,000
2087	-1,298,000	-108,452	10,785,548
2088	-1,298,000	-105,549	10,679,999
2089	-1,298,000	-102,724	10,577,274
2090	-1,298,000	-99,975	10,477,299
2091	-1,298,000	-97,299	10,380,000
2092	-1,298,000	-94,695	10,285,305
2093	-1,298,000	-92,161	10,193,144
2094	-1,298,000	-89,694	10,103,450
2095	-1,298,000	-87,294	10,016,156

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BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

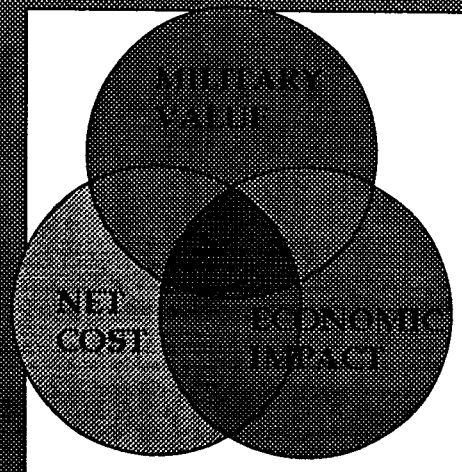

EXHIBIT I
LOCAL ANNUAL EXPENDITURES

TENANT ORGANIZATIONS LOCAL ANNUAL EXPENDITURES	ANNUAL EXPENDITURES	
DLA SUPPLY DEPOT-DDLP	$19,916,455	
SYSTEMS INTEGRATION & MANAGEMENT ACTIVITY (SIMA)	$20,000,000	
LOGISITICS SUPPORT ACTIVITY- MAJOR ITEMS INFO CTR (MIIC)	$12,400,000	
PUBLIC WORKS CENTER (PWC)	$18,730,216	
DEFENSE MEGA CENTER (DMC)	$10,281,958	
TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) SPT & GROUP 1	$5,000,000	
DEFENSE FINANCE & ACCOUNTING SERVICE	$4,929,000	
ARMY AUDIT AGENCY (AAA)	$960,000	
HEALTH CLINIC	$840,000	
DEFENSE REUTILIZATION & MARKETING OFFICE (DRMO)	$1,706,101	
DEFENSE PRINTING	$222,000	
MANAGEMENT ENGINEERING ACTIVITY	$900,000	
TOTAL	**$95,885,730**	

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BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

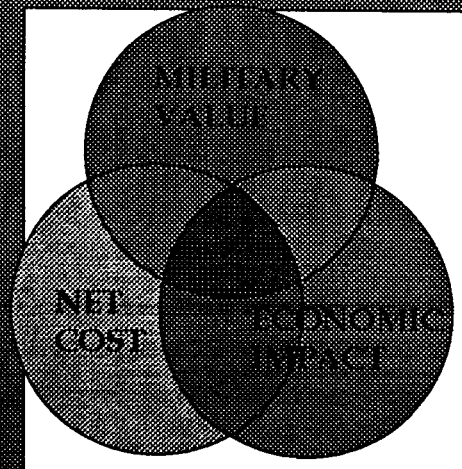

EXHIBIT J
TENANT FAIR SHARE OF DEPOT INFRA-STRUCTURE COSTS/ IMPACT ON RATES

Tenant Fair Share of Depot Infrastructure Costs
Impact on Rates

Based on a review of the FY94 tenant ISSAs, it is determined that $8,000,000 of their current assessment would have to be absorbed by Letterkenny Army Depot. The majority of these costs are for the maintenance and upkeep of depot facilities (buildings, water treatment plan, roads, etc), security, maintenance of shared computer equipment and other miscellaneous expenses now common to both depot and tenants.

Using a projected workload of 1,890,000 hours (1,600,000 in maintenance and 290,000 in Ammo) for FY96 (this number changes all the time), this $8 million extra cost would equate to $4.23 increase to LEAD's direct labor rate.

	Tennant	Depot	Added to Depot	
Com Grp	700,062	6,691,690	600,000	(elim 2 Sqdns & ½ FEO
DOC	128,270	1,907,722	0	(elim all DOC spt Sqdns
DOIM	3,843,523	4,799,468	1,500,000	(elim 45 mgt spaces at $80,000 ea elim $500,000 in maint contracts
DPCA	892,440	1,649,946	0	(elim all DPCA spt Sqdns
DRM (DFAS)	1,257,434	2,857,953	0	(elim all DFAS Spt Gen
DLES	1,571,503	1,273,651	1,400,000	(elim Sec check, badges, and part of one patrol
PWC	8,885,995	28,403,096	4,500,000	
Total	17,279,227			
minus HQDESCOM	- 2,396,662		# 8,000,000	
	14,882,565	47,583,526		

based on FY96 total direct labor hours figure of 1,890,000 (1.6 in maint & 29 in Ammo) this would increase the direct labor rates by /

	Tenant	Depot	Added to Depot	
CO.	1,623	1,714	1,623	
FO.	34,591	311,323	34,591	
K	2,923,121	4,957,728	1,461,560	(50% savings)
L	0	540,805	0	
B	716,328	8,874,315	0	
C	445,098	1,213,113	0	
D	234,502	1,178,563	0	
[redacted]				
H	28,425	0	0	
J	2,151,511	2,973,853	1,075,755	(50% savings
M	1,761,143	4,722,721	1,400,000	(50% residential savings)
1	165,850	549,306	165,850	
2	114,443	343,329	114,443	
3	23,582	47,634	23,582	
4	168,336	1,515,025	168,336	
5	55,638	426,187	0	
6	48,961	440,652	48,961	
7	94	851	94	
8	0	0	0	
9	12,749	305,977	12,749	
	8,885,995	28,403,096	4,507,544	

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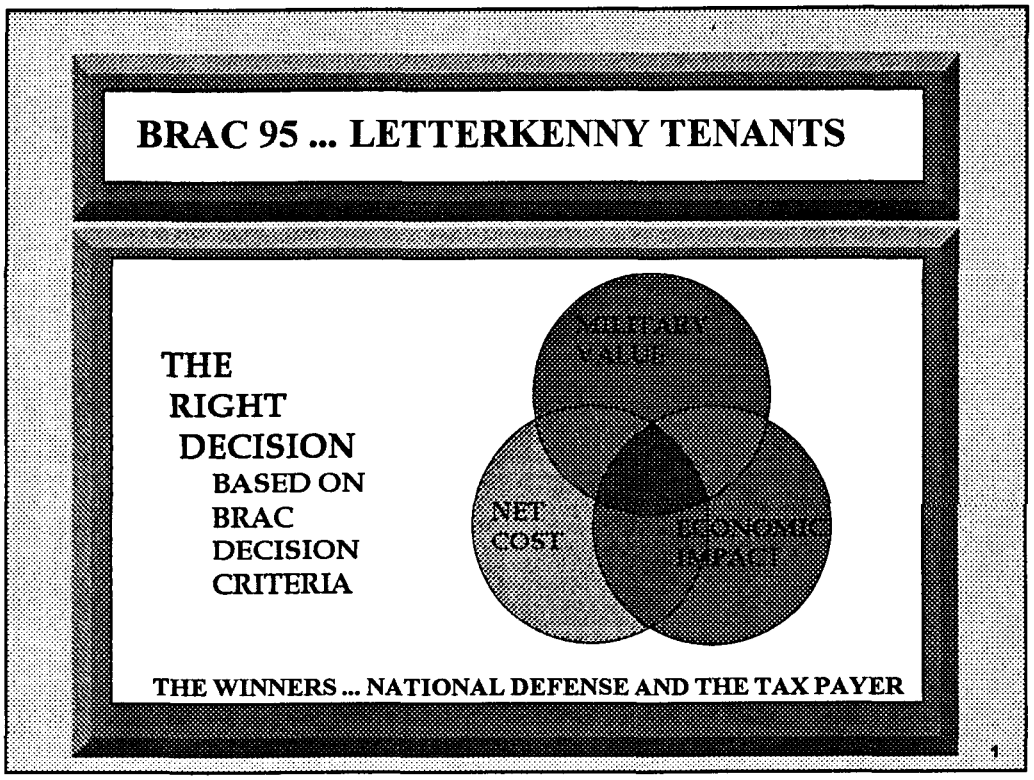
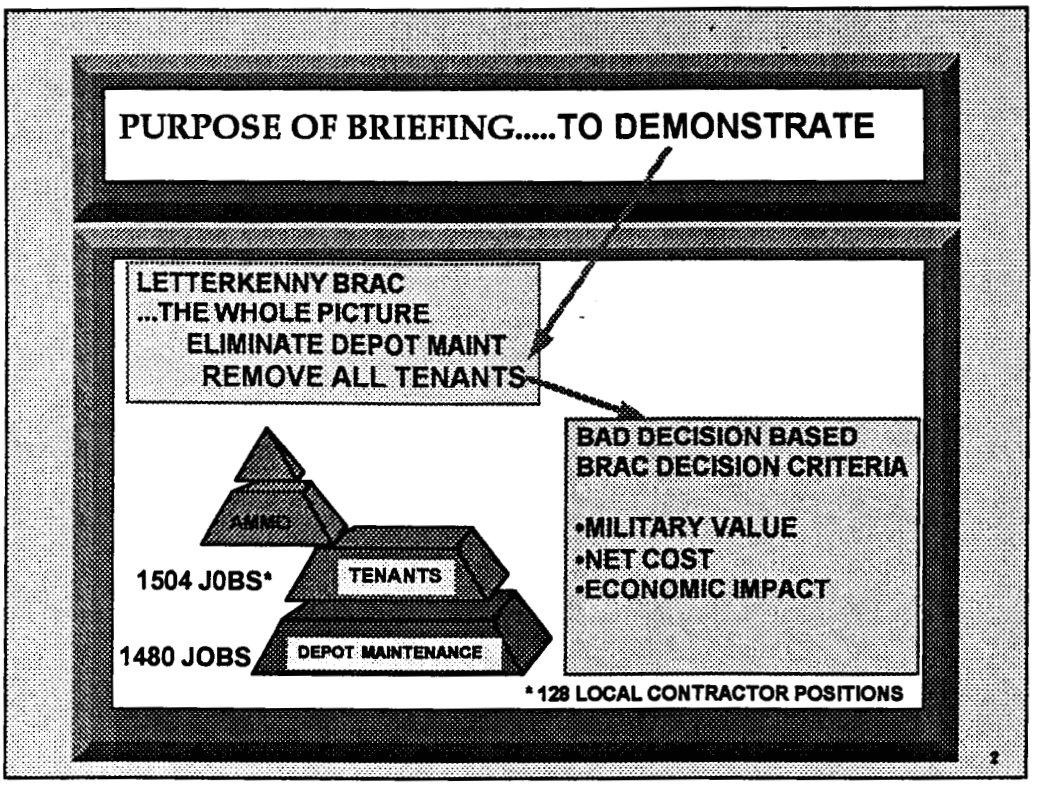


GOOD MORNING/ AFTERNOON, MY NAME IS _____.

THE DOD BRAC 95 PROPOSAL FOR LETTERKENNY ARMY DEPOT HAS A SIGNIFICANT IMPACT ON THE TENANTS LOCATED AT THAT INSTALLATION...IN SHORT, THE MANDATE IS TO EITHER RELOCATE OR ELIMINATE ALL TENANTS AT LETTERKENNY AS PART OF THE PROPOSED BRAC REALIGNMENT ACTION.

THE LETTERKENNY BRAC PROPOSAL FAILS TO RECOGNIZE THE FULL MISSION AND COST IMPACTS OF SUCH AN ACTION.

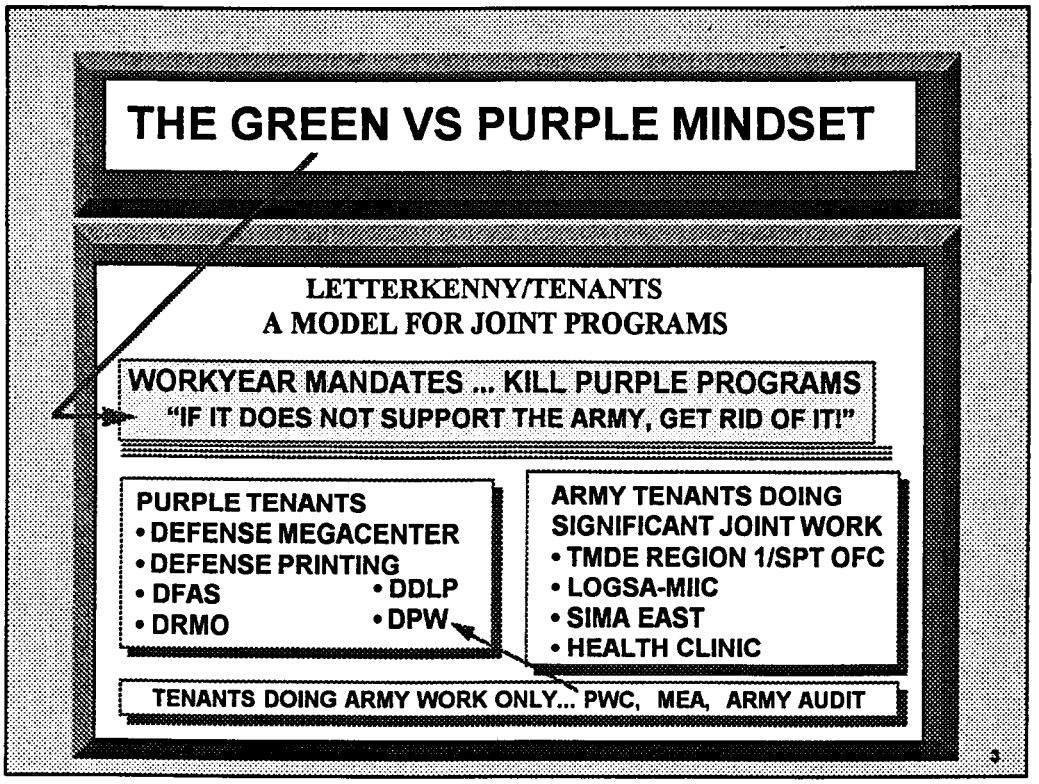
IT IS BELIEVED THE RIGHT DECISION NEEDS TO BE MADE OBJECTIVELY BASED THE BASIC DOD BRAC DECISION CRITERIA IN ORDER TO PROVIDE A BALANCED DECISION FOR BOTH NATIONAL DEFENSE AND THE TAX PAYERS OF AMERICA.



THE PURPOSE OF THE BRIEFING IS TO PRESENT FACTS, NOT EMOTION, WHICH CLEARLY SHOW THE PLAN TO REMOVE ALL TENANTS AT LETTERKENNY IS A BAD DECISION BASED ON THE APPLICATION OF THE BRAC DECISION CRITERIA.

THE LOWER LEFT INSERT SHOWS THE SCOPE OF TENANTS AT LETTERKENNY. IF DEPOT MAINTENANCE AND TENANTS ARE PULLED FROM LETTERKENNY, THERE WILL BE LITTLE LEFT.

CLEARLY, THE IMPACT IS MUCH GREATER THAN WHAT HAS BEEN DOCUMENTED IN THE DOD BRAC PACKAGE FOR LETTERKENNY ARMY DEPOT.

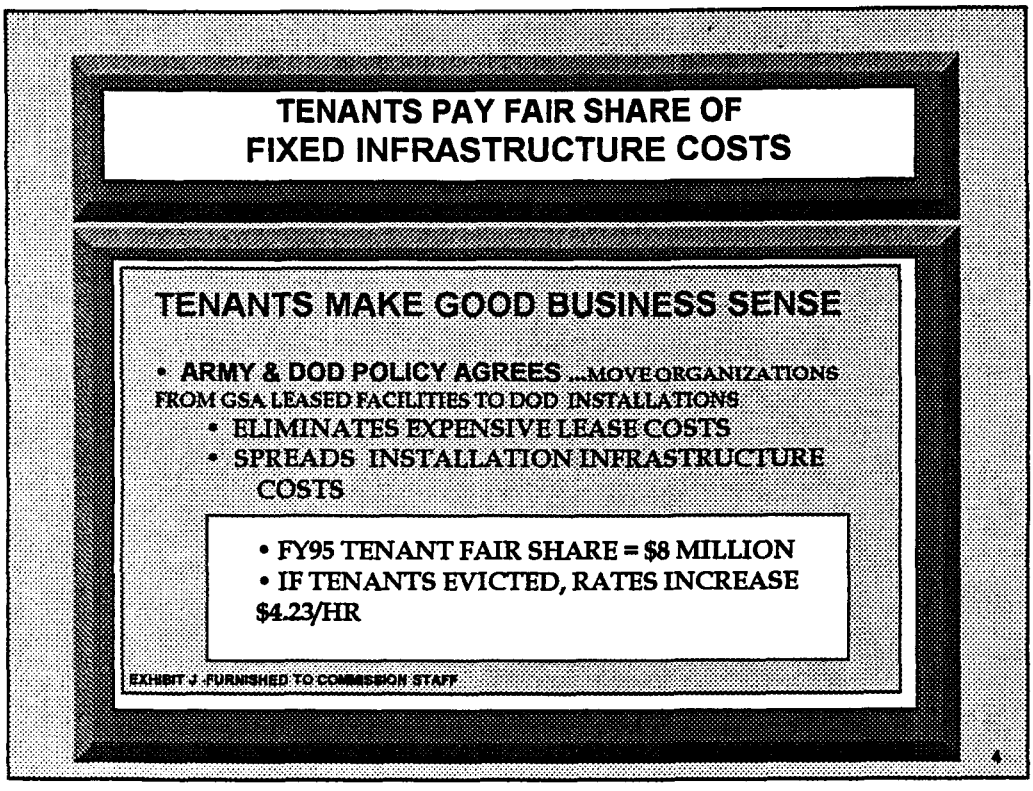


IT IS IMPORTANT TO UNDERSTAND THERE ARE TWO DIFFERENT LEGITIMATE VIEWS OF THE WORLD... THERE IS A DEFINITE CLASH BETWEEN ARMY GREEN AND PURPLE AS GRAPHICALLY ILLUSTRATED IN THIS CHART! THE ARMY GREEN WORLD HAS TO DEAL WITH MANDATED WORKYEAR CEILINGS AND STILL GET A MISSION DONE. THOSE MANDATES HAVE CAUSED THE ARMY MATERIEL COMMAND (AMC) TO TAKE THE POSITION **"IF A MISSION DOES NOT SUPPORT THE ARMY, GET RID OF IT!"**

LETTERKENNY AND ITS TENANTS ARE CLEARLY A MODEL INSTALLATION WHERE SUPPORT OF JOINT SERVICE PROGRAMS IS CONCERNED. JOINT SERVICE PROGRAMS MAKE SENSE FOR DOD, NATIONAL DEFENSE AND THE EFFICIENT AND EFFECTIVE USE OF LIMITED DEFENSE DOLLARS. EVEN THOUGH SUCH SUPPORT IS GOOD FOR DOD AND THE TAX PAYERS, IT FORCES THE ARMY TO EXPEND LIMITED WORKYEARS TO HELP SISTER SERVICES.

IT IS VERY CLEAR FROM THE COLOR CODING OF THE TENANTS AT THE BOTTOM OF THE CHART THAT THERE IS A TREMENDOUS SUPPORT OF DOD JOINT SERVICE PROGRAMS BY THE TENANTS AT THE DEPOT.

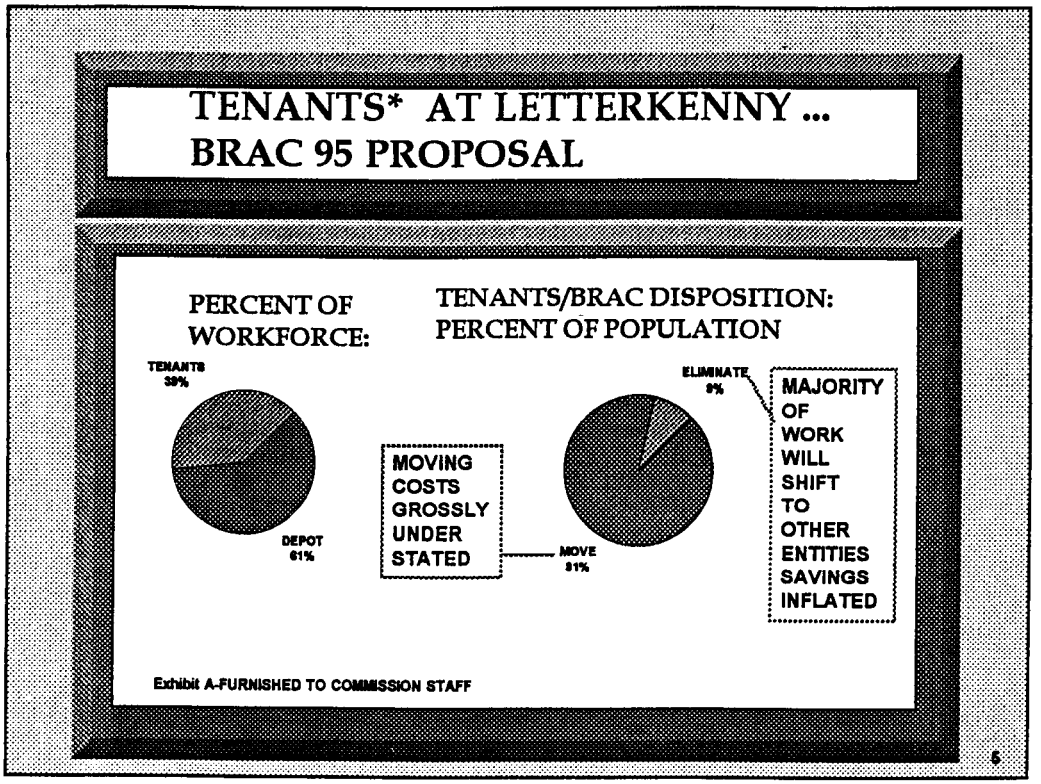
WE BELIEVE WORKYEAR CONSTRAINTS PENALIZE LETTERKENNY AND ITS TENANTS IN THE STRATEGIC DECISION PROCESS FOR SUPPORTING JOINT INITIATIVES DESIGNED TO REDUCE DOD OPERATING COSTS AND IMPROVE DOD READINESS.



TENANTS PAY THEIR FAIR SHARE OF THE COSTS OF OPERATING THE BASIC PLANT INFRASTRUCTURE...THAT MAKES GOOD BUSINESS SENSE.

IT IS INTERESTING DOD AND DA HAVE A POLICY THAT SUPPORTS THE LARGE TENANT BASE AT LETTERKENNY...THAT POLICY IS DESIGNED TO MINIMIZE GSA LEASE COSTS. IT FURTHER RECOGNIZES SPREADING INFRASTRUCTURE COSTS WILL HAVE A NET AFFECT OF MAKING AN INSTALLATION HOST AND ITS TENANTS MORE EFFICIENT.

THE BOTTOM INSERT DISPLAYS THE TENANTS FAIR SHARE OF INFRASTRUCTURE COSTS AT LETTERKENNY. IF LETTERKENNY WERE TO MAINTAIN ITS MAINTENANCE MISSION AND THE TENANTS WERE FORCED TO MOVE AS CURRENTLY PLANNED, LETTERKENNY WOULD EXPERIENCE A RATE INCREASE OF $4.23 PER HOUR.

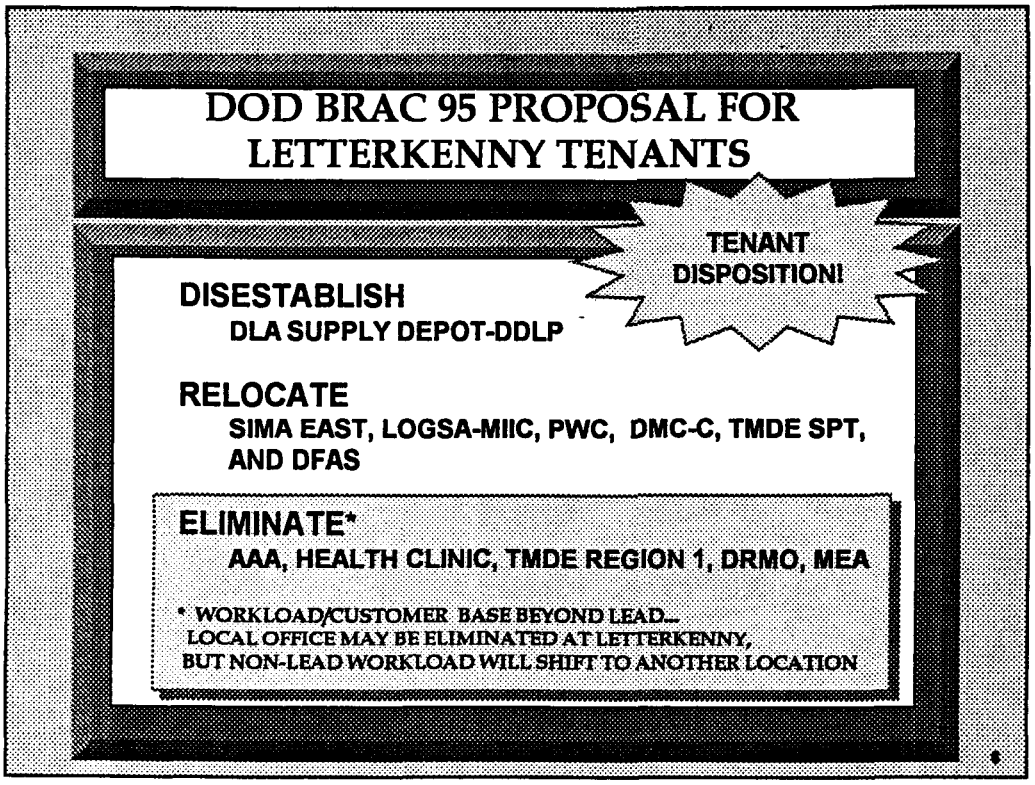


FEW PEOPLE UNDERSTAND THE MAGNITUDE OF THE ARMY'S PLAN TO REMOVE TENANTS FROM LETTERKENNY... 1504 JOBS WILL BE AFFECTED!

39% OF THE POPULATION BASE AT LETTERKENNY IS MADE UP OF TENANTS...THIS PERCENT EXCLUDES CONTRACTOR PERSONNEL.

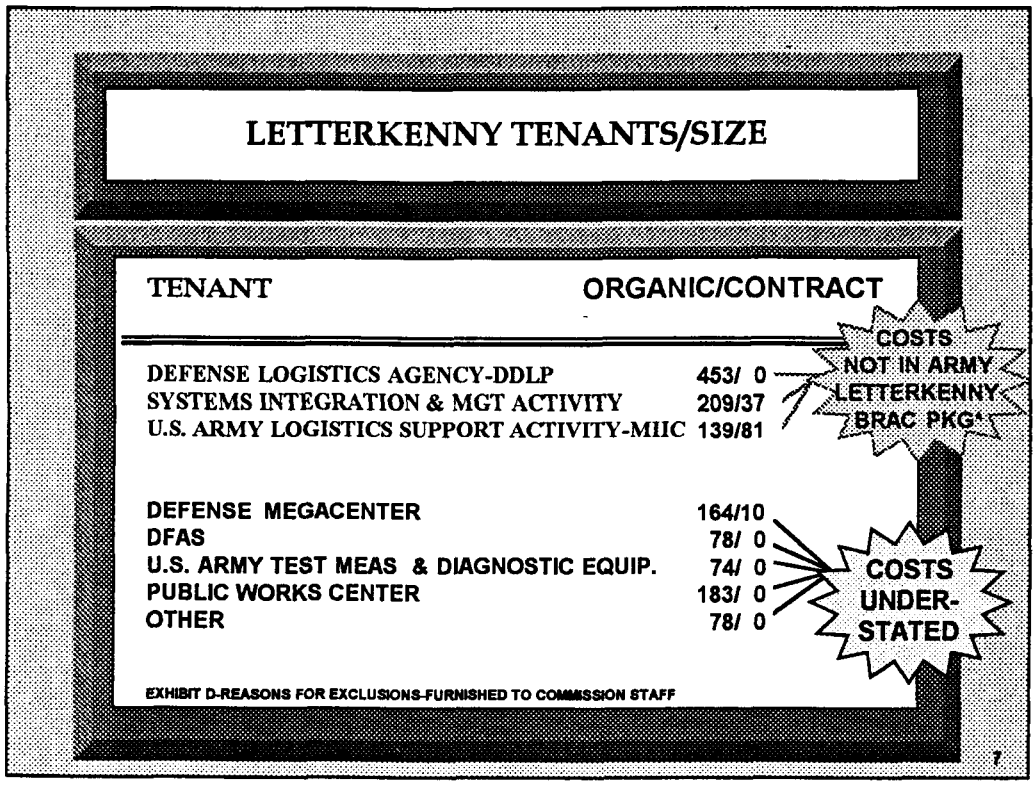
THE RIGHT INSERT SHOWS WHAT HAPPENS TO THE PEOPLE AS ALL THE TENANTS ARE FORCED OFF LETTERKENNY.

91% OF THE TENANT POPULATION BASE WILL RELOCATE . THE REMAINING TENANT POPULATION WILL BE ELIMINATED. AS WILL BE SHOWN IN THIS PACKAGE, THE COSTS TO MOVE TENANTS ARE GROSSLY OVERSTATED. THE SAVINGS IDENTIFIED AS A RESULT OF ELIMINATING TENANTS IS ALSO GREATLY OVERSTATED.



THIS IS WHAT WILL HAPPEN TO THE TENANTS AT LETTERKENNY IF THE ARMY FOLLOWS THROUGH WITH ITS PLANS ...

AS STATED IN THE PREVIOUS CHART THE SAVINGS FORECAST FOR TENANTS PROPOSED TO BE ELIMINATED ARE GROSSLY OVERSTATED BECAUSE MUCH OF THE WORK PERFORMED BY THOSE TENANTS IS FOR ORGANIZATIONS OTHER THAN LETTERKENNY AND DDLP. THAT WORK WILL NOT BE ELIMINATED AND WILL HAVE TO BE TRANSFERRED TO OTHERS FOR ACCOMPLISHMENT.

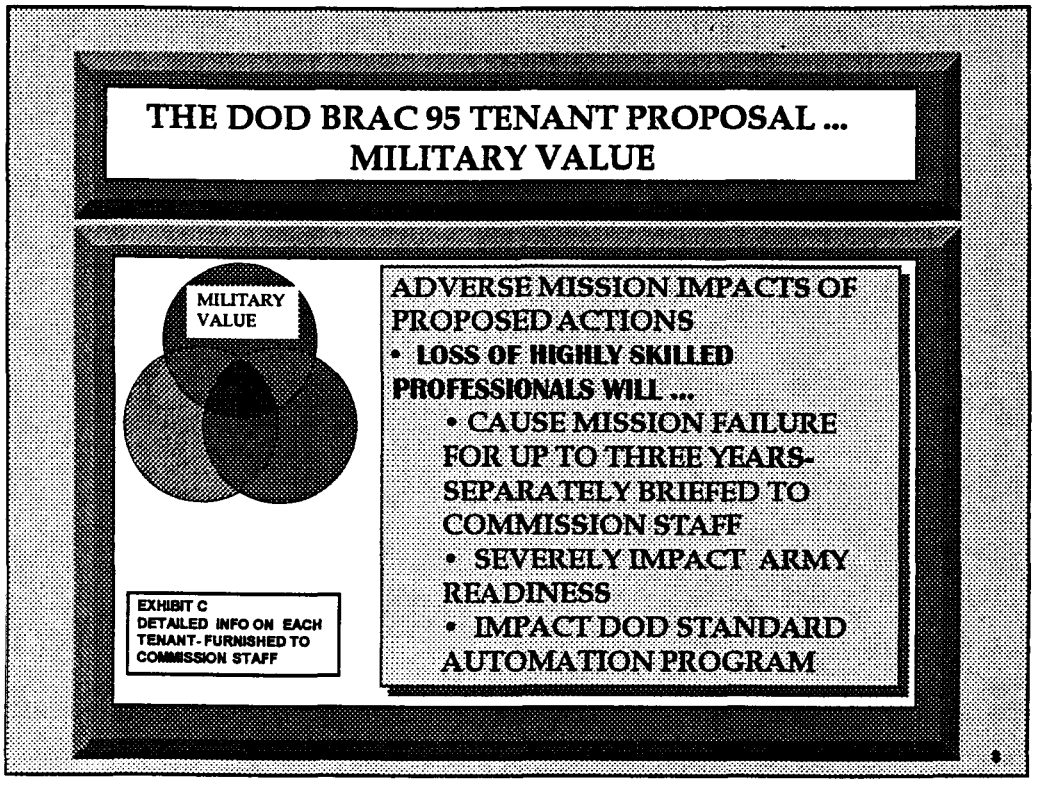


THIS CHART PROVIDES A FEEL FOR THE SIZE OF TENANTS...SOME ARE VERY SMALL WHILE A NUMBER ARE FAIRLY LARGE.

THE THREE AT THE TOP ARE CONSIDERED TO BE LARGE... NONE OF THE COSTS FOR THESE TENANTS ARE IN THE ARMY'S BRAC 95 PACKAGE FOR LETTERKENNY...SO NONE OF THOSE COSTS ARE VISIBLE... THE ARMY'S POSITION IS THESE ARE NOT TECHNICALLY BRAC 95 COSTS TO THE ARMY WHICH IS TRUE...BUT THEY ARE COSTS WHICH NEED TO BE CONSIDERED AS PART OF THE LETTERKENNY DECISION.

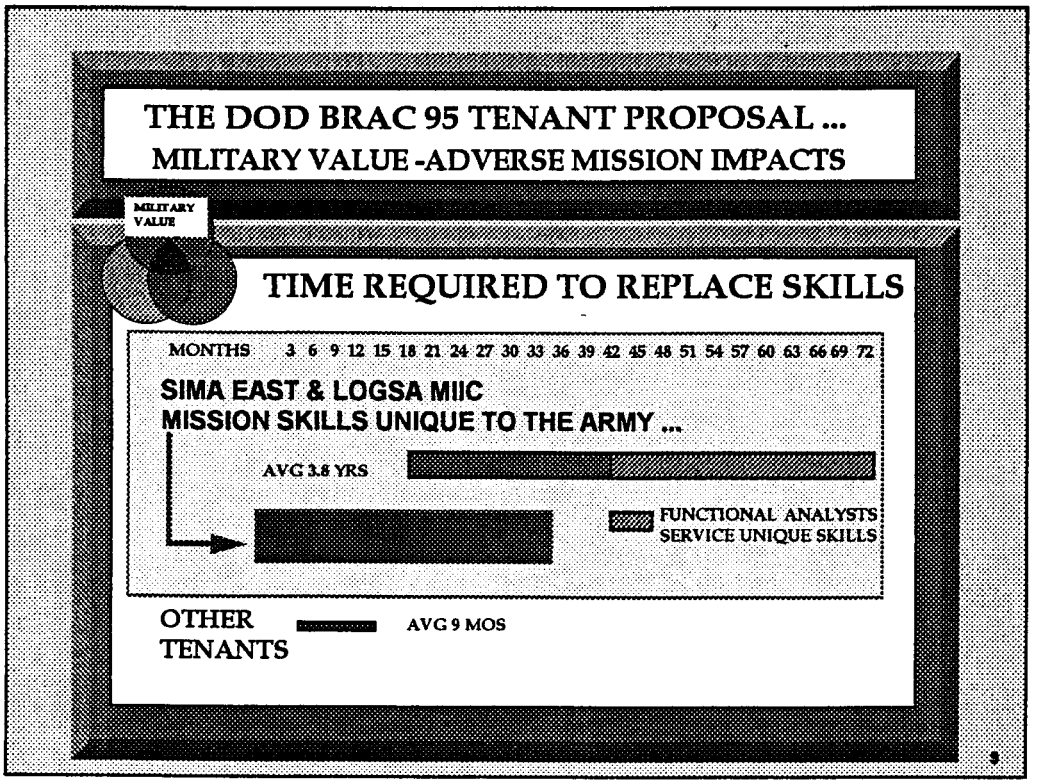
THE COSTS FOR THE TENANTS LISTED AT THE BOTTOM OF THE CHART WERE IN THE LETTERKENNY PACKAGE BUT WERE SIGNIFICANTLY UNDERSTATED

THE DDLP COSTS WILL BE SHOWN LATER IN THE BRIEFING...THEY WERE NOT IN THE ARMY COST PACKAGE BECAUSE DLA SUBMITTED A SEPARATE BRAC PACKAGE FOR THAT TENANT ACTIVITY. MIIC IS CONSIDERED A DISCRETIONARY MOVE AS PART OF THE LETTERKENNY REALIGNMENT ACTION, BUT THEIR COSTS WERE NOT INCLUDED IN THE LETTERKENNY BRAC PACKAGE. **IN THE CASE OF SIMA, TWO YEARS AFTER BRAC 93, THE ARMY IS TAKING THE POSITION THEY CAN MOVE SIMA AS PART OF DELAYED ACTION ON A BRAC 93 DECISION AND USE PRIOR BRAC FUNDS TO DO SO.** *IT IS VERY CLEAR THE TIMING OF THE DECISION TO MOVE SIMA IS TIED TO THE OVERALL PLANS TO REMOVE ALL TENANTS FROM LETTERKENNY.* **THE DECISION ON SIMA DISPOSITION SHOULD BE LINKED TO THE OVERALL TENANT DECISION FOR LETTERKENNY.**



MILITARY VALUE IS A CRITICAL FACTOR IN THE BRAC DECISION PROCESS...THE MAJORITY OF TENANTS AT LETTERKENNY ARE PROFESSIONAL ORGANIZATIONS WITH HIGHLY SKILLED PERSONNEL...FORCED MOVES ARE VERY MISSION DESTRUCTIVE. MOVEMENT OF SIMA AND LOGSA-MIIC WILL RESULT IN A MISSION FAILURE IN THESE ORGANIZATIONS FOR A PERIOD OF UP TO THREE YEARS... DETAILED MISSION IMPACT BRIEFINGS ON THESE TENANTS FOLLOW THIS BRIEFING. THE IMPACT ALSO ADVERSELY IMPACTS DOD EFFORTS TO DEVELOP AND PROLIFERATE STANDARD SYSTEMS ACROSS DOD.

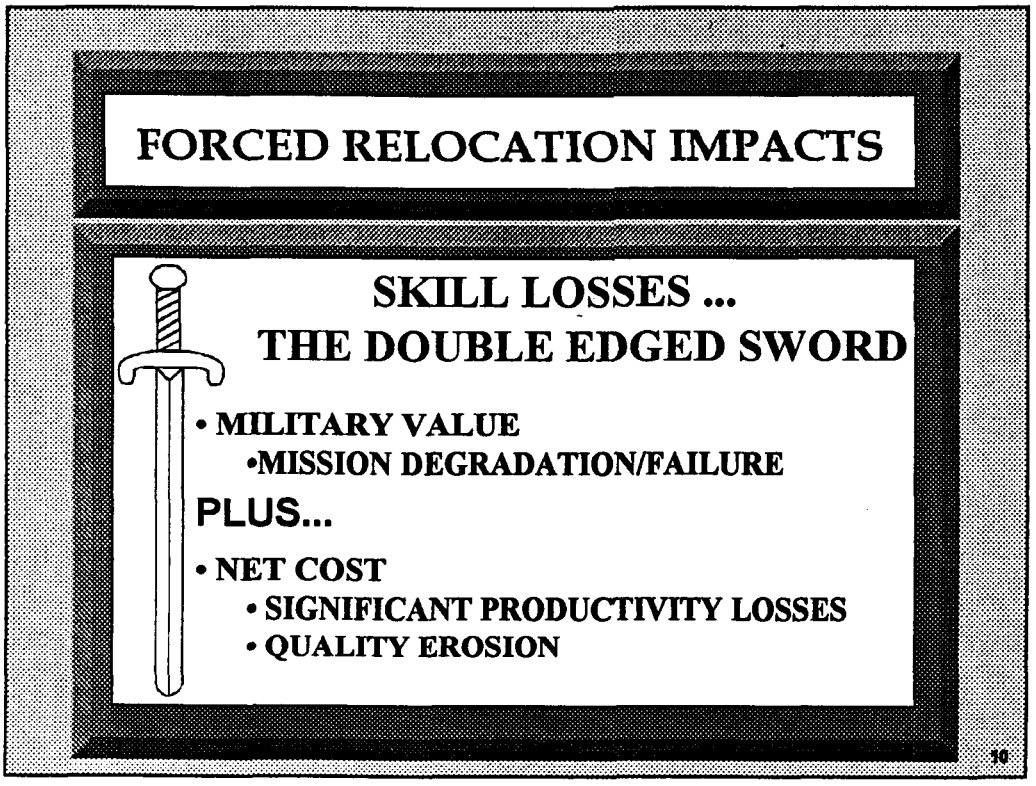
EXHIBIT C TO THIS PACKAGE PROVIDES DETAILED INFORMATION ON EACH TENANT AT LETTERKENNY.



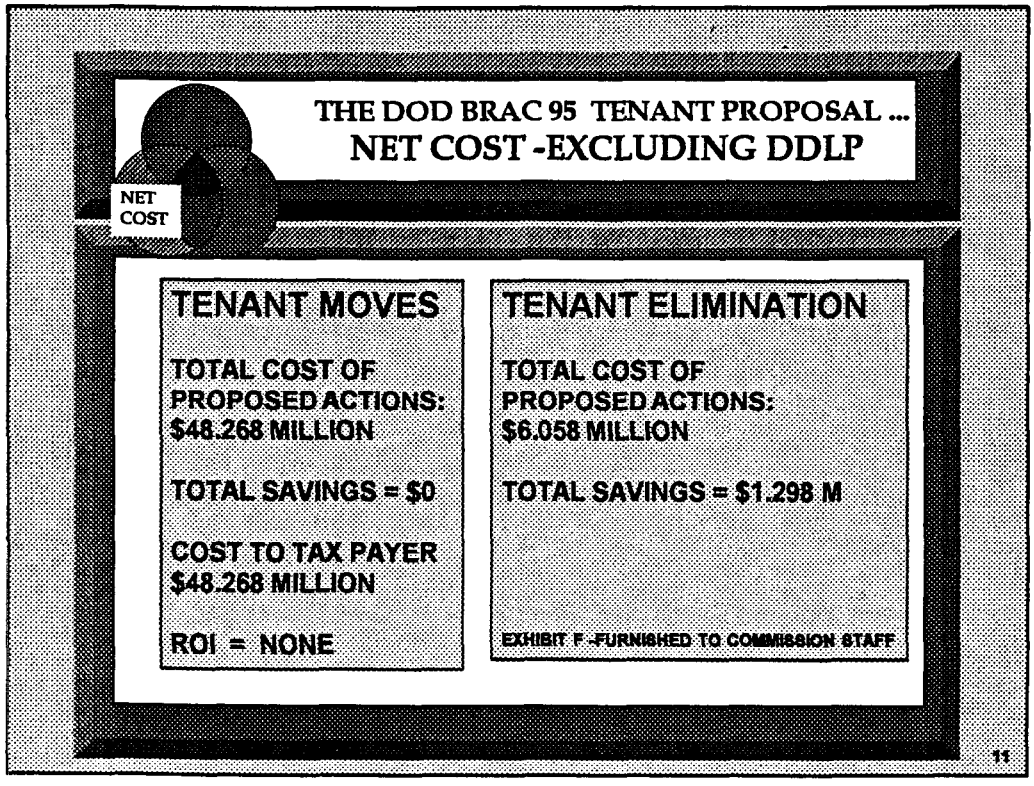
SIMA EAST AND LOGSA-MIIC ARE THE ONLY TWO LETTERKENNY TENANTS THAT PERFORM MISSIONS THAT ARE UNIQUE TO THE ARMY, AND IN SOME CASES, UNIQUE TO DOD.

IT HAS TAKEN YEARS TO "GROW" THESE ARMY UNIQUE SKILLS. THIS IS ESPECIALLY TRUE OF THE FUNCTIONAL BUSINESS PROCESS ANALYSTS FOUND IN BOTH OF THESE ORGANIZATIONS. WE ARE NOT SUGGESTING THE ARMY CAN NOT REBUILD THESE SKILLS, IT CAN BE DONE; HOWEVER IT WILL TAKE A SIGNIFICANT AMOUNT OF TIME TO DO SO AND DURING THAT PERIOD OF TIME THE TWO ORGANIZATIONS WILL FAIL IN THEIR RESPECTIVE MISSIONS. IN ADDITION, THERE WILL BE A VERY SIGNIFICANT COST INCURRED IN BOTH RETRAINING COSTS AND PRODUCTIVITY LOSSES.

SIMA EAST IS A FEE-FOR-SERVICE CENTRAL DESIGN ORGANIZATION. AS SUCH THEY HAVE TO SIZE SOFTWARE PROJECTS IN ORDER TO ESTIMATE THE COST OF WORK TO BE PERFORMED FOR CUSTOMERS. THEY USE AN INDUSTRY ACCEPTED SOFTWARE RESOURCE ESTIMATING TOOL CALLED SLIM TO DETERMINE THE ELAPSED TIME AND RESOURCES REQUIRED TO PERFORM SOFTWARE DEVELOPMENT TASKS. THE MODEL IS VERY SENSITIVE TO THE SKILL LEVELS AVAILABLE TO PERFORM THE REQUIRED WORK. THE MODEL IS VERY RELIABLE AND HISTORICALLY PRODUCES RESULTS WITHIN ACCURACY LEVELS OF PLUS OR MINUS 5%. SLIM WAS USED TO DETERMINE THE COST ASSOCIATED WITH THE SKILL LOSSES DUE TO SKILLED PROFESSIONALS WHO WILL NOT ACCOMPANY THE MISSION TO ANOTHER LOCATION. THOSE RESULTS ARE REFLECTED IN THE COST DATA FOR SIMA EAST AND MIIC . THE LOSSES ARE VERY SIGNIFICANT ($27 MILLION DOLLARS OVER A SEVERAL YEAR PERIOD).



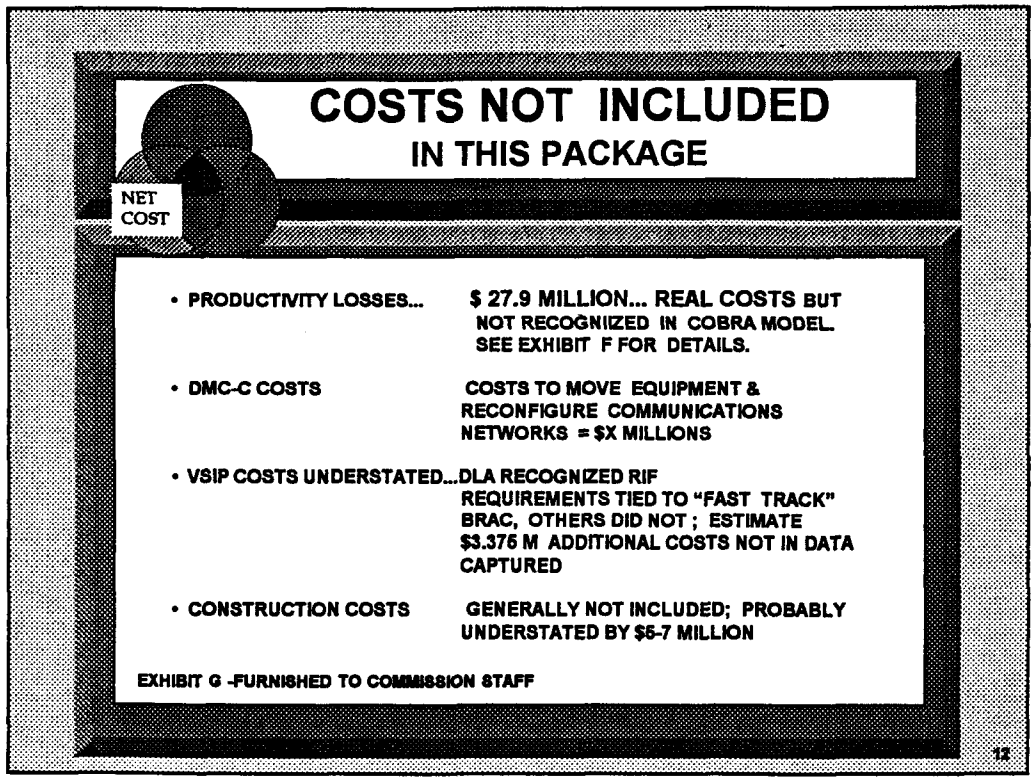
SKILL LOSES WIELD A DOUBLE EDGED SWORD. THEY KILL THE MISSION AND HAVE A SIGNIFICANT ADVERSE IMPACT ON THE COST OF OPERATIONS SIMA EAST AND LOGSA-MIIC WILL SUFFER SIGNIFICANT PRODUCTIVITY WHICH WILL TRANSLATE TO SIGNIFICANT COST INCREASES AND DEGRADATION OF QUALITY TO CUSTOMERS. ALTHOUGH THESE COSTS ARE NOT INCLUDED IN THE NET COST RETURN ON INVESTMENT DATA LATER IN THE BRIEFING THEY ARE SIGNIFICANT AND THEY WILL BE REFLECTED AS INCREASED COSTS TO CUSTOMERS.



OUR FOCUS ON THIS AND THE NEXT SEVERAL SLIDES IS ON NET COST CONSIDERATIONS ASSOCIATED WITH THE PLAN TO REMOVE ALL TENANTS FROM LETTERKENNY.

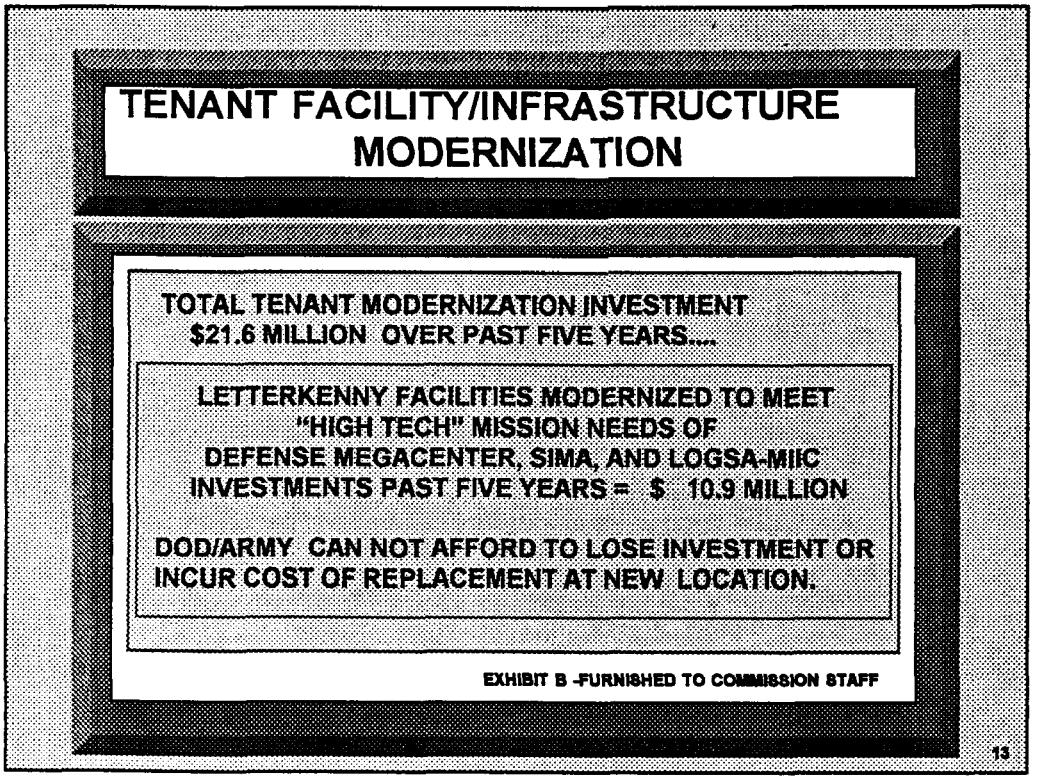
AS MENTIONED EARLIER OVER 90% OF THE TENANT POPULATION BASE IS BEING DIRECTED TO MOVE FROM LETTERKENNY TO ANOTHER LOCATION. THERE ARE NO ECONOMIC BENEFITS ASSOCIATED WITH SIMPLY MOVING A TENANT TO A NEW LOCATION...THE COST OF THAT PROPOSAL IS OVER $48 MILLION WITH ABSOLUTELY NO SAVINGS.

THE COST OF ELIMINATING THE BALANCE OF THE TENANTS IS OVER $6 MILLION. EXHIBIT F PROVIDES A SPREADSHEET WHICH IDENTIFIES HOW MUCH OF THE WORK CURRENTLY PERFORMED BY THESE TENANTS IS FOR CUSTOMERS OTHER THAN LETTERKENNY DEPOT MAINTENANCE OR DDLP...THAT WORK MUST CONTINUE TO BE PERFORMED BY SOMEONE ...THE BENEFITS OF ELIMINATING TENANTS HAS BEEN DISCOUNTED BASED ON THE FACT THAT MUCH OF THE WORK WILL SIMPLY TRANSFER TO AN ORGANIZATION AT ANOTHER LOCATION. THE DISCOUNTED SAVINGS AMOUNTS TO $1.298 MILLION.



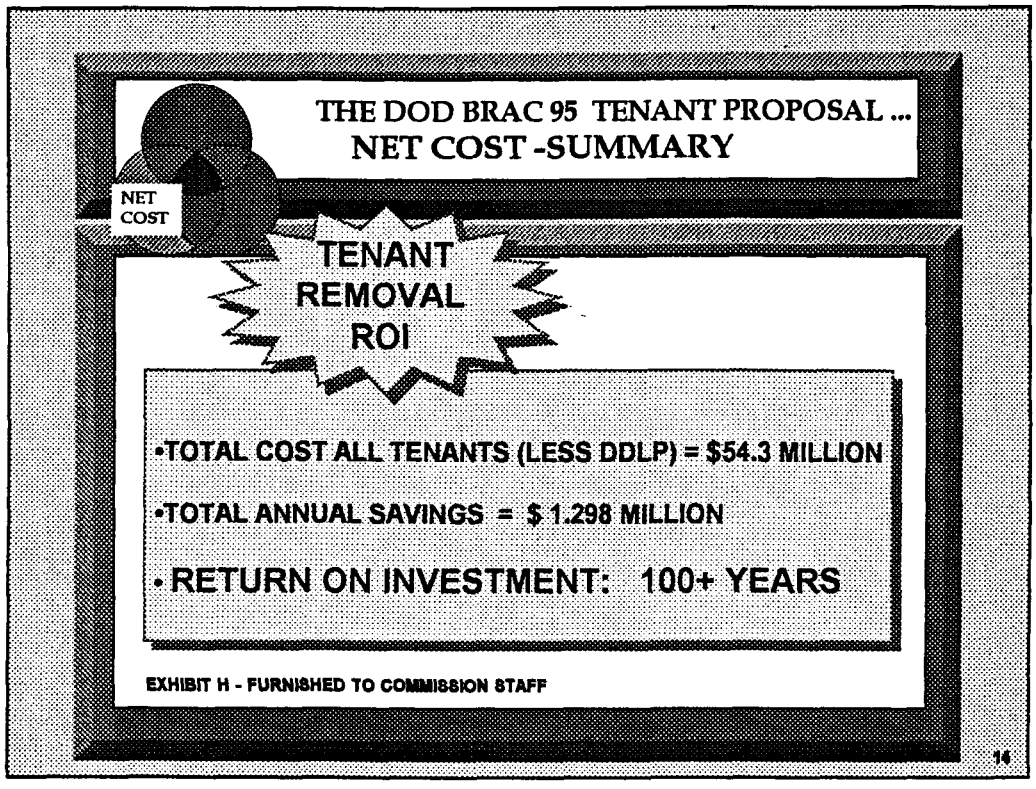
THE PURPOSE OF THIS CHART IS TO HIGHLIGHT SIGNIFICANT COSTS WHICH ARE EITHER NOT PERMITTED AS BRAC COSTS OR COSTS THAT COULD NOT BE DEVELOPED AT THIS TIME BECAUSE THE DATA IS NOT AVAILABLE BASED ON THE BASE X DESIGNATION IN THE BRAC PACKAGE...THERE IS NO WAY TO KNOW IF MCA REQUIREMENTS WILL EXIST UNTIL SUCH DETAILS ARE COORDINATED.

THE TOTAL OF THE COSTS ON THIS CHART WILL BE APPROXIMATELY 40 MILLION ...THESE ARE NOT INCLUDED IN THE NET COST DATA PRESENTED LATER IN THE BRIEFING...WE WOULD HOWEVER LIKE TO POINT OUT THAT THE COST DATA THAT IS PRESENTED IS GROSSLY UNDERSTATED.



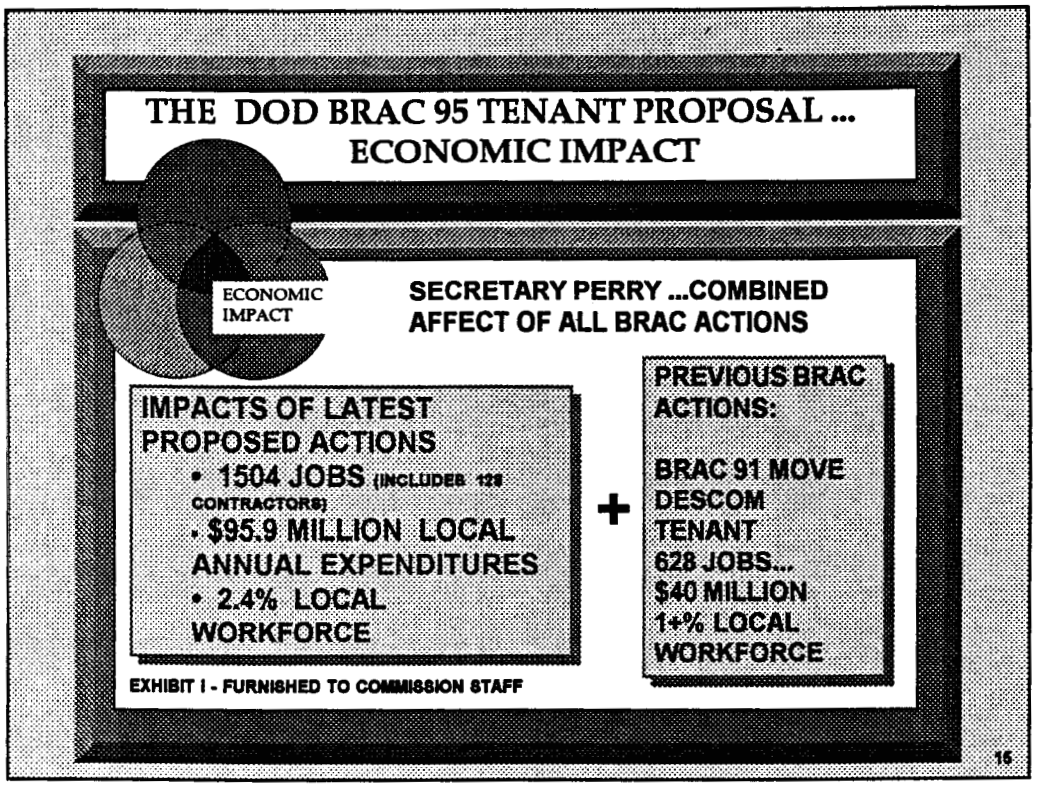
I HAVE HEARD COMMENTS THAT LETTERKENNY IS NOT AS MODERN AS SOME OF THE OTHER ARMY DEPOTS...IT DEPENDS ON WHAT A PERSON CALLS MODERN. IF YOU WERE TO DRIVE BY A NUMBER OF THE TENANT BUILDINGS ON LETTERKENNY YOU SIMPLY SEE A WORLD WAR II WAREHOUSE ON THE OUTSIDE. BUT I WOULD CHALLENGE YOU TO COME THROUGH THE FRONT DOORS OF THESE FACILITIES AND SEE WHAT IS INSIDE. THESE FACILITIES ARE STRUCTURALLY SOUND AND HAVE BEEN MODERNIZED TO MEET THE CHALLENGES OF THE HIGH TECH WORLD WE NOW MUST SUPPORT! A SIGNIFICANT AMOUNT OF MONEY HAS BEEN SPENT IN MODERNIZING TENANT FACILITIES...OVER $21 MILLION IN THE PAST FIVE YEARS. OVER HALF OF THAT MODERNIZATION INVESTMENT HAS BEEN FOR THE THREE HIGH TECH TENANTS ALONE.

WE BELIEVE IT IS IMPORTANT THAT THE FACILITY INVESTMENTS AT LETTERKENNY BE PROTECTED...AND WE BELIEVE IT WILL BE COSTLY TO REPLICATE THOSE FACILITIES AT A NEW LOCATION(S).



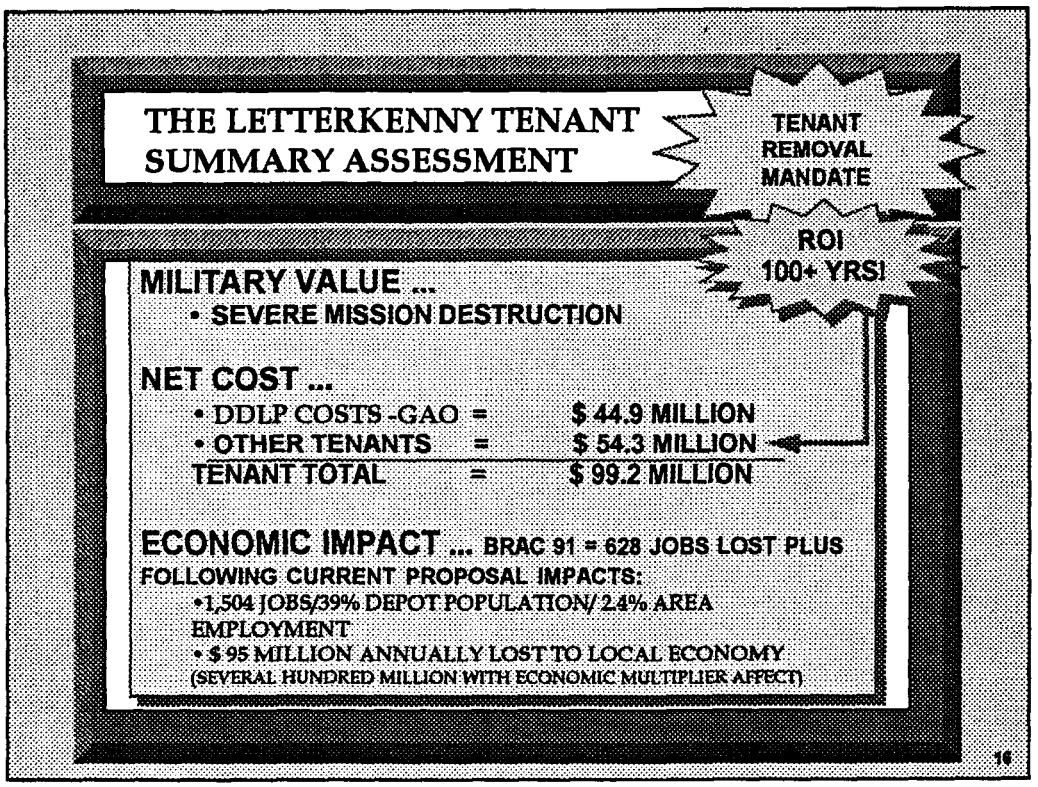
SECRETARY DEFENSE WILLIAM PERRY ANNOUNCED TO THE NATION THAT BRAC 95 DECISIONS WERE DRIVEN BY MISSION VALUE AND PROPOSALS WITH SMALL UP FRONT INVESTMENTS AND QUICK RETURN ON INVESTMENT (NET COSTS). ECONOMIC IMPACTS ARE ALSO A FACTOR IN THE DECISION PROCESS TO INCLUDE THE CUMULATIVE AFFECT OF PRIOR BRAC ACTIONS ON THE COMMUNITY..

IT IS VERY CLEAR THAT REMOVAL OF TENANTS AT LETTERKENNY ARMY DEPOT FAILS SECRETARY PERRY'S BRAC 95 DECISION CRITERIA. THE TOTAL COST TO MOVE ALL TENANTS IS BETWEEN $54 AND $90 MILLION DOLLARS FOR AN ANNUAL SAVINGS OF A LITTLE MORE THAN $1 MILLION DOLLARS PER YEAR....AS STATED EARLIER WE HAVE USED THE LOWER AMOUNT TO COMPUTE THE RETURN ON INVESTMENT WHICH SHOWS A **PAY BACK PERIOD OF OVER __ YEARS!**



IT IS REALIZED ECONOMIC IMPACT TO THE COMMUNITY IS NOT WEIGHTED AS HEAVILY AS MILITARY VALUE AND NET COST, BUT IT IS A FACTOR...AND FOR A RURAL SETTING WHERE LETTERKENNY IS SITUATED THE ECONOMY IS VERY SENSITIVE TO JOB MARKET LOSSES.

SECRETARY PERRY'S BRAC 95 PUBLIC ANNOUNCEMENT INDICATED A SENSITIVITY TO THE COMBINED CUMULATIVE AFFECT OF THIS AND PREVIOUS BRAC ACTIONS' ECONOMIC IMPACTS TO COMMUNITY. LETTERKENNY HAS BEEN IMPACTED BY PREVIOUS BRAC ACTIONS INVOLVING THE DEPOT SYSTEMS COMMAND HEADQUARTERS. THE COMBINED AFFECT OF PRIOR BRAC ACTIONS WITH THE LATEST PROPOSAL TO REMOVE ALL REMAINING TENANTS FROM LETTERKENNY TRANSLATES TO A SIGNIFICANT ADVERSE IMPACT TO THE LOCAL ECONOMY AS REFLECTED ON THIS CHART.



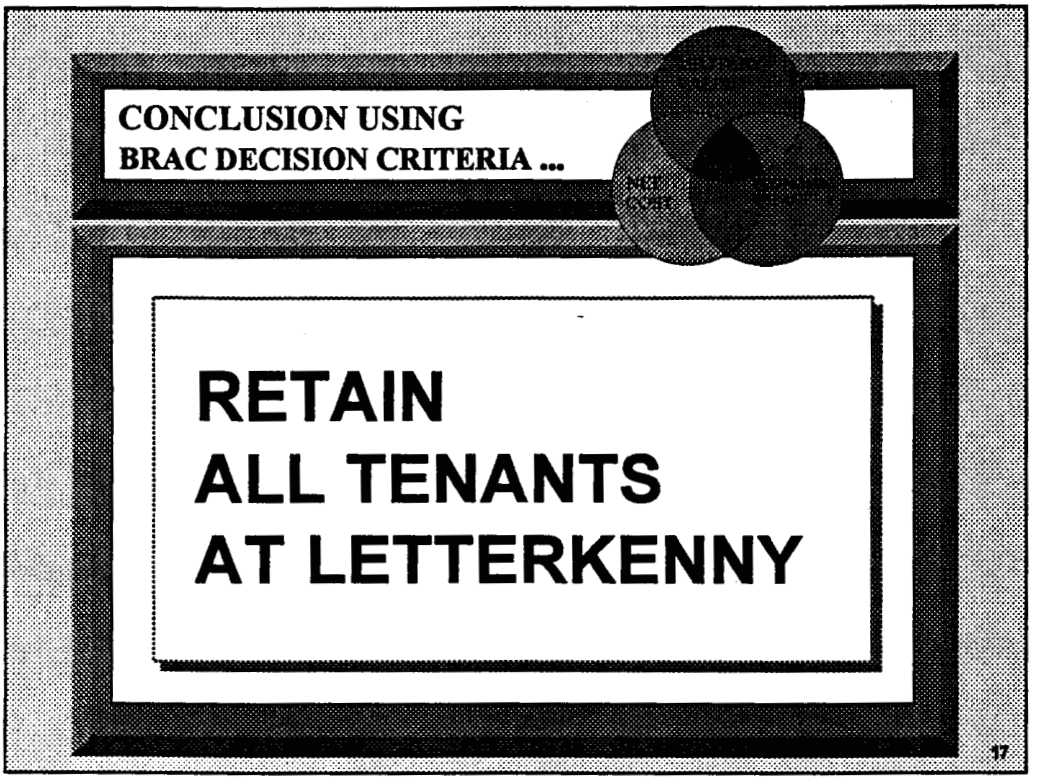
THE GROSS ASSESSMENT OF THE ARMY'S PLAN TO REMOVE TENANTS IS VERY CLEAR...

IT IS **VERY MISSION DESTRUCTIVE**

... IT IS CLEARLY A **BAD ECONOMIC DECISION**...

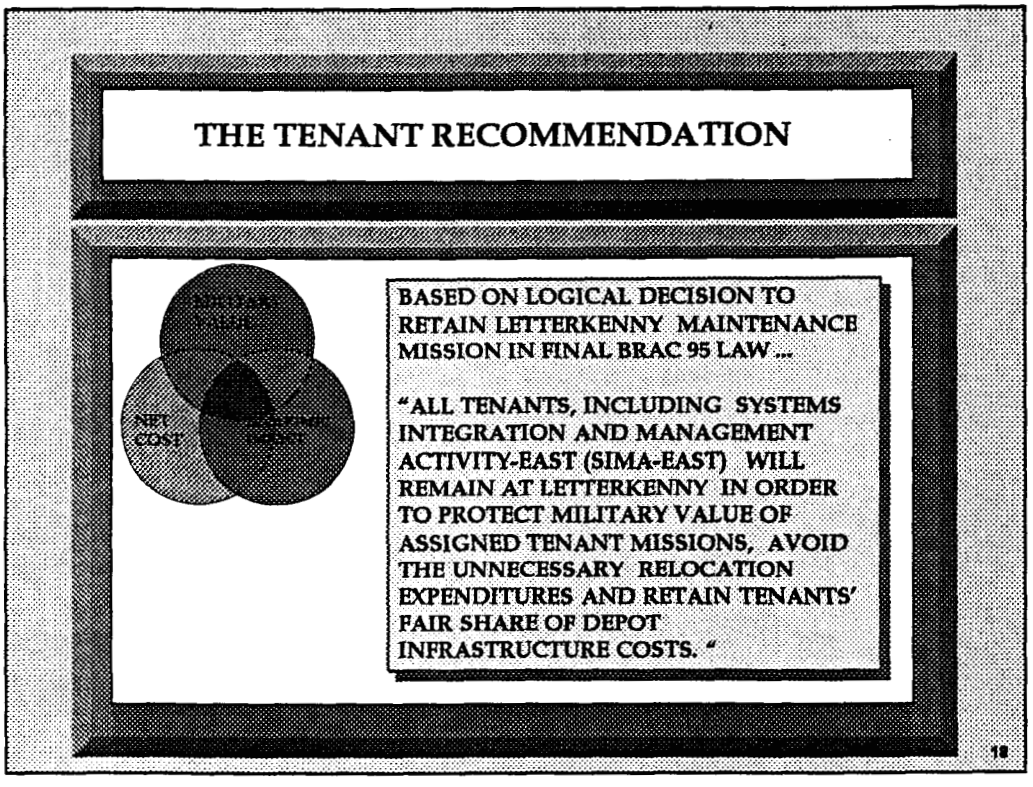
...AND FINALLY, IT WILL HAVE A **VERY TELLING AFFECT ON THE LOCAL ECONOMY, ESPECIALLY WHEN YOU CONSIDER.** THE AREA IS JUST NOW FEELING THE FULL IMPACT OF THE BRAC 91 ACTION WHICH REQUIRED THE RELOCATION OF THE MAJOR TENANT LOCATED AT THE DEPOT (DEPOT SYSTEMS COMMAND HEADQUARTERS).

IN SHORT, THE PROPOSED MANDATE TO REMOVE ALL TENANTS FROM LETTERKENNY SATISFIES NONE OF THE DOD BRAC DECISION CRITERIA AND THEREFORE LEADS TO ONLY ONE LOGICAL CONCLUSION AND THAT IS, ALL TENANTS SHOULD REMAIN AT LETTERKENNY, TO INCLUDE SIMA EAST.



THERE IS ONLY ONE LOGICAL CONCLUSION WHETHER VIEWED THROUGH THE MISSION EYES OF A MILITARY PROFESSIONAL OR THROUGH THE BUSINESS EYES OF A STEWARD OF THE TAX PAYER...

THE BRAC 95 LAW SHOULD CALL FOR THE RETENTION OF ALL TENANTS AT LETTERKENNY.



IF THE COMMISSION AGREES WITH THE FACTS PRESENTED HERE TODAY, WE WOULD RESPECTFULLY RECOMMEND THAT THE VERBAGE SHOWN ON THIS CHART BE CONTAINED IN THE FINAL COMMISSION RECOMMENDATIONS TO THE PRESIDENT.

THE RATIONALE FOR SPECIFICALLY MENTIONING SIMA WILL BE SPELLED OUT IN THE NEXT BRIEFING.

BRAC 95...THE RIGHT DECISION
SIMA EAST

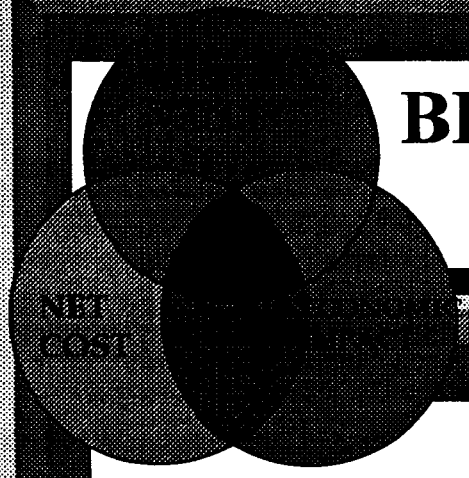


EXHIBIT INDEX

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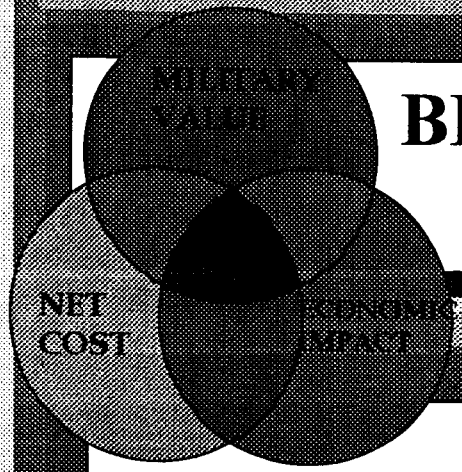

BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT A
BACKGROUND
SIMA EAST

TENANT MISSION IMPACT FOR:

Systems Integration & Management Activity East

MISSION:

Provides integrated automation support to the U.S. Army AMC installation, industrial, and financial business processes. Critical to AMC/Army Future Power Projection and Force 21 Missions such as Strategic Stocks/War Reserves worldwide, Central Asset Visibility (CAV)/Single Stock Fund (SSF) Army-wide implementation, Integrated Sustainment Maintenance initiative, and extension of Automated Time, Attendance and Production System (ATAAPS)/Standard Industrial Fund System (SIFS) Army wide. SIMA-EAST employs 209 organic staff in addition to 37 contractor staff. The organization operates with an annual budget of $20 million.

WHY LOCATED AT LETTERKENNY?

SIMA East's original mission was to develop the standard automated systems to support depot operations. Letterkenny as a multimission depot was designated to serve as the prototype installation for all the applications developed by SIMA. This user/developer partnership has significantly contributed to the high quality systems fielded by SIMA over the years. The secondary reason for Army decision makers locating SIMA East at Letterkenny was the cost effective means of maintaining currency of functional knowledge of the business processes the automated systems are required to support. Because of the close working relationship between designer and end user, SIMA developed systems have automated and integrated business processes in such a way that depot operations have become both efficient and effective. In order to retain the mission effectiveness of both SIMA East and its end user customers, it is essential that SIMA be located at a multimission depot.

MISSION IMPACT IF ELIMINATED/RELOCATED?

SIMA East applications are unique within the Army. The applications developed by this organization are absolutely critical to the Army in both peace time and national emergency. The functional business process systems analysts in SIMA East are totally unique within the Army. Many of the automation personnel within the organization also have skills that are unique to the Army. Within SIMA East automation professionals become productive in their first year; however, they do not achieve full performance levels for approximately three years. In the case of functional systems analysts, it takes about three years to "grow" a functional analyst to the point they understand their assigned functional applications and how their functions interface with other SIMA East applications and interfaces with external business processes/systems. It is the professional opinion of those most familiar with the mission and unique skill of this organization that relocation of SIMA East will cause a total mission failure for a period of three years.

PLANNED DISPOSITION, IF KNOWN?

SIMA East workforce has been told that IOC has been directed to prepare a contingency planning package which will be part of Letterkenny BRAC 95 Implementation plan. That package will reflect a relocation of SIMA East to the Rock Island Arsenal consistent with BRAC 95 milestones. The basis for the move is supposedly the Army's interpretation of BRAC 91 and BRAC 93 law. SIMA East was directed to move to Rock Island in BRAC 91. BRAC 93 law reversed the BRAC 91 decision based on the fact that SIMA East (as a central design organization would transfer to DOD based on DMRD 918). DISA said it made no sense to move SIMA East to Rock Island based on the small amount of resources expended on Industrial Operations Command (Rock Island) business and the organization could better serve its customer base from Letterkenny. In 1993 DOD reversed its decision to transfer central design organizations to DOD and the Army is now saying that decision puts SIMA back to the BRAC 91 decision (move to Rock Island) even though the GAO BRAC 91 comments on that proposal said it makes no mission or economic sense to move SIMA. DISA (and the Secretary of Defense) in BRAC 93 said based on the customer base of SIMA East they should remain at Letterkenny. Current and future projected workloads for SIMA East confirm it still makes no sense to move SIMA off Letterkenny Army Depot.

LETTERKENNY ARMY DEPOT, PA

1. **RECOMMENDATION :** Realign Letterkenny Army Depot by transferring the towed and self-propelled combat vehicle mission to Anniston Army Depot. Retain an enclave for conventional ammunition storage and tactical missile disassembly and storage. Change the 1993 Commission's decision regarding the consolidating the tactical mission maintenance at Letterkenny by transferring missile guidance system workload to Tobyhanna Army Depot.

2. **IMPACT :** 2090 direct jobs

3. **COBRA RUN :**

POSITION ELIMINATED		POSITION REALIGNED	
officer	= 9	officer	= 1
enlisted	= 11	enlisted	= 14
civilian	= 1267	civilian	= 788
TOTAL	= 1287	TOTAL	= 803

4. **ASIP :**

POSITION ELIMINATED

WONT!P	AGY USA AUDIT	0 (OFF)	0 (ENL)	16 (CIV)
W2KR20	ACTUSA MEDDEP	0 (OFF)	0 (ENL)	14 (CIV)
W459-A	TMDE SUP GP #1	0 (OFF)	1 (ENL)	11 (CIV)
W4E4!A	ACTMEA	0 (OFF)	0 (ENL)	21 (CIV)
W4GV90	USA CECOM	0 (OFF)	0 (ENL)	1 (CIV)
!0L602	DRMO	0 (OFF)	0 (ENL)	37 (CIV)
!OL603	DEF PRINTING	0 (OFF)	0 (ENL)	6 (CIV)
W0L6AA	LETTERKENNY	9 (OFF)	10 (ENL)	1161 (CIV)
TOTAL		9 (OFF)	11 (ENL)	1267 (CIV)

POSITION REALIGNED

W23H01	COE (BASE X)	0 (OFF)	0 (ENL)	2 (CIV)
W45917	TMDE SPT GP (BASE X)	0 (OFF)	0 (ENL)	60 (CIV)
W49052	DFAS (BASE X)	0 (OFF)	0 (ENL)	78 (CIV)
W49C!A	DEF MEGA CTR (BASE X)	1 (OFF)	14 (ENL)	165 (CIV)
WUMODL	PUB WORK (BASE X)	0 (OFF)	0 (ENL)	183 (CIV)
WOL6AA	LETTERKENNY (TOAD)	0 (OFF)	0 (ENL)	300 (CIV)
TOTAL		1 (OFF)	14 (ENL)	788 (CIV)

5. RETAIN : AT LETTERKENNY

WOH932	MICOM	1 (OFF)	0 (ENL)	0 (CIV)
WOL6AA	LETTERKENNY	0 (OFF)	0 (ENL)	490 (CIV)
	- AMMO STORAGE - QA - SECURITY - BASOPS			
W43T03	LOGSA	3 (OFF)	13 (ENL)	126 (CIV)
W44K-A	SIMA	3 (OFF)	18 (ENL)	289 (CIV)
TOTAL		7 (OFF)	31 (ENL)	905 (CIV)

DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY INDUSTRIAL OPERATIONS COMMAND
ROCK ISLAND, ILLINOIS 61299-6000

REPLY TO
ATTENTION OF

AMSMC-AEE (15-1a)

19 APR 1995

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Base Realignment and Closure (BRAC) 95 Implementation Plan

1. Reference BRAC 95 Implementation Planning Guidance Meeting, 15-16 March 1995, Rock Island Arsenal, Illinois.

2. The following guidance originally provided at referenced meeting is restated for emphasis. Each losing U.S. Army Depot System Command/U.S. Army Armament, Munitions and Chemical Command installation will prepare its respective BRAC 95 Implementation Plan. The gaining installation will provide support as required.

3. Subsequent guidance from headquarters, U.S. Army Materiel Command, is that an Implementation Plan will be developed for the Systems Integration and Management Activity-East (SIMA-E) as a BRAC 93 action. The SIMA-E Plan, although classified as a BRAC 93 action, will follow all the requirements associated with BRAC 95 and will be prepared by SIMA-E as an addendum to the Letterkenny Army Depot (LEAD) Implementation Plan. The LEAD will, as with any other tenant, account for the impact on LEAD base operations costs, etc.

4. All Implementation Plans will show a completion date of end FY 97 unless otherwise approved by the Commanding General, Industrial Operations Command.

5. The POC is Mr. Kenneth P. Muehl, AMSMC-AEE, DSN 793-8393, datafax DSN 793-7768.

for Bridget L. Myers
ALAN G. WILSON
Chief, Performance Evaluation Division

DISTRIBUTION:
Commander, Letterkenny Army Depot, ATTN: SDSLE-I (Ms. Hallie Bunk), Chambersburg, PA 17201-4170
Commander, Red River Army Depot, ATTN: SDSRR-B (Mr. Bobby Notley), Texarkana, TX 75507-5000
Commander, Sierra Army Depot, ATTN: SDSSI-CO (COL Donald D. Whitfield II), Herlong, CA 96113-5000
Commander, Seneca Army Depot, ATTN: SDSTO-SECO (Mr. Anthony J. Carnevale), 5786 State Route 96, Romulus, NY 14541-5001
Commander, Savanna Army Depot Activity, ATTN: SDSLE-V-CO (MAJ James Sisk), Savanna, IL 61074-9636
Director, Systems Integration and Management Activity-East (Mr. Jim Hafer), Chambersburg, PA 17201-4180

CF:
Commander, Anniston Army Depot, ATTN: SDSAN-DM-PPE (Mr. Paul Harper), 7 Frankford Avenue, Anniston, AL 36201-4199
Commander, Tobyhanna Army Depot, ATTN: SDSTO-PE (Mr. Robert Haas), 11 Hap Arnold Boulevard, Tobyhanna, PA 18466-5000
Commander, Lone Star Army Ammunition Plant, ATTN: SMCLS-CO (LTC Patrick Dunkle), Texarkana, TX 75505-9101
Commander, McAlester Army Ammunition Plant, ATTN: SMCMC-BMD (Ms. Carol Cook), McAlester, OK 74501-5000
Commander, U.S. Army Armament, Munitions and Chemical Command, ATTN: AMSMC-AEE/HR/EQ, Rock Island, IL 61299-6000

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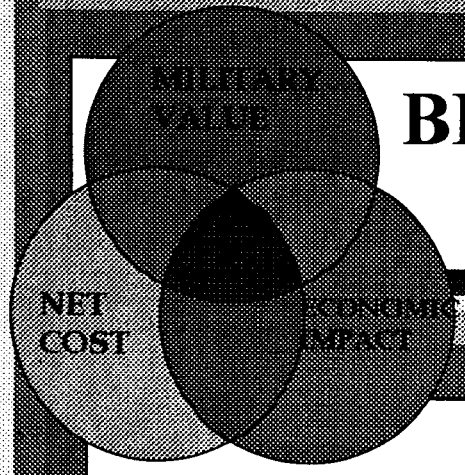

BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT B
PBD 433
INCLUSION OF SIMA

FOR OFFICIAL USE ONLY

PBD Continuation Sheet

433
No.

DETAIL OF EVALUATION:

BACKGROUND: Central Design Activities (CDAs) provide for the development and operational sustainment of automated information (AIS) and communications systems for specified customers. Generally, CDAs provide a broad range of services such as requirements definition, system design, development, testing, integration, implementation support, and documentation services.

In January 1991, the Executive Level Group for Corporate Information Management recommended fee-for-service for all automated data processing operations. In April 1991, a DoD-wide working group was established to develop the financial management structure to place data processing installations (DPI) and CDAs on a full cost fee-for-service basis. In order to account for full costs, allocate and report to the customers all costs for the services received, and to recover costs from customers, the DPIs and CDAs were to placed in the DBOF. This has already been accomplished for the sixteen Defense Megacenters and for the CDAs which provide services to the supply and logistics community. To continue this initiative, sixteen CDAs will be placed on a fee-for-service basis beginning in FY 1996. Additional CDAs, as identified by the Components, will be considered for inclusion in subsequent fiscal years.

The purpose of this PBD is twofold. First, to reflect and adjust as necessary, the costs and revenues associated with CDAs. Second, to continue the transition of CDAs, whose customers would benefit from the total cost and fee-for-service concepts, to the Information Services Business Area. In all cases, the CDAs remain with their parent Service or Defense Agency. However, the parent Service or Defense Agency will implement fee-for-service at the CDA by FY 1997. Fee-for-service requires that a fully burdened billable direct labor hourly rate(s) be established for each CDA, as well as the fully burdened costs of any direct support services provided. Also, the total operating costs and the customer revenue to support those costs must be identified.

Two subdivisions will be created within the Information Services Business Area for FY 1996: Army Information Services and Air Force Information Services. The cash needs of these new entities will be addressed as the Department transfers DBOF cash management from OSD to the Components. Furthermore, Base Operating Support and Military Personnel funding will not be realigned until the FY 1997 Budget Review. The CDAs included in this PBD are as follows:

	Current Funding
ARMY	
Information Systems Command	
- Ft Huachuca	direct
- Ft Lee	direct
- Washington, DC	direct
Systems Integration & Management Activity (Now Fee For Service)	direct

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Sim. Fac. - has been Fee For Service Sim Ops & direct statements error

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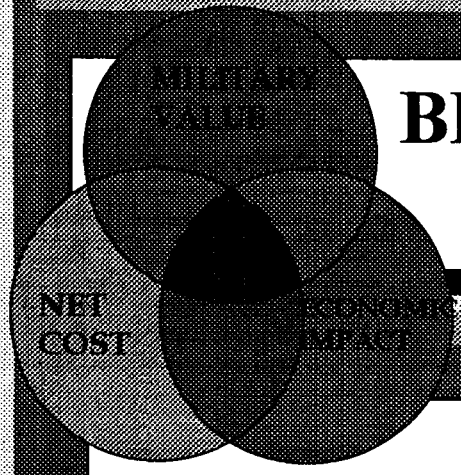

BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT C
EXTRACT
GAO REPORT

The return on investment was cited as a major factor in the decisions to realign selected missions within depots and commodities. The TABS group also considered the ability of the receiving locations to absorb the realigning mission or function. Ten major realignments involve commodity installations and depots. For example, the Harry Diamond Laboratory at Adelphi, Maryland, would become the flagship laboratory headquarters with the establishment of the Combat Materiel Research Laboratory, performing in-house basic and applied research for the Army.

Some concerns have been raised over the various realignments involving the depots and commodity installations. For example, concern was expressed about selective missions at Letterkenny Army Depot, Pennsylvania, moving to Rock Island, Illinois. Specifically, the concerns deal with whether the recommended realignment of the Systems Integration and Management Activity is rational and economical. According to a TABS group official, the Depot Systems Command and the Activity were recommended for realignment because they would provide services to the Industrial Operations Command being established at Rock Island. Because of time constraints, we were unable to review the numerous options involved in many realignments.

Major training areas

The Army has eight training area installations that provide facilities for active and reserve units to conduct large training exercises. The military value ranking for each of the eight installations is shown in table 2.5.

Table 2.5: Military Value Ranking of Major Training Areas

Installation	Ranking
Ft. Irwin	1
Ft. Dix	2
Ft. McCoy	3
Ft. Greely	4
Ft. Chaffee	5
Ft. A.P. Hill	6
Ft. Indiantown Gap	7
Ft. Pickett	8

Fts. Greely and Irwin were excluded from closure and realignment consideration because of their mission uniqueness. Ft. Greely is a critical cold weather testing and training site for the Army. Ft. Irwin ranked far above the other installations in military value and is the site of the National Training Center. The remaining installations' military value scores were close. Consideration for possible closure or realignment then included cost savings and the

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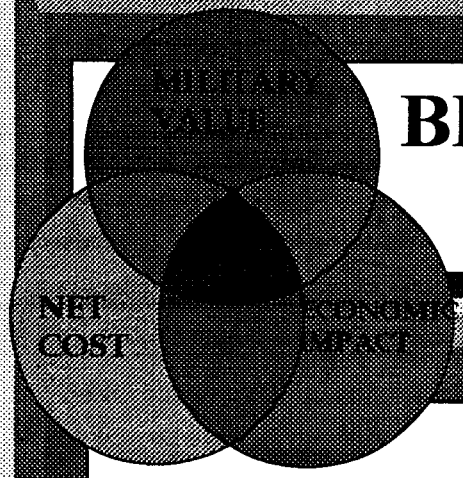

BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT D
DISA
ASSESSMENT ON
SIMA EAST

DEFENSE INFORMATION SYSTEMS AGENCY
DEFENSE INFORMATION TECHNOLOGY SERVICES ORGANIZATION
6760 E. IRVINGTON PLACE
DENVER, COLORADO 80279-1000

IN REPLY REFER TO: GA

04 FEB 1993

MEMORANDUM FOR DIRECTOR, TOTAL ARMY BASING STUDY

SUBJECT: System Integration Management Activity-East (SIMA-E)

1. This is in response to your memorandum of 11 January 1993, requesting our assessment of the most suitable location for SIMA-E, given that it was to have been realigned from Letterkenny Army Depot to Rock Island Arsenal as part of the Army BRAC 91 plan.

2. Most of SIMA-E was recently brought under the operational control of this agency with the intent that it be transferred to DISA during FY 93. From a DITSO CDA perspective, we see no justification for aligning the transferring portion of SIMA-E to Rock Island Arsenal. No cost savings or benefits would accrue, and the investment required for the relocation would have no payback. Furthermore, to relocate could be devastating to the support of the automated systems supporting the Department's Depots. Recommend that the portion of SIMA-E which is identified for transfer to DISA remain located at the Letterkenny Army Depot.

R. E. Jeffcoat

for CLYDE E. JEFFCOAT
Director

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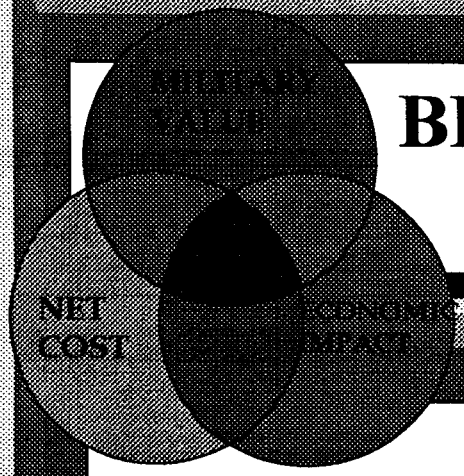

BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT E
BRAC 95
DECISION
FEDERAL REGISTER

Letterkenny Army Depot, Pennsylvania

Recommendation: Realign Letterkenny Army Depot (LEAD) by reducing it to a depot activity and placing it under the command and control of Tobyhanna Army Depot, PA. Relocate the maintenance functions and associated workload to other depot maintenance activities, including the private sector. Retain the conventional ammunition storage mission and the regional Test Measurement and Diagnostic Equipment (TMDE) mission. Change the recommendation of the 1991 Commission regarding Letterkenny as follows. Instead of sending Systems Integration Management Activity East (SIMA-E) to Rock Island Arsenal, Illinois, as recommended by the 1991 Commission, retain this activity in place. Retain the SIMA-E and the Information Processing Center at Letterkenny until the Defense Information Systems Agency (DISA) completes its review of activities relocated under Defense Management Review Decision (DMRD) 918. The activities of the depot not associated with the remaining mission will be inactivated, transferred or otherwise eliminated. Missile maintenance workload will not consolidate at Letterkenny, as originally planned. However, Depot Systems Command will relocate to Rock Island Arsenal, where it will consolidate under the Industrial Operations Command there, as approved by the 1991 Commission.

Justification: The decision to realign LEAD was driven by the results of the Chairman, Joint Chiefs of Staff triennial review of roles and missions in the Department of Defense. As part of this review, the Chairman chartered the Depot Maintenance Consolidation Study. The study identified a significant amount of excess depot capacity and duplication among the Services.

The Army has concluded that the projected ground systems and equipment depot maintenance workload for fiscal year 1999 is not sufficient to maintain all of the ground systems and equipment depots.

In drawing the conclusion to downsize LEAD, the Army considered the following factors: relative military value of the depots; the future heavy force mix; reduced budget; workforce skills; excess capacity; ability of the depots to accommodate new workload levels; the proximity of the depots to the heavy forces in the U.S.; and the resulting savings.

SIMA-E performs computer systems design and data management functions for a variety of activities. This organization is transferring to the Defense Information Systems Agency (DISA) in 1993. Retention keeps this activity focused regionally upon the customer. SIMA-West is located in St. Louis and supports functions in the western portion of the U.S. DISA advised the Army that there were no advantages or savings from a relocation to Rock Island Arsenal, IL. Less than 25% of the work performed by SIMA-E is associated with the Industrial Operations Command at Rock Island Arsenal.

Return on Investment: Total estimated one-time costs for this realignment are approximately $106 million. Annual steady state savings are about $30 million, with an immediate return on investment.

Impacts: The realignment of Letterkenny Army Depot will have an impact on the local economy. The projected potential employment loss, both direct and indirect, is 7 percent of the employment base in the Franklin County Metropolitan Statistical Area, assuming no economic recovery. There are no significant environmental impediments from this realignment. Environmental restoration will continue until complete. There are no known obstacles in the ability of the receiving community's infrastructure to support this recommendation.

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BRAC 95...THE RIGHT DECISION
SIMA EAST
NET
COST
EXHIBIT F
DIRECT
WORKFORCE
BY CUSTOMER

SIMA-EAST
FY95 FUNDING

CUSTOMER	# DIRECT LABOR +CONTRACTOR EMPLOYEES	% OF TOTAL
AMC	30	16.3%
IOC	42	22.8%
DPAS	34	18.5%
DFAS	38	20.7%
ALL OTHER	40	21.7%
-SLA	(17)	(9.2%)
-JLSC	(14)	(7.6%)
-DoD/DA/DLA	(9)	(4.9%)
TOTAL	184	

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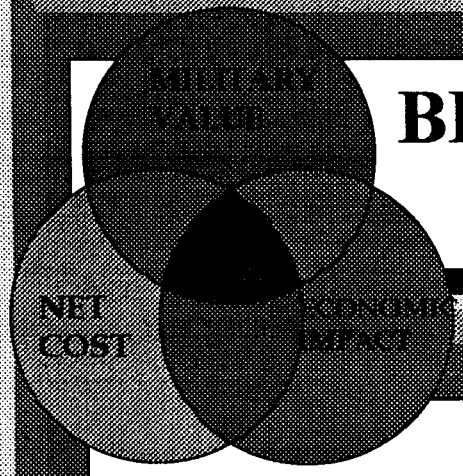

BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT G
DPAS - IMPLEMENTATION SCHEDULE

DPAS Implementations through FY95

Period	Number of Property Books	Agency/Service	Organization
Feb-95	2	Army AMC	ARO, AQTD
Mar-95	4	DFAS	CO(2), CL(2)
Apr-95	9	DFAS	DE(2), IN(3), PE, KS(2) HQ
	19	Army AMC	MICOM, Anniston, TMDE Redstone(2), Letterkenny(6), HQ AMC(1), TMDE Chambersburg
May-95	13	Navy	DDRE(13)
	10	Army AMC	RDEC, Blue Grass, Corpus Christi, Crane, McAlester(3), Pine Bluff(2), Pueblo
Jun-95	1	Navy	FISC Norfolk
	6	Army AMC	Savannah, Seneca, Sierra, Tobyhanna, Rock Island, Red River
	1	Army	Fort Sill
	26	DLA	DCMC(6), DRMS(6), DNSC(4), DDRW(10)
Jul-95	7	Army AMC	ARL, Edgewood, Tech Esc, TECOM, Combat Test, Sys Analysis, TRADOC Mil Packg
	6	DLA	DCSC, DESC, DPSC, DGSC, DISC, DIPEC
Aug-95	11	Army	West Point (11)
	23	Army AMC	Toole, Umatilla, Watervliet, St. Louis (4), Ft. Eustis, Rocky Mountain, Ft. Monmouth, Watertown, Ft. Belvoir, Warren(8), Selfridge, Picatinny, Ft. Rucker
	21	DLA	DSDC(11), HQ(1), DFSC(9)
	3	DeCA	
Sep-95	10	Army AMC	Dugway(3), Ft. Huachuca, Madison, White Sands(2), Yuma, Adelphi(2), Ft. Monmouth(4)
	1	Air Force	Warner Robbins
	10	DISA	Megacenters (10)
Oct-95	9	DISA	Megacenters(6) & HQ(3)
	6	Army AMC	(not currently on IEMS)
	1	Army	Ft Lee TRADOC
	5	Marine	Headquarters, USMC, Henderson Hall Arlington, MCCDC Quantico, MCAS Cherry Point, MCB Camp Lejeune
	2	Navy	FOSSAC, NAVMTO Norfolk
	2	Air Force	TBD
Nov-95		Schedule to be determined	
Dec-95		Schedule to be determined	
Totals	208		

This is Partial schedule - Mr. Egan will provide balance of schedule upon request.

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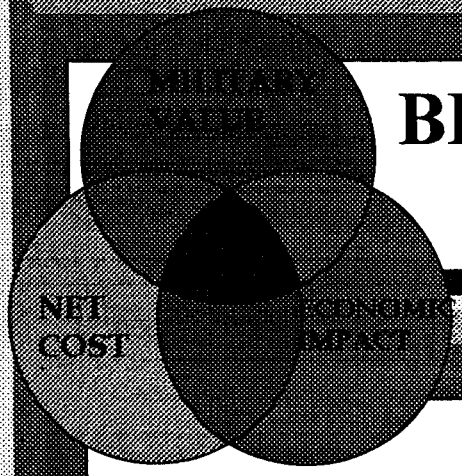

BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT H
CG IOC
STATEMENT ON
SIMA EAST

DEPARTMENT OF THE ARMY
U.S. AMC SYSTEMS INTEGRATION AND MANAGEMENT ACTIVITY
CHAMBERSBURG, PA 17201-4180

REPLY TO
ATTENTION OF

22 FEB 1995

AMXSI-ZC

MEMORANDUM FOR SIMA EAST Workforce

SUBJECT: Latest Update on BRAC 95

1. Based on information received from HQ IOC, it has been determined that SIMA East is not part of the BRAC 95 proposal for Letterkenny Army Depot realignment. That is the good news. The bad news is that a DA BRAC conference was held at Washington in early February and the DA staff announced that SIMA East was identified to move to Rock Island Arsenal, Rock Island, Illinois. This issue has not been resolved between DA and the AMC BRAC Offices. If and when I receive additional information, I will share it with you. An encouraging note is MG Benchoff's position with regard to this matter. In short I quote MG Benchoff "I do not support a move to Rock Island Arsenal for SIMA East". Even though MG Benchoff does not personally support the move of our organization, he is a professional soldier and must support DOD and Army decisions.

2. I will continue to update you as additional information is received.

J. T. HAFER
Director
SIMA East

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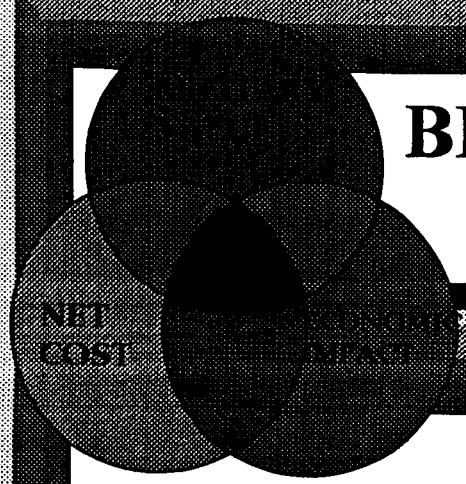

BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT I
AMC
AUTOMATION
ASSESSMENT

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AMC AUTOMATION ASSESSMENT

TASK FORCE REPORT

JUNE 1992

Prepared for:

GEN JIMMY D. ROSS
COMMANDING GENERAL
ARMY MATERIEL COMMAND

Prepared by:

BG ROBERT E. WYNN
COMMANDING GENERAL
7TH SIGNAL COMMAND

DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333 - 0001

REPLY TO
ATTENTION OF

S: 24 Jul 92
30 June 1992

AMCSO

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: AMC Automation Assessment Report

1. References:

a. Memorandum, HQ AMC, AMCSO, 16 Jun 92, SAB.

b. Memorandum, ASQN-CG, 4 Jun 92, SAB, (encl).

2. An assessment of AMC Automation has been completed by Brigadier General Robert E. Wynn, Commander, 7th Signal Command. In accordance with reference 1a, this report is now being staffed to you for review and comment.

3. The enclosed report contains recommendations which have been divided into two sections, "tactical", which addresses existing processes, and "strategic", which proposes fundamental changes to AMC's use of automation. Brigadier General Wynn's task force solicited comments on a draft of this report from selected AMC organizations as a part of the assessment process. This final report incorporates both these AMC comments and the Wynn task force response. It is strongly recommended that particular attention be given to these task force responses during your review of the final report.

4. An Automation Assessment Task Force, headed by Ms. Louann Elledge, has been established to manage AMC review and implementation of this report. Comments should be provided to this Task Force, ATTN: AMCSO, NLT 24 Jul 92. Request you include a point of contact with your comments.

5. Point of contact for this action is Ms. Pat Harrison, AMCSO, DSN 284-8855.

6. AMC -- America's Arsenal for the Brave.

Encl

for WILLIAM E. McGRATH
Major General, USA
Chief of Staff

DEPARTMENT OF THE ARMY
HEADQUARTERS, 7TH SIGNAL COMMAND
FORT RITCHIE, MARYLAND 21719-5010

REPLY TO
ATTENTION OF

JUN 1992

ASQN-CG

MEMORANDUM FOR Commander, Army Materiel Command, ATTN: AMCCG, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001

SUBJECT: AMC Automation Assessment Report

1. Enclosed is the AMC Automation Assessment Task Force Report.

2. First and foremost, AMC is successfully supporting the Army in both peace and war. Information technology within AMC is well integrated into AMC business processes and is key to the successes experienced. The talent and achievements of both the functional staff and the information technology staff are commendable. Some specific laudatory examples noted by the team are:

a. AMCCOM's use of information technology in the Rock Island Arsenal Manufacturing Facility.

b. TACOM's implementation of a Decision Support System using shadow databases and their automation of the materiel design process integrating designing, modeling, testing and production.

c. MICOM's unparalleled commitment to responsiveness and customer satisfaction exemplified by their effort to automate the TDY process from request for orders through payment into the traveler's bank account.

3. A command-wide quantum increase in the benefits from information technology is possible; however, your personal direction, support, and empowerment of the implementers is essential. I recommend you challenge the technology providers to adopt industry models for decision support; centrally manage information technology activities; focus on core competencies, and out-source where possible.

4. I am available to provide whatever additional assistance you may require.

ROBERT E. WYNN
Brigadier General, USA
AMC Task Force Director

AMCSO
SUBJECT: AMC Automation Assessment Report

DISTRIBUTION:

Headquarters:
AMCDMR
AMCRDA
AMCAQ
AMXED
AMCIO
AMCEN
AMCMI
AMCLG
AMCPE
AMCRD
AMCRM
AMCCC
AMXIG
AMSAC
AMXLA
AMXLS
AMCAM

Commander, U.S. Army Armament, Munitions, and Chemical Command, Rock Island, IL 61299-6000

Commander, U.S. Army Communications-Electronics Command, Fort Monmouth, NJ 07703-5009

Commander, U.S. Army Aviation Command, St. Louis, MO 63120-1798

Commander, U.S. Army Troop Support Command, St. Louis, MO 63120-1798

Commander, U.S. Army Test and Evaluation Command, APG, MD 21005-5055

Commander, U.S. Army Tank-Automotive Command, Warren, MI 48397-5000

Commander, U.S. Army Missile Command, Redstone Arsenal, AL 35815-5190

Commander, U.S. Army Laboratory Command, Adelphi, MD 20783-1145

Commander, U.S. Army Depot System Command, Chambersburg, PA 17201-4170

Commander, U.S. Army Simulation, Training, and Instrumentation Command, 12350 Research Parkway, Orlando, FL 32826

Director, U.S. Army Research Office, Research Triangle Park, NC 27709-2211

Director, U.S. Army Industrial Engineering Activity, Rock Island, IL 61299-7260

AMCSO
SUBJECT: AMC Automation Assessment Report

Director, U.S. AMC Log Con Activity, Presidio of San Francisco, CA 94129-6900
Commander, U.S. Army TMDE Activity, Redstone Arsenal, AL 5898-5190
Commander, U.S. AMC Catalog Data Activity, New Cumberland, PA 17070-5010
Director, Materiel Readiness Support Activity, Lexington, KY 40511-5101
Commander, AMC Europe, APO New York 09333-4747
Director, USAMC Systems Integration & Management Activity, Chambersburg, PA 17201-4180
Commander, U.S. AMC Installations and Service Activity, Rock Island, IL 61299-7190
Commandant, U.S. Army Management Engineering College, Rock Island, IL 61299-7040
Director, U.S. Army Materiel Systems Analysis Activity, APG, MD 21005-5071
Director, U.S. AMC Management Engineering Activity, Research Drive, Huntsville, AL 35805-5906

DEPARTMENT OF THE ARMY
HEADQUARTERS, 7TH SIGNAL COMMAND
FORT RITCHIE, MARYLAND 21719-5010

REPLY TO
ATTENTION OF

JUL 1992

ASQN-CG

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4. I am available to provide whatever additional assistance you may require.

ROBERT E. WYNN
Brigadier General, USA
AMC Task Force Director

EXECUTIVE SUMMARY

BACKGROUND

In February 1992, LTG Hilmes established a Task Force headed by BG Wynn to conduct an automation assessment of AMC for GEN Ross. The purpose of the assessment was to find and report opportunities to improve efficiency and effectiveness of Information Technology (IT) services supporting AMC.

The task force conducted interviews with key AMC staff, MSC commanders, and functional managers to draw upon their knowledge and experience with AMC's existing Information Technology services. Information obtained from the interviews and from the documents provided was analyzed to ascertain technical sufficiency and opportunities for economies.

PURPOSE

The Task Force goal was to help AMC posture its IT services to support the goals and objectives of a long-range functional business plan.

Information Technology support is undergoing dramatic change throughout the Department of Defense. DOD's Corporate Information Management initiative, the recently formed Joint Logistics System Center, the Defense Business Operations Fund, and the Army's Sustaining Base Information Systems Program are key initiatives changing the strategy for providing Information Technology services for the next decade. Concurrent with the changes in the IT environment are equally significant changes to AMC's business area. AMC is reshaping with a smaller work force and with more focus on its future core competencies. Automation support, beyond the current capabilities, will be necessary.

OBSERVATION

The Task Force's primary observation was that AMC is successfully using and, in fact, improving its use of Information Technology to support its mission. AMC's program to consolidate data processing centers (annual sustainment savings of $24M) is progressing and will be completed in FY93. Efforts to reduce the inventory of software have made good progress initially and should continue. The responsiveness and technical qualifications of the work force providing IT are commendable.

OPPORTUNITIES

The Task Force recommendations are divided into two sections: one addresses "tactical" initiatives - recommendations to improve the existing processes; the second addresses "strategic" initiatives - functional changes to AMC's use of automation. In each case, the Task Force identified specific actions to facilitate implementation.

Tactical Opportunities

There were several opportunities for near-term economies to current processes. (Estimate $18M/first year cost avoidance and $12M/YR thereafter). The Estimated Completion Date (ECD) is also shown.

1. The AMP MOD computer system can be closed. Certain residual capabilities can be provided at lower cost via other existing computers and networks. (ECD 6 months)

2. The PADDs computer system can be replaced with current technology. Return on investment is within 1 year. (ECD 6 months)

3. There will be reduced O&S cost for AMC if the number of Unix processors is consolidated using current technology (tier III processors and file servers). A 20% reduction within 6 months is an attainable target. (ECD 6 months)

4. More clearly defined management of DSREDS and better exploitation of its capabilities will improve speed and accuracy of the acquisition process. (ECD 6 months)

5. Bundling of point-to-point circuits in conjunction with the DOD DISN network will reduce circuit costs by at least 20%. (ECD 1 year)

6. For unclassified work, High Performance Computer support should be available, with current technology, at less cost. (ECD 1 year)

7. Not relocating SIMA-East to Rock Island will realize a $18M cost avoidance; while collocating SIMA-West into the Army Information Processing Center and ATCOM facilities will avoid GSA lease costs of $3.0M/YR. (ECD 2 years)

8. Connecting AMC Headquarters directly to the HQDA DSS will facilitate access of its staff to authoritative data and enhance its use of electronic exchange of information. (ECD 6 months)

Strategic Opportunities

Savings from "Strategic" initiatives have the potential to be an order of magnitude greater since these initiatives focus on the business process and structure of AMC.

The corporate software development philosophy is decentralized. Currently, MSC's develop up to seven technical solutions to a functional problem. All may be satisfactory with each local customer feeling that he received exceptional customer support; however, the solutions are not necessarily compatible, and AMC has lost an opportunity for savings and synchronization. Rather than resource many solutions to one problem, AMC can organize to apply the same resources to a single solution for many problems. Savings of up to 4 to 1 in software development costs should be realized by seizing the opportunity to centralize the direction of SIMA and the various Applications Development Divisions.

The most significant opportunity for enhancing AMC's Information Technology support during the transition years centers around development of a corporate data warehouse (traditionally known as "shadow database" within AMC). AMC's business processes are closely linked, and in fact, defined by its automation systems. These "legacy" systems have existed for more than a decade and currently hinder AMC's efforts to move to modern business processes. AMC functionals need to be "decoupled" from these "legacy" systems and given the freedom of action to redefine their business practices. The "data warehouse," while not a panacea, provides the least expensive capability to both free AMC to re-engineer its business processes while concurrently actually improving their daily performance. Several MSCs have implemented 'data warehouses' to some degree. TACOM has institutionalized the approach. It includes data synchronization, end-user training, and realigning information technology support assets within their DOIM. The DOIM now emphasize training, consultation, and end-user support rather than traditional software development. TACOM's cost avoidances attributed to implementing its "data warehouse" are over $100M in the first year. Comparable savings in the other MSC's are likely.

Key to realizing these opportunities is establishment of a strong central control in the Information Management community without sacrificing responsiveness. A single agency should command and control all information technology activities within AMC. The head must be at the general officer/SES level to be on equal footing with other staff principals and MSC commanders. Subsequent to forming this agency, AMC may determine they can better focus on the core business processes and obtain better service for each dollar spent by outsourcing their IT support.

SUMMARY

AMC is successfully supporting the Army in both peace and war. Information technology within AMC is well integrated into AMC business processes and is key to the successes experienced. The challenge for AMC during the transition period is to:

- Implement recommended opportunities to reduce costs/increase effectiveness in existing operations.
- Centrally manage information technology activities during the turbulent reshaping period.
- Decouple their business processes from their automation process by implementing a "data warehouse" in support of TACOM, MICOM, CECOM, AVSCOM, TROSCOM, AMCCOM, and DESCOM, as well as HQ AMC.

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1. BACKGROUND

1.1 Task Force Purpose

In February 1992, the Director of Information Systems Command, Control, Communications, and Computers (DISC4), LTG Hilmes, established a Task Force headed by BG Wynn, Commander, 7th Signal Command, to conduct an automation assessment for the Army Materiel Command (AMC) Commander, GEN Ross. The purpose of the assessment was to provide direction for AMC's automation support for the next five years. The Task Force was to find and report opportunities to improve efficiency and effectiveness of information technology services supporting AMC. The scope of the assessment included all areas of information technology services with the primary focus on automation systems and computer networks. The assessment addressed areas throughout AMC, including the Headquarters (HQ) and each Major Subordinate Command (MSC).

The goal of the Task Force was to help AMC posture its Information Mission Area (IMA) to support the goals and objectives of AMC's long-range functional business plan. AMC's plan to reshape its organization with a focus on core competencies and re-engineered business processes with less workforce will require dramatic changes in its automation support. Department of Defense (DOD) and Army initiatives influencing this change include:

- DOD Corporate Information Management (CIM)
- DOD Joint Logistics Systems Center (JLSC)
- Department of the Army (DA) Sustaining Base Information Systems (SBIS)
- DA Installation Support Modules/MACOM Internal Support Modules (ISM/MISM)
- Defense Business Operations Fund (DBOF)
- Migration to Open Systems Environment (OSE)

1.2 Task Force Methodology

The Task Force began by conducting personal interviews with key AMC staff, MSC commanders, leadership, functional managers and technical experts to draw upon their extensive knowledge and experience with AMC's baseline information technology services. In the interviews, the Task Force obtained information on existing information technology services, limitations of current support and recommendations for improvements. The Task Force also discussed the process for identifying and implementing changes to information systems in each interview.

Information obtained in the interview and an extensive amount of background information provided to the Task Force were analyzed to identify potential cost reductions and opportunities for increased productivity. Within the time allowed, the Task Force validated the opportunities. Key documents in the analysis were:

- Army Information Process Action Team (IPAT) Information Technology Sub-Group Report
- AMC Software Scrub
- M204 Implementation Plan
- AMC Geographic/Technical Architecture
- Streamlining Information Service Operations Consolidation Study (SISOCS)

The information obtained from AMC staff and AMC reports was heavily supplemented by information from industry. Key industry documents include industry references on implementing relational database technology in a decision support environment (i.e., data warehouse approaches) and references on out-sourcing General Motors information technology support to Electronic Data Systems (EDS).

Most of the Task Force's observations were derived from recommendations provided by the AMC senior staff and commanders. Many of these recommendations were initially addressed in earlier AMC reports. The Task Force focused on near-term customer support to the functional managers, especially in the areas of decision support and use of technology as an enabler. Where many of the AMC reports discussed improving existing methods of information technology support, the Task Force approach focused on requirements of functional managers, looking for opportunities to free the functional managers from the constraints of existing information systems and their cumbersome support structure.

The Task Force briefed AMC senior staff and commanders on its interim results throughout the study:

• AMC Chief of Staff	06 Apr 92
• AMC Commanding General	01 May 92
• AMC Major Subordinate Commands	11 May 92
• AMC Commanding General	22 May 92

Copies of the briefings were distributed to the Major Subordinate Commanders and their comments solicited. These comments are provided as part of this report.

1.3 Organization of Task Force Report

The Task Force report is divided into four major sections: Background, Tactical Initiatives, Strategic Initiatives, and Summary. The tactical initiatives include recommendations to improve the efficiency and effectiveness of existing processes. Although these initiatives are intended to provide near-term benefits, they are intended to align AMC's information technology support with the target environment five years out. Examples of tactical initiatives recommendations include continued consolidation of business systems and strategic networks. This category includes improvements of systems that will eventually be replaced by CIM or JLSC initiatives. In these cases, the Task Force carefully reviewed the status of existing systems, the CIM plans and the cost for improvements. The Task Force determined that these systems warranted near-term improvements while waiting for CIM/JLSC replacements. A full functional economic analysis is required prior to implementation of these recommendations.

The strategic initiatives include fundamental changes to AMC's use of automation. These initiatives are divided into two categories: structure of information technology support and the use of information technology as an enabler. In these initiatives, the Task Force proposed a paradigm shift in AMC's use of information technology. The recommendations include: (1) proposals to refocus AMC on its core competencies and out-sourcing information technology support, and (2) proposals to 'decouple' AMC's business practices from the automation systems by making a dramatic change in the use of the information captured through existing information systems.

Comments on the interim findings are incorporated into the Task Force report immediately following each initiative. Many of these comments are based on early findings that have been revised based on comments from the field and additional research.

2. TACTICAL INITIATIVES

2.1 ARMY MATERIEL PLAN MODERNIZATION (AMP MOD)

2.1.1 Observation

The AMP MOD system, operated by AMC, is not well utilized and does not provide benefits commensurate with its cost.

2.1.2 Discussion

AMP MOD is a secure system designed to support the acquisition process. The AMP MOD Program was implemented beginning in June 1987, and is managed by HQ AMC, Deputy Chief of Staff for Research and Development and Engineering (AMCRD-AP). The AMP MOD system environment includes IBM 4381 mainframes running IBM's Multiple Virtual Storage (MVS) operating system and COMTEN Front-End Processors. The annual cost of operating AMP MOD is $1.3M (including 22.31 manyears).

AMP MOD runs on old, obsolete hardware that is expensive to maintain and software no longer supported by the vendor (IBM). Upgrades to current technology are neither funded nor planned. In addition, many of the AMC business processes supported by the AMP MOD system changed significantly when the PEO structure was established. AMP MOD functionality has not been adjusted to support the changed business processes. As a result, the AMP MOD system is no longer synchronized (functionally aligned) with current business processes and, therefore, not widely used.

On 25 Jan 91, MG Rigby initiated action to terminate the AMP MOD program by requesting information on the impact of closing down the system from all MSCs, ASA(RDA), RDAISA, DA DCSOPS, and PM AIM. Each MSC responded to MG Rigby's memorandum with a recommendation to retain the communications portion of AMP MOD because it provides the only available secure network to support the acquisition community. Analysis of the collected information resulted in a decision to retain AMP MOD and its databases.

As revealed by the impact analysis, the AMP MOD system, though not widely used for its intended purpose, provides a secure network to pass critical data between MSCs, RDAISA, and HQDA. System design does not allow for easy decoupling of the communications network from the processing system. The result is continued operation and maintenance of a system utilized at approximately 3% of its processing capacity.

AMP MOD is erroneously assumed by some to be the source of critical information when, in reality, it serves primarily as a medium for data and information exchange. The only critical processing function actually performed by AMP MOD is the Standard Study Number (SSN) to Line Item Number (LIN) conversion. In addition to the SSN/LIN conversion process, some sites use AMP MOD for other functions such as preparing P-FORM, however, PC-based systems are available to support these functions at significantly lower operational cost.

2.1.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Close AMP MOD and provide secure network capability via a combination of DISNET and STU III dialup access.

2. Transition SSN/LIN conversion process to run at RDAISA.

3. Implement command-wide standard systems and procedures to replace AMP MOD functions (e.g., PC P-Forms).

2.1.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Annual savings of approximately $1.3M.

2. Reduction in civilian over-strength by approximately 22 personnel.

3. Improved management of acquisition data resulting from implementation of standard processes feeding a single reliable database (RDAISA).

2.1.5 Impact

Adequate alternatives exist that will minimize potential negative impacts:

- Loss of AMP MOD data access - Since AMP MOD is not widely used, the data stored in AMP MOD are no longer maintained nor considered "authoritative." [In discussions with the Task Force, Mr. Keith Charles of the Army Staff (SARD-RI) stated that AMP MOD data are of very poor quality and not used for planning or decision making.] The RDAISA database is now considered the authoritative source for data originally intended for AMP MOD.

- Loss of AMP MOD network - PM AIM is in the process of fielding systems to each MSC, which include a secure network utilizing the DOD standard network, DISNET. Many of the AIM secure network requirements are satisfied today using secure dialup via STU IIIs.

- Reduced workforce.

2.1.6 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CG AMC task ISC to engineer and install a secure network to each MSC that will support both the AIM and AMC secure network requirements. Plan should explore use of both DISNET and STU IIIs.

2. CIO task AMC DOIMs to check with those directly connected to AMP MOD to ensure their support requirements are accommodated.

3. CIO manage implementation of AMC-wide solution to support requirements identified by AMC DOIMs.

2.1.7 Timeframe

The timeframe to implement the Task Force recommendations is the near-term.

2.1.8 MSC Comments and Task Force Response

RECOMMENDATION 1. Close AMP MOD and provide secure network capability via a combination of DISNET and STU III dialup access.

MICOM Comments

Termination of the AMP MOD system (including the Major Item System Map database) will have minimal impact on the mission/function of the MICOM Integrated Logistic Support (ILS) office. However, processing of Basis of Issue Plan Feeder Data (BOIPFD) and qualitative/quantitative personnel requirements information (QQPRI) will either revert to a manual system or require development of a local ADP system.

Memorandum from AMC to Headquarters DA requesting termination of AMP MOD, dated 24 Apr 91, was not granted due to the many positive responses from within the HQ DA.

SIMA Comments

Concur with recommendation. It needs to be noted that selected data currently provided (e.g. procurement delivery schedules) must be obtained from other sources. It also should be noted that there are two distinct elements that need to be examined--the AMP-MOD automated information system and the communication network which supports the transfer of data. We concur with the elimination of the automated system, and recommend that the network be examined for future viability as an independent action.

CECOM Comments

The report recommends that the AMP MOD be closed. CECOM agrees.

Task Force Response

Functions currently provided by AMP MOD and still required should be identified through the SRC process for command-wide support.

2.2 TECHNICAL DATA MANAGEMENT/DSREDS

2.2.1 Observation

Digital Storage and Retrieval Engineering Data System (DSREDS)/ Technical Data/Configuration Management System (TD/CMS), as currently operated and maintained by AMC, is not yielding all of its potential benefits. The technical data and associated configuration management program operate independently throughout AMC's seven DSREDS sites. Strong central management of DSREDS/ TD/CMS will enable AMC to achieve higher levels of efficiency, reduce system costs AMC-wide, and derive maximum benefits from the system.

2.2.2 Discussion

DSREDS, though not fully deployed and somewhat under utilized, is a robust system essential to the Army's technical data management program. EDMICS, the current CIM system of choice, will not deliver sufficient functionality and capacity to supplant DSREDS for some 3 years, during which time, DSREDS provides the only viable alternative for meeting the Army's requirement for technical data.

The Task Force experienced a general lack of knowledge among those interviewed regarding where DSREDS and the technical data management program fits in the AMC organization. There appears to be no consensus as to the identity of the lead DSREDS functional proponent. This is indicative of a need for stronger central management to ensure overall success in the technical data management function. At AVSCOM/TROSCOM the functional technical data program is directed out of the maintenance organization. At TACOM and CECOM the engineering directorate provides overall direction. The Project Manager for the DSREDS Program is a member of the DOIM staff at MICOM and, therefore, subject to direction by the CIO, while the senior technical direction in HQ AMC is out of the concurrent engineering area. Senior members of the staff expressed concern over the effect of DSREDS program fragmentation on cost management and the funding process; logistics support, including maintenance; and standardization.

In the areas of capacity and performance, the Task Force heard concerns regarding the capability of DSREDS to handle TACOM's workload, while, in contrast, it found that CECOM and Fort Belvoir may be under utilizing DSREDS. The Task Force also encountered questions regarding the robustness of EDMICS, which affects how long AMC will need to rely on DSREDS.

Current DSREDS functionality does not address the capability to allocate system resource usage to specific users. This limitation, if left uncorrected, will constrain future AMC requirements to implement a DSREDS-specific cost analysis and cost recovery program in accordance with DA/DOD policy.

DSREDS maintenance levels vary from site to site under the current concept, whereby each site contracts separately for maintenance. Consolidation of maintenance contracts will provide economy of scale and ensure uniformly high levels of maintenance across all sites.

Application of standard cataloguing techniques and naming conventions for drawings will enable personnel command-wide to access drawings resident in a central DSREDS repository. This will advance movement towards CALS compliance and accelerate AMC's attainment of all benefits of a fully automated, interactive technical data production and management program. Standard data management policies and procedures are needed Army-Wide and DOD-wide for the technical data automation concept to deliver the maximum payoff.

Different TD/CMS programs are in use at each MSC. It has been demonstrated at Huntsville that significant improved performance and cost savings can be realized by standardizing TD/CMS and collocating it with DSREDS on state-of-the-art, Unix-based, front-end systems currently installed at the sites.

Excepting the R&D community, DSREDS is the only remaining unconsolidated MVS workload in AMC. Migration of the DSREDS workload to the AIPCs offers potential for additional savings.

A command-wide capability for depot-level interactive access to DSREDS does not currently exist, although proof of concept has been established in tests between AVSCOM, St. Louis, and Corpus Christi Army Depot.

2.2.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. CIO direct the DSREDS PM to engage AMC's Management Engineering Activity at Huntsville to conduct a management study with the following objectives:

   a. Evaluate the current technical data management processes and provide recommendations for improvement. The study should assess the current technical data/configuration management structure and recommend the best candidate as the AMC functional proponent of technical data/configuration management systems.

   b. Document the savings achievable through standardization, consolidation and configuration management. The study should quantify savings associated with standardizing electronic transmission, storage, and retrieval, including archival characteristics. The study results should enable AMC to prompt action at the DA/DOD level supporting promulgation of appropriate standards and/or associated policies.

   c. Evaluate the need for DSREDS at Fort Belvoir. This evaluation should include a functional economic analysis of alternatives for providing DSREDS support to local customers to determine if DSREDS support should be provided by some other means.

2. CIO task ISC's capacity managers to immediately initiate capacity management of all technical data production systems e.g., Infodetics, DSREDS, manual processes, to ensure cost-effective, efficient placement and utilization of technical data production resources. Further, the capacity manager should immediately conduct a workload/capacity analysis of DSREDS to address capacity/utilization issues at CECOM, TACOM, and Fort Belvoir and to provide data to the CIM/EDMICS program for use in sizing EDMICS production requirements.

3. CIO direct the PM to consolidate (at the earliest feasible opportunity given current contract periods of performance) DSREDS maintenance contracts.

4. CIO direct the PM to develop and document the requirements needed in DSREDS to support the DA/DOD fee-for-service policy and ensure that these requirements are met in future enhancements to the system.

5. CIO direct the DSREDS PM to take immediate action to standardize the current TD/CMS at all sites and migrate the application to the Unix front-end systems installed at the sites. This will place all of the technical data and associated configuration management systems in the same operating environment on common systems, which will reduce the cost of system administration, operation, communications and other associated costs.

6. CIO task ISC to assess the technical feasibility of rehosting the DSREDS workload on the AIPC, and if the concept is technically feasible, to follow up with a functional economic analysis. When DSREDS is rehosted on the AIPC MVS/XA processors, the costs of maintaining seven separate MVS\XA licenses will be eliminated.

   As DSREDS moves to an open system environment, AIPC Unix hosts will provide the same economies of scale. With the migration of the depots' processing to the AIPC, and the establishment of communications lines to those locations, the communications network will provide the requisite interactive support with minimum upgrade.

   Migration of depot-level DSREDS processing to the AIPCs should be implemented as a second phase to the current DSREDS upgrade, which will raise the DSREDS operating system level to that of the AIPCs. (The current peripherals on the DSREDS are fully compatible with the AIPC mainframe platforms.)

7. AMC direct the DSREDS PM to extend full interactive access to the Army depots to enable them to access the technical data repository in DSREDS. This will permit the Army depots to access the most current set of technical documentation and configuration management information and thereby significantly improve their ability to conduct depot-level maintenance on the appropriate system. It will also assure that the most current engineering change information is available at the depot and reduce their requirement to maintain drawings and publications separately at the local level.

2.2.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Assessing the costs associated with delaying implementation of standards will promote movement towards standardization and the attainment of resultant savings.

2. Improved capacity management will optimize performance system wide and reduce unit cost of service.

3. Consolidation of maintenance contracts will reduce the unit cost of maintenance and yield a higher level of performance across the system.

4. Preparing to implement fee for service will enable compliance with DOD/DA policy.

5. Standardization of TD/CMS and migration to the Unix front-end systems will reduce the cost of system administration, operation, communications and other associated costs, increase performance and facilitate incremental attainment of CALS compliance.

6. Rehosting DSREDS on the AIPC MVS/XA processors will eliminate the costs of maintaining seven separate MVS\XA licenses. Migration of depot-level DSREDS processing to the AIPCs and extending interactive DSREDS access to the depot level will significantly improve the overall quality of technical data.

7. Ultimately, an improved DSREDS will improve the Army's technical data packages, which improves the total acquisition process in the Army, and has a vast impact on configuration control of end items, maintenance costs, and safety....a good set of specs and a good set of drawings is essential to efficient cost-effective acquisition of Army materiel.

2.2.5 Impact

Full implementation of DSREDS technology will hasten progress toward a modern, cost-effective business process that will meet Army mission needs and provide a migration path to CALS/CIM technology. Access by all levels of the command to accurate technical data and its associated configuration management structure should assist in achieving major improvement to other associated business processes, e.g., procurement/acquisition, maintenance, engineering, and quality assurance. Bottom line: this will provide more quality products at less cost in less time.

2.2.6 Implementation

The following tasks are required to implement the Task Force recommendations:

1. Management programs should be initiated within 15 days of approval of the recommendations.

2. Formal tasking and associated processes should begin not later than 30 days after the management structure is approved and formalized AMC-wide.

2.2.7 Timeframe

The timeframe to implement the Task Force recommendations is the near to mid-term.

2.2.8 MSC Comments and Task Force Response

RECOMMENDATION 2. Close DSREDS sites at Fort Belvoir and CECOM and provide support remotely.

MICOM Comments

MICOM concurs for economic reasons, implementing BRAC and incorporating CIM/JLSC initiatives, that closing some DSREDS sites is a possibility. However, a more thorough evaluation must be accomplished with the following problems to be addressed:

Fort Belvoir was identified as the only secure site for processing classified data. They have also been designated as the site to host the processing of data for the National Capitol Region.

CECOM has not previously attained Full Operating Capacity (FOC), but is now being upgraded at a cost of $500K to reach FOC.

The software at DSREDS host sites will have to be upgraded to allow two or more major commands to process concurrently. Under guidance of JLSC and CALS environment, any changes to the DSREDS software will not be made without the JLSC's approval. This will also necessitate additional communication costs and hardware adaptations and upgrades.

This will negate savings projected in support of DSREDS initial development.

Operation of remote sites through a host site will introduce one to two weeks additional Procurement Administrative Leadtime (PALT). The PALT cost in 1983 was estimated in a range of $.5M to $1M per day depending on site involved.

CECOM Comments

The report recommends that the DSREDS site at CECOM be closed and support for DSREDS should be obtained from a remote site. CECOM strongly non-concurs.

1. The past history of CECOM DSREDS being minimally used was caused by start up funding problems that have since been corrected.

2. CECOM, as the second largest AMC repository, currently has approximately 1,000,000 documents in its DSREDS database. If we add the approximately 500,000 SATCOM documents, CECOM would undoubtedly be the largest repository among the major subordinate commands. To have these documents loaded at a remote site would require a significant expansion of its storage capacity. The manpower and material cost increase to the remote site expansion would be enormous and passed on to CECOM. The cost benefits in the recommendation would not materialize.

3. Taking into consideration state-of-the-art compression techniques, sending graphical information over communications lines is still a very expensive undertaking. The current plan to use the AIPC in Chambersburg, with non-graphical data, is already 120% over the normal annual CECOM operating costs thus, ramping up the AIPC disk storage, the CPU power and the sizable communications upgrade would state the business case for a remote DSREDS as a loss.

4. Since the cost to obtain drawings digitally through communications lines is extremely expensive, we would have no recourse but to have large volume requirements sent to us by aperture card. This would significantly impede engineering research efforts and delay master bid set building, due to lack of material for performing an issue check.

5. Since JCALS is not in place, we would be further delayed in obtaining digital access to our documents as well as receiving digital data for storage. We would be forced to remain in our present manual mode of operation, and further complicated by not having direct access to our documents.

6. DSREDS is contractually identified as a major island of automation here at CECOM by the ongoing JCALS effort. CECOM fielding is in FY94. The impact to the massive JCALS program would be disastrous.

7. We would be "out of business" if communications line problems occurred or if we had to timeshare access to the remote site. Our access to documents would undoubtedly be second priority to that of the selected remote site. We would be forced to maintain the mylar and aperture card storage system as presently exists for backup purposes.

8. With the Intergraph file server removed, we would no longer have access to DSREDS via our Intergraph workstations. This would reduce our configuration management efforts to manual controls which would be impossible with the number of acquisitions and technical data packages we manage at CECOM.

9. Problems with legibility would take longer to resolve since we may have to wait for a new aperture cards to arrive.

10. Updates to printed outputs, such as the TDPL, would experience an unnecessary time lag. Time to do issue checks would become untenable.

11. Control of different drawing numbering systems would require extensive software modifications. Also, documents accessed by drawing number may identify two documents of different CAGE codes possibly resulting in an inaccurate master bid set.

12. Classified and limited rights data cannot be accessed over communications lines without a complete secure line system in place.

13. We would lose immediate access facility, thus becoming further backlogged on ECP changes.

14. Engineering review of drawings for configuration management requirements, design analysis and fast response decisions for "Desert Storm" type situations would become grossly more cumbersome, if we don't have full repository capability with the latest facilities.

15. It is estimated that administrative lead time would be tripled.

16. The Research, Development and Engineering Center (RDEC), CECOM, would be adversely affected if the DSREDS site at CECOM is moved. The Prototype Development Directorate (PDD) provides retrieval service of engineering drawings on a continuous basis to technical personnel of all RDEC directorates, as well as to Project Managers (PMs), Program Executive Offices (PEOs), and other elements at Fort Monmouth. The volume of drawing requests and the complexity of drawings is substantial and unless adequate speed and integrity of data for remote support can be fully guaranteed, the loss of direct connection to a local Center would have serious negative impact in terms of impaired productivity on RDEC, CECOM and the PMs, PEOs and other elements to which PDD provides direct daily engineering support.

Task Force Response

Based on input from PM DSREDS/TDCMS, the Task Force recommendations have been revised. Recommend CECOM retain DSREDS capability and migrate to full utilization of system capabilities.

2.3 PROCUREMENT AUTOMATED DATA AND DOCUMENT SYSTEM (PADDS)

2.3.1 Observation

The PADDS system, operated by AMC, runs on obsolete, expensive equipment from Perkin Elmer with high software and hardware maintenance costs. The system is slow and does not support the required number of users.

2.3.2 Discussion

PADDS is the AMC standard system that supplies AMC CCSS sites with the capability to generate hard-copy, signature-ready procurement instruments, along with ancillary forms and documents. The PADDS program was implemented in 1980, and is managed by SIMA. The PADDS environment includes a Perkin Elmer minicomputer running a proprietary operating system. PADDS is written in COBOL and TAPS using the TOTAL database management system. PADDS is installed at each MSC plus SIMA-W. Annual maintenance costs are approximately $346K per site per year for hardware and software maintenance plus $69K for personnel, $47K for monitors, $10K for technicians and $1.5K for other.

The Joint Logistics Systems Center (JLSC) has responsibility for fielding the DOD standard replacement for PADDS. JLSC has selected the Navy's procurement system, Integrated Technical Item Management and Procurement System (ITIMP) (previously known as the Procurement Early Development [PED] system) as the DOD standard. JLSC plans to field ITIMP to five sites within the next 12 months, however total Army fielding will take over two years.

AMC has focused SIMA resources, originally dedicated to PADDS, on ITIMP development in a joint effort with the Navy. This work is supported by JLSC.

2.3.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Contract with Electronic Data Systems (EDS) via ISC's U2 contract to convert PADDS from the proprietary Perkin Elmer system to an Open Systems Environment. Costs are estimated roughly at $300-400K with an approximate duration of 4-6 months.

2. Field PADDS on available Unix hosts at MSCs.

3. Continue SIMA effort to enhance ITIMP and field to all MSCs as replacement to PADDS when available.

2.3.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Improved availability of critical procurement system during transition to JLSC standard.

2. Savings of over $300K per year in hardware and software maintenance.

2.3.5 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CG AMC direct SIMA to task EDS through the SMC contract for a cost estimate for converting PADDS to Unix.

2. CG AMC direct AMC DCSRM to conduct a functional economic analysis to validate savings from PADDS conversion and consider any other technically feasible alternatives.

3. CIO publish and execute an implementation plan.

2.3.6 Timeframe

The timeframe to implement the Task Force recommendations is the near-term.

2.3.7 MSC Comments and Task Force Response

RECOMMENDATION 3. Convert PADDS to Unix; move to other hardware.

MICOM Comments

Strongly disagree that PADDS is a non-critical system. The current PADDS hardware/software environment successfully provides critical procurement needs at MICOM. The recently upgraded PADDS system provides continued service until a CIM solution becomes operational. Expenditure for an interim system in these austere times does not appear cost effective.

CECOM Comments

The report recommends that the PADDS system be converted to Unix and moved to other hardware. CECOM concurs. PADDS software and hardware are outmoded and the issues concerning the JLSC and PEDS must still be addressed.

Task Force Response

Grouping PADDS under the heading "Non-Critical System" was an error by the Task Force. The recommendation to develop interim replacement was the result of acknowledging the importance of PADDS. Investment in the range of $400K for an interim solution appears warranted based on rapid return on investment.

2.4 INTEGRATED PROCUREMENT SYSTEM (IPS)

2.4.1 Observation

AMC operates and maintains 32 Unix minicomputers that were purchased for the IPS program, which was never fielded and is no longer under development.

2.4.2 Discussion

This issue has been incorporated into the Unix consolidation section.

2.4.3 MSC Comments and Task Force Response

RECOMMENDATION 1. Reduce number of Unisys processors.

MICOM Comments

Non-Concur. The Unisys processors which were originally acquired to be utilized in the Integrated Procurement System (IPS), which has been cancelled, remain heavily utilized in support of the MICOM procurement mission.

LABCOM Comments

With regard to recommendation #1, "Reduce number of Unisys processors," we note that at ALC most of the Unisys processors have been collocated. There may be merit in moving Unisys systems to a common, larger platform as a mid- to long-term initiative. This recommendation requires thorough analysis to determine whether adequate service can be provided at reduced cost. Factors must include location of the common platform, cost, and network responsiveness.

AVSCOM Comments

Reduce the number of Unisys processors/Consolidate onto large Unix hosts operated and maintained by the AIPCs: Who will fund the additional software and capacity for the mainframe required to replace the Unisys processors? The local DOIM must be provided some flexibility in this environment to ensure responsiveness to the local Commander's requirements. Consolidation should be conducted on a business case basis and it should ensure that all architectural and operational requirements are considered.

Task Force Response

See Unix consolidation discussion.

RECOMMENDATION 2. Remove INTEL hubs. Reduce other file servers.

MICOM Comments

Most INTEL hubs have been removed from MICOM. The minicomputers and other file servers at MICOM comply with the state-of-the-art client-server technology. Horizontal and vertical interoperability allows MICOM customers to successfully manipulate data from all tiers to perform their mission. For example: File servers are a critical part of the MICOM Executive Network, are critical to the continued implementation of the imaging program to reduce paper, and are the backbone of the new technology move toward client-server architecture.

LABCOM Comments

We have serious disagreement with recommendation #2, "Remove Intel hubs; reduce other file servers." The desktop computing initiative at ALC is built on a system of hubs and servers. Our plans for the ARL Corporate Information System are based on file servers using templates to update databases. Implementation plans for our Executive Information System (EIS) utilize shadow databases serviced by X-windows client server technology.

AVSCOM Comments

Reduce other file servers: Does this imply LAN file servers? We are in the process of a major implementation of work group LANs. LANs are critical to expanding the opportunities for achieving significant advances in end-user productivity.

Task Force Response

Recommendation was not intended to imply elimination of file servers. The intent was to replace obsolete, expensive Intel file servers with new technology. Maintenance and system administration costs for Intel 310/320s exceed replacement costs.

Also - See Exhibit 2 page 2-10

2.5 SYSTEMS INTEGRATION AND MANAGEMENT ACTIVITY

2.5.1 Observation

Observation concerning SIMA falls into two categories:

1. Savings can be realized by modifying current SIMA structure (removal of functionals from SIMA TDA).

2. Savings can be realized by reconsidering future SIMA locations (BRAC 91 SIMA-E relocation decision and relocation of SIMA-W to Goodfellow Blvd).

2.5.2 Discussion

The Systems Integration and Management Activity (SIMA) serves as AMC's Central Design Activity (CDA) for Army logistics management systems, both wholesale and retail. SIMA provides continuous AMC applications development support to all AMC functional proponents and other customers. The majority of SIMA personnel are located at Chambersburg, PA (HQ-SIMA East) and St. Louis (SIMA West). Additional staff are located at Tobyhanna, PA, and Seckenheim, Germany. Current staffing levels are 990 civilians (927 authorized) and 22 Military (25 authorized). SIMA is organized along mission lines into the following directorates:

- Acquisition and Engineering Systems
- Materiel Management Systems
- Depot Maintenance and Distribution Systems
- Financial Systems
- Information Services

Two major systems developed and maintained by SIMA are the Commodity Command Standard Systems (CCSS) and Standard Depot Systems (SDS):

- **CCSS** - The Commodity Command Standard System (CCSS) is the Automated Information System (AIS) which supports mission accomplishment at Army Materiel Command (AMC) Inventory Control Points and National Maintenance Points (ICP/NMP). CCSS is the umbrella designation for sub-systems which support the following functional areas: Procurement; Financial Management; Materiel Management including Stock Control, Supply Management, Maintenance Management and Asset Management; Logistics Data Management including both Cataloging and Provisioning; and Acquisition Management. In addition, CCSS supports Security Assistance (Foreign Military Sales).

  CCSS is comprised of over 6.5M lines of application code. There are over 500 applications which are comprised of over two thousand executable process blocks. Over four thousand individual modules are included in the process blocks, and they are tailored to specific functions. CCSS is modular by design, which allows for the incorporation of changes and modifications more readily than would be the case if the executable process blocks were not modular.

A further definition of systems functionality follows, using the generally accepted Materiel Management categories:

- ITEM INTRODUCTION processes support the functions of provisioning and cataloging including planning and budgeting, initial provisioning requirements, item identification naming, numbering and dissemination of data, and publications support.

- ACQUISITION MATERIEL MANAGEMENT processes include procurement, technical data configuration management, and deficiency reporting.

- REQUIREMENTS processes include secondary item requirements determination, budget stratification, budgeting and funding, contingency planning and war reserves and security assistance.

- ASSET MANAGEMENT processes include asset visibility, requisition processing, distribution management, returns and disposal management, physical inventory, and maintenance planning and execution.

- FINANCIAL MANAGEMENT processes associated with the above include funds certification, billing, financial accounting, reconciliation and reporting.

• **SDS** - The SDS is a systemic grouping of tasks within application processes or modules allowing the logistical management of ammunition and general supply items (wholesale and retail), equipment, facilities, and the maintenance rebuild of major and secondary items. The system consists of some 3.1 million lines of source code in approximately 2,300 application programs categories into 40 projects or application areas. The numerous applications categorized as Standard System Applications include:

  - Materiel Management Applications - Support the distribution of materiel through the receipt, cataloging, storage, issue, and inventory of wholesale supplies.

  - Installation Support Applications - Provide for installation support for Equipment, Facility Management, Quality Assurance, Procurement and Retail Supply Activities.

  - Personnel, Financial, and Maintenance Management Applications - Support customer resource requirements for finance and personnel and provides planning, production and control for maintenance and supply activities.

2.5.2.1 Functional Input to SIMA

SIMA personnel fall into two distinct categories: information technology specialists that serve as applications developers, and functional experts that serve as liaison between SIMA's applications developers and functional proponents from the various organizations supported by SIMA. The latter constitute approximately 40% of SIMA's TDA.

The opportunity is to draw functional expertise directly from the organization supported on an as needed basis rather than to maintain an expensive stable of functional expertise.

To combat traditional problems in user dissatisfaction with centrally developed systems, it is necessary to increase the user involvement. This is best done by placing functions in the user organization rather than the developers.

MICOM's comments on this issue (attached) accurately describe the benefits of removing functionals from the TDA of the central design activities.

2.5.2.2 Future SIMA Locations

At the time of the study, AMC was planning to move SIMA-E to Rock Island, IL, based on BRAC 91 decisions involving facility consolidations, organization moves, and the creation of new organizations through realignment of existing AMC elements. The IPAT Sub-Group Report assessed this decision as follows:

> This affects the technical staff who maintain the Depot Standard Systems (SDS) and many other information systems currently in daily use within AMC. It is anticipated that only a small percentage of the people currently on board will actually make the physical move. This will create a major loss of corporate knowledge associated with the maintenance and continued support to a number of mission critical AMC information systems. This will be problematic not only in keeping the systems in their present form operating, but will also make it difficult to properly transition the functionality of the systems to the future DOD standard Information Technology environment. The DOD initiative to standardize information systems, and the DA initiatives to move to an Open System Environment (OSE) will have significant impacts on the systems currently maintained by SIMA-E. The availability of the expertise of the people who created the existing systems to help in the transition to the future environment will be very important. The probable loss of a significant portion of this knowledge base as a result of the SIMA-E move is a significant factor.

BRAC 91 decision to relocate SIMA-E to Rock Island costs $8M in MCA and up to $10M in relocation costs. Relocation will result in loss of software expertise and operational effectiveness will be disrupted.

SIMA-W currently leases GSA facilities. Alternative space will be available at Goodfellow at a significantly lower cost.

2.5.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Provide functional input to SIMA using lead MSC and functional proponents (e.g., JLSC).

2. Remove functionals from SIMA TDA.

3. Do not relocate SIMA-E. Bring before BRAC 93 Committee.

4. Relocate SIMA-W to Goodfellow Boulevard and consolidate DPI with AIPC.

2.5.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Current functional expertise provide to software development.

2. Cost avoidance of $8M MCA, $10M relocation and approximately $1.2M civilian pay (post reduction).

3. Savings of $3.1M annually in GSA lease cost.

2.5.5 Implementation

The following tasks are required to implement the Task Force recommendations:

1. AMC DCSRM review SIMA TDA and remove functional (non-information management) authorizations.

2. Transfer portion of these authorizations to MICOM to cover additional workload associated with lead MSC mission.

3. AMC DCSRM recommend removal of SIMA-E relocation from BRAC.

4. Chief of Staff task SIMA and AVSCOM to develop FEA for relocation of SIMA-W into Goodfellow Blvd., St. Louis, MO.

2.5.6 Timeframe

The timeframe to implement the Task Force recommendations is the mid-term.

2.5.7 MSC Comments and Task Force Response

RECOMMENDATION 1. Provide functional input to SIMA using lead MSC/proponent (JLSC).

MICOM Comments

Agree. Utilization of functional personnel who are actually performing the AMC missions to define functional requirements for automation systems will ensure that the perspectives of a real world "working" environment are captured. It will mean that the functional requirements will be guided by the expertise that is using the systems on a daily basis. The experts having a working knowledge of the current systems know their shortcomings and pitfalls and where improvements would bring the most overall benefit. Such an environment will also ensure that this expertise is maintained, since the resources will be circulated back into an operational mode. In fact, utilization of rapid prototype development and electronic group systems techniques for functional definition will minimize the absence from the workplace.

SIMA Comments

We strongly non-concur to this suggestion for several reasons.

Functional support is required continuously throughout the life cycle of a system -- not just during concept development. Functionals play an integral role in the design, testing, documentation, training, and deployment. In addition, after the system is fielded it is constantly being maintained, modified and enhanced via the SCR process. It is also being supported on a daily basis by answering user questions, supporting functional policy task groups, etc. As a result our systems have long life cycles. Further, our systems are large, complex, and integrated. They consist of hundreds of thousands of lines of code which define/organize/process minute pieces of functional logic. You cannot expect to assign lead responsibility to a group that exists for a temporary period or has a constant turnover in personnel and expect to maintain the institutional knowledge that is required to support the system over its entire life. Functional support is a full time job that requires extensive knowledge of how the system was or is to be designed. To perform this function at a MSC would require the creation of new organization not within their mission responsibility with a substantial commitment of resources.

Two, recommendation one assumes that the MSC has the resources to commit to systems support. In today's environment it seems extremely unlikely that they will be able to siphon off a sufficient number of resources to support a new mission. In addition, these resources must be trained. Systems design is a skill that requires formal training in automation tools; e.g., how to write logic in structured and tight English, how to develop and design decision trees and tables, how to normalize databases, etc. These skills are not acquired overnight. They take months to develop in the very best people and a year or two to develop in people with average abilities. The learning curve is extensive and costly.

Three, implementation of these plans would divorce the functional from the ADP community incurring unnecessary costs and creating communications problems. This would extend systems development and maintenance times at a period when development time is already unacceptable. SIMA has been co-located with its user community to ensure that its functionals are in tune with the real world. It offers opportunity for immediate feed-back on what works or doesn't work. It is convenient for prototyping. Furthermore, in the information technology world of the future, the lines between ADP and functional personnel are becoming invisible. In the CASE environment, business analysts have a broad range of skills that cross the boundaries, and those individuals will ultimately provide the bulk of the services.

Task Force Response

Comments received by the Task Force throughout AMC indicate that functional expertise in SIMA is stale. Investment in functional manhours for system development should come from the best source of functional experience (a line unit), rather than soliciting technical assistance in areas such as database normalization that should be the domain of the system developer.

LABCOM Comments

With regard to recommendation #1, "Provide functional input to SIMA using lead MSC/proponent (JLSC)," the laboratory community has never had functional support in SIMA. The concept of a "lead" MSC working with the JLSC causes concern that research processes will be swallowed by logistics mission requirements. ARL should be the lead MSC for laboratory requirements.

RECOMMENDATION 2. Remove functionals from SIMA TDA.

AVSCOM Comments

We agree to this recommendation as long as some approach is developed for providing coordinated functional requirements to SIMA. Three options should be considered: 1) Use the Lead MSC concept; 2) Assign areas of functional expertise to different MSCs; or 3) Franchise requirements definition on a case by case basis. The reassignment of these spaces should be used to staff the Lead MSC and to support other AMC strategy implementations. At the same time, this is being accomplished, SIMA's overall resource allocation should be reviewed to determine where additional savings can be gained through collocation with DOIM/AIPCs. Finally, SIMA's role needs to be reexamined. As SIMA goes under Fee-for-Service, should SIMA be viewed as a contractor?

CECOM Comments

The removal of SIMA functionals would transfer the weight to a lead MSC and/or the FCG. There is no disagreement with the methodology, but current functional resource constraints must be considered. In some cases the systems/business combination of expertise is not there.

Task Force Response

Concur. Some transfer of spaces from SIMA to the lead MSC is appropriate.

RECOMMENDATION 3. Do not relocate SIMA-E. Bring before BRAC 93 committee.

MICOM Comments

The relocation of SIMA-E is best addressed by AMCCOM; however, if their primary mission is to support the depot community, the move would be beneficial long range since it would then be located with the Industrial Operations Command.

The major problem that MICOM has had with SIMA-E is the fielding of systems developed for the Depots without proper interfaces to other standard systems, e.g., SOMARDS with RASFIARS. The configuration and software release management is not consistent with SIMA-W and has caused many problems in the MSC environment.

Task Force Response

Concur. Although not part of this study, 7th Signal Command is working with SIMA on software release management.

SIMA Comments

Strongly support and concur with recommendation for retention of SIMA-East at Letterkenny Army Depot, Chambersburg, PA. Additional benefits to be gained by retention of SIMA-E at current location include satisfying mobilization and contingency requirements, and continuation of responsive and extensive support to AMC design elements in accomplishing rapid changes of day-to-day logistical business processes for significant Army doctrinal changes. AMC will also benefit in the tremendous task of managing the millions of dollars of European retrograde generated by the Army build-down and obtaining visibility overall classes of supply with Total Asset Visibility. Cost avoidance of $18M is a low estimate; the personnel and equipment movement costs are actually estimated at $27.5M. Not relocating SIMA-E also avoids a total mission collapse for 2-3 years following the move plus the accompanying degradation of productivity in out years.

LABCOM Comments

With regard to recommendation #3, "Do not relocate SIMA-E. Bring before BRAC 93 Committee," we recommend considering consolidation of SIMA-E and SIMA-W and collocating with the "lead MSC" for logistics and readiness mission support.

RECOMMENDATION 4. Relocate SIMA-W to Goodfellow Boulevard and consolidate DPI with AIPC.

MICOM Comments

Agree. If AMC really has no control over how 90% of SIMA-W resources are used, as stated in the 11 May VTC, this should be a near-term initiative to save the $3M for FY93 that GSA requires for the leased space. Unless AMC has plans to provide "de facto" control over SIMA, it would appear that only 10% of the resources providing O&M of current AMC systems would have to be relocated. Use of the SIMA functional resources by LOGSA should be explored. Any AMC SISOCS site could assume the associated computer workload.

SIMA Comments

The decision to relocate SIMA-W to Goodfellow should be based upon: (1) the ability of the Goodfellow complex to accommodate the projected SIMA requirements, and (2) the move is economically justifiable. It appears that the original projected savings were over-estimated. When all costs associated with the move are considered, it may be questionable whether it remains a cost-justifiable option. Due to this uncertainty, it is recommended that an independent analysis be developed by MEA and that the results of that analysis provide a basis for the final decision.

LABCOM Comments

With regard to recommendation #4, "Relocate SIMA-W to Goodfellow Boulevard and consolidate DPI with AIPC," we recommend considering consolidation of SIMA-E and SIMA-W and collocating with the "lead MSC" for logistics and readiness mission support.

CECOM Comments

The report recommends a relocation and restructuring of SIMA. CECOM concurs with reservation.

Task Force Response

Concur.

2.6 SYSTEM REVIEW COMMITTEE (SRC) STRUCTURE

2.6.1 Observation

Current SRC structure focuses Information Management support to specific functions rather than across functional areas.

2.6.2 Discussion

The current System Review Committee structure consists of four categories: logistics, acquisition, resource management, and information management. The various functions supported are clustered logically within these four categories. Functional requirements needing automated support surface through these partitioned channels, and system support is provided through these same channels. The problem with this organization is that it promotes articulation of functional requirements along distinct functional lines and encourages the development of stovepipe systems in each functional area. This structure inhibits consolidation and aggregation of similar requirements into integrated systems that cross functional boundaries. Moreover, AMC's business processes undergo constant change that cause functional realignments and overlaps; and the SRC process can easily lag behind the ever changing business processes the systems are intended to support.

The following extract from the Army Materiel Command Business Automation Initial Transition Plan, Phase I describes the structure used by AMC to manage automation programs:

> Management Structure:
>
> AMC articulates functional requirements and manages its automation program to support those requirements with a management structure designed to draw on expertise in all seven AMC mission areas at all organizational levels. Functional experts in a designated functional area from the HQ, AMC Major Subordinate Commands and Separate Reporting Activities form Functional Coordinating Groups (FCGs) chartered by the responsible System Review Committee (SRC). Thus, system support and Life Cycle Management for all functional areas are partitioned among the four SRCs; the Logistics System Review Committee, the Resource Management System Review Committee, the Acquisition System Review Committee and the Information Management System Review Committee. SRCs are chaired by an appropriate HQ AMC Deputy Chief of Staff or higher, with their functional counterparts at the MSCs/SRAs belonging to an SRC as voting member. In turn, the AMC Chief of Staff, the chairs of the SRCs, and Director of SIMA comprise the Information Management Council, which convenes on major issues which impact more than one SRC. Within the LSRC, which has jurisdiction for two-thirds of AMC's business software applications, the FCGs are further grouped under Functional System Integrators, which align to designated CIM sub-areas within Materiel Management.

The above describes a management structure aligned along functional boundaries tailored to the AMC staff structure. This structure has the following three limitations: (1) The systems

supporting AMC's business do not follow this alignment (e.g., CALS, CCSS), (2) Integration across functional areas is a major requirement for automation support (thus the name of System Integration Management Activity), (3) The Joint Logistics Systems Center (JLSC) is not aligned along these boundaries.

AMC is experiencing defacto out-sourcing of information technology support due to the advent of JLSC and operations support from ISC. These factors reduce the freedom of action of functional SRCs and require an integrated view of AMC automation support.

2.6.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Establish a single SRC with Command Group oversight (GO/SES) and members from all functional areas.

2. Appoint CIO as Secretary.

3. Establish nonvoting chairs for JLSC, ISC, and IMA Integration and Analysis Center (IIAC). IIAC is responsible for overseeing the integration of software, providing configuration management, compliance support, resource priority recommendations and technology promotions.

4. Convene as a working group as required.

5. Restructure Functional System Integrators (COL/GM15) to provide horizontal integration.

2.6.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Increased economies and efficiencies through consolidation of requirements into standard integrated systems.

2. Reduced proliferation of systems offering redundant capabilities.

3. Improved coordination and integration of functional requirements into information technology systems.

2.6.5 Implementation

The following tasks are required to implement the Task Force recommendations:

1. Chief of Staff task the existing SRCs to provide to the CIO a status of all current and future projects, together with associated costs and benefits within 60 days.

2. CIO analyze this list for potential redundancies and provide an integrated priority list at the first restructured SRC meeting.

3. CG task CIO to complete restructuring action within 6 months.

2.6.6 Timeframe

The timeframe to implement the Task Force recommendations is the near-term.

2.6.7 MSC Comments and Task Force Response

RECOMMENDATION 1. Establish a single SRC with Command Group oversight (GO/SES) and members from all functional areas.

MICOM Comments

MICOM has no objection to the concept proposed. Much more information would be needed, however, before approval or objections could be stated about its implementation. For example: What would be the size of this SRC? Would the membership include individuals from the MSCs? How would the member(s) from the MSCs be determined (i.e. a single member, a member from each functional area, or some other criteria)? What would the mechanism be to raise an issue before this SRC? How would a Lead MSC relate to this SRC? In short, AMC and the MSCs need to carefully scrutinize the implementation of this proposal.

SIMA Comments

We concur and support the recommendation to establish a single SRC structure as a means of streamlining the process. The recommendation would reduce the amount of administrative time required to support the separate but different processes that exist today. Further, the recommendation should improve those situations where the separate review committees have separate but conflicting priorities. It will serve to integrate the entire process and resolve any boundary issues. We support this recommendation and would recommend it as a model for DOD.

LABCOM Comments

With regard to the recommendations, "Establish a single SRC with Command Group oversight (GO/SES) and members from all functional areas; CIO serves as secretary; JLSC and ISC representation; and Restructure FSIs (COL/GM15) to provide horizontal integration," there exists a single forum for Information technology today which has command group oversight and functional input through the current SRCs.

The requirement for multiple SRCs arose from the strong mission focus of the LSRC to the exclusion of R&D and RM requirements. The proposed structure would re-energize concerns of lack of support for R&D and RM processes. In the instances where responsibilities overlap between SRCs today the leadership of the SRCs involved jointly resolve jurisdiction issues and coordinate items of mutual interest.

AVSCOM Comments

Establish a single SRC with Command Group oversight (GO/SES) and members from all areas (to include JLSC and ISC representation): The SRCs should be reoriented along the functional lines of the JLSC and established as a formalized configuration control board (CCB) for business processes, information systems, and data. The Technical Coordinating Group (TCG) should be established as the CCB for the technical architecture. If the JLSC and ISC are included, will they get a vote?

Task Force Response

Comments were reviewed, however, Task Force still recommends a single SRC. During implementation, it is important that the SRC delegates responsibility for certain levels of decision below the SRC level to avoid problems in size and duration of SRC sessions.

RECOMMENDATION 3. JLSC and ISC representation.

MICOM Comments

No objection. The JLSC and ISC representatives should not have a vote in the SRC.

Task Force Response

Concur.

RECOMMENDATION 5. Restructure Functional System Integrators (COL/GM15) to provide horizontal integration.

MICOM Comments

It is felt the COL/GM 15 level is too high to expect the detailed knowledge of a given functional area needed to provide direction for the creation of a new system or for the modification of an existing one.

Task Force Response

Recommendation stands.

2.7 SUPERCOMPUTERS

2.7.1 Observation

Discussions with key personnel and on-site analysis reveal that the network configuration and distribution of supercomputer assets within AMC may not be aligned to provide the desired flexibility and support to mission-essential activities, or the most cost-effective solution.

2.7.2 Discussion

The Army has highly sensitive, mission-essential super computing requirements of a classified nature that, with all probability, should be performed on in-house assets. Some AMC organizations (e.g., AVSCOM) receive unclassified supercomputer support at National Aeronautics and Space Administration (NASA). In many cases the technologies employed by other Government agencies involve the same kinds of technology that the Army and other DOD components require.

DOD directed evaluations to reduce high-cost DOD systems in response to the reduced threat in the current world environment. Continued Army-owned and Army-operated unclassified supercomputer systems in lieu of out-sourcing on an as-required basis must be questioned.

AMC operates two supercomputer programs: one located at Ballistics Research Laboratory (BRL) in Aberdeen, MD, and the other at Tank Automotive Command (TACOM) at Warren, MI. Classified work requirements exist at both sites; however, the BRL system (Cray-2) currently maintains the central repository of secure data. This requires use of a classified network as well as an unclassified network to support both locations' requirements.

In addition to this processing and systems support, additional computer support is obtained from the University of Minnesota. Discussions reveal some reluctance to put real-time analysis for specific Army systems in the facility at University of Minnesota because of its potential impact on the academic community.

The Cray X-MP computer located at BRL costs $1.95M per year to maintain. This system is considered obsolete because of its limited ability to handle high CPU intensive workload and high cost per megaflop compared to that found in newer machines. The second processor at BRL (Cray-2) is exclusively used for classified processing support for all AMC activities.

At both sites a high-cost system administrative support staff, provided through contract support, adds depth to the local Army technical user, as well as the Army customers. If support were leased, the provider would offer this service.

No cost recovery program is currently in place to regulate demand for supercomputer use by charging users for resources consumed. The current mode of operation is to provide support 24 hours-a-day, 365 days-a-year for both the classified and unclassified systems. System utilization data indicate that each supercomputer is fully utilized. Most of the workload consists of modelling to support AMC's R&D community. Modelling is known to dr. . even the most

powerful supercomputer to its limit. The high cost of supercomputer operations necessitates scrutiny of each job's worth to the Army and meticulous cost management. In the case of modelling, it is essential to weigh the tradeoff between cost and payoff and pursue least-cost alternatives. Some of the work (non-urgent) could be provided through interactive capability as a part of DOD, other Government, or commercial networks and thereby reduce the requirement for full-period assets at Army facilities.

New Reduced Instruction Set Computing (RISC) technology on individual workstations may be a cost-saving alternative for a processing capability with a side effect of reducing interactive communication costs. Wherever possible supercomputer work should be migrated to lower-cost technology.

Several other Army technological support efforts receive adequate supercomputer support on a fee-for-service basis from NASA or other Government agencies/contractors. Specifically, AVSCOM has for some time obtained at minimum cost supercomputer support from NASA-AMES, Langley. Support continues to grow from these sources as they migrate to newer technology.

In the current restricted funds environment, both DOD, as well as other R&D functions should be combined, particularly when the associated technology is common (e.g., ballistics and space research). Utilization of these common assets on a fee-for-service basis should significantly reduce the Army's cost for these services.

In summary, regionalization of supercomputer technology at a DOD level would appear to be imminent. The Army should be the fore-runner in exploring that alternative.

2.7.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Turn in Cray X-MP at BRL.

2. Retain Cray at BRL to adequately handle classified processing.

3. Unclassified processing should be subject to functional economic analysis (FEA) to determine if it should be out-sourced or done in-house to include the high performance supercomputer at the University of Minnesota.

2.7.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefit: Reduced hardware and software O&S $1.3M per year. Net benefit determined by FEA.

2.7.5 Impact

FEA should ensure that these recommendations do not deprive AMC of any mission essential resources or R&D capabilities.

2.7.6 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CIO formally task ISC to establish a technical analysis team to evaluate the merits of the recommendations on the restructuring and reconfiguration of the current Army supercomputer network to: (a) determine whether portions of the work can be out-sourced to reduce cost, (b) provide access to state-of-the-art technology, and (c) provide a broader scope of access not only to the Army community but to other DOD systems and technologies.

2. CIO task ISC to evaluate the current network infrastructure to determine the potential of moving to the AIPC/DISN network (see discussion on Single-Function Circuits).

3. CIO task DOIMs at both of the current supercomputer sites to establish a performance measurement or analysis capability either through in-house or contract resources to determine the best utilization of the facilities and where possible ascertain the potential for relocating workload to other distributed technologies (i.e., RISC or parallel processing systems).

4. CIO task the capacity manager, (Ref. previous recommendation) to evaluate the production management process so as to reduce where appropriate the current around-the-clock support through distribution of workload to other Government agencies to include NASA as well as those noted in the BRL response of 14 May 92 (subject: Comments on AMC Automation Assessment Briefing via Video Teleconference, 11 May 92).

2.7.7 Timeframe

The timeframe to implement the Task Force recommendations is the near to mid-term.

2.7.8 MSC Comments and Task Force Response

RECOMMENDATION 1. Turn in X-MP at BRL.

MICOM Comments

MICOM participated in the formulation and supports the response of the Functional Coordinating Group-Supercomputer regarding this Task Force recommendation.

LABCOM Comments

BRL Position: Non-Concur (X-MP should be turned in only when replacement is acquired).

Rationale/Discussion:

a. System purpose: A large scale general purpose vector supercomputer required to support BRL/Army mission of creating and sustaining weapons-oriented basic, exploratory, and advanced development research programs in defense-related technologies. BRL programs depending on the X/MP involve tank and fighting vehicle armor design studies plus numerous related technology programs involving projectile propulsion, aerodynamics and vulnerability assessment. Army/AMC wide Tech Base Research Programs also depend on the X-MP for extensive classified processing as part of the AMC supercomputer Tech Base Initiative.

b. Mode of operation: The system is operated 365 days per year/24 hours per day in 100% unclassified mode. (The Cray-2 at BRL is operated similarly year round but 100% classified.) Both systems are shared Army wide via high speed networking on the Army Super Computer Network, ASNET. These two systems are saturated as are the other two Army unclassified systems at TACOM and the Corps of Engineers.

Impact of Implementing Recommendation:

a. Mission: The Army cannot perform its vital mission without an alternative to the X-MP. There are no feasible in-house alternatives to computing on the X-MP at BRL/ARL or the Army as a whole. Out-sourcing alternatives are discussed in response to Recommendation 3 and are found to be more costly than retaining the X-MP.

b. Political: High Performance Computing is a critical enabling technology in support of the seven DOD Science and Technology Thrusts. BRL/ARL is and will be a major player in the DOD HPC Modernization effort. The Plan includes early modernization of the BRL/ARL systems and recognizes the importance of replacing the X-MP. Turning in the X-MP without an alternative computing source jeopardizes the Army's position to receive resources in the emerging DOD Modernization Plan.

RECOMMENDATION 2. Retain CRAY at BRL to adequately handle classified processing.

MICOM Comments

MICOM participated in the formulation and supports the response of the Functional Coordinating Group-Supercomputer regarding this Task Force recommendation.

LABCOM Comments

BRL Position: Concur with comment.

The Cray-2 is currently the Army's (and the Services) only full time general purpose classified supercomputer. The strategy for Army modernization is to obtain a new state-of-the-art system to perform classified processing. The current Cray-2 at BRL would be used for unclassified processing and the X-MP would be excessed.

RECOMMENDATION 3. Conduct functional economic analysis (FEA) to determine if unclassified processing should be out-sourced or done in house to include the high performance supercomputer at the University of Minnesota.

MICOM Comments

MICOM participated in the formulation and supports the response of the Functional Coordinating Group-Supercomputer regarding this Task Force recommendation.

LABCOM Comments

The recommendation to consider out-sourcing unclassified supercomputing is based on the Army's long acquisition lead time, high investment cost and rapid obsolescence of supercomputing technology. Desktop workstation technology also experiences rapid obsolescence and considering the number required the total investment is substantial. The recommendation fails to address the problem of long acquisition lead time and focuses on out-sourcing which impacts the ability of scientists and engineers to understand their computational tools and make effective use of them. This will lead to improper use of the tools and wrong tool selection that can affect our ability to provide soldiers proper, useful, and effective systems. Even General Motors learned that they could not out-source engineering tools to EDS but had to incorporate EDS into the engineering teams and put engineers into EDS. They learned an expensive lesson which we should not repeat.

BRL Position: Non-Concur. It is more cost effective to continue current X-MP operations inhouse. An FEA will be part of any new acquisition process for replacement.

Rationale/Discussion:

a. Economic analysis: The Army Supercomputer Program in conjunction with USAISC did develop an EA which addressed whether it was more cost advantageous to purchase systems or lease equipment or commercial time. This EA determined that purchasing was more advantageous. This analysis was reviewed by Army and OSD MAISRC's.

b. Out-sourcing as a current alternative:

Requirements for out-sourcing: Currently approximately 28,000 useful CPU hours per year are devoted to BRL, AMC, and Concepts Analysis Agency mission programs. Additionally, the system has 44 Gbytes of on-line disk storage of RDT&E data and applications programs. An additional 150 Gbytes (300 Gbytes for redundancy) of off-line migrated mass storage is controlled by the X-MP and is vital to the user's computations.

c. Cost of X-MP operations (Costs that could be avoided by shutdown):

Hardware Software Maintenance--$1,300,000
Miscellaneous expenses--$200,000
Personnel Costs--$450,000

Total Marginal Costs related to Shutdown--$1,950,000

d. Alternatives:

A recent phone survey was conducted to determine costs of out-sourcing supercomputing time. Typical costs quotes are:

- San Diego Supercomputer Center-$325 to $750/CPU hour for a Y-MP*
- Ohio State University-$500/CPU hour for a Y-MP
- University of North Carolina-$500/CPU hour for a Y-MP
- Power Computing Corp., Dallas, Texas-$300 to $750/CPU hour for an X-MP
- Minnesota Supercomputer Center-$250/CPU hour for an X-MP
- Naval Weapons Center, China Lake CA-$560/CPU hour (Production)(One processor X-MP system)
- David Taylor Research Center, Bethesda, MD $75, $150, and $300/CPU hour, (low, medium and high priority) Additional charges for memory and storage (Two processor X-MP system)

* A Y-MP CPU hour provides 20-40% more CPU throughput than an X-MP hour.

e. Cost estimate for replacing 28,000 CPU hours: Based on the above quotes it is unlikely that any single or combination of sources would yield average rates lower than $200/CPU hour. The replacement cost would therefore be no lower than $5,600,000 exclusive of storage costs. Only at a cost of $70/CPU hour would buying time be less than or equal to offsetting the $1,950,000--the marginal costs of X-MP operations.

f. Practical considerations: Transitioning operations from inhouse to timesharing would be beset with numerous practical problems. These include:

1. Network bottleneck caused by entire work load channeled to Wide Area Network.

2. Scheduling and responsiveness.

3. Opsec aspects of Unclassified Sensitive US-2 data demand systems be accredited at that level-questionable to obtain at University sites.

4. Impracticality of mass data archiving compounded if stored at multiple sites.

5. Inability to do scientific visualization due to Wide Area Network band width limitations.

6. AMC would not have an internal Continuity of Operations Plan (COOP) capability for unclassified supercomputing.

Task Force Response

Task Force has reviewed MSC comments, however, recommendation stands. Comments were addressed in the discussion section of the report.

2.8 HQ AMC DECISION SUPPORT SYSTEM (DSS)

2.8.1 Observations

The Task Force made the following observations:

1. Essential components for building a DSS exist.

2. No formal functional requirements definition efforts are underway to define a DSS development strategy.

3. Capability of the existing infrastructure is not well understood by users so many of the systems' current capabilities are not being fully used.

4. Limited software applications exist that integrate decision support functions with key office activities.

2.8.2 Discussion

The commander of AMC requested the United States Army Decision Systems Management Agency (USADSMA) to study HQ AMC to determine actions required for developing a HQ AMC DSS, DSMA approached this study by examining the components that comprise a DSS: functional process, application software, data, hardware, communications, training and services, and organizations and people.

2.8.2.1 Functional Process

HQ AMC has performed High Level Information System modeling in the recent past. This effort was done by using Process Action Teams (PATs) implementing Total Quality Management (TQM) methodologies. This is a starting point for building a DSS: the analysis of the business process that underlies users requirements. The PATs, however, did not produce in-depth analysis using an automated tool that reflects the flow of the agency's activities. The IDEF methodology can provide that tool needed to document existing activities and processes: a requirement (by DOD) for funding and developing an information infrastructure.

2.8.2.2 Applications Software

HQ AMC has a variety of software applications that can integrate office activities, both separate and within work groups. There is virtually no DSS or Executive Information System at HQ AMC. Maximum use of commercial off-the-shelf software, rapid prototyping and having functionals work together with developers will make fielding applications less costly and more responsive to the users.

2.8.2.3 Data

HQ AMC has the necessary relational database and querying capabilities to support DSS applications. The only limitation that exists is that there are no formal efforts underway to integrate information across functional areas. Without this commitment the senior leadership cannot view coordinated and synchronized information across functional areas. The work done at TACOM to provide ad hoc query capabilities using current database management systems should be used as a model throughout AMC.

2.8.2.4 Hardware

HQ AMC has an effective two-tier hardware platform capability (workstations and mini-computers) with direct access to a third (HQDA's mainframe). This infrastructure can support DSS applications provided that the second-tier mini-computers are upgraded. An alternative to upgrading the mini-computers, to support DSS applications, is to develop a HQ AMC DSS on the Pentagon's mainframe.

2.8.2.5 Communications

HQ AMC Local Area Network (LAN) provides excellent direct link connectivity to all hardware platforms and offices within the headquarters. Communications to subordinate commands is primarily done through DDN for small data file transfers. Communication links with HQDA and planned upgrades to DDN and FTS 2000 should be adequate to support DSS applications well into the future.

2.8.2.6 Training and Services

During our analysis we found HQ AMC personnel not knowing how to use the existing capabilities and expressing frustration with the network. We believe an aggressive Training and Assistance Program can overcome this problem. A technical and functional training curriculum targeting three levels: clerks, action officers, and functional managers needs to be in place. The curriculum should be a requirement for all new HQ AMC employees and a training team should be formed to visit and re-train current users. Finally, the program needs to have a one-stop service organization where users can receive technical and functional assistance.

2.8.2.7 Organizations and People

HQ AMC needs to form a small DSS functional team through which the senior leadership will set the direction for development of the HQ AMC DSS. Understanding the mission and functional processes of AMC, this group will be the functional integrator for the HQ. Its role is to continuously plan and improve the DSS infrastructure as required. Current technical experts should continue to do the work of building systems under the guidance and direction of the DSS team.

2.8.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Provide HQDA DSS connectivity to staff members via AMC HQ LAN.

2. Establish a command-supported Training and Assistance Center.

3. Expedite a HQ AMC IDEF process to guide mid-term and long-term DSS initiatives.

4. Migrate to Lotus Notes or comparable product to exploit advantages of groupware, project management and graphic user interface.

2.8.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. HQ AMC inexpensively connected to the HQDA DSS Network (world wide) and access provided to HQDA databases.

2. Classified and unclassified data processed with HQDA's mainframe computer and HQDA DSS.

3. Users empowered through a dedicated training/sustainment service organization.

4. Basic strategic plan and the documentation required for funding and developing an information infrastructure provided by IDEF.

2.8.5 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CIO configure HQ AMC LAN to provide DA DSS connectivity to all HQ users.

2. CIO establish training and assistance program.

2.8.6 Timeframe

The timeframe to implement the Task Force recommendations is the near-term to mid-term.

2.8.7 MSC Comments and Task Force Response

RECOMMENDATION 1. Provide worldwide E-Mail and HQDA DSS connectivity to staff members via AMC HQ LAN and LAN gateway.

MICOM Comments

Agree that the recommendation appears sound, but this decision should be addressed by the HQ, AMC DOIM organization.

LABCOM Comments

We must take care not to separate HQ AMC from the MSCs in matters such as E-Mail.

CECOM Comments

The report recommends that a worldwide network be setup to access HQ AMC databases for decision support systems. CECOM concurs.

Task Force Response

HQDA DSS provides interface to DDN for E-Mail.

RECOMMENDATION 2. Support structured and dedicated training and sustainment service.

MICOM Comments

Agree that the recommendation appears sound, but this decision should be addressed by the HQ, AMC DOIM organization.

LABCOM Comments

We must take care not to separate HQ AMC from the MSCs in matters such as DSS. As we become interdependent with other services and defense activities the need for coordination extends to all levels and activities.

Task Force Response

Agree. HQ DSS efforts must be coordinated with command-wide DSS initiative discussed in finding in Use of Information Technology as an Enabler section.

RECOMMENDATION 4. Mid-term: Migrate to Lotus Notes or comparable product to exploit of groupware, project management and graphic user interface.

MICOM Comments

Agree that the recommendation appears sound, but this decision should be addressed by the HQ, AMC DOIM organization.

LABCOM Comments

We need to coordinate desktop computing in ARL with HQ AMC so that the benefits of using common digital media (voice, text, data, graphics and image) will be obtained.

Task Force Response

Agree.

2.9 SINGLE-FUNCTION CIRCUITS

2.9.1 Observation

The AMC community uses several single-function networks with dedicated circuits. Consolidation of these circuits will result in a more cost-effective, yet operationally satisfactory service to the AMC community.

2.9.2 Discussion

The AMC community has established several dedicated networks to support its business processes. These networks are implemented as separate transmission networks. This implementation does not afford AMC the advantages of large-scale use of transmission bundling or use of transmission assets already available or programmed at common nodes within CONUS.

Unit cost reduction and management efficiencies can be achieved by use of an integrated transmission network to support the AMC community needs. A common transmission network implemented around the Army Information Processing Center (AIPC) network can achieve enhanced support of the AMC customer by providing quality service at less cost.

The availability of new technology "smart multiplexors" has established a means to achieve additional cost reductions and management efficiencies. Currently, Defense Information Systems Agency (DISA) has implemented a program for using this technology called Defense Information Systems Network-Near Term (DISN-NT). The goal is to provide economies of scale for transmission services through bundling of DOD long-haul communications requirements.

In accordance with JCS MOP 70, 31 Mar 92, DOD established the basis for implementation of DISN-NT to satisfy long-haul communications requirements that meet Warner Amendment criteria. USAISC has been designated the Army executive agent for program execution of the Army sub-networks. The DISN-NT network will provide all Army users a common transmission service and universal access to DOD activities supported by DISN-NT.

DISA will manage DISA-NT. DISA's proactive management of the bandwidth and service availability will enhance service and system response for the AMC customer. USAISC and 7th Signal Command have entered into an agreement with DISA to monitor the Army portion of the physical transmission network and retain management of the logical network riding over the DISN-NT.

The Army DISN-NT sub-networks will be based on AIPC transmission network topology. AMC can achieve significant efficiencies and savings through use of the DISN-NT and the AIPC Transmission network. Initial DISA cost savings are estimated at a minimum of 20%. DISA is prepared to charge only 80% of the current Defense Communications Telecommunications Network (DCTN) rate for any circuits that are implemented through the DISN-NT. AMC will save a minimum of $880K/year by conservative estimates.

Strategic network management will be provided to all supported organizations. Local network management will remain under the control and direction of the local DOIM, and/or command management process.

The AIPC network will be centrally managed at the network control facility at Fort Ritchie, MD, providing coverage 24 hours-a-day, 7 days-a-week. The network management concept will monitor the physical network using automated management techniques that are a part of the systems technology provided by DISA (IDNX70/90 technology), which will ensure the highest level of system availability. The IDNX70/90 systems have an automatic circuit control capability so that transfer of individual circuits is accomplished automatically in case individual paths become inoperable. The IDNX70/90 equipment is currently employed as a part of the Air Force Red Switch program and is also the system of choice of many of the largest commercial systems integrators in the world, e.g., EDS. In addition, centralized as well as decentralized network management is provided as a part of the network management concept so that a backup network management capability can be provided as required.

Multiple protocols (i.e., TCP/IP, TP4, SNA/SDLC) are supported in the bundling process as the circuits provided will be physical links and will transmit the logical protocols based upon the end-user equipment systems. For example, a supercomputer link running TCP/IP can be multiplexed with an AIPC link running SNA/SDLC.

Individual networks will each be responsible for their own end-to-end encryption (using the same encryption devices and keying material as they use today.) Data will be encrypted before reaching the entry point for the backbone network.

2.9.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. AMC should consolidate stovepipe transmission networks into the DISN-NT.
2. The Army will manage the AMC transmission services through the AIPC network.
3. AMC should out-source the transmission network management to USAISC.

2.9.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. A cost savings of at least $880K/year for the AMC community.
2. No manpower space transfers required to USAISC.

3. AMC focuses on core business through out-sourcing network services to DISA/USAISC.

4. Better network availability and responsiveness provided through integrated network facility and management structure.

2.9.5 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CIO task ISC (within 30 days) to initiate an in-depth traffic analysis (duration 60 days) of the single-function dedicated networks to determine candidates for migration to the AIPC backbone network environment. Subsequent recommendations should address the potential of full migration of all associated systems/circuits to the DISN in order to achieve reduction in cost, improved circuit availability, backup/mobilization structure, and the potential to meet planned increases in bandwidth.

2. Based on the results of the analysis, CIO task ISC to execute the approved redistribution of circuits and associated workload to ensure that appropriate RDT&E and business systems are supported.

3. CIO task ISC to produce the appropriate implementation, test and migration plan to ensure that installation of new circuits is accomplished in parallel with the in-place technology so that the fallback and recovery process will ensure that customer support is maintained throughout the transition process.

4. CIO establish an internal management process to monitor the execution of the recommended program. Future action should include the continued evaluation of the telecommunications requirements of the collective network system to ensure that all proposed systems are integrated into this high-performance network.

5. CIO task ISC to conduct on-site validation and baseline study to ensure that the current infrastructure meets the current and projected needs of this network and to ensure that the local DOIM and/or command structure has the appropriate network-management capability. (Local network management support will fall under the domain of the local installation DOIM. Wide Area Network (WAN)/Strategic network management support will continue to fall under the domain of ISC.)

2.9.6 Timeframe

The timeframe to implement the Task Force recommendations is the mid-term.

2.9.7 MSC Comments and Task Force Response

LABCOM Comments

Circuit consolidation has merit in some cases, however, we must be assured that responsive service can be delivered. Consolidation of stovepipe systems makes sense at the installation level. Consolidation at the AIPC level must satisfy service level requirements of the functional customer at the installation. In addition to the ASNET, management of internal networks must not be out-sourced to ISC.

Task Force Response

Management of the Army's strategic networks is a core competency of ISC.

RECOMMENDATION 1: Consolidate stovepipes into single network hubbed around the AIPCs.

MICOM Comments

It is agreed that networks and dedicated circuits which are strategic ISC assets should be consolidated around an ISC hub, but should not be considered part of the installation infrastructure. Remote network interfaces that technically are segments of the MSC infrastructure should be managed by the MSC.

LABCOM Comments

BRL Position: Non-Concur. The Army Supercomputer Network (ASNET) has very high bandwidth requirements, 45 megabits per second near-term, and 155 megabits per second within 5 years. Efforts are currently underway to connect/consolidate ASNET with Services/DARPA High Performance Computing (HPC) Networks to include connectivity to the Defense Integrated Science and Technology Network (DISTNET) and the National Research and Educational Network (NREN). Toward this end SARDA, the Functional Proponent for the Army's HPC Program, has directed BRL to maintain its activities in network development, management and control and coordinate these activities with 7th Signal through a Memorandum of Agreement.

Rationale/Discussion:

ASNET employs the DOD standard TCP-IP network protocol. SISOCS employs the SNA IBM protocol. ASNET bandwidth is apportioned between classified and unclassified and is encrypted. Solving the technical, administrative, and logistical problems associated with the two protocols and encryption of ASNET data at the AIPC's would be formidable. By the time the Army could solve these problems ASNET will likely be subsumed within other DOD/DARPA RDT&E network initiatives. High-speed network communications is a vital component of the Army HPC Modernization Plan. It permits Army scientists, engineers and

analysts to access distributed computing on large-scale, high performance distributed or heterogeneous systems, regardless of location. The network architecture must be scalable to permit extended and higher-speed connectivity as future requirements mandate and technology permits.

The Army Supercomputer Network (ASNET) was established in 1989 and provides a scalable, secure, robust, and responsive network that supports the full range of user applications and provides quality of service to remote users. ASNET is a high-speed backbone network (T1 circuits) that interconnects Army HPC systems and permits sharing of centralized hardware and software resources by geographically dispersed Army users. The Defense Data Network (DDN/MILNET), and other existing communications networks are used by some users, however MILNET does not meet the requirements of most users due to its low speed and traffic congestion problems.

ASNET has been expanded to connect additional Army activities with classified connections to selected sites. Additionally, it has been extended with gateway connections to the National Science Foundation Network (NSFNET) and the Defense Secure Network (DSNET1). Under the forces of the Joint Directors of Laboratories (JDL), the Army is advancing a proposal to link ASNET to similar Air Force, Navy, and DARPA high speed networks. Under the terms of this proposal, ASNET would be part of the extended Defense Integrated Science and Technology Network (DISTNET) and would be updated to take advantage of existing nationwide T3 circuit availability and future SONET (Synchronous Optical Network, 155 Mbps) transmission technologies.

Impact of Implementing Recommendation:

a. Mission: Consolidation of ASNET onto a single network hubbed around the AIPCs would limit the ability of the RDT&E community to remain agile in implementing leading edge network technology. Therefore the mission areas dependent on HPC technology, particularly the mission areas related to the seven DOD Science and Technology Thrust Areas, would experience a severe negative impact. Areas which would immediately and most acutely be impacted include the emerging discipline of scientific visualization and distributed interactive simulation (DIS).

b. Political: The Army has been an active participant in the development of the DOD High Performance Computing Modernization Plan which addresses consolidation of Service and DOD agency HPC networks. Consolidation of ASNET with business computing represents a marked contrast to this National initiative and would jeopardize our role and participation.

Task Force Response

LABCOM issues were addressed in the discussion section of the single-function circuit section.

CECOM Comments

The report recommends that AMC networks be consolidated into a single network hubbed around the AIPCs. CECOM non-concurs with reference to AIN.

The Army Interoperability Network (AIN) is a system that provides materiel developers, maintainers, Program Managers, and testers with remote test-access to actual interfacing C3I weapons systems connected through the network, promoting opportunities for earlier software integration and improved interoperability, across the entire life cycle. As a developer's tool, AIN should remain integral to CECOM to ensure that we can continue to provide the capability for the software developer and maintainer to rapidly respond to software and interoperability problems that arise during system fieldings and tactical operations such as Desert Storm.

The AIN is already built, and implemented from the beginning, to reduce Army costs. Consolidation, as recommended in this report, is feasible for AIN, ONLY IF it provides the AIN circuits in a manner that is transparent in the interface, protocol, and functionality. Force-fitting AIN into some generalized automation network mold only jeopardizes the purpose for which it was created. AIN's proven cost savings and return-on-investment for overshadows any potential claimed gains by the Task Force report.

If improperly force-implemented, the Army will incur 3-10 times more costs for software/interoperability support than the amount invested in AIN, as supported by documented AIN cost savings, projected DOD-Army software size and cost growth estimates, and cost analysis of AIN return-on-investment. AIN is one means of curbing rapidly escalating software costs.

RECOMMENDATION 3: Out-source network management to ISC.

MICOM Comments

Remote network interfaces that technically are segments of the MSC infrastructure should be managed by the MSC.

LABCOM Comments

BRL Position: Non-Concur with respect to ASNET and related RDT&E Network activities.

Rationale/Discussion: As the Army coordinates RDT&E network initiatives with the other services and DARPA, out-sourcing tri-service RDT&E network management to DISA and/or private contractors will be a likelihood. Accordingly, outsourcing initiatives will be best considered in the broader tri-service arena.

Impact: Since it is clear that RTD&E HPC networking is quickly evolving into a Tri-Service initiative, and equally clear that outsourcing will be performed at this level, it makes little sense to out-source to ISC at this time. BRL is currently performing ASNET Management and Control and it makes sense to continue this role during the transition to tri-service as described above. BRL functionals have 40 plus manyears of expertise in network technology in the R&D environment. A crash program to duplicate this capability within ISC would not be cost effective. Reduced service and capability would likely be the result until such capability is developed.

AVSCOM Comments

Out source network management to ISC: The Defense Information Systems Agency (DISA) has the mission to manage all data communications networks down to the end-user's workstation. This is a long-range goal which can only be achieved in phases and through the implementation of standards. The DISA already manages wide area networks such as the Defense Data Network (DDN), now called the Defense Information Systems Network (DISN), and the Automated Digital Network (AUTODIN). The ISC supports DISA in this effort and provides another level of network management. The ISC provides the arms, legs, and brains for DISA to manage the Army networks as they interface to the wide area networks. The ISC has established a network operations center (NOC) at Fort Ritchie (they monitor our AVSCOM/TROSCOM electronic mail networks ensuring full operational support) and a network control center (NCC) at Fort Leavenworth (they monitor all our SNA networks). Thus, ISC is already performing network management on our systems to our benefit. We still have to provide another level of network management, and we expect that to continue. The ISC will provide advice and support when needed and will control the local interfaces to the campus and wide area networks. End-user local area networks will still be managed and administered at the local DOIM level.

DESCOM Comments

Agree with MICOM, especially if this includes local networks that support workplace automation and E-Mail, such as the HQ DESCOM personal computer network (PCNET).

CECOM Comments

The report recommends that network management be out-sourced to ISC. CECOM non-concurs.

There is no support to the benefits idea that ISC has been a proactive Network Manager while saving dollars. There is no business case to support the estimated $800K yearly cost savings in telecommunications.

The concept of single-function circuits or centralized network contract overlooks the requirement that each installation will have a Common User Installation Telecommunication Network (CUITN) or a Metropolitan Area Network (MAN), rather than a wide area star topology, using point-to-point circuits. We should be looking to network the networks and

only install standard operating systems that are engineered to operate in this environment. Also, network control down to the departmental LAN level is where we need to focus, because the majority of failures occur at this level versus wide area circuits, which are fairly well maintained by the various TELCOs and long distance carriers. This dictates the need for each installation to have a network control facility which could be networked into a regional control facility. It is agreed that the management of networks should be done proactively.

Task Force Response

See discussion for details on network management roles and responsibilities.

2.10 UNIX CONSOLIDATION

2.10.1 Observation

AMC operates and maintains numerous small and medium Unix systems at each installation. The costs associated with processing the current workload can be reduced and overall performance optimized through centralized capacity management and development of a cohesive system architecture. Consolidation of Unix workload on fewer more robust processors offers an opportunity for significant cost reduction.

2.10.2 Discussion

AMC operates from 10 to over 100 Unix hosts at each AMC installation, with a total of 1,248 Unix hosts command-wide. Each host requires hardware and software maintenance; floor space and environmental conditioning; and consumes, in some cases, substantial electrical power. Each individual host also requires system administration and systems programming to support multiple software systems. Within AMC, Unix systems are used for E-Mail, office automation; DOD, Army, and AMC standard systems; local command uniques; etc.

Traditionally, acquisition decisions for Unix platforms have primarily been based on availability of convenient requirements contracts rather than a planned implementation of the appropriate geographic/technical (geotechnical) architecture. The processing of AMC business and production workload on a large number of distributed Unix processors is costly and inconsistent with AMC's geographic/technical (geotechnical) architecture. The geotechnical architecture, as described in August 1991, contains three levels of support: General Provider, Direct Provider, and User. General Provider service is defined as:

> The collection of corporate data centers using large processors, production systems, distribution systems, and other information tools to support the general population of Army users. Large standard Army applications that are Army-wide in scope and the data to support these applications generally reside at this level.

On 2 Oct 91, the CG AMC turned over ownership of the AIPCs to ISC. At that time, the criteria for determining the responsibility for a processing requirement was based on the operating system used to support a specific application. The decision to relinquish ownership of the AIPCs was consistent with the SISOCS plan to consolidate MVS processing into the AIPCs. The decision also included an agreement to address additional transfers of production requirements to ISC on a business-case basis.

Demand for Unix processing capacity will continue to grow as systems migrate from proprietary operating systems (e.g., MVS) to the open systems (POSIX) environment. As this migration occurs, more of the AMC core business systems processes will be hosted on the AIPC/SISOCS MVS platforms and robust Unix systems.

HQDA is in the early phases of executing a plan to install Unix-based applications at the AIPC as part of the Installation Transition Processing (ITP) program. Initially, these applications will be Installation Support Modules (ISM) for installations from AMC, FORSCOM and TRADOC. ISEC and DISC4 are finalizing the technical solution for ITP processing at the AIPCs. This will be the first major expansion of the AIPCs to absorb non-MVS systems. The decision to implement ITP at the AIPCs was based on a detailed Technical Assessment/Cost Estimate (TACE) by ISEC.

AMC has initiated action along the same lines as the ITP using UTS (Amdahl's Unix operating system). Initial efforts are proceeding with the Objective Supply Capability at AIPC-St. Louis and several systems at AIPC-Huntsville. These Unix systems take advantage of the existing technical support infrastructure; however, they are using large, IBM-compatible mainframe platforms.

New technology provides options for satisfying Unix processing requirements at lower costs with reduced infrastructure (floor space, power, air conditioning, etc.). A Productivity Capital Investment Program (PCIP) case can be developed to justify acquisition of new processors that will reduce sustainment costs. AMC can attain significant cost reduction and pursue the "general provider" concept by consolidating corporate-wide workload and data currently processed on the distributed Unix platforms.

The existing workload includes office automation and business systems. Office automation is more effectively processed on inexpensive file servers; business systems (with corporate data) should migrate to the AIPC using client-server approaches wherever possible. There is very little workload in an MSC-size corporation that can be efficiently and cost-effectively processed on equipment the size of the Unix systems prevalent within AMC. The costs associated with processing the current Unix workload can be reduced, and overall performance optimized, through centralized capacity management and development of a cohesive system architecture. A detailed analysis is needed to characterize the workload and distribute processing based on costs, performance requirements, etc.

2.10.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. CG AMC task the CIO to revise the AMC geotechnical architecture to place DOD/JLSC and AMC standard systems at the general provider level. The decision to service at the general provider level should be made if a system utilizes data critical to the operation of the corporation and the decision is supportable by a functional economic analysis.

2. CIO task MSC DOIMs to develop plans to migrate office automation support from expensive Unisys 5000 and/or Intel 320 systems to low-cost 486 microprocessors (PCIP acquisition). Monitor system life-cycle maintenance costs against cost goals established by CIO.

2.10.4 Benefit

The AMC Automation Assessment Task Force recommendations have the following benefit: A $23K cost reduction/year for each Unisys 5000 eliminated.

2.10.5 Impact

The recommendations will allow a reduction in civilian over-strength.

2.10.6 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CG AMC task the CIO to establish a command capacity management function for Unix processing requirements (within 30 days).

2. CIO prepare CG tasking to ISC (within 1 week) to initiate an in-depth workload analysis (30 days duration) of the Unix workload (Sperry 5000-80s, 5000-95s, Intel 310s, Intel 320s and other like technology).

3. Based on the results of the analysis, CIO prepare CG tasking to ISC to develop a program to redistribute the workload, consistent with the approved Army/Command geotechnical architecture. The objective is to achieve a cost-effective technically sound migration of the corporate-wide business workload and data from older high-cost platforms to the large-capacity state-of-the-art processors at the AIPCs and the remaining office automation workload to the LAN/486-PC/File Server environment at the operating agency level. (Migration to begin within 90 days and to be completed within 18 months).

4. In accordance with standard procedures, MSC DOIMs should dispose of assets that are not required in AMC.

5. CG AMC should fund installation of a technically robust infrastructure for migration of existing Unix applications to the AIPC by competitively purchasing a state-of-the-art Unix host for each AIPC.

2.10.7 Timeframe

The timeframe to implement the Task Force recommendations is the mid-term.

2.10.8 MSC Comments and Task Force Response

RECOMMENDATION: Consolidate onto large Unix hosts operated and maintained by the AIPCs.

MICOM Comments

Consolidation and evolution of Unix hosts from the present three-tiered architecture to a file server and client state-of-the-art architecture is a MICOM objective. However, the control of resources producing organizational level information must remain with the MSC or the information loses its immediacy and effectiveness.

LABCOM Comments

With regard to the recommendation, "Consolidate onto large Unix hosts operated and maintained by the AIPCs," we recognize that, while there may be merit in consolidating the stovepipes, it is not clear that large Unix hosts at the AIPCs is where the consolidation should occur. We must retain Unix platforms for ARL corporate enterprise computing and scientific, mission related support.

SIMA Comments

We strongly support the recommendation to consolidate the Unix operating systems into large Unix hosts operated and maintained by the AIPCs. We believe that this is a smart initiative which should greatly enhance release management, database administration, file transfers, and customer satisfaction with the Unix applications. However, in order for this action to be effective, the recommendations pertaining to the effective operation of the DSS network become even more critical.

CECOM Comments

The report recommends that the 10 to 100 Unix hosts at each MSC be consolidated into large Unix hosts operated and maintained by the AIPCs. CECOM concurs with reservations.

At CECOM, most Unix machines were purchased and are "owned" by individual customers for specific systems. Since these machines are not shared, the overall computing power cannot be combined toward doing the CECOM mission. Consolidating corporate applications onto larger Unix machines would alleviate this problem. Consolidating them at AIPCs would only continue the accepted trend. If the SISOCS scenario results in equal or better service for CECOM, consolidating corporate Unix applications should strengthen the trend.

There is no way that all Unix hosts should be centrally consolidated. Standard systems (SAACONS, AFES, SA3) and corporate level applications could be operated and maintained at AIPCs on large Unix hosts. This should only be accomplished on a one-for-one basis after a business case shows that it will be a good decision. The commercial trend is to

decentralize this level of computing to the business units thus empowering them to re-engineer and/or quality improve their business process through applying technologies such as client/server architectures. Also, serious consideration should be given to a number of contingencies prior to considering the centralizing of standard E-Mail (MMDF2 an AMS) hosts.

It doesn't make as much sense to consolidate Unix systems that support office automation such as at the INTEL level. These machines are smaller, many are in user areas, and they support functions such as E-Mail that are better administered locally. The burden on the communications infrastructure would be increased. Additionally, consolidating all aspects of Unix processing on existing AIPC hosts would likely lead to resource/capacity and major telecommunications problems. Unix processing would require an additional domain on the already domain-poor AIPC mainframes. Buying new larger Unix hosts would resolve the technical problems, but the costs would have to be analyzed before a decision could be made.

The benefits associated with Unix consolidation must consider the expense associated with the additional T-1 or T-3 circuits that would be required. The other alternative would be to purchase the bandwidth on demand or Switched Multimegabit Data Service (SMDS) capability that companies like Bell Atlantic are in the early stages of offering. Based on the costs associated with acquiring the communication capability, it may not be accurate to state that a savings of $23K/year per Sperry would immediately be realized. Even without the Unix consolidation, dynamic bandwidth allocation should be the basis for all future inter-installation networks.

DESCOM Comments

Each application must be looked at individually. Workplace Automation and E-Mail are potentially two applications that would not be well-served and responsive to user needs when operated from a consolidated site. Both of these applications would require capacity to pass high volumes of data and support a large number of users. Consolidation of some systems could be feasible where savings in software, hardware, and support costs exceed the increased cost of providing adequate communication capabilities.

It would be unrealistic and inefficient to depend upon the ISC Technical Review Board for approval of changes which have no impact on AIPC operations or capacity requirements.

Task Force Response

As evidenced by these comments, some MSC staff within AMC feel that control of resources producing organizational level information must remain at that level or the information loses its immediacy and effectiveness. The issue is not who controls and operates the resources (i.e., the hardware, the software, or the data); the issue is whether the service provider meets user requirements. For the system to work, it is essential that service agreements exist between provider and user and that both parties abide by the terms of the agreements.

Regardless of who controls the resources, the local organization needing information must have access to that information. For example, at MICOM, the local installation LAN, cable plant and switch are owned and operated by the local telephone company (Bell South). This arrangement does not prevent the provision of timely, effective, state-of-the-art support.

3. STRATEGIC INITIATIVES

3.1 SOFTWARE DEVELOPMENT

3.1.1 Observation

AMC will improve responsiveness and reduce expenses by changing its software development philosophy, structure and scope.

3.1.2 Discussion

During development of the report, the Task Force realized that issues originally discussed under the heading 'Software Development' overlapped with issues discussed in the sections on 'Structure of Information Technology Support' and 'Use of Information Technology as an Enabler.'

Earlier recommendations under the heading 'Software Development' were divided as follows:

- Information Technology as an Enabler:
  - Recommendation 1. Field TACOM's shadow relational database technology to other MSCs for use by functionals.
- Structure of Information Technology Support:
  - Recommendation 2. Enforce reduction of unique systems.
  - Recommendation 3. Focus on migrating to standard systems by providing requirements to developer rather than creating own system (IPAT initiative) (SBIS 3).
  - Recommendation 4. Create a single information management organization that commands and controls all information technology services throughout AMC, and that capitalizes in place all DOIMs, MSC ADDs, SRA ADDs, and SIMA.

Comments received on each of these recommendations are discussed in the sections listed above.

3.2 STRUCTURE OF INFORMATION TECHNOLOGY SUPPORT

3.2.1 Observation

Fundamental changes to AMC's information technology business environment are inevitable. CIM initiatives, DOD funding changes, DOD-wide staff reductions, shifts to temporary employees and contractors -- all impact AMC's IMA mission and information technology support structure. Currently AMC has 4,734 personnel on-hand with 3,876 FY92 authorizations and 3,296 FY92 authorizations (excluding ADDs and SIMA). This information technology support structure fragments services horizontally at various organizational levels and partitions development vertically along functional lines. Parallel and overlapping capabilities are developed at different levels of AMC.

3.2.2 Discussion

The CIO function, which is responsible for the overall management of the IMA discipline, reports to the Chief of Staff of AMC; the software development function, which is centralized in the SIMA structure, also reports to the Chief of Staff. The respective MSC and the depot systems commanders have software development organizations reporting to them. Historically, all of these major functions have independently designed, acquired, installed, implemented, and to some degree resourced numerous IMA systems.

Project management offices, PEOs, and other organizations residing on AMC installations also design, acquire, install, implement, and support IMA systems (mainframes through PC-level systems and associated supporting software).

Because of this decentralized management environment, parallel and overlapping capabilities are developed. Large dollar amounts are committed with inadequate ability to determine, through the cost-accounting process, how and where funds are expended.

The following extract from an FY93 punitive cut against DOD by the House Armed Services Committee reinforces the need for dramatic changes to the Army's system development strategy. Near term, dramatic efforts with well documented results are required to best utilize remaining funds while removing the stigma from existing redundant systems.

> Automatic Data Processing ($75.0M) -- Strong committee feeling that "nobody's in charge" of the full range of communications requirements. They believe that rather than a genuine attempt to provide leadership in a very complex arena, it is easier to throw money at the problem. The committee cites the GAO and DOD's own audit organization findings of unnecessary equipment being purchased, redundant systems being funded, and oversight being poor.

The enclosed software scrub provides a first cut at supplementing AMC's effort with a review of available Army systems. Although duplication issues are not clear cut, opportunities exist to migrate from AMC unique systems to DA standards.

DISA/JLSC/CIM will mandate future systems and have a profound impact on AMC's IMA mission. Mainframe and strategic network operations have migrated out of AMC (defacto out-sourcing). Functionals will place greater reliance on information and applications accessed through computer networks. AMC needs to redefine its core business processes, competencies and its Information Technology Support. Resource constraints and DOD policies reduce freedom of action. AMC functional requirements must be developed collaborative with JLSC and information technology service providers.

Historically, AMC has been its own provider. This is changing. How much of the IMA mission AMC will continue to perform is unclear at this time, but it is clear that the mission is in the process of being partitioned and redistributed, e.g., MVS processing going to AIPCs, departmental applications replacing standard AMC applications, software development being out-sourced.

3.2.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Consolidate and centralize command and control of the IMA mission. The CIO function in AMC should be centralized at the senior command level. It should function consistent with the IMA process exemplified in other Government agencies [where it is referred to as information resources management (IRM)] so that the total life-cycle management of the IMA mission and related support programs, to include life cycle approval, standard geotechnical architecture design, standards, policies, procedures and doctrine, are controlled from the command level and the total process is promulgated throughout AMC.

2. Through the central IRM organization structure, assess IMA mission needs and obtain concurrence from DOD (CIM/JLSC), Army, and ISC regarding IMA mission issues. Once the mission needs are clearly defined, it will be possible, again working with Army and ISC, to establish the who, when, where, and how the mission support should be provided.

   IMA core competencies should be identified for either retention or out-sourcing.

3. Once the scope of the AMC IMA mission is clearly defined and aligned with the command's IRM resources to perform the mission as cost effectively as possible, it is possible that the IMA area will no longer be regarded by AMC as a core competency area, at least not insofar as its historically broad scope and mission have been. The future AMC IMA mission can be expected to be reduced in size and scope, but the evolution and the final makeup should be controlled from within, not from without.

   Command restructuring of IT support will enable AMC to manage the evolutionary process whereby hardware is being reassigned to AIPCs, critical business applications are coming under DOD/CIM control, and other life cycle information technology services, e.g., systems design, development, installation, operation and maintenance, are being out-sourced (to ISC, contractors, other Government elements). AMC will increase its reliance

on external service providers. It is essential that AMC have a centrally managed process for ensuring that as the providers change, AMC develops a means of controlling service (quality and quantity as well as unit cost) through service level agreements rather than through the command and control process it currently employs.

3.2.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Increased control and visibility of IMA activities and costs.
2. Reduced staffing to authorized levels.
3. Increased self determination through assumption of a more proactive role in directing resources.
4. Enabled attainment of excellence in fewer well-defined core competency areas.
5. Increased functional focus and definition on core competencies.
6. Attains business, vice informal, relationships for IT support.
7. Directed customer focus attained by clear service level agreements.
8. Focused IT providers to insure that support is at equal or less cost.
9. Insure IT support costs are explicit and formalized.

3.2.5 Implementation

The following task is required to implement the Task Force recommendations: CG AMC establish centrally managed IM organization headed by general officer or SES with command and control over all AMC IM resources.

3.2.6 Timeframe

The timeframe to implement the Task Force recommendations is the near to mid term.

3.2.7 MSC Comments and Task Force Response

RECOMMENDATION 2. Get HQDA resolution regarding reduction to authorized strength in FY92.

MICOM Comment

Agree.

LABCOM Comment

With regard to recommendation #2, "Get HQDA resolution regarding reduction to authorized strength in FY92," we note that ISC-AMC is approximately 700 over-strength in FY92 and 1500 in FY93. ISC LABCOM is 26 over in FY92 and no additional in FY93. If we are included in with the AMC total we share the FY93 problem. The ARL over-strength problem does not correlate with these recommendations.

RECOMMENDATION. Out-source information technology support to ISC.

MICOM Comments

It is agreed that operation of MVS operating system mainframes and that part of network operations which are designated as strategic assets, such as long haul circuits, have already migrated out of AMC. However, responsibility for the installation infrastructure, organizational level computers and workstations must remain with the MSC or installation because an intimate knowledge of the local environment is required to be successful. The inability to set priorities and allocate resources locally eliminates flexibility needed to meet fast-changing, critical needs of the MSC.

LABCOM Comments

We cannot support recommendation #1, "Out-source information technology support to ISC." Out-sourcing any technology support is inconsistent with our mission of technology generation. As we generate technology we must be able to acquire, implement and use innovative technology and assess its potential for incorporation into the Army. If information technology support were out-sourced the Army would have to re-examine ARLs role in research. Note that AIRMICS, with the mission of research into large data bases and business systems will become part of ARL in October 1992.

TACOM Comments

Agrees with MICOM's comments.

CECOM Comments

The report recommends that information technology be out-sourced to ISC. CECOM non-concurs.

There is no support to the thesis that ISC is the technology leader. Information Technology should be a joint effort of AMC and ISC working together for common objectives.

SIMA Comments

It's not entirely clear whether the Task Force is recommending that ISC take over all the missions and functions now performed by SIMA, ADDs, and DOIMs to include application software development of AMC mission systems or whether they are referring to the "executive software" software currently provided by ADP Technology organizations. It would not be in the best interests of AMC to out-source either of these functions to ISC. In the case of ADP Technology, they are an integral, inseparable part of the mission/functions of a central design activity, such as SIMA. SIMA would not be able to deliver the information systems and services to our customers in a quality or timely manner if ADP Technology was out-sourced. Conflicts in workload priorities would inevitably work to the detriment of AMC. Organizational loyalties would be confusing. Barriers would be erected by virtue of the fact that the systems developers who rely on ADP Technology for support in even more jeopardy for the reasons stated above. In this scenario, it is even less clear where the functional responsibilities would lie. Separating the central design activity functionals from the systems developers would be a very strategic blunder. History has proven that all the people responsible for developing systems should work for the same organization entity in order to be most effective.

RECOMMENDATION. Enforce reduction of unique systems. (Previously part of the Software Development section)

MICOM Comments

Agree. The AMC community has recognized that this is a desired state. The IPAT subgroup report of Aug 91 identified several initiatives which would achieve this objective. Among these were: institutionalize the software scrub process; establish an AMC information system development and maintenance workload oversight process; identify opportunities and implement actions to minimize Band 1 resource consumption (Band 1 defined as maintenance of standard systems); and establishment of a common development platform.

The creation of MSC unique systems is required when standard systems fail to incorporate functionality or an MSC's unique commodity mandates a more detailed level of management than the standard system provides. Although some commodity uniqueness will always exist to meet the requirements of detailed management, a thorough involvement of the functional community in concert with system developers will provide the capability to accomplish these processes within a standard system environment.

LABCOM Comments

The following comments relate to recommendation #2, "Enforce reduction of unique systems." Uniques will continue to be required until there are standard systems which can support laboratory requirements. Contracting systems, for example, focus on acquisition of

end items, supplies and spare parts. Research requirements and innovative technology are not handled adequately in the standard acquisition and supply support systems.

AVSCOM Comments

Enforce reduction of unique systems: We do not agree with this recommendation until the particular unique system is replaced by a standard system. It should be noted that unique systems can respond to changes in the business processes quicker and this responsiveness produces greater cost savings. It should also be noted that we have scrubbed our unique systems in concert with the other MSCs and have identified reductions. HQ AMC is currently sitting on the requirements for standardization of unique systems. It may be possible that relational database management systems and the shadow database concept may satisfy some of these requirements.

TACOM Comments

TACOM agrees with this recommendation as we all should. They offer the comment that unique systems become required when functionality is missing from the source system. This is very true for the systems that have not yet converted to current technology, including relational database capabilities. Our use of shadow files has made the need for new unique systems go way down. Many times unique systems are simply special reports. Once the data elements are available in shadow files, and the users have direct access, we no longer need a unique system. This recommendation will be much easier to achieve as we migrate information into shadow files.

RECOMMENDATION. Focus on migrating to standard systems by providing requirements to developer rather than creating own system (IPAT initiative) (SBIS 3). (Previously part of the Software Development section)

MICOM Comments

This recommendation is the cornerstone of any successful standard system process. In the past this approach may have failed because the standard system group became too far removed from the user requirements and too focused on "their" standard systems to incorporate interfaces with/utilize other DA "standard" systems. Since CCSS does not provide full capabilities to any of the MSCs, to augment the CCSS process and provide the user community with data to effectively perform their mission, bridging and unique systems must be developed at the MSCs. However, if the focus is properly placed on user functionality to satisfy mission requirements and is fully implemented by the developers, then we agree with this recommendation.

Again, until perfect interoperability among all "standard systems" is achieved - something that does not even exist among AMC standard systems, much less among AMC, DA, DOD systems - local software generation to interface systems for efficient use at the MSCs will be necessary.

LABCOM Comments

With regard to recommendation #3, "Focus on migrating to standard systems by providing requirements to developer rather than creating own system (IPAT initiative) (SBIS 3)," we believe that developers must become responsive to laboratory requirements. To date developers have fielded systems for installations which do not adequately support laboratories. We are told to change the way we do business rather than support the research mission.

AVSCOM Comments

Focus on migrating to standard systems by providing requirements to developer rather than creating own system: An approach to providing requirements is through the rapid prototyping and CASE technology. The development of unique systems through rapid prototyping using relational DBMS technology and shadow databases has proven to be very successful at TACOM. This approach allows for the immediate local command need to be satisfied and the definition of requirements for the standard system to be accomplished.

TACOM Comments

We must move to a standard system environment. It is the only way to ensure consistent source data. As those systems transition to relational technology, and the data consumer is empowered to access the source data, we will have the local flexibility we all are asking for. Meanwhile, provisions of an intermediate layer though shadow files accommodates the standard system as well as the local ad hoc requirements. Again, I see shadow files as a way of facilitating the migration to true standard systems.

RECOMMENDATION. Create a single information management organization that commands and controls all information technology services throughout AMC, and that capitalizes in place all DOIMs, MSC ADDs, SRA ADDs and SIMA. (Previously part of the Software Development section)

MICOM Comments

MICOM non-concurs for all the reasons leading to the decision of GEN Sullivan to return CONUS installation DOIMs to the MACOMs.

MICOM supports the principle that the Commanding Officer of any installation is responsible for accomplishing the mission assigned to the installation, is accountable for all resources and should be delegated authority to decide how best to apply those resources, including the DOIM resources, to accomplish his mission.

LABCOM Comments

Recommendation #4, "Create a single information management organization that commands and controls all information technology services throughout AMC, and that capitalizes in place all DOIMs, MSC ADDs, and SIMA," would retain current IM organizations as tenants supporting the installation or MSC under central control from AMC. This places HQ AMC in the role of direct support for operating elements instead of a staff coordinating role. We are concerned that R&D support resources would be lost in the effort to bolster the effort in logistics. Recommend that HQ AMC perform the MACOM staff role and delegate operating support to the MSCs. We believe that software development organizations do not beat the bushes for work as there is more than enough work from internal sources. It is sometimes necessary to assist other activities for the common good and profitable to share lessons learned.

CECOM Comments

The report recommends that AMC create a single information management organization that controls all Information Technology (IT) services to include all DOIMs, MSC ADDs, SRA ADD, and SIMA. CECOM non-concurs. There certainly must be some centralized direction of IT resources, to efficiently move into the 21st century. However, substantial savings and efficient hardware/software configurations neither emerges automatically from centralization nor are any savings guaranteed. IT centralization also has a history of lacking a proper customer orientation. We've shifted IT focus to the customer and we don't want to lose it.

SIMA Comments

The recommendations outlined in the IPAT Sub-Group Report dated August 1991 will accomplish the same objectives. The IPAT Sub-Group specifically examined the viability of consolidating the ADDs and SIMA in place. The real issues that need to be addressed are: workload visibility of all AMC automation resources, having a standard automation development platform, a standard method of processing Systems Change Requests (SCR) which includes a corporate data base comprised of SCRs for both standard and unique systems, and a method of assigning design and development workload (and tracking that workload) with clear cognizance of corporate level goals and priorities. Recommendations and a milestone plan have been presented to the CIO. The CIO has accepted responsibility for action. If the IPAT Sub-Group recommendations are implemented, we will have achieved the benefits outlined in the AMC Automation Assessment Task Force Report without undergoing a major reorganizational realignment to achieve the same result.

AVSCOM Comments

Create a single information management organization that commands and controls all information technology services throughout AMC, and that capitalizes in place all DOIMs, MSC ADDs, SRA ADDs, and SIMA: The Corporate Information Office was created by HQ, AMC, to accomplish this objective. We support the CIO. However, the local commander needs to maintain control of DOIM/ADD resources in order to maintain the flexibility to

meet fast-changing, critical needs of the MSCs. The CIO should consider improving their management of AMC's corporate information management resources via a configuration management methodology. However, we should not lose sight that overall information management support should focus on improving the business processes and not sub-optimizing the technical information management processes.

TACOM Comments

No question that this is a sensitive issue. We all have operated for a long time being able to call our own shots. The environment has changed, though, and we do need to have a structure that allows for a more efficient and strategic application of our critical IMA resources. The local commander must have some degree of local flexibility, but I feel that can be accomplished while still developing a single management structure. The establishment of the CIO within AMC was an important first step in this arena. Perhaps that structure needs some additional definition relative to day to day work load decisions in areas such as applications development. The TACOM efforts to move to relational technology, shadow files, and direct user data access has changed the way we work within the DOIM. We are not nearly as involved in the development of systems, but rather in facilitating access to information. In this environment, a single management structure can work. Major development work is focused on building strong central data repositories. Local work is focused on facilitating the local ad hoc data access requirements. This could allow central management while at the same time maintaining needed local support and flexibility. I feel a strategy can be developed that will allow a viable single management structure to work.

RECOMMENDATION. Freeze the baseline and associated unique bridging efforts of all systems that will be replaced by Corporate Information Management (CIM).

DESCOM Comments

It is impossible to stop mission-related system changes from occurring over the time period required to implement CIM. In addition to mission changes, there are regulatory changes that cannot wait for CIM. Many CIM replacements are still years away. There could be rationale for stopping nice-to-have changes or system rewrites merely for computer processing efficiencies, for example. Would require commitment from all sites to do the necessary evaluation to determine efforts that are "required."

RECOMMENDATION. Merge MSC Application Development Divisions (ADDs) with SIMA.

DESCOM Comments

If the MSC ADDs were merged with SIMA but left in place, collocated with the MSC, and MSC had option to buy hours of service which the MSC would workload, the recommendation could be workable. Consider the following: (1) If workloaded locally, the

portion of ADD supporting the MSC could respond more quickly to MSC requirements; (2) The number of hours required by the MSC could vary from year to year, leaving the remaining resources at that time to be workloaded by SIMA; (3) Local sites require operational support--determining local scheduling requirements, response to system aborts, and maintenance of systems that support the local commander. Larger organizations have dedicated personnel outside of ADD to perform this mission. Resource constraints within DESCOM preclude that type of structure; and (4) There is concern in having all ADD resources in the SIMA development organization and having no one available to support the operational environment.

Task Force Response

The preceding set of MSC comments reinforce the House Armed Services Committee (HASC) perception that "nobody's in charge." Rather than address the complex issue of eliminating redundant systems, the tendency is to fight to retain control of IM support (retaining the ability to develop unique redundant systems) "until perfect interoperability among all 'standard systems' is achieved." The contrast between TACOM's comments and those of the other MSC's is further evidence of the paradigm shift made with implementation of shadow databases.

SYSTEM FUNCTIONS MATRIX

CIM FUNCTIONS	AMC STD SYSTEM	AMC FCG	CIM SYSTEM	ARMY STD SYSTEM
ITEM INTRODUCTION	Cataloging	CATLG	TDMS/CTOL	
	Provisioning	PROV	ICAPS	
			SPS	
			ICAPS	
ACQUISITION MANAGEMENT	Computer Aided Logistics System	CALS		
	Deficiency Reporting System (DRS)	DRS	DRS	
	Procurement	PROC		
	Installation Procurement Management System (IPMS)	IPMS	PEDS	
	Standard Automated Army Contracting System (SAACONS)	SAACONS		SAACONS
	Acquisition Management Milestone System (AMMS)	AMMS		
	Army System for Automation of Preparedness Planning (ASAPP)	ASAPP		
	Digital Storage and Retrieval Engineering Data System (DSREDS)	DSREDS	EDMICS	
	Technical Data Configuration Management Systems (TD/CMS)	TD/CMS	CLIP	
	Value Engineering Analysis and Reporting System (VEARS)	VEARS		
REQUIREMENTS	Supply Management	SUPPLY MGT		
	AMC Standard Installation Supply System (AMCISS)	AMCISS		SAILS/ SARSS-2B
	Automated Self-Service AMC Supply Center (ASSSC)	ASSSC		
	Installation Equipment Management System (IEMS)	IEMS	AFEMS	SPBS
ASSET MANAGEMENT	Stock Control*	STK CTL	AIMS/SDF	
	Requirements Det (RDES)		RDES	
			RDB	
	Inventory Accounting	INV ACCTG		
	Maintenance Management	MAINT		
	Modification Work Orders	MWO		
	Security Affairs	SEC AFFAIR		
	Stock Control*	STK CTL	AIMS/SDF	
	Munitions	AMMO-D	CATS	
			EOQ/CSIS	
			SCS	
			VRS	
FINANCE MANAGEMENT (OPR)	SDS Resource Management	SDS-RM		
	Standard Army Procurement Appropriation System (SAPAS)	SAPAS		
	Standard Industrial Fund System (SIFS)	SIFS		
	Standard Depot System (SDS) - RM	SDS-RM-D		
	Standard OMA/RDTE System (SOMARDS)	SOMARDS		
	AMC Financial Entitlement System (AFES)	AFES	DTPS	IATS
	RASFIARS - Retail Army Stock Fund Inventory Accounting Reporting System	RASFIARS		STARFIARS
	Army Procurement Accounting Reporting System/Integrated Command Automated Reporting System	APARS/ICARS		
	Automated Time and Attendance and Production System	ATAAPS		
	Zero Base Resources	ZBR		
DEPOT MAINTENANCE	Maint Management	MAINT-D	R&RMRPII	(AMC STD
			BCL	System
			HMMS	Bank)
			PDMSS	

SYSTEM FUNCTIONS MATRIX

CIM FUNCTIONS	AMC STD SYSTEM	AMC FCG	CIM SYSTEM	ARMY STD SYSTEM
CONRACT PAYMENTS	CCSS Resource Management (TEAM-UP)	CCSS-RM TEAM-UP		
CIVILIAN PAYROLL	Standard Army Civilian Pay System (STARCIPS)	STARCIPS	DCPS	STARCIPS/ STARCIPS-R
CIVILIAN PERSONNEL	ACPERS - Army Civilian Personnel System	ACPERS	DCPDS	ACPERS
RESOURCES MANAGEMENT	Budget Resource Information Management System	BRIMS		
	Operations Baseline Cost Estimate	OBCE		
	AMC Automated Manpower Management Information System	AMMIS		
	AMC Systems Management Office	ASMO		
MISCELLANEOUS	Standard Army Maintenance System	SAMS		
	Functional System Management for Communication	FSM-COMM		
	Functional System Management for Automation	FSM-AUTO		
	Functional System Management for Support Systems	FSM-SPT		
	Army Materiel Plan Modernization**	AMPMOD	MP&E	
	Army Wide Test and Evaluation Data Base	T&EDB		
	Artificial Intelligence	AI		
	Computer Aided Design-Engineering	CAD-E		
	Environmental Automation System	EAS		
	International Cooperative Programs	ICP		
	Research Development and Acquisition Mission Area Materiel Plan	RDA/MAMP		
	Manpower and Personnel Integration Relational Database (AMCDE)	MANPRINT		
	Materiel Change Information System	MCIS		
	Supercomputer AMCLD	SUPERCOMP		
	Work Unit Information System	WUIS		
	Design to Cost	DSGN/COST		
	Data Acquisition Requirements Management Information System	DARMIS		
	Industrial Preparedness	IP		

* Dual Functionality
** CIM Functionality under Asset Mgmt

3.3 USE OF INFORMATION TECHNOLOGY AS AN ENABLER

3.3.1 Observation

AMC's business processes are closely tied to rigid applications systems. These systems are based on aging technologies and cannot keep pace with today's dynamic business environment. Available information technology is not being fully exploited.

The following discussion is divided into two sections: one on information systems and corporate data and one on office automation and electronic mail.

3.3.2 Information Systems and Corporate Data

3.3.2.1 Discussion

Many, if not most, existing business and production systems have been in service to AMC for two or more ordinary system lives and have been outdated for some time. They were designed more than 10 years ago around the technology and business processes of that era. These "legacy" systems lack capabilities needed to manage AMC's business in a modern competitive DOD environment that is adopting state of the art business concepts, e.g., total asset visibility, material requirements planning, total quality management, and just-in-time provisioning. One of the most frequent complaints about AMC's information technology support was that AMC's automation systems drive AMC's business processes rather than vice versa.

AMC continually undergoes comprehensive analysis that leads to recommendations for redesigned, improved business processes. This places new requirements on system developers. Implementing these business process improvements is hampered by the inability of the existing systems to adjust quickly and meet new requirements. AMC depends on outmoded application software technology. This restricts the introduction of modern software development tools and techniques to maintain or enhance applications. Maintaining large, integrated systems with millions of lines of COBOL is expensive and slow. Reports are hard coded. New or modified reports require initiation of labor-intensive System Change Requests. Users become frustrated by their dependency on a staff of skilled software engineers to make the changes. As a result, the senior leadership lacks freedom of action to keep business processes in step with a changing environment.

AMC needs to apply information technology to **enable** business process improvement. Adoption of modern information technologies such as shadow databases, user language, etc. will reduce the need for expensive, slow system changes; reduce the unit cost of software support; and, most importantly, enable the business functionals to maintain the lean, cost-effective posture essential to attainment of AMC's future objectives.

Senior managers and executives require more access to critical information and decision-support tools, both essential to enable sound management of a corporation with the breadth and scope of AMC. The current suite of business and production systems lacks the capability to satisfy these requirements quickly and cost-effectively. Existing systems either do not capture the information

or cannot manipulate and present it in ways that meet the criteria of executives, managers, and action officers. AMC could gain significantly from the implementation of a modern Decision Support System (DSS) that applies information technology as an enabler, empowering management and functionals alike with an expanded capability in the area of information access, analysis, and presentation.

A modern DSS that extracts data from business and production systems and related feeder databases is required. This will enable AMC's managers to access and analyze information resident in existing systems as well as information not currently captured. This will facilitate delivery of enhanced operational support to the business processes. The DSS must provide authorized users access to required data residing in a logical database. Users require a tailored view of data and state-of-the-art tools for analysis and presentation.

The AMC CIO and SIMA are currently developing a long-term strategy to relieve this situation by migrating many systems to relational database technology. The following extract from AMC's Business Automation Initial Transition Plan, Phase 1 describes AMC's strategy for implementation of relational database technology:

> 3.9.2 Relational Data Base Management Technology. The evolution of Relational Data Base Management System (RDBMS) technology now makes it possible to put expanded information management capabilities into the hands of the information customer. Movement of mission execution data into an RDBMS environment opens an extensive window of data access to the functional user. This is achieved without direct intervention of Information Technology professionals in real time and on the terms of the user. As a result, the ability of the user to operate with full access to all of the underlying data contained within the various information repositories, and to retrieve it when desired in the required format allows for significant productivity improvements. Such productivity gains will be essential as the number of people available to perform AMC mission processes will be decreasing over time. *Incorporation of RDBMS technology in the AMC standard information systems has begun. Migration of all AMC information systems to an RDBMS environment is a priority area for the immediate future. Not only does such a move provide for increased productivity of functional personnel, but it will also reduce the associated information system support requirements.* The latter factor will become increasingly important as the various DOD and Army initiatives to reduce the number of "software engineers" are implemented.

While migration of all AMC information systems to an RDBMS will result in significant savings, the current approach provides more benefits to the technology provider (SIMA) than support to the customer. This effort should be complimented by establishment of a separate "shadow database" for decision support.

In using relational database technology, it is necessary for performance and functional reasons to separate data into two databases with one configured to serve the need for flexibility (Decision Support Systems) and the other to serve the need for performance under a high transaction load, e.g., CCSS, SDS (reference *Dual Data Base-The Issues*, William H. Inmon, 1987, Auerbach Publishers Inc).

In discussions with representatives from the AMC technical community, the need for real-time or up-to-the-second data from operational systems was stressed with the conclusion that converting operational systems to relational databases was the only viable solution. In contrast, discussions with the functional community in AMC stressed that today's output from information systems is useless because it is 60 days old when received. The functional user didn't ask for real-time access; just day-old or week-old information. In many cases, decision support (trend analysis, projections, etc.) requires that data be frozen and synchronized at some point in time rather than subject to continuous interactive update.

The TACOM approach to exploiting relational database technology for decision support is to map critical data from numerous existing operational systems into relational tables organized to support the weapon system management process (see Figure 1).

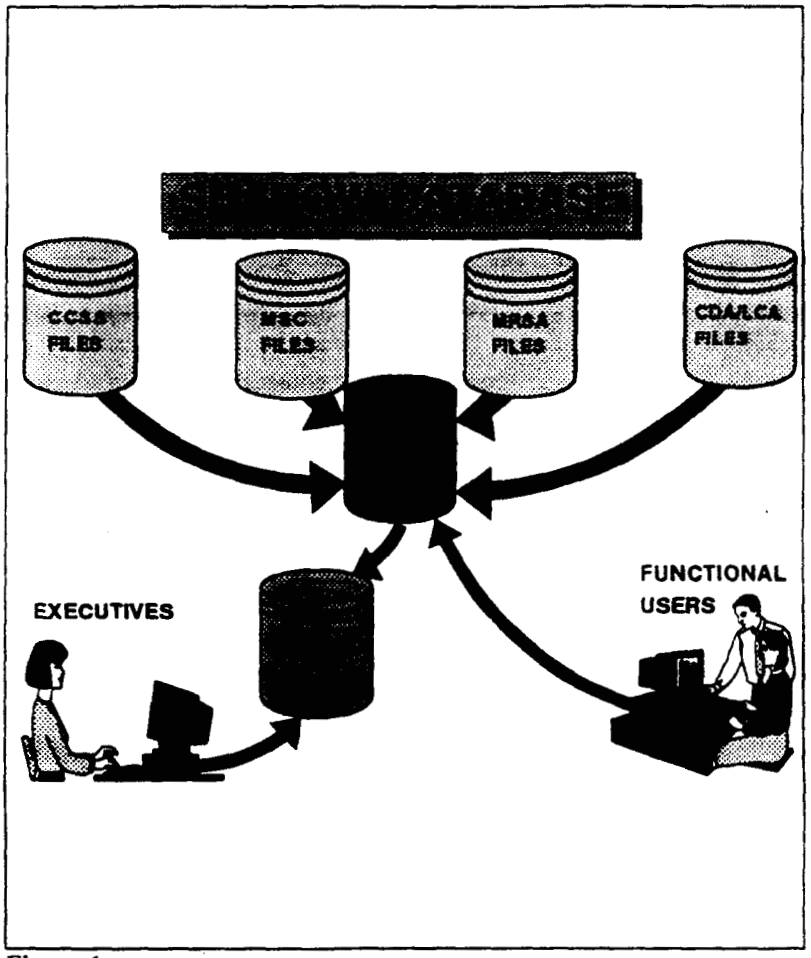


Figure 1

This approach mirrors that taken by HQDA in the DA DSS as well as industry leaders (reference Volume 27 No. 1, 1988, IBM Systems Journal, *An Architecture for a Business and Information System* and IBM's technical paper dated October 1991 titled *Introduction to Information Warehousing*).

The key features of the shadow database concept are listed below:

- Relational databases created from corporate data required by and meeting the needs of the user community.
- Data gathered from sources outside AMC and redesigned where necessary to serve the needs of the user community.
- Data (including non-AMC data) integrated and shared by the entire user community.
- User friendly, menu-driven subsystems to provide access to the data for the unskilled user.
- Freedom of access for the skilled user unconstrained by standard systems. Subsystems developed and run without impairing standard system.
- Application Development Division's role changes from traditional software maintenance to working with the user community to provide consultation, training, and programming support. Net affect is reduction in manhours required for customer support.
- Cheapest method of taking advantage of relational database technology (see SIMA study on implementation of M204, which identified a cost of $2.3M for shadow database implementation vice $29M for conversion of the business systems).
- Promotes data quality improvement, identifying data integrity problems in standard systems.
- Data models tailored to local users needs. Extraneous data elements defined for elimination from future corporate data models.

A significant benefit of shadow databases during the transition years from AMC standard systems to JLSC initiatives is the transparent replacement of business systems, still feeding the same shadow database. As shown in Figure 2, JLSC initiatives can partially overlay existing applications without changing the functional manager's view of the corporate database.

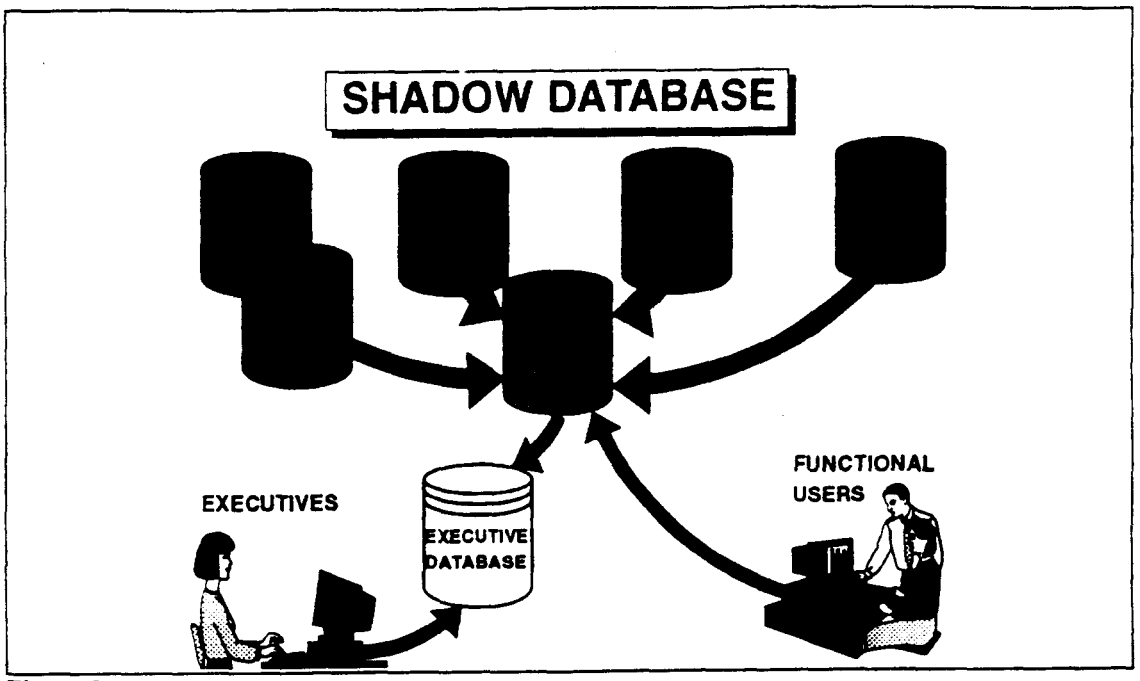


Figure 2

3.3.2.2 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Develop and empower a small DSS group working for the CG. Group must consist of mix of technologists and functionals.

2. Complete IDEF concurrent with implementation of AMC's DSS.

3.3.2.3 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Customer support - quick, inexpensive empowerment of the functional user.

2. Improved business process (TACOM documented savings of $108M in FY91 in management of stocks).

3. Increased freedom of action - ability to look at data from any perspective.

4. Improved ability to plug in new business systems (e.g., JLSC near-term initiatives) without degrading the management process.

5. Increase in programmer productivity (40% improvement was documented by an independent study at TACOM). Software maintenance is quicker, simpler (programs at TACOM are 33% shorter after implementation of shadow databases).

6. Data shared easily across command - AMC-wide corporate database.

3.3.2.4 Implementation

The following task is required to implement the Task Force recommendations: CG AMC direct SIMA to develop shadow database implementation plan within 30 days for AMC-wide implementation within 12 months.

3.3.2.5 Timeframe

The timeframe to implement the Task Force recommendations is the near-term.

3.3.3 Office Automation and Electronic Mail

3.3.3.1 Discussion

Modern information technology is not fully exploited in AMC's automation of the workplace. This has been made clear to the Task Force, which requested E-Mail feedback on the initial Task Force briefing to facilitate sharing of comments received and incorporation of additions and corrections into the report. Instead of receiving the requested E-Mail response, in many cases the Task Force received telefax replies. In virtually all of these cases, the replies were prepared in electronic format, printed in hard copy and faxed to the Task Force. The Task Force expended staff labor to receive, duplicate, and distribute the fax copies among team members. Additions and corrections were then redundantly rekeyed for incorporation into the report.

This anecdote supports the lack of E-Mail utilization throughout AMC. A closer look reveals multiple E-Mail software packages from state-of-the-art commercial off-the-shelf products to awkward, rigid systems. Senior level staff within AMC stated that they are not using electronic mail systems for various reasons including difficult user interface, complex addressing scheme, and questionable reliability of E-Mail delivery through the network. In many cases they rely on fax when E-Mail would be much more appropriate. Additional training, establishment and dissemination of E-Mail policy and procedures, and E-Mail standardization could effect more widespread utilization of this technology in AMC.

3.3.3.2 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Direct strategic changes in AMC's use of automation as an enabler for senior executives.

2. Emphasize E-Mail as the standard method of information transfer from command level down to subordinate elements.

3.3.3.3 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CG AMC establish policy stating that E-Mail is the method of choice for all official correspondence.

2. CIO task MSC DOIMs to provide E-Mail support to MSC staff with user interface equivalent to or better than ISC's PC Max-E-Mail.

3. CIO enforce implementation of Army standard E-Mail addressing conventions.

3.3.3.4 Timeframe

The timeframe to implement the Task Force recommendations is the near-term.

3.3.4 MSC Comments and Task Force Response

3.3.4.1 Information Systems and Corporate Data

RECOMMENDATION 1. Develop and empower a small DSS group working for the CG to extend shadow database work from TACOM to all MSCs. Group must consist of mix of technologists and functionals.

MICOM Comments

MICOM does not agree that shadow databases are the way that AMC should be going. MICOM used shadow databases during Desert Shield/Desert Storm; however, AMC's thrust should be to convert to relational technology.

In any case, we feel that every MSC has implemented the so-called "shadow database" concept in some form or the other and needs no assistance in this area. The MSC information professionals recognize their obligation to provide state-of-the-art information technology that allows the AMC customer base to increase its productivity and compensate for declining personnel resources. Since AMC has been unable to move the AMC standard systems into such an environment, partly because of the tremendous investment sunk in a complex, integrated CCSS, we have had no alternative other than to use such techniques to remain responsive to the customer and critical mission needs.

Task Force Response

Non-concur. Migration of business systems to relational databases does not solve the requirements of functional managers. This fact is well established in industry and other Army organizations (e.g., HQDA DSS). Recommendation stands.

LABCOM Comments

In response to recommendation #1, "Develop and empower a small DSS group working for the CG to extend shadow database work from TACOM to all MSCs. Group must consist of mix of technologies and functionals," we agree that the TACOM system has yielded benefits for TACOM and the approach may be valid for commodity oriented MSCs. If imposed upon ARL, however, we would have to redesign all of our plans for a corporate information system and possibly abandon our approach for an EIS. Our research mission is not dependent upon a standard system supported by SIMA (or any CSDA) as are commands with readiness and logistics missions.

Task Force Response

Concur. LABCOM should use same approach as TACOM, however, implementation should be tailored to laboratory requirements.

AVSCOM Comments

Use of Info Technology as enabler: Suggest you add the following strategies: 1) Develop AMC Corporate Data Model; and 2) Empower functional community via end-user community. This overall strategy should not just be limited to the senior executive community.

Task Force Response

Concur.

TACOM Comments

Some disagreed with this recommendation due to their feeling that shadow databases are not a viable approach to providing information to the user community. They would like the source systems converted to relational technology (specifically CCSS). I think that if we were to look at the cost of converting CCSS, or any other source data system, to relational technology we would find that it exceeds the cost of establishing shadow files. This would be in terms of both dollars and time. It would also seem inappropriate to consider the conversion of any existing system at this time due to the CIM decisions yet to be made. Consequently, waiting for the source systems to eventually be moved to relational technology means that the benefits to be derived from better information and easier access will be lost. I can appreciate their concern, but I don't think they fully realize the functional benefits that are to be gained. I support the recommendation to form a group made up of both functionals and technical people. They key focus of such a group should be the data elements to be included in a shadow file approach and the corresponding data model. The current TACOM M204 shadow files address some of the functional areas, but they do not include information from the procurement or financial systems. The use of a small DSS group could really facilitate an AMC-wide view of what information should be included. Once the total data view strategy was developed, the work to build the links could be allocated to the various

MSC staffs. All of this could be conducted under the central management strategy with decentralized execution.

Task Force Response

Concur.

RECOMMENDATION 3. Complete IDEF concurrent with implementation of AMC's Decision Support System.

MICOM Comments

Agree.

LABCOM Comments

IDEF is an information systems planning methodology which includes capture of data elements into the data dictionary. IMs plan for ARL was to capture this information as the plan developed. It is anticipated that each MSC will have to complete an IDEF process when AMC proliferates the methodology.

Task Force Response

Concur.

TACOM Comments

We completely agree with this recommendation. I mentioned the need to develop a complete information model in the DSS discussion. We really do need to get a good focus on the underlying information requirements, and then let the technical community work on satisfying the requirements. A comprehensive IDEF will facilitate this requirement.

Task Force Response

Concur.

RECOMMENDATION. Field TACOM's shadow relational database technology to other MSCs for use by functionals. (Previously part of Software Development Section)

MICOM Comments

MICOM has been creating and using M204 shadow files for over three years. These files were a valuable asset during the Desert Shield/Desert Storm timeframe. Currently MICOM maintains in excess of eighty CCSS shadow files. The shadow file concept is a very

expensive way to do business. It requires nightly DMR file extracts and file loads to the M204 format and large quantities of DASD for the M204 shadow file and its keys. Use of this technique will always introduce the possibility that the information accessed by the customer will not be current. Depending on the time of access, and assuming daily extracts, information could be 24 hours old. We believe if online inquiry capability is required then the needed DMR files should be converted to a 4GL database. MICOM has offered to either lead an effort or totally convert the CCSS DMR files to M204.

MICOM developed the AMC Remote Terminal Interpretative System (ARTIS) inquiry system in the early 70's to query the CCSS files and was proliferated to all of the other MSC's to accomplish their query requirements. MICOM currently has over 2300 questions which are actively being used by the MICOM functionals for ad hoc queries ranging in complexity from data element extractions to statistical reporting. This capability is an integral solution to resolving daily requirements. For example, one such question is executed an average of 15,000 times per month.

The functional community recognizes the need to have an SQL/4GL database query tool to access the current and proposed 4GL databases that will be an integral part of the Army's future. This tool should be menu driven and user-friendly. It is felt that a less costly and more efficient way of achieving these goals is to develop these queries using such a tool.

The functionals need the capability to get quick accurate answers to short requests without having to become a quasi-computer programmer.

Task Force Response

AMC's study on M204 conversion documented the fact that cost of shadow file approach is $2M versus $29M for full system conversion recommended by MICOM. In addition, the decision support requirements are not satisfied by the MICOM approach.

CECOM Comments

The report recommends that the TACOM shadow database be fielded to other MSCs for use by functionals and that the focus is on migrating to standard systems. CECOM concurs. CECOM is playing an active role in the usage of TACOM shadow file systems in the logistics CCSS arena. This command is joining in a cooperative agreement to adopt one system, and reviewing other systems. The technology is also present in a CECOM system called Acquisition Process Improvement System (APIC). This system surrounds Corporate data for users of the Acquisition process, provides AI triggers, management reporting, and feeds clean data back to CCSS for update. Shadow file technology is nothing more than a mirror image of CCSS sector/segment file data with user-friendly front-end to assist the item manager in his/her business process. The resource cost to CECOM would be in the Direct Access Storage Device (DASD) arena. CECOM would have to purchase DASD to adopt this technology, and is working toward that end.

DESCOM Comments

Later this year, U.S. Army Depot System Command (DESCOM) will be fielding a "shadow data base " capability to all its depots. Our depots receive their automation support from the Standard Depot System (SDS). As part of the modernization of SDS, business case development methodology was used in establishing the requirements for a management support data base system. It follows the same philosophy as U.S. Army Tank Automotive Command's (TACOM) concept in that management support data is extracted from production data bases to form the SDS-MOD shadow data base. The extracted data will then be loaded to a DATACOMDB data base and functional users will have interactive standard query language (SQL) capability to the data. A bridging system has been developed that will allow the extraction of data to either Unix or DOS environments. These environments will be supported by a product which is compatible to the mainframe version of the DATACOM SQL.

LABCOM Comments

We believe that recommendation #1, "Field TACOM's shadow relational database technology to other MSCs for use by functionals" is an overreaction to the successful implementation of Model 204 in the user community at TACOM. Shadow database technology is not a panacea. Effective implementation requires close cooperation between the developer and the user and extensive training and user support. With all of this in place the user can gain considerable benefit by manipulating the shadow databases. The customer support workload will not decrease but will change in nature and support more customers. Use of shadow databases is vital to ARL's concept of a corporate information system. The TACOM implementation is not appropriate for ARL. ARL's concept is based on using X client/server technology with relevant data extracted from central databases wherever they are located. We have no plans to use M204 shadow databases.

AVSCOM Comments

Field TACOM's shadow database technology to other MSCs for use by functionals: We concur with the implementation of TACOM's shadow databases and have acquired their programs and database schema. However, in the longer term, an AMC corporate data model needs to be developed which incorporates all business information requirements. However, who will fund the direct access storage device (DASD), the additional processing capacity, and training which will be required?

TACOM Comments

Some comments are directed at the idea that shadow files are a very expensive way to do business, and that they are not immediately current with the source data. In addition they focus on the need to convert the source systems to relational database technology with specific reference to CCSS. From a pure DOIM point of view, we initially had the same concerns regarding the use of shadow files. The expense of DASD and the supporting download process did concern us in the beginning. Our need to integrate data from many

different source systems other than CCSS made the use of shadow file the only practical solution. It simply would not be possible to have in excess of 25 source data systems converted to an alternate database system. If our only source of data were CCSS, an argument could certainly be made to convert the source system rather than use shadow files. Once the shadow files were established, the real value became apparent. The vastly improved decision and analysis processes that has been enabled by the shadow files, have more than offset the cost in DASD and operations support. The visibility provided by having not just wholesale data (CCSS), but also retail and other field data systems information available to the TACOM decision maker has given us tremendous benefits. The TACOM NICP has indicated that repair part purchase decisions based on the old way of doing business would have resulted in expenditures $374M greater than actually executed during the period of Feb 90 to the present. The dollar difference was not actually a hard savings because the funding was not available. The key point is that through better information, the decision makers were able to use the available funding by strategically reducing the supply level purchase recommendations in the amount of $374M without impacting operational readiness. That is real leverage, and easily offset the small cost of DASD and data download support requirements. What we quickly learned after making the decision to use shadow files as our approach to providing a more complete integrated information repository to the TACOM users was the great value of being detached from the dynamics of the source system revision processes. In effect, as long as the desired data elements remained, we had very little overhead involved in maintaining our shadow file links. We really didn't care what changes were being made to the technical or functional capabilities of the source systems as long as the primitive data remained intact. Our users have a stable environment and interface to their data without having to worry or become involved in the technical decisions regarding the source databases. They can focus on their data needs and in turn let the IMA professionals worry about technical issues.

Another lesson learned was our early concern about the data being somewhat out of cycle with the source system data has not been a problem. The shadow file data is being used for analysis and decision support. In this capacity it does not have to be real time current. A 24 hour lag does not create a problem for the functional user who is now able to focus on analysis to anticipate needs rather than react to unexpected events. If real time data is required, it is always possible to go to the source system. The main point is that the 24 hour lag in currency of the shadow files has simply not been a problem or issue with the functionals.

A very important aspect of the shadow file concept is making sure the functional have direct access to the data. That means no requirement for a programmer to develop the query. This requires an up front commitment to making sure the ultimate data consumer has received the appropriate level of training. The level of training will vary depending on the level of ad hoc access required by the individual user. The TACOM functional community has been fully supportive of the training requirement, and as the benefits have accumulated, have expanded the number of trained individuals. The M204 classes provided by AMEC are excellent. In a number of cases they are better than the ones provided by the M204 vendor. We are using the M204 user Language. I know that my counter parts at the other MSCs do not feel this is the best way to go. They feel the user must learn more detail than should

be required. Some feel that the user should not have to become a quasi-computer programmer. Not having had the experience of working with an empowered user community, I can understand their concerns. Once the process starts, our experience has shown the functional community not only is capable of learning the tools, but they become very excited when they realize how much capability they have individually. Learning the M204 user Language is not much different that the requirements we impose on the community to learn Lotus 1-2-3, DBASE IV, or any other PC application. Such knowledge is as much a quasi-programming skill as the M204 User Language. The simple fact is that people entering the work force today are very computer literate, and almost demand the ability to be able to work independently.

Task Force Response

Above comments indicate a general willingness to adopt the shadow file or data warehouse approach, however, each MSC is working its own solution. Recommend AMC-Wide solution hosted at the AIPC.

3.3.4.2 Office Automation and Electronic Mail

RECOMMENDATION. Make strategic change in AMC's use of automation as an enabler for senior executives.

MICOM Comments

MICOM is fully exploiting the latest technology in communications and office automation. This command has a campus area network (CAN) that has every major building on Redstone Arsenal tied in. This allows systems such as the MICOM Administrative Support System (MASS) to be accessed by offices all over the Arsenal. This system produces travel orders, 1556 training forms, overtime requests, travel vouchers, etc. and also gives managers the capability to pull personnel statistics on their workforce, such as, how many over a certain age, how many males/females, who received awards, etc. MICOM has an on-line computer based training system, Self Paced Army Computer Education (SPACE) Program that allows each terminal on an employee's desk to be a training mechanism since the integrated CAN gives access to all three tiers of hardware -- micros, minis, and mainframes.

LABCOM Comments

To accomplish recommendation #2, "Make strategic change in AMC's use of automation as an enabler for senior executives," a culture change is required for both the functional and development communities. Close coordination will be required for all elements of AMC.

TACOM Comments

We strongly agree with this recommendation. MSCs note the various ways they have been using automation to enhance their local processes. I am aware of a number of the systems they have implemented, and they are excellent in their capability. If I understand the

recommendation correctly, I feel some may have missed the objective. Their comments seem to address systems being used to support ongoing mission functions rather than senior executives. I am assuming that the recommendation is addressing Executive Information Systems and the need to get an AMC-wide approach in place. This includes the technical approach, and a change in culture in terms of the use of such systems in the day to day decision process. It has been interesting watching senior managers at TACOM begin to realize what complete information can mean in terms of making truly informed decisions. We have a long way to go, but as the culture is changing the demand for additional executive level decision information is growing rapidly. I'm sure having an AMC corporate wide common baseline would made the process that much better.

Task Force Response

Agree.

4. SUMMARY

AMC is successfully supporting the Army in both peace and war. Information technology within AMC is well integrated into AMC business processes and is key to the successes experienced. The challenge for AMC during the transition period is to:

- Implement recommended opportunities to reduce costs/increase effectiveness in existing operations.
- Centrally manage information technology activities during the turbulent reshaping period.
- Decouple their business processes from their automation process by implementing a "data warehouse" in support of TACOM, MICOM, CECOM, AVSCOM, TROSCOM, AMCCOM, and DESCOM, as well as HQ AMC.

APPENDIX A

AMC AUTOMATION ASSESSMENT TASK FORCE REPORT

BRIEFING 22 MAY 92

AMC AUTOMATION ASSESSMENT

TASK FORCE REPORT

BG ROBERT WYNN
TASK FORCE LEADER

22 MAY 92

FOR OFFICIAL USE ONLY

UPDATE

AMC AUTOMATION ASSESSMENT TASK FORCE REPORT BRIEF STRUCTURE

- REVIEW ACTIVITY
- REVIEW OBSERVATIONS WITH MSC/SRA COMMENTS
- CLOSE

EVENTS SINCE 1 MAY BRIEFING

- COMMENTS FROM FIELD
- T.F. CHANGES
- REPORT TENOR
- HASC MARK

RECOMMENDATION:

"UNIX CONSOLIDATION COMMENTS."

MICOM:

1. NONCONCUR; PROCESSORS REMAIN HEAVILY USED IN SUPPORT OF PROCUREMENT.
2. MOST INTEL'S HAVE BEEN REMOVED.
3. WANT CONTROL OF ORGANIZATION LEVEL INFORAMTION.

LABCOM:

1. NEED AN FEA.
2. DISAGREE WITH REMOVING INTEL HUBS; USE CLIENT SERVER.

AVSCOM/TROSCOM:

1.WHO WILL FUND? DOIM NEEDS FLEXIBILITY TO BE RESPONSIVE.

TF RESPONSE:

1. REPLACE "INTEL'S" WITH CURRENT TECHNOLOGY.
2. AGREE THAT FEA SHOULD BE ACCOMPLISHED. TF ASSERTS MODERN TECHNOLOGY WILL REDUCE O&S.
3. AGREE WITH #3 OF MICOM COMMENTS.

SIMA

OBSERVATION

Savings can be realized by modifying current structure and future locations of SIMA.

DISCUSSION

Approximately 40% of the 900+ personnel in SIMA are not in IM functional area.
BRAC 91 decision to relocate SIMA-E to Rock Island costs the Army $8M in MCA and up to $10M in relocation costs.
Software expertise will be lost and operational effectiveness disrupted.
SIMA-W currently leases GSA facilities. Alternative space will be available at Goodfellow.

RECOMMENDATIONS

1. Provide functional input to SIMA using lead MSC/proponent (JLSC).
2. Remove functionals from SIMA TDA.
3. Do not relocate SIMA-E. Bring before BRAC 93 Committee.
4. Relocate SIMA-W to Goodfellow Boulevard and consolidate DPI with AIPC.

BENEFITS

Current functional expertise provided to software development. Cost avoidance of $8M MCA, $10M relocation and approximately $1.0M civilian pay (post reduction). Savings of $3.1M/yr in lease.

TIME FRAME

Mid term

RECOMMENDATION:

"CONVERT PADDS TO UNIX; MOVE TO OTHER HARDWARE."

COMMENTS:

MICOM:

1. STRONGLY DISAGREE THAT PADDS IS A NONCRITICAL SYSTEM.
2. EXPEDITING ON INTERIM SYSTEM DOES NOT APPEAR COST-EFFECTIVE.

TF RESPONSE:

1. AGREE - "GENERAL SUPPORT" IS BETTER.
2. ROI (OF ABOUT 400K) WITHIN 1 YEAR; ENHANCED ACCESS. NO CHANGE TO REC.

RECOMMENDATION:

"CLOSE DSREDS SITES AT FORT BELVOIR AND CECOM AND PROVIDE SUPPORT REMOTELY."

COMMENTS:

MICOM/CECOM: NONCONCUR; NEED TO ENTER 500,000 + DRAWINGS INTO DSREDS AND EXPLOIT ITS CAPABILITIES.

TF RESPONSE: AGREE; REVISED RECOMMENDATION

RECOMMENDATION:

"CLOSE AMPMOD; PROVIDE NETWORK VIA DISNET."

COMMENTS:

MICOM: MINIMAL IMPACT; CHECK ON PROCESSING BOIP FEEDER DATA AND QUALITATIVE AND QUANTITATIVE PERSONNEL REQUIREMENTS INFORMATION.

SIMA: CONCUR; EXAMINE COMM NETWORK FOR FUTURE USE.

TF RESPONSE: AGREE

NON-CRITICAL SYSTEMS

OBSERVATION

AMC operates systems that are under used.

DISCUSSION

AMPMOD's purpose overtaken by other systems. DSREDS minimally used at selected locations. PADDS uses outmoded hardware and software. Residual Unisys hardware procured for IPS has minimal load. There is unnecessary layering of minicomputers in office automation LANs.

RECOMMENDATIONS

1. Close AMPMOD; provide network via DISNET.
2. Close DSREDS sites at Fort Belvoir and CECOM and provide support remotely.
3. Convert PADDS to Unix; move to other hardware.
4. Reduce number of Unisys processors.
5. Remove Intel hubs; reduce other file servers.

TIME FRAME

Near term

BENEFITS

Saves $2.0M/YR net in HW/SW costs.

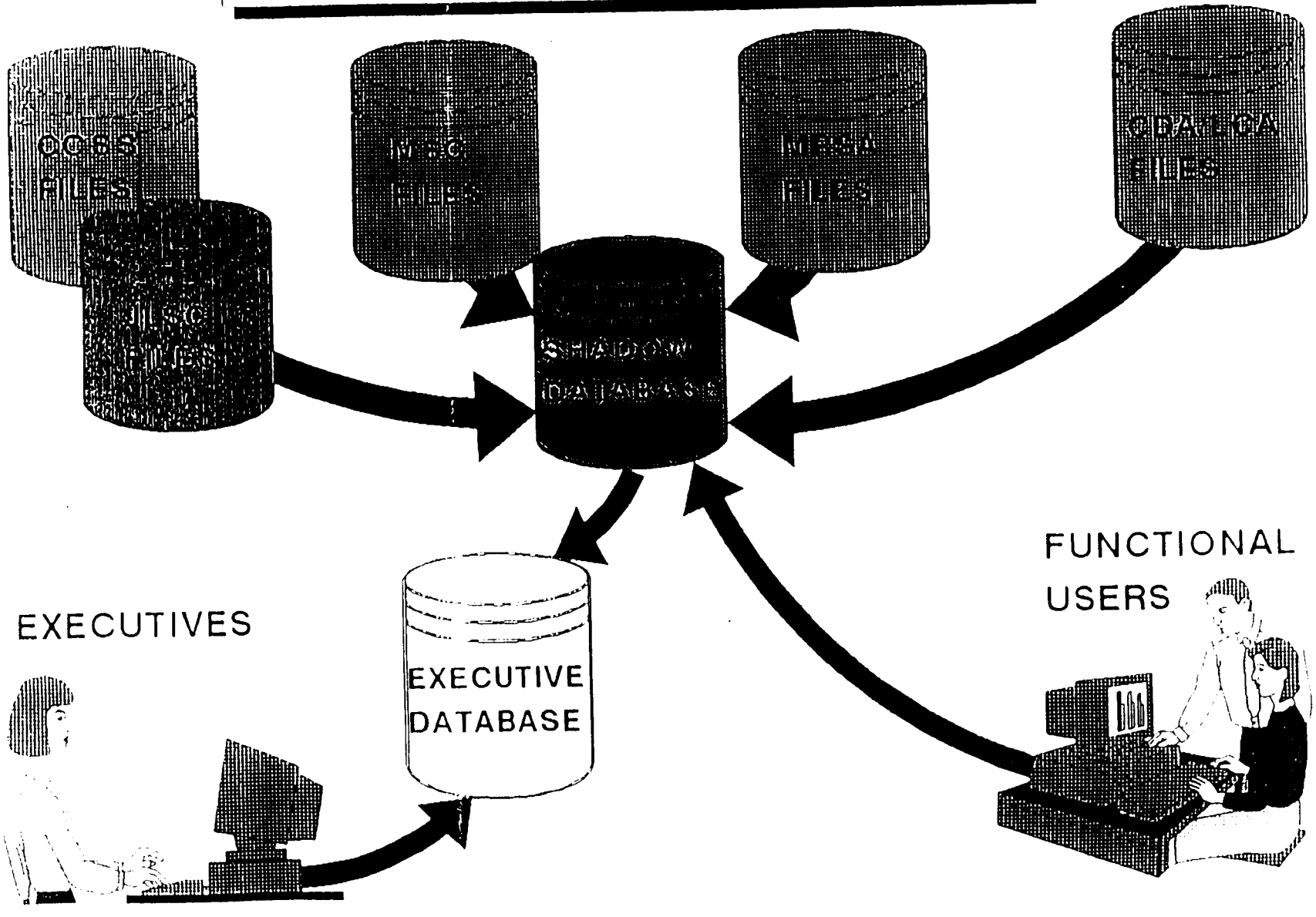
Enhances access for functionals.

TACTICAL INITIATIVES

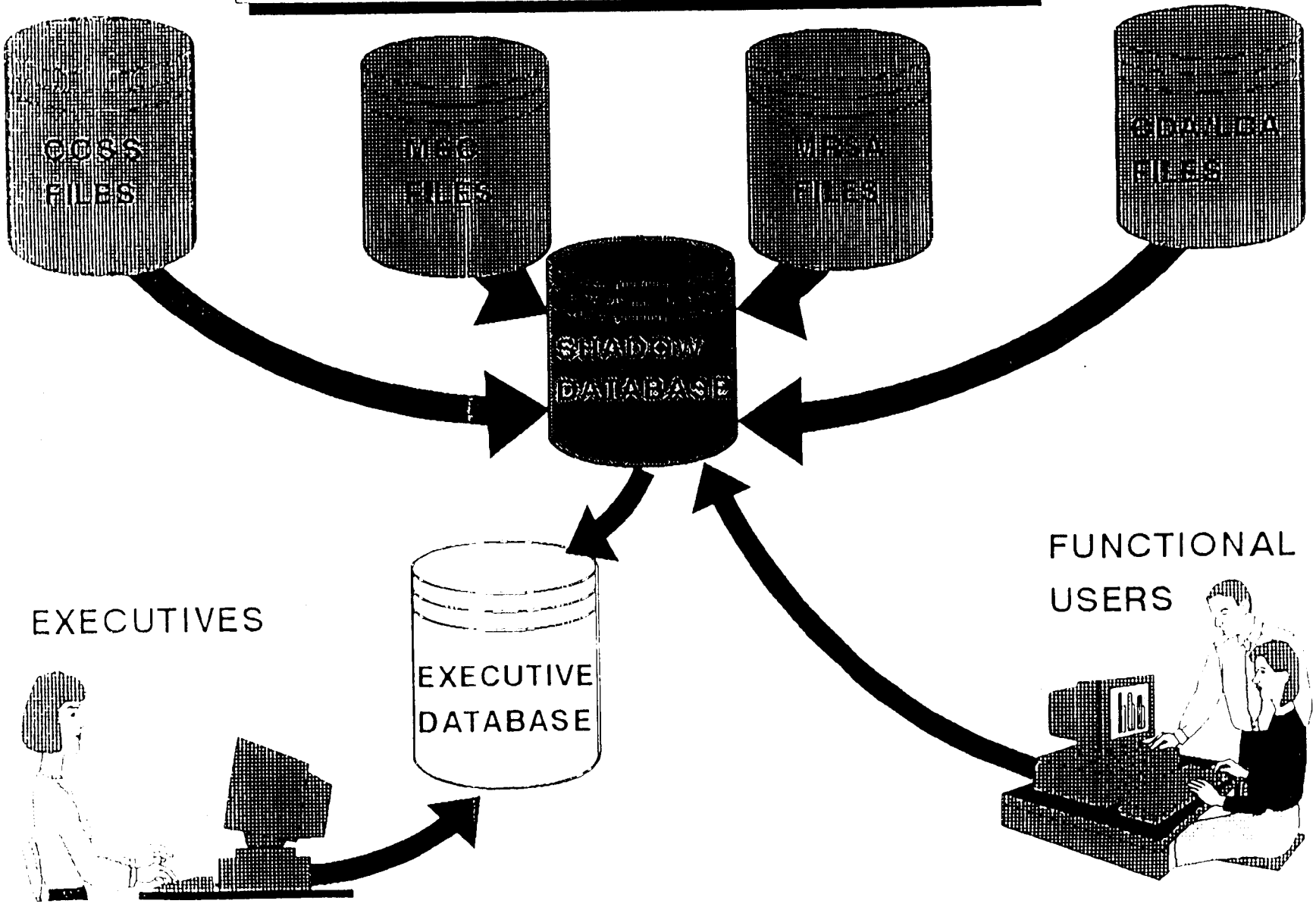
IMPROVEMENTS TO EXISTING PROCESSES

- √ NON-CRITICAL SYSTEMS
- √ SIMA
- √ SYSTEM REVIEW COMMITTEE (SRC) STRUCTURE
- √ SUPERCOMPUTERS
- √ HQ AMC DSS
- √ SINGLE FUNCTION CIRCUITS
- √ UNIX CONSOLIDATION

SHADOW DATABASE



SHADOW DATABASE



"ATTABOYS"

CAD/CAM

AMCCOM:

Information Technology is an enabler at RIA Manufacturing Facility

TACOM:

Design → Machine

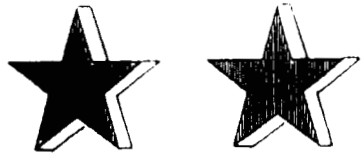
SHADOW DATABASE

TACOM:

Uses Relational DB technology

Decouples business from automation processes

Facilitates redesign of business processes



TQM

MICOM:

Innovation and responsiveness to customer

TDY process:

ORDERS → DEPOSIT

AMC IS SUPPORTING THE ARMY DURING IMMENSE CHANGE

AMC INITIATIVES

Records Management

SISOCS (7 out of 22 sites)

Paperless Cdrs Conference

BRIEFING STRUCTURE

TIME FRAME

Near term

Within 6 months

Mid term

Within 2 years

SCOPE

Strategic

Fundamental change/ Reengineering

Tactical

Improvement within existing processes

FORMAT OF BRIEFING

OBSERVATION

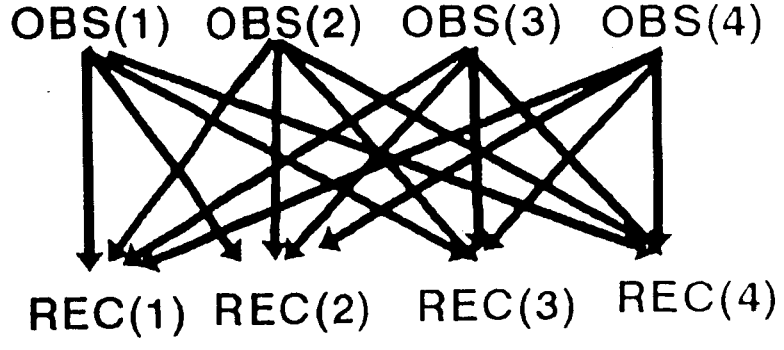
↓

DISCUSSION

↙ ↘

RECOMMENDATION BENEFIT

REALITY OF SITUATION



TASK FORCE GUIDANCE

CG

- √ Identify core competencies in 95-96 and then work back
- √ Reconfigure core competencies for Power Projection
- √ Outsource the margin
- √ Adopt a business orientation
- √ Maintain value-added core within PBG

CSA

- √ AMC is key to Power Projection
- √ Challenge is to reshape AMC
  - Avoid a Salami-Slice approach
  - Become a more efficient organization

TASK FORCE PURPOSE

ENVIRONMENT

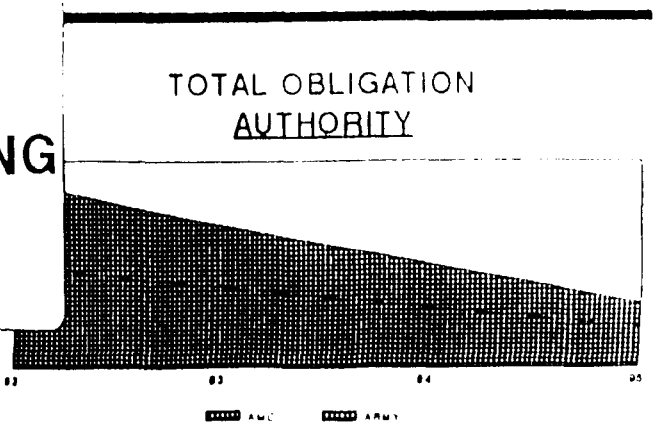
- Incorporating CIM/JLSC
- Implementing BRAC
- Reshaping Army
- Defining Core Competencies
- FY91 Expenditures equal $564M

METHODOLOGY

- √ Series of personal interviews
  - Key staff
  - MSC Commanders
  - SLA, JLSC, PEOs, ARSTAFF
- √ Identified potential opportunities
- √ Developed and validated opportunities

PURPOSE

FIND AND REPORT OPPORTUNITIES TO IMPROVE EFFICIENCY AND EFFECTIVENESS OF INFORMATION TECHNOLOGY SERVICES SUPPORTING ARMY MATERIEL COMMAND



HOUSE ARMED SERVICES COMMITTEE

PUNITIVE HIT

Automatic Data Processing:

($75.0) - - Strong committee feeling that "nobody's in charge" of the full range of communications requirements. They believe that rather than a genuine attempt to provide leadership in a very complex arena, it is easier just to throw money at the problem. The committee cites the GAO and DOD's own audit organization findings of unnecessary equipment being purchased, redundant systems being funded, and oversight being poor.

RECOMMENDATION:

"PROVIDE FUNCTIONAL INPUT TO SIMA USING LEAD MSC/PROPONENT (JLSC)."

COMMENTS:

SIMA:	NONCONCUR
LABCOM	CONCUR
MICOM	CONCUR
AVSCOM/TROSCOM	CONCUR

TF RESPONSE: NO CHANGE TO RECOMMENDATION

RECOMMENDATION:

"DO NOT RELOCATE SIMA-E. BRING BEFORE BRAC 93 COMMITEE."

COMMENTS:

DESCOM: CONCUR

SIMA: CONCUR

AMCCOM: NONCONCUR

TF RESPONSE: NO CHANGE TO RECOMMENDATION

RECOMMENDATION:

"RELOCATE SIMA-W TO GOODFELLOW BOULEVARD AND CONSOLIDATE DPI WITH AIPC."

COMMENTS:

SIMA: DO FEA

AVSCOM/TROSCOM: CONCUR

LABCOM: CONSOLIDATE LEAD MSC

TF RESPONSE: NO CHANGE TO RECOMMENDATION

SRC STRUCTURE

OBSERVATION

Current structure focuses support to specific functions rather than across functional areas.

DISCUSSION

Information technology systems cross functional areas (e.g. CALS, CCSS). Boundaries between SRCs sometimes mixed. Advent of JLSC reduces freedom of action of functional SRCs. AIPCs provide operations support.

RECOMMENDATIONS

1. Establish a single SRC with Command Group oversight (GO/SES) and members from all functional areas.
2. CIO serves as Secretary.
3. JLSC and ISC representation.
4. Restructure FSIs (COL/GM15) to provide horizontal integration.

BENEFITS

Improves coordination and integration of changes to information technology systems.

TIME FRAME

Near term

RECOMMENDATION:

"SRC STRUCTURE" COMMENTS

COMMENTS:

GENERAL CONCURRENCE

TF RESPONSE:

1. NO CHANGE.

SUPERCOMPUTERS

OBSERVATION

Current configuration of supercomputer support may not be the most cost effective.

DISCUSSION

AMC operates two supercomputers at Ballistics Research Lab (BRL) and one at Tank Automotive Command (TACOM). Classified work is done at BRL. Additional time is obtained from the University of Minnesota. Technological obsolescence is quick. XMP supercomputer at BRL is on the verge of obsolescence. Army's lengthy acquisition cycle inhibits efforts to stay current.

RECOMMENDATIONS

1. Turn in XMP at BRL.
2. Retain CRAY at BRL to adequately handle classified processing.
3. Conduct functional economic analysis (FEA) to determine if unclassifed processing should be be out sourced or done in house to include the high performance supercomputer at the University of Minnesota.

BENEFITS

Reduces $1.3M per year in hardware and software O&S. Net benefit determined by FEA.

TIME FRAME

Near to mid term

RECOMMENDATION:

"SUPERCOMPUTER COMMENTS"

COMMENTS:

LABCOM:

1. NON CONCUR.

TF RESPONSE:

1. NO CHANGE.

HQ AMC DSS

OBSERVATION

AMC has components for building a DSS.

Overall automation strategy and capabilities are not well defined nor fully used.

No formal functional requirements definition effort is underway to guide DSS development.

DISCUSSION

HQ AMC has a good automation infrastructure based upon an 1,100 workstation LAN connected to mini-computers. HQ AMC relies on FAX and surface mail to communicate data files with MSCs rather than data networks. Connectivity to HQ AMC 9370 equates to connectivity to HQDA DSS network (TRADOC, FORSCOM, etc). Connectivity to HQDA DSS is available, but not commonly known or well utilized. Although a training program is in place, it needs more structure, emphasis, and visibility.

RECOMMENDATIONS

1. Provide world wide E-Mail and HQDA DSS connectivity to staff via HQ AMC LAN and LAN gateway.
2. Support structured and dedicated training and sustainment service.
3. Midterm: Migrate to Lotus Notes or comparable product to exploit group ware, project management, and graphic user interface.

BENEFITS

Inexpensive HQ AMC link to worldwide network and DSS.

Access to HQDA databases.

Empowerment of users.

TIME FRAME

Near to mid term

RECOMMENDATION:

"HQ AMC DSS COMMENTS"

COMMENTS:

GENERAL CONCURRENCE

TF RESPONSE:

1. NO CHANGE.

SINGLE FUNCTION CIRCUITS

OBSERVATION

AMC uses several single function networks with dedicated circuits.

DISCUSSION

Dedicated networks exist for:

- Army Supercomputer Network (ASNET)
- Army Interoperability Network (AIN)
- AMCCOM Video Network
- DESCOM Depot Network
- SISOCS

Network management accomplished either by contractor or informally on a reactive basis.

ASIMS and SISOCS consolidations provide infrastructure for other network requirements.

RECOMMENDATIONS

1. Consolidate stovepipes into single network hubbed around the AIPCs.

2. Outsource network management to ISC.

BENEFITS

Save $800K/yr minimum.

Expand access.

Manage networks proactively.

TIME FRAME

Mid term

RECOMMENDATION:

"SINGLE FUNCTION CIRCUIT COMMENTS"

COMMENTS:

LABCOM: NON CONCUR

AVSCOM/TROSCOM: CONCUR

MICOM: CONCUR FOR EXTERNAL CIRCUITS ONLY

TF RESPONSE:

1. NO CHANGE.

UNIX CONSOLIDATION

OBSERVATION

AMC operates and maintains numerous small Unix systems at each installation.

DISCUSSION

AMC operates from 10 to over 100 Unix hosts at each MSC, each requiring hardware and software maintenance and system administration. New technology provides lower-cost platforms for consolidation of multiple Unix applications.

RECOMMENDATION

Consolidate onto large Unix hosts operated and maintained by the AIPCs.

BENEFITS

Reduces $23K/yr/Sperry in HW/SW maintenance.

Reduces civilian overstrength.

TIME FRAME

Mid term

RECOMMENDATION:

"UNIX CONSOLIDATION COMMENTS."

MICOM:

1. NONCONCUR; PROCESSORS REMAIN HEAVILY USED IN SUPPORT OF PROCUREMENT.
2. MOST INTEL'S HAVE BEEN REMOVED.
3. WANT CONTROL OF ORGANIZATION LEVEL INFORMATION.

LABCOM:

1. NEED AN FEA.
2. DISAGREE WITH REMOVING INTEL HUBS; USE CLIENT SERVER.

AVSCOM/TROSCOM:

1.WHO WILL FUND? DOIM NEEDS FLEXIBILITY TO BE RESPONSIVE.

TF RESPONSE:

1. REPLACE "INTEL'S" WITH CURRENT TECHNOLOGY.
2. AGREE THAT FEA SHOULD BE ACCOMPLISHED. TF ASSERTS MODERN TECHNOLOGY WILL REDUCE O&S.
3. AGREE WITH #3 OF MICOM COMMENTS.

STRATEGIC INITIATIVES

FUNDAMENTAL CHANGES TO BUSINESS PRACTICES

- √ SOFTWARE DEVELOPMENT
- √ STRUCTURE OF INFORMATION TECHNOLOGY SUPPORT
- √ USE OF INFORMATION TECHNOLOGY AS AN ENABLER

SOFTWARE DEVELOPMENT

OBSERVATION

AMC will improve responsiveness and reduce expenses by changing its software development philosophy,

structure, and

scope.

DISCUSSION

The first objective in software development is to enable responsive satisfaction of user requirements. Decoupling the functional from existing applications via a "shadow database" will enable business process redesign and replacement/ standardization of software. Strong central control, enforced standards, and current info technology can complement the effort. Software development organizations seek software work from other sources, which diffuses their focus.

RECOMMENDATIONS

1. Field TACOM's shadow relational database technology to other MSCs for use by functionals.
2. Enforce reduction of unique systems.
3. Focus on migrating to standard systems by providing requirements to developer rather than creating own system (IPAT initiative) (SBIS 3).
4. Create a single information management organization that commands and controls all information technology services throughout AMC, and that capitalizes in place all DOIMs, MSC ADDs, SRA ADDs, and SIMA.

TIME FRAME

Near to mid term

BENEFITS

Improve responsiveness by synchronizing software development.

Reduce cost by reducing variety of software utilities.

RECOMMENDATION:

"FIELD TACOM's SHADOW RELATINAL DATABASE TECHNOLOGY TO OTHER MSCs FOR USE BY FUNCTIONALS."

COMMENTS:

MICOM:

1. SHADOW FILE CONCEPT IS VERY EXPENSIVE WAY TO DO BUSINESS.
2. BELIEVE DMR FILES SHOULD BE CONVERTED TO SQL."

LABCOM:

1. USE OF SHADOW DATABASES VITAL TO ARL'S CONCEPT OF CORPORATE INFO SYSTEM.
2. TACOM IMPLEMENTATION NOT APPROPRIATE FOR ARL.

AVSCOM/TROSCOM:

1.CONCUR, WHO WILL FUND?

TACOM:

1. CONCUR

DESCOM:

1.ALREADY WORKING SHASOW DATABASE PROGRAM FOR DESCOM.

TF RESPONSE:

1. NO CHANGE IN RECOMMENDATIONS.
2. AMC-WIDE IMPLEMENTATION OF STANDARD SHADOW DATABASE SOLUTION FOR DSS IS CHEAPER, FASTER AND ELIMINATES REDUNDANT DEVELOPMENT EFFORTS.
3. IMPROVED CUSTOMER FOCUS.

RECOMMENDATION:

"ENFORCE REDUCTION OF UNIQUE SYSTEMS, FOCUS ON MIGRATING TO STANDARD SYSTEMS BY PROVIDING REQUIREMENTS TO DEVELOPER RATHER THAN CREATING OWN SYSTEM (IPAT INITIATIVE) (SBIS 3).."

COMMENTS:

MICOM:

UNTIL "PERFECT INTEROPERABILITY AMONG ALL STANDARD SYSTEMS"..."LOCAL SOFTWARE GENERATION...WILL BE NECESSARY."

LABCOM:

UNIQUES REQUIRED UNTIL STANDARD SYSTEMS REQUIREMENTS.

AVSCOM/TROSCOM:

UNIQUE SYSTEMS RESPOND TO CHANGES QUICKER.

TACOM:

CONCUR

TF RESPONSE:

1. NO CHANGE IN RECOMMENDATIONS.
2. MSC COMMENTS REINFORCE HASC PERCEPTION THAT "NOBODYS IN CHARGE."

RECOMMENDATION:

"CREATE A SINGLE INFORMATION MANAGEMENT ORGANIZATION THAT COMMANDS ALL INFORMATION TECHNOLOGY SERVICES THROUGHOUT AMC, AND THAT CAPITALIZES IN PLACE ALL DOIMS, MSC ADDs, SRA ADDs, AND SIMA.

COMMENTS:

MICOM:

1. COMMANDING OFFICER SHOULD BE DELEGATED AUTHORITY TO DECIDE HOW TO APPLY RESOURCES INCLUDING DOIM.

LABCOM:

1. HQ AMC SHOULD BE IN STAFF SUPPORT ROLE RATHER THAN DIRECT SUPPORT OF OPERATION ELEMENTS.

AVSCOM/TROSCOM:

1.LOCAL COMMANDER NEEDS TO MAINTAIN CONTROL OF DOIM/ADD RESOURCES.

TACOM:

1. CONCUR WITH COMMENT (RETAIN LOCAL FLEXIBILITY VIA SHADOW DATABASE).

TF RESPONSE:

1. NO CHANGE IN RECOMMENDATIONS.

2. FOCUS ON CORE COMPETENCIES.

STRUCTURE OF INFO TECHNOLOGY SUPPORT

OBSERVATION

Fundamental changes to AMC business environment are inevitable.

Currently AMC has 4,734 personnel onhand with 3,876 FY92 authorizations and 3,296 FY93 authorizations (excluding ADDs and SIMA).

DISCUSSION

JLSC/CIM will mandate future systems. Mainframe and network operations will migrate out of AMC (defacto outsourcing). Functionals will place greater reliance on computer networks.

AMC needs to define its business processes and core competencies (IDEF).

Resource constraints and DOD policy reduce freedom of action.

AMC functional requirements interface to JLSC and IM service providers still required.

RECOMMENDATIONS

1. Outsource information technology support to ISC.

2. Get HQDA resolution regarding reduction to authorized strength in FY92.

BENEFITS

Increase functional's focus on core competencies.

Attains business, vice informal, relationship for IT support.

Focuses IT provider on providing support at equal or less cost. Makes IT support costs explicit.

TIME FRAME

Near to mid term

RECOMMENDATION:

"OUTSOURCE INFORMATION TECHNOLOGY SUPPORT TO ISC"

COMMENTS:

GENERAL NON CONCURRENCE

TF RESPONSE:

1. NO CHANGE. TECHNOLOGY SERVICES ARE ISC'S CORE FUNCTION

USE OF INFO TECHNOLOGY AS AN ENABLER

OBSERVATION

Automation systems dictate AMC's business processes.

Information technology is not being fully exploited.

DISCUSSION

Current approach tying business processes to automated systems constrains AMC's efforts to change business processes. Problem will get worse as control of systems transitions to JLSC. Decoupling the functionals from existing applications will enable business process redesign and reduce impacts of migration to JLSC standard systems.

Acceptable automated tools for electronic communication and office automation are not available throughout AMC.

RECOMMENDATIONS

1. Develop and empower a small DSS group working for the CG. Group must consist of mix of technologists and functionals.
2. Make strategic change in AMC's use of automation as an enabler for senior executives.
3. Complete IDEF concurrent with implementation of AMC's Decision Support System.

BENEFITS

Improves business process. TACOM saves $108M in FY91 in management of stocks.

TIME FRAME

Near term

RECOMMENDATION:

"USE OF TECHNOLOGY AS AN ENABLER"

COMMENTS:

GENERAL CONCURRENCE WITH CONCEPT,
BUT DESIRE TO IMPLEMENT LOCALLY
UNDER CONTROL OF MSC COMMANDER

TF RESPONSE:

NO CHANGE. AMC-WIDE SOLUTION PROVIDES BEST
SUPPORT TO CORPORATE DATA NEEDS

FOLLOW-ON ACTIONS

- √ TASK FORCE FINAL REPORT TO CG, AMC DUE 22 MAY 92

- √ IMPLEMENTATION OF APPROVED RECOMMENDATIONS

CLOSING REMARKS

- TENOR OF REPORT ("OPPORTUNITIES")
- "CUSTOMER FOCUS" OF TF
- EMPOWER AND ENFORCEMENT
  - **CENTRAL C2 DURING REDUCTION**
  - **RESISTANCE TO CHANGE**
- NEXT STEPS

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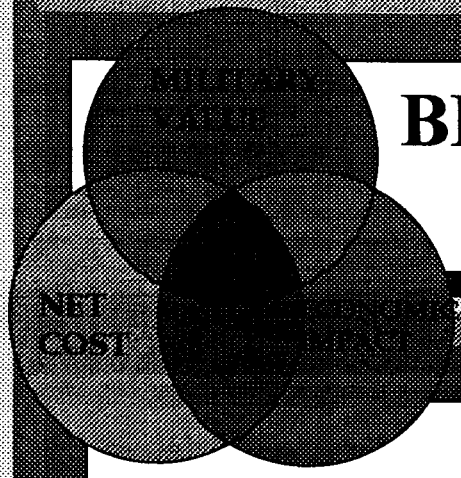

BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT A
BACKGROUND
SIMA EAST

TENANT MISSION IMPACT FOR:

Systems Integration & Management Activity East

MISSION:

Provides integrated automation support to the U.S. Army AMC installation, industrial, and financial business processes. Critical to AMC/Army Future Power Projection and Force 21 Missions such as Strategic Stocks/War Reserves worldwide, Central Asset Visibility (CAV)/Single Stock Fund (SSF) Army-wide implementation, Integrated Sustainment Maintenance initiative, and extension of Automated Time, Attendance and Production System (ATAAPS)/Standard Industrial Fund System (SIFS) Army wide. SIMA-EAST employs 209 organic staff in addition to 37 contractor staff. The organization operates with an annual budget of $20 million.

WHY LOCATED AT LETTERKENNY?

SIMA East's original mission was to develop the standard automated systems to support depot operations. Letterkenny as a multimission depot was designated to serve as the prototype installation for all the applications developed by SIMA. This user/developer partnership has significantly contributed to the high quality systems fielded by SIMA over the years. The secondary reason for Army decision makers locating SIMA East at Letterkenny was the cost effective means of maintaining currency of functional knowledge of the business processes the automated systems are required to support. Because of the close working relationship between designer and end user, SIMA developed systems have automated and integrated business processes in such a way that depot operations have become both efficient and effective. In order to retain the mission effectiveness of both SIMA East and its end user customers, it is essential that SIMA be located at a multimission depot.

MISSION IMPACT IF ELIMINATED/RELOCATED?

SIMA East applications are unique within the Army. The applications developed by this organization are absolutely critical to the Army in both peace time and national emergency. The functional business process systems analysts in SIMA East are totally unique within the Army. Many of the automation personnel within the organization also have skills that are unique to the Army. Within SIMA East automation professionals become productive in their first year; however, they do not achieve full performance levels for approximately three years. In the case of functional systems analysts, it takes about three years to "grow" a functional analyst to the point they understand their assigned functional applications and how their functions interface with other SIMA East applications and interfaces with external business processes/systems. It is the professional opinion of those most familiar with the mission and unique skill of this organization that relocation of SIMA East will cause a total mission failure for a period of three years.

PLANNED DISPOSITION, IF KNOWN?

SIMA East workforce has been told that IOC has been directed to prepare a contingency planning package which will be part of Letterkenny BRAC 95 Implementation plan. That package will reflect a relocation of SIMA East to the Rock Island Arsenal consistent with BRAC 95 milestones. The basis for the move is supposedly the Army's interpretation of BRAC 91 and BRAC 93 law. SIMA East was directed to move to Rock Island in BRAC 91. BRAC 93 law reversed the BRAC 91 decision based on the fact that SIMA East (as a central design organization would transfer to DOD based on DMRD 918). DISA said it made no sense to move SIMA East to Rock Island based on the small amount of resources expended on Industrial Operations Command (Rock Island) business and the organization could better serve its customer base from Letterkenny. In 1993 DOD reversed its decision to transfer central design organizations to DOD and the Army is now saying that decision puts SIMA back to the BRAC 91 decision (move to Rock Island) even though the GAO BRAC 91 comments on that proposal said it makes no mission or economic sense to move SIMA. DISA (and the Secretary of Defense) in BRAC 93 said based on the customer base of SIMA East they should remain at Letterkenny. Current and future projected workloads for SIMA East confirm it still makes no sense to move SIMA off Letterkenny Army Depot.

LETTERKENNY ARMY DEPOT, PA

1. **RECOMMENDATION :** Realign Letterkenny Army Depot by transferring the towed and self-propelled combat vehicle mission to Anniston Army Depot. Retain an enclave for conventional ammunition storage and tactical missile disassembly and storage. Change the 1993 Commission's decision regarding the consolidating the tactical mission maintenance at Letterkenny by transferring missile guidance system workload to Tobyhanna Army Depot.

2. **IMPACT :** 2090 direct jobs

3. **COBRA RUN :**

POSITION ELIMINATED		POSITION REALIGNED	
officer	= 9	officer	= 1
enlisted	= 11	enlisted	= 14
civilian	= 1267	civilian	= 788
TOTAL	= 1287	TOTAL	= 803

4. **ASIP :**

POSITION ELIMINATED				
WONT!P	AGY USA AUDIT	0 (OFF)	0 (ENL)	16 (CIV)
W2KR20	ACTUSA MEDDEP	0 (OFF)	0 (ENL)	14 (CIV)
W459-A	TMDE SUP GP #1	0 (OFF)	1 (ENL)	11 (CIV)
W4E4!A	ACTMEA	0 (OFF)	0 (ENL)	21 (CIV
W4GV90	USA CECOM	0 (OFF)	0 (ENL)	1 (C
!0L602	DRMO	0 (OFF)	0 (ENL)	37 (
!0L603	DEF PRINTING	0 (OFF)	0 (ENL)	6
W0L6AA	LETTERKENNY	9 (OFF)	10 (ENL)	116
TOTAL		9 (OFF)	11 (ENL)	

DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY INDUSTRIAL OPERATIONS COMMAND
ROCK ISLAND, ILLINOIS 61299-6000

REPLY TO ATTENTION OF

AMSMC-AEE (15-1a)

19 APR 1995

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Base Realignment and Closure (BRAC) 95 Implementation Plan

1. Reference BRAC 95 Implementation Planning Guidance Meeting, 15-16 March 1995, Rock Island Arsenal, Illinois.

2. The following guidance originally provided at referenced meeting is restated for emphasis. Each losing U.S. Army Depot System Command/U.S. Army Armament, Munitions and Chemical Command installation will prepare its respective BRAC 95 Implementation Plan. The gaining installation will provide support as required.

3. Subsequent guidance from headquarters, U.S. Army Materiel Command, is that an Implementation Plan will be developed for the Systems Integration and Management Activity-East (SIMA-E) as a BRAC 93 action. The SIMA-E Plan, although classified as a BRAC 93 action, will follow all the requirements associated with BRAC 95 and will be prepared by SIMA-E as an addendum to the Letterkenny Army Depot (LEAD) Implementation Plan. The LEAD will, as with any other tenant, account for the impact on LEAD base operations costs, etc.

4. All Implementation Plans will show a completion date of end FY 97 unless otherwise approved by the Commanding General, Industrial Operations Command.

5. The POC is Mr. Kenneth P. Muehl, AMSMC-AEE, DSN 793-8393, datafax DSN 793-7768.

for Bridget L. Myers
ALAN G. WILSON
Chief, Performance Evaluation Division

DISTRIBUTION:
Commander, Letterkenny Army Depot, ATTN: SDSLE-I (Ms. Hallie Bunk), Chambersburg, PA 17201-4170
Commander, Red River Army Depot, ATTN: SDSRR-B (Mr. Bobby Notley), Texarkana, TX 75507-5000
Commander, Sierra Army Depot, ATTN: SDSSI-CO (COL Donald D. Whitfield II), Herlong, CA 96113-5000
Commander, Seneca Army Depot, ATTN: SDSTO-SECO (Mr. Anthony J. Carnevale), 5786 State Route 96, Romulus, NY 14541-5001
Commander, Savanna Army Depot Activity, ATTN: SDSLE-V-CO (MAJ James Sisk), Savanna, IL 61074-9636
Director, Systems Integration and Management Activity-East (Mr. Jim Hafer), Chambersburg, PA 17201-4180

CF:
Commander, Anniston Army Depot, ATTN: SDSAN-DM-PPE (Mr. Paul Harper), 7 Frankford Avenue, Anniston, AL 36201-4199
Commander, Tobyhanna Army Depot, ATTN: SDSTO-PE (Mr. Robert Haas), 11 Hap Arnold Boulevard, Tobyhanna, PA 18466-5000
Commander, Lone Star Army Ammunition Plant, ATTN: SMCLS-CO (LTC Patrick Dunkle), Texarkana, TX 75505-9101
Commander, McAlester Army Ammunition Plant, ATTN: SMCMC-BMD (Ms. Carol Cook), McAlester, OK 74501-5000
Commander, U.S. Army Armament, Munitions and Chemical Command, ATTN: AMSMC-AEE/HR/EQ, Rock Island, IL 61299-6000

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DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
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REPLY TO ATTENTION OF

AMCSO 21 March 1995

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: BRAC 95 Implementation Planning Guidance - Discretionary Moves

1. Reference:

a. Memorandum, AMCSO, 1 Mar 95, BRAC 95 Implementation Planning Guidance.

b. Memorandum, AMCSO, 10 Mar 95, BRAC 95 Implementation Planning Guidance.

2. The two memorandums and their attachments laid out the requirements relating to discretionary moves for "tenant" activities on AMC installations proposed for closure or realignment.

3. The purpose of this memorandum is to lay out two short term suspenses for discretionary moves.

4. At enclosure 1 is a data extract of tenant activities on our closing/realigning bases sorted by the parent activity responsible for the tenant. Data includes the AMC closing/realigning site, the name of the tenant activity, the UIC of the activity, the recommendation for the tenant activity as contained in the DOD data provided to the BRAC Commission, and the strength figures for the tenant activity. The recommendation pertaining to the tenant activity contained in the DOD proposal to the BRAC Commission is in the the "gain/elim" column of the extract and can be one of three items:

a. A specific site the activity will be realigned to.

b. The fact that the activity has been eliminated.

c. Base X. A "holding" nomenclature for purposes of the BRAC proposal. This means the activity will realign, but its destination has not yet been determined.

5. This suspense is two fold:

a. By COB 29 Mar 95 responsible agencies need to provide us with the desired locations for those activities currently designated to realign to Base X. This may be done

AMCSO
SUBJECT: BRAC 95 Implementation Planning Guidance - Discretionary Moves

telephonically to meet the short term suspense, but must be followed up in writing.

b. By COB 13 Apr 95, for each of the activities designated to relocate to Base X, provide the data at paras 1, 3, 5 and 8 of enclosure 2.

6. The point of contact for this action is Mr. Paul Mui, DSN 284-8157, datafax (703) 274-3779.

7. AMC -- America's Arsenal for the Brave.

MICHAEL C. SANDUSKY
Chief
Special Analysis Office

DISTRIBUTION:
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Mr. Al Wilson (IOC)
Mr. Perry Trollinger (TMDE)
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USAREC

CF:
Ms. Joan Horton (LOGSA)
Mr. Tom Smith (ATCOM)
Mr. Frank Cuiffo (CECOM)
Mr. Gary Reas (MICOM)
Mr. Bud O'Mara (SIMA)
MEDCOM (MAJ Devries)

BRAC 95 DISCRETIONARY MOVES

LOSING	ACTIVITY	UIC	GAIN/ELIM	MILITARY	CIVILIAN	SERVICE
** RESPONSIBLE AGENCY = AAA						
ATCOM	AGENCY USA AUDIT	WONT!R	BASE X	0	31	ARMY
LETTERKENNY	AGENCY USA AUDIT	WONT!P	ELIM	0	16	ARMY
** Subtotal **				0	47	
** RESPONSIBLE AGENCY = AAFES						
SIERRA AD	AAFES	!69511	BASE X	0	7	DEFENSE
RED RIVER ARMY DEPOT	AAFES	010306	ELIM	0	7	DEFENSE
SELFRIDGE	AAFES	!34W01	DETROIT ARSENL	0	167	DEFENSE
** Subtotal **				0	181	
** RESPONSIBLE AGENCY = AMC DCSPER						
RED RIVER ARMY DEPOT	SCHOOL OF ENGINEERING & LOGISTIC	W46BAA	BASE X	0	37	ARMY
RED RIVER ARMY DEPOT	DET DA CIV TRAINING EDUCATION	W4CM!B	LONE STAR	0	160	ARMY
RED RIVER ARMY DEPOT	INTERN TRAINING CTR	I911/P	LONE STAR	0	2	ARMY
** Subtotal **				0	199	
** RESPONSIBLE AGENCY = ATCOM						
CM PRICE	CTR USA PERSONNEL	W4MO!A	ELIM	0	5	ARMY
** Subtotal **				0	5	
** RESPONSIBLE AGENCY = CECOM						
RED RIVER ARMY DEPOT	USA CECOM	W46V!G	ELIM	0	1	ARMY
LETTERKENNY	USA CECOM	W46V90	ELIM	0	1	ARMY
** Subtotal **				0	2	
** RESPONSIBLE AGENCY = CIC						
RED RIVER ARMY DEPOT	USA CIDC	WZLF29	ELIM	1	0	ARMY
SELFRIDGE	REGIONAL 3RD USA CIDC	WSLD21	BASE X	1	0	ARMY
CM PRICE	RGN 6TH USA CIDC	WSLF49	BASE X	1	1	ARMY
** Subtotal **				3	1	
** RESPONSIBLE AGENCY = COE						
LETTERKENNY	CORPS OF ENGINEER	WZ3H01	BASE X	0	2	ARMY
DUGWAY PROVING GROUND	COE (SACRSMENTO DET)	W07503	ELIM	0	7	ARMY
** Subtotal **				0	9	
** RESPONSIBLE AGENCY = DEF COM AGY						
SIERRA AD	DEF COMSY AGENCY	DCWS46	BASE X	0	17	DEFENSE
DUGWAY PROVING GROUND	DEF COMMISSARY AGENCY	DCSW55	ELIM	0	30	DEFENSE
SELFRIDGE	DEF COMSY AGENCY	DCECZ2	BASE X	0	53	DEFENSE

BRAC 95 DISCRETIONARY MOVES

LOSING	ACTIVITY	UIC	GAIN/ELIM	MILITARY	CIVILIAN	SERVICE
** Subtotal **				0	100	
** RESPONSIBLE AGENCY = DFAS						
LETTERKENNY	CTR DFAS	W49052	BASE X	0	78	DEFENSE
RED RIVER ARMY DEPOT	DFAS	W49054	BASE X	0	118	DEFENSE
SENECA AD	DFAS	W49083	BASE X	0	2	DEFENSE
SIERRA AD	DFAS	W49055	BASE X	0	4	DEFENSE
DUGWAY PROVING GROUND	DFAS	W49061	ELIM	0	25	DEFENSE
** Subtotal **				0	227	
** RESPONSIBLE AGENCY = DISA						
LETTERKENNY	DEF PRINTING SERVICE	!DL603	ELIM	0	6	DEFENSE
DUGWAY PROVING GROUND	DEF PRINTING	!30M01	ELIM	0	1	DEFENSE
RED RIVER ARMY DEPOT	DEF PRINTING SERVICE	!DMC04	ELIM	0	12	DEFENSE
LETTERKENNY	DEFENSE MEGA CENTER	W49C!A	BASE X	15	165	DEFENSE
** Subtotal **				15	184	
** RESPONSIBLE AGENCY = DLA						
LETTERKENNY	DRMO	!DL602	ELIM	0	37	DEFENSE
RED RIVER ARMY DEPOT	ELE USA DEF DEP TRACY	W1BF03	ELIM	2	0	DEFENSE
~~RRAD~~ SENECA	DRMO	!DMJ01	BASE X	0	6	DEFENSE
SENECA AD	DRMO	!DMS01	BASE X	0	2	DEFENSE
RED RIVER ARMY DEPOT	DRMO	!DMC02	ELIM	0	2	DEFENSE
SAVANNA AD	DRMO	!DME01	ELIM	0	1	DEFENSE
** Subtotal **				2	48	
** RESPONSIBLE AGENCY = FORSCOM						
SIERRA AD	EOD DET	WB6GAA	BASE X	17	0	ARMY
SELFRIDGE	75 OD DET EOD TEAM	WB7JAA	BASE X	17	0	ARMY
** Subtotal **				34	0	
** RESPONSIBLE AGENCY = GSA						
RED RIVER ARMY DEPOT	GSA REGIONAL 7 OFFICE	!DMC02	ELIM	0	2	OTHER
** Subtotal **				0	2	
** RESPONSIBLE AGENCY = IOC						
LETTERKENNY	USA CENTRAL PA PMC	WUMCDL	BASE X	0	183	ARMY
CM PRICE	DEP RED RIVER ARMY DEPOT	WDMC!A	ELIM	0	1	ARMY
** Subtotal **				0	184	
** RESPONSIBLE AGENCY = LOGSA						
FT. CHAFFEE, AR	LOGISTIC ASST OFFICE	W43T61	ELIM	0	1	ARMY
LETTERKENNY	ACTV LOG SUP LOGSA	W43T03	HUNTSVILLE,AL	16	126	ARMY

BRAC 95 DISCRETIONARY MOVES

LOSING	ACTIVITY	UIC	GAIN/ELIM	MILITARY	CIVILIAN	SERVICE
** Subtotal **				16	127	
** RESPONSIBLE AGENCY = MEA						
LETTERKENNY	ACT MEA	W4E41A	ELIM	0	21	ARMY
** Subtotal **				0	21	
** RESPONSIBLE AGENCY = MED COMD						
DUGWAY PROVING GROUND	HEALTH CENTER - DENTAL	W09215	ELIM	8	7	ARMY
DUGWAY PROVING GROUND	HEALTH CENTER - VET	W09214	ELIM	0	1	ARMY
DUGWAY PROVING GROUND	HEALTH CENTER	W09209	ELIM	21	26	ARMY
FM PRICE	ACT USA MEDDAC	W1ML09	ELIM	3	0	ARMY
SELFRIDGE	ACT USA MED DEPT	WZLA35	ELIM	13	10	ARMY
SELFRIDGE	ACT USA MED DEPT	WZLA39	ELIM	4	0	ARMY
LETTERKENNY	ACT USA MED DEPT	WK2R20	ELIM	0	14	ARMY
RED RIVER ARMY DEPOT	ACT USA MED DEPT	W2M501	ELIM	0	17	ARMY
SAVANNA AD	ACT USA MED	W1ML31	ELIM	0	2	ARMY
** Subtotal **				49	77	
** RESPONSIBLE AGENCY = MICOM						
FT. CHAFFEE, AR	USA MISSILE COMMAND	W0H966	ELIM	0	1	ARMY
** Subtotal **				0	1	
** RESPONSIBLE AGENCY = SIMA	IS Not A Discretionary move					
LETTERKENNY	USAMC SYS SIMA	W44K-A	ROCK ISLAND,IL	21	289	ARMY
** Subtotal **				21	289	
** RESPONSIBLE AGENCY = TECOM						
FT. HUNTER LIGGETT, CA	HE, USA TECOM	W0JE09	BASE X	0	6	ARMY
DUGWAY PROVING GROUND	TECH ESCORT	W38N03	ELIM	11	1	ARMY
** Subtotal **				11	7	
** RESPONSIBLE AGENCY = TMDE						
LETTERKENNY	USA TMDE SUPPORT GROUP REGIONAL 1	W45917	BASE X	0	60	ARMY
FT. RICHIE, MD	USA TMDE SUPPORT GROUP	W45904	BASE X	0	3	ARMY
SENECA AD	USA TMDE SUPPORT GROUP REGIONAL 1	W45916	ELIM	0	4	ARMY
FT. GREELY, AK	USA TMDE SUPPORT GROUP	WGEH33	FT.WAINWRIGHT	6	0	ARMY
LETTERKENNY	USA TMDE SUPPORT GROUP	W459-A	ELIM	1	11	ARMY
DUGWAY PROVING GROUND	USA TMDE SUPPORT GROUP REGIONAL 4	W46A14	ELIM	0	16	ARMY
RED RIVER ARMY DEPOT	USA TMDE SUPPORT GROUP REGIONAL 3	W46A10	ELIM	0	16	ARMY
FT. RICHIE, MD	USA TMDE SUPPORT GROUP REGIONAL 1	W45904	BASE X	3	2	ARMY

BRAC 95 DISCRETIONARY MOVES

LOSING	ACTIVITY	UIC	GAIN/ELIM	MILITARY	CIVILIAN	SERVICE
** Subtotal **				10	112	
** RESPONSIBLE AGENCY = USA RECRUITING Command *						
SELFRIDGE	GROUP RC TRAINING 1ST ARMY	W49012	BASE X	9	0	ARMY
CM PRICE	BN USA REC ST LOUIS	W19R00	BASE X	3	1	ARMY
SENECA AD	GROUP RC TRNG 1ST ARMY	W49017	BASE X	7	0	ARMY
** Subtotal **				19	1	
*** Total ***				180	1824	

APPENDIX 2 (PROPOSED DISCRETIONARY LOCATION MOVE ANALYSIS FORMAT) to ANNEX J (DISCRETIONARY-LOCATION MOVE GUIDANCE) to HQDA BRAC 95 IMPLEMENTATION GUIDANCE

PROPOSED DISCRETIONARY LOCATION MOVE ANALYSIS FORMAT
(For proposed realignment of an activity to a gaining installation not specified by the BRAC Commission)

*1. Proposed Action. Relocation of (specific activity) to (gaining installation).

2. Rationale for Taking the Action (*this is the same for all activities*). Under the provisions of the Defense Base Closure and Realignment Act of 1990, Public Law 101-510, the Secretary of Defense submitted a list of installations recommended for closure or realignment to the Defense Base Closure and Realignment Commission in Feb 95. Included in that list was the recommended closure of (specified installation). As a result of the closure of the installation, the (specific activity) will be relocated to (proposed gaining installation). The closure of (specified installation) is mandated by Public Law 101-510 unless rejected by the Commission, the President, or the Congress.

*3. Stationing Criteria. Identify attributes which define site selection of reasonable alternatives; i.e., acreage, geo/demographic constraints, affiliations, etc. The criteria will include required attributes for mission requirements such as location, availability of physical or synergistic activities, cost, and other unique items.

4. Analysis of Alternatives. Describe the alternatives studied and why the proposed action is the preferred action. Include the following:

a. No action. This alternative is unacceptable because of the mandated closure of the current location.

b. Inactivate the unit/disestablish the activity. Discuss why this alternative is not desirable.

c. Reasonable alternative gaining installations. (assess stationing criteria against all alternatives).

*5. Strategic and Operational Implications. If the action would result in major impacts on current strategy, contingency plans, or other operational considerations, describe the impacts succinctly. Do not include classified information.

6. Estimated Manpower Impacts. Describe the overall change in manpower for the activity or unit and for the losing and gaining installations (i.e., support manpower). Include positions transferred and eliminated.

APPENDIX 2 (PROPOSED DISCRETIONARY LOCATION MOVE ANALYSIS FORMAT) to ANNEX J (DISCRETIONARY-LOCATION MOVE GUIDANCE) to HQDA BRAC 95 IMPLEMENTATION GUIDANCE

7. Anticipated Costs/Savings. Describe estimated one-time and steady state net annual recurring savings and costs.

*8. Facilities Requirements. Describe what facilities will have to be constructed, converted, renovated, or leased in order to implement the action. Identify specific projects, by fiscal year, which must be constructed to implement the action or which will be canceled as a result of the action.

9. Environmental Impacts. Briefly describe the environmental impacts of the action. The NEPA action plan for the proposed gaining installation will address the cumulative impacts of relocation; therefore, do not address in this proposal the type of environmental documentation which will need to be prepared.

10. Potential Problems. Identify any potential problems, such as local opposition or socioeconomic concerns, which may be encountered if the action is implemented.

11. Milestones. Show projected milestones for the initiation and completion of significant events.

*= Information needed per para 3b. Entire information required per para 3c.

DEPARTMENT OF THE ARMY
USAMC LOGISTICS SUPPORT ACTIVITY
REDSTONE ARSENAL, AL 35898-7466

REPLY TO
ATTENTION OF

AMXLS-H

8 MAR 1995

MEMORANDUM FOR MR. DARRELL POWELL, CHIEF, BASE REALIGNMENT AND CLOSURE (BRAC) OFFICE, SPECIAL ANALYSIS OFFICE, U.S. ARMY MATERIEL COMMAND, 5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333-0001

SUBJECT: BRAC 95 - Realignment of Letterkenny Army Depot

1. Under BRAC 95, tenants of Letterkenny Army Depot are to be realigned. The Major Item Information Center (MIIC), UIC W43T03, a derivative unit of the Logistics Support Activity (LOGSA), is currently a tenant at Letterkenny Army Depot. LOGSA's primary location is Redstone Arsenal, AL. Request that the MIIC be considered for inclusion in the planned realignment, and transferred to Redstone Arsenal, AL.

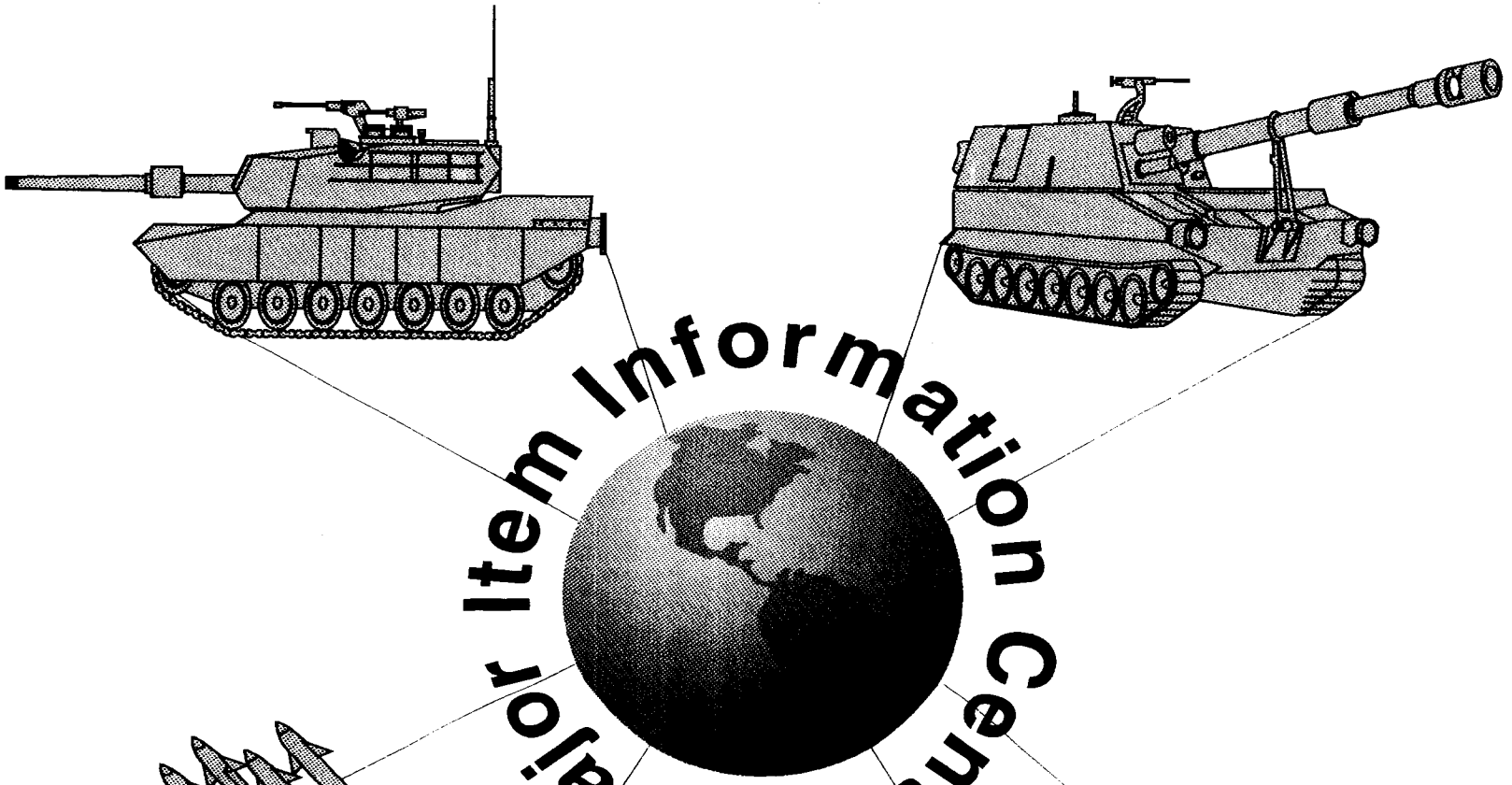
2. Transferring the MIIC to Redstone Arsenal would result in savings of at least $1M annually; the amount the MIIC currently pays to Letterkenny Army Depot for base operations support. Additional savings would accrue because the MIIC would reduce travel spending as it would be co-located with its parent unit. The MIIC has three officers, 13 enlisted, and 129 civilians on-board.

3. I believe including the MIIC in the Letterkenny Army Depot realignment and relocating it to Redstone Arsenal is most advantageous to the Army overall. Again, request consideration to include the MIIC in the Letterkenny Realignment.

Billie Turmenne

BILLIE W. TURMENNE
Executive Director
Logistics Support Activity

Document Separator



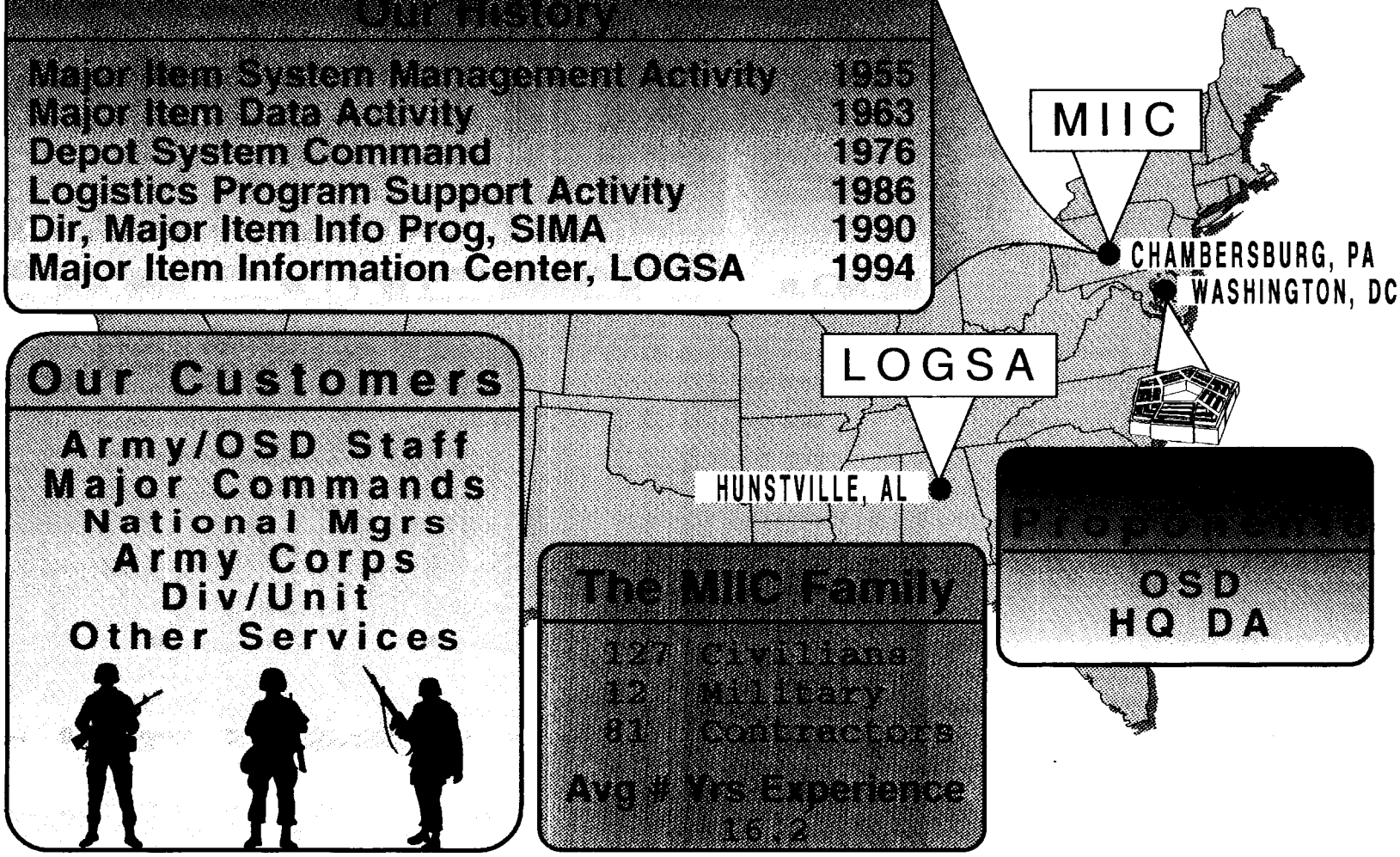
KEY POINTS

MISSION CRITICAL TO ARMY/DOD
MISSION UNIQUE
IMPACT OF MISSION FAILURE

WHO WE ARE...

Our History

Major Item System Management Activity	1955
Major Item Data Activity	1963
Depot System Command	1976
Logistics Program Support Activity	1986
Dir, Major Item Info Prog, SIMA	1990
Major Item Information Center, LOGSA	1994



Our Customers

Army/OSD Staff
Major Commands
National Mgrs
Army Corps
Div/Unit
Other Services

The MIIC Family

127 Civilians
12 Military
81 Contractors

Avg # Yrs Experience
16.2

Proponents

OSD
HQ DA

Major Item Information Center

- Army's Only Source For Major Item Information
- Specialized Knowledge and Skills -- Not Found Elsewhere

WHAT WE DO . . .

THREE UNIQUE MISSIONS

Integration of Major Item Business Processes and Information

Force, Requirements, Assets
Equipping and Sustaining Combat Ready Force

Total Asset Visibility

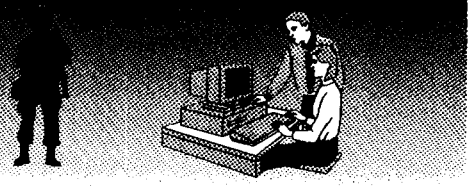
All Classes Of Supply

Conventional Arms Treaty Support

Information and Technical Support to All Services/53 Countries

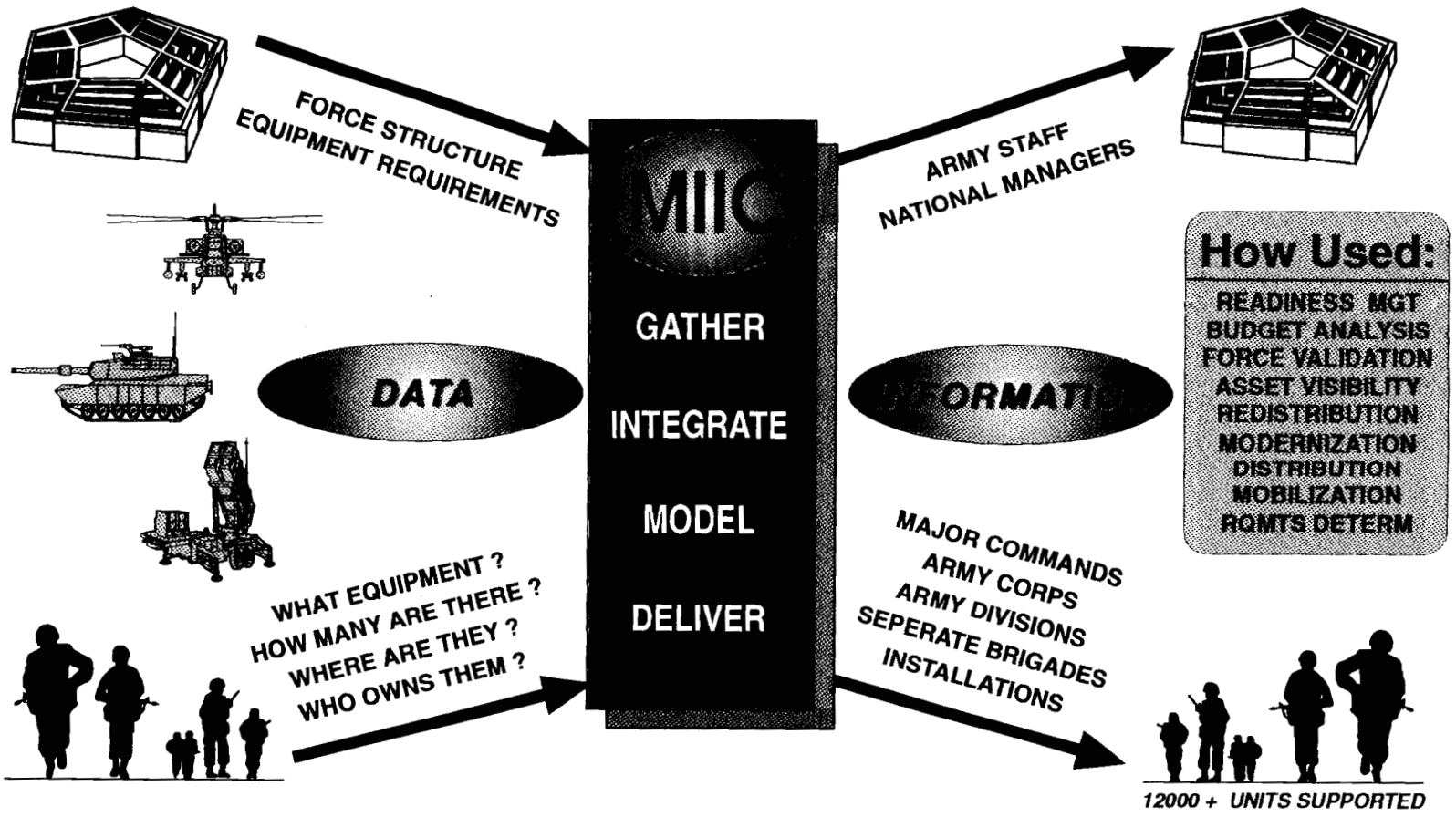
World Wide User Base

Specialized Skills



Major Item Information Center

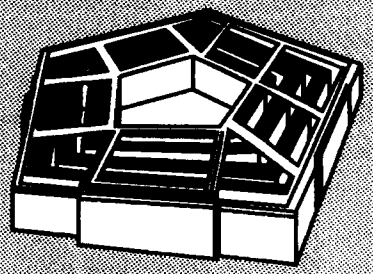
MAJOR ITEM MISSION



Major Item Information Center

SOLE SOURCE FOR MAJOR ITEM INFORMATION

How Major Item Information Is Used



- SUPPORT CONTINGENCY OPERATIONS
  - Determine Available Assets
  - Analyze Equipment Support Requirements
- DETERMINE REDISTRIBUTION PRIORITIES
- JUSTIFY BUDGET SUBMISSIONS
- VALIDATE FORCE DECISIONS
- ANALYZE READINESS

MAJOR COMMANDS
ARMY CORPS
ARMY DIVISIONS
SEPARATE BRIGADES
INSTALLATIONS
UNITS

- SUPPORT CONTINGENCY OPERATIONS
- REDISTRIBUTION
- ASSET VISIBILITY
- REQUIREMENTS VALIDATION
- READINESS FIXING

Major Item Information Center

THE ARMY'S ONLY SOURCE

MAJOR ITEM INFORMATION

THE ARMY STAFF

MIIC SUPPORT IS VITAL TO THE ARMY LEADERSHIP !

"...the primary information tool used to determine available assets to support contingency operations"

"used by the ARSTAF to determine redistribution priorities"

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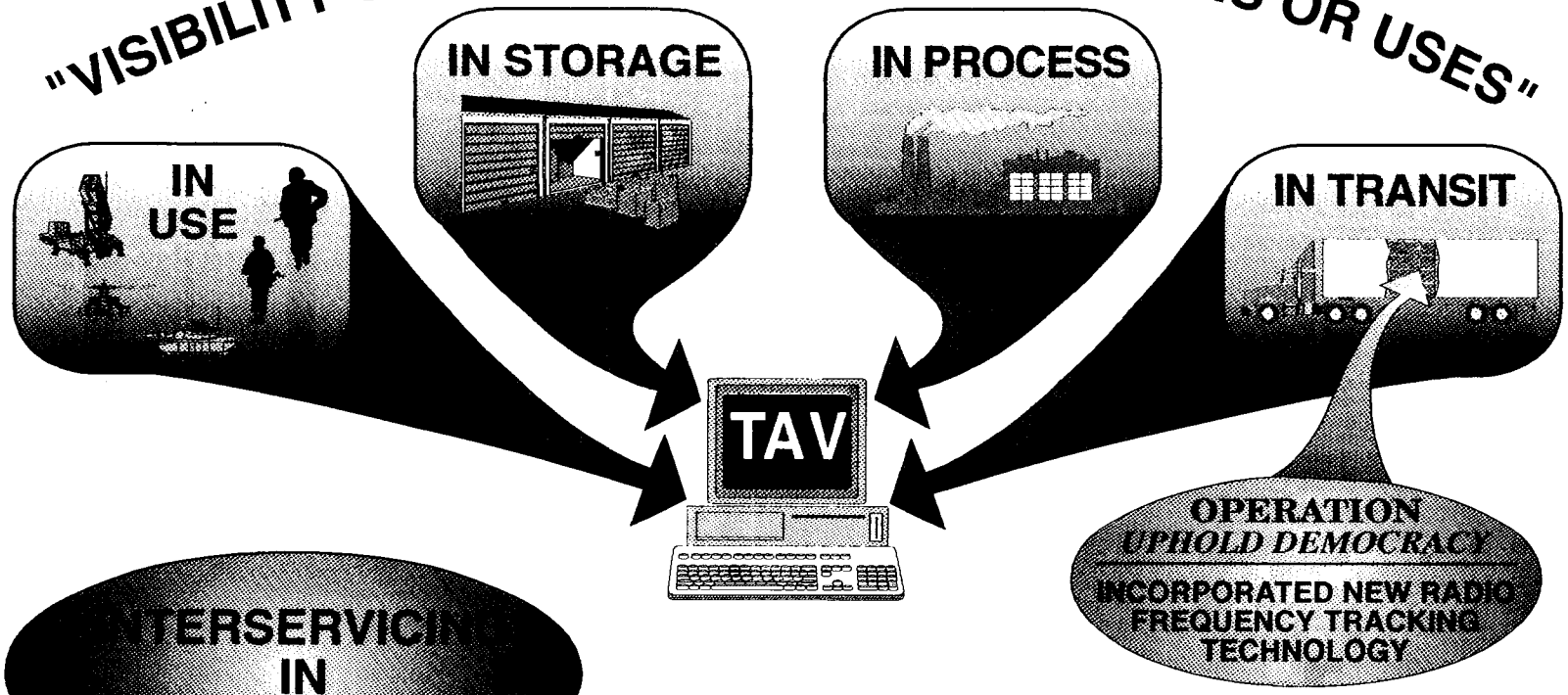
"Without MIIC, the ARSTAF would not have the information needed to determine the readiness of deploying units..."

Major Item Information Center

TOTAL ASSET VISIBILITY

"VISIBILITY OF EVERYTHING THE ARMY OWNS OR USES"



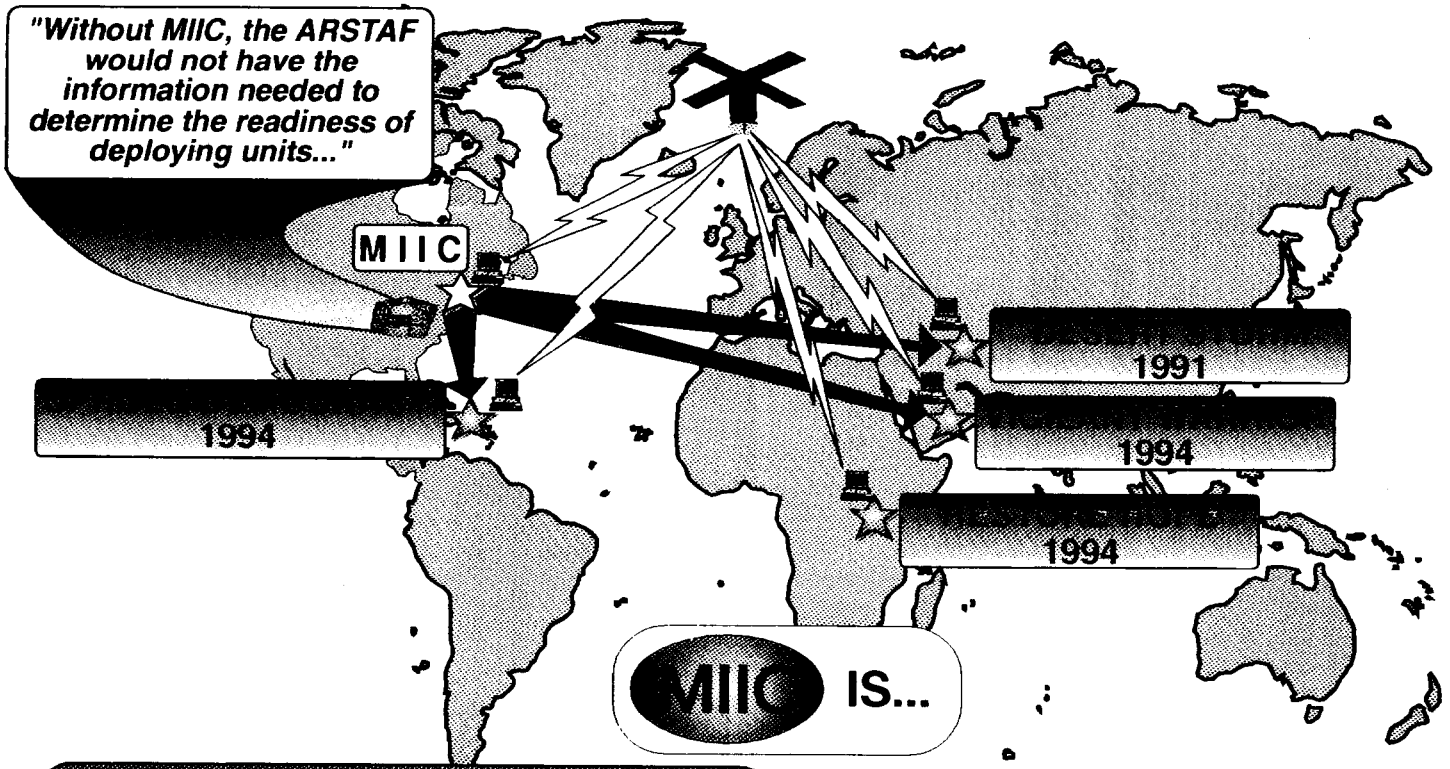
OVER 4000 "CUSTOMERS"

ARMY	MARINE CORPS
NAVY	AIR FORCE
DLA	

Major Item Information Center

SUPPORT TO MOBILIZATION AND DEPLOYMENT

"Without MIIC, the ARSTAF would not have the information needed to determine the readiness of deploying units..."



MIIC IS...

THE "EYES" OF ARMY

- ACCURATE AND TIMELY INFORMATION
  - *EQUIPMENT/MATERIEL IN THEATER*
  - *IN-TRANSIT VISIBILITY*
  - *LEVEL OF EQUIPMENT READINESS*

THE LINK BETWEEN DEPLOYED FORCES AND NATIONAL MANAGERS

- EQUIPMENT ACCOUNTABILITY/VISIBILITY
- REPLACEMENT OF COMBAT LOSSES
- IDENTIFICATION OF CRITICAL ITEM SHORTAGES

Major Item Information Center

MAJOR REGIONAL CONTINGENCY

CONVENTIONAL ARMS TREATY SUPPORT

CONVENTIONAL FORCES EUROPE	1990
CONFIDENCE AND SECURITY BUILDING MEASURES	1992
TRANSPARENCY IN ARMAMENTS	1993
GLOBAL EXCHANGE OF MILITARY INFORMATION	1994

OUR ROLE... **INFORMATION & AUTOMATION SUPPORT TO:**

JOINT STAFF, OTHER SERVICES
EUROPEAN UNIFIED COMMAND
NATO
FIFTY THREE OTHER COUNTRIES

TECHNICAL ASSISTANCE AT ANNUAL EXCHANGES

TERSERVICING
TERNATIONAL

OUR SKILLS... **TREATY EXPERTISE**
DATA MANAGEMENT

Major Item Information Center

THE MOVING OF MIIC . . .

THE REAL COST == IMPACT ON READINESS

EVERYBODY LOSES

THE ARMY/DOD

LOST ACCOUNTABILITY/VISIBILITY OF EQUIPMENT

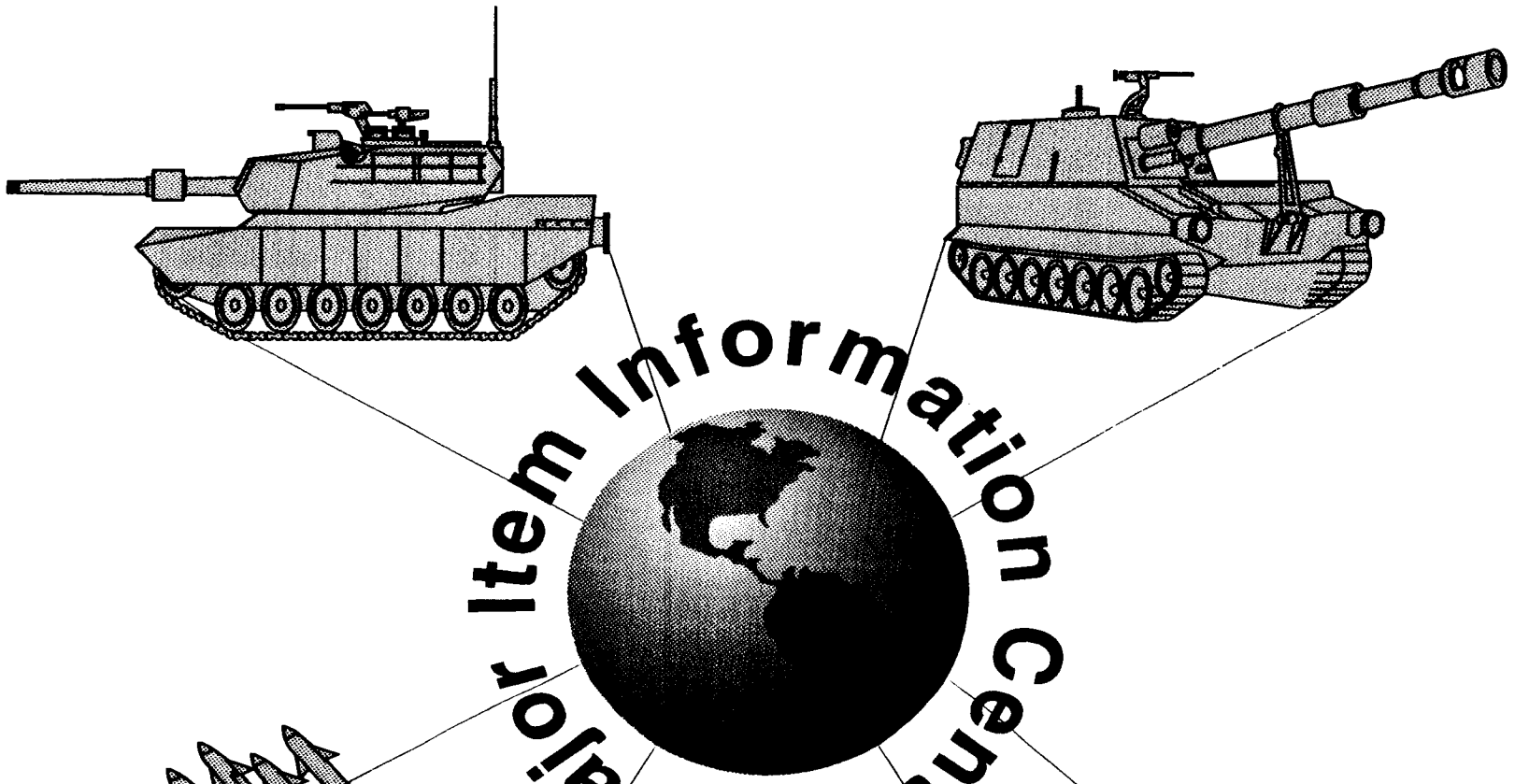
THE SOLDIER

LOSS OF CRITICAL SUPPORT

THE TAXPAYER

MAJOR EXPENSE -- NO VALUE ADDED

Major Item Information Center



KEY POINTS

MISSION CRITICAL TO ARMY/DOD
MISSION UNIQUE
IMPACT OF MISSION FAILURE

CHART 1

GOOD AFTERNOON. MY BRIEFING ADDRESSES THE MAJOR ITEM INFORMATION CENTER, ALSO A TENANT AT LETTERKENNY ARMY DEPOT.

THE MIIC (AS WE REFER TO OUR ORGANIZATION) WAS NOT ADDRESSED IN THE ARMY'S BRAC 95 SUBMISSION. NOT ONLY WERE THE DOLLARS OMITTED FROM THE IMPACT, BUT THE MISSION WAS NOT ADDRESSED.

MY PURPOSE IN BRIEFING YOU TODAY IS TO MAKE YOU AWARE OF THIS CRITICAL MISSION AREA AND TO SUGGEST THAT ANY CONCLUSION ON DOWNSIZING OF LETTERKENNY SHOULD BE MADE ONLY AFTER THERE IS A CLEAR UNDERSTANDING AND CAREFUL CONSIDERATION IS GIVEN TO THE IMPACT THAT THIS WOULD HAVE ON THE MISSION OF THE MAJOR ITEM INFORMATION CENTER, AND MORE IMPORTANTLY, THE ARMY AND THE DEPARTMENT OF DEFENSE.

IN THE CHARTS THAT FOLLOW, I WILL EMPHASIZE THREE MAJOR POINTS:

1. THE MISSION IS EXTREMELY CRITICAL TO THE ARMY AND TO DOD, BOTH IN PEACETIME AND DURING CONTINGENCY OPERATIONS - SO CRITICAL THAT THE ARMY LITERALLY CANNOT EFFECTIVELY FUNCTION WITHOUT IT.

2. THAT THE MISSION IS UNIQUE; WE ARE ONE OF A KIND - THE ONLY ORGANIZATION IN THE ARMY (PERHAPS DOD), THAT DO WHAT WE DO. AS SUCH, WE HAVE A HIGHLY SPECIALIZED SKILL BASE.

3. IF A PHYSICAL MOVE OCCURS, MOST OF THAT SKILL BASE WOULD BE LOST, AND MISSION FAILURE WOULD RESULT FOR A SIGNIFICANT PERIOD OF TIME.

AS IMPLIED IN OUR NAME, THE PRIMARY MISSION OF OUR ORGANIZATION IS MAJOR ITEM INFORMATION. WHEN WE TALK ABOUT MAJOR ITEMS, WE REFER TO THOSE THINGS THAT MOVE, SHOOT, OR COMMUNICATE; I.E., TANKS, HELICOPTERS, MISSILE SYSTEMS, RADIOS, ETC. THE ARMY CURRENTLY HAS IN ITS INVENTORY ABOUT 11,000 DIFFERENT TYPES OF MAJOR ITEMS WITH AT TOTAL DOLLAR VALUE OF APPROXIMATELY $113 BILLION.

WHO WE ARE...

Our Roots

Major Item System Management Activity	1955
Major Item Data Activity	1963
Depot System Command	1976
Logistics Program Support Activity	1986
Dir, Major Item Info Prog, SIMA	1990
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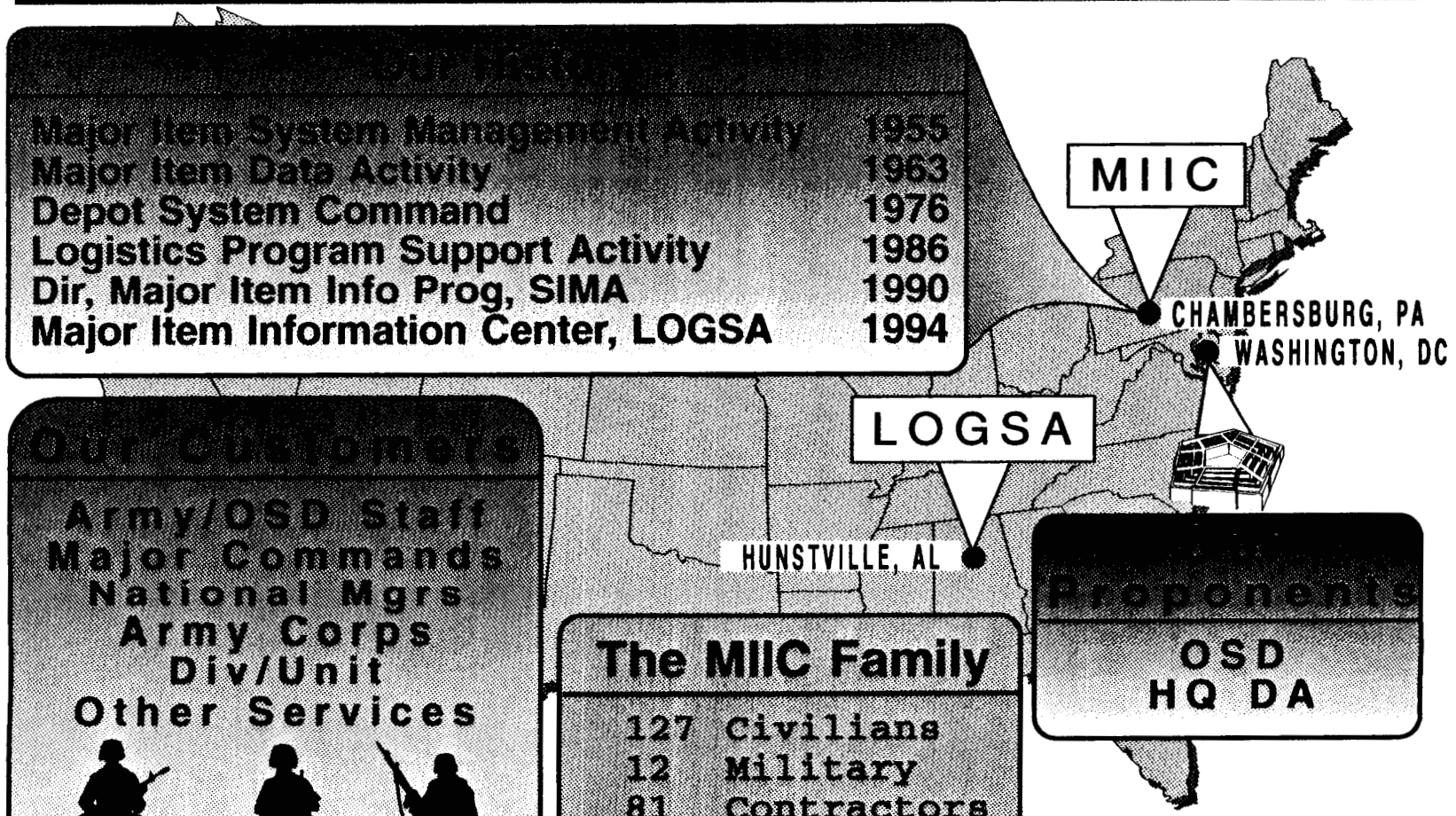


Our Customers

Army/OSD Staff
Major Commands
National Mgrs
Army Corps
Div/Unit
Other Services

The MIIC Family

127 Civilians
12 Military
81 Contractors

Avg # Yrs Experience
16.2

Proponents

OSD
HQ DA

Major Item Information Center

- Army's Only Source For Major Item Information
- Specialized Knowledge and Skills -- Not Found Elsewhere

CHART 2

THIS CHART TALKS TO WHO WE ARE AT THE MIIC, WHY WE ARE LOCATED AT LETTERKENNY, WHO WE SERVE, AND SOME STATISTICAL INFORMATION ON OUR WORKFORCE.

FIRST, OUR HISTORY: WE'VE BEEN AT LETTERKENNY FOR 40 YEARS. DURING THAT TIME, OUR NAME AND ORGANIZATIONAL ALIGNMENT HAS CHANGED SEVERAL TIMES, BUT THE PRIMARY MISSION HAS REMAINED THE SAME - MAJOR ITEM INFORMATION.

OUR LOCATION AT LETTERKENNY IS NOT AN ACCIDENT. THE CLOSE PROXIMITY TO OUR PROPONENTS IN THE PENTAGON ALLOWS FOR QUICK ACCESS AND CONTINUOUS INTERACTION WITH ARMY STAFF AND OSD PERSONNEL, WHO WE WORK WITH ON A DAILY BASIS AND WITH WHOM WE WE MEET FREQUENTLY. WE CAN BE AT A MEETING IN THE PENTAGON IN LESS THAN 2 HOURS, IF NEED BE. (OVER THE YEARS, RARELY HAS A WEEK GONE BY WITHOUT A NEED TO MEET WITH OUR PROPONENTS IN THE PENTAGON).

OUR CUSTOMERS: WE HAVE A DIRECT RELATIONSHIP WITH EVERY POST, CAMP, AND STATION IN THE ARMY. AS YOU WILL SEE ON A LATER CHART, WE RECEIVE DATA FROM VIRTUALLY EVERY ARMY UNIT, AND AT THE SAME TIME, WE PROVIDE INFORMATION BACK TO THOSE UNITS AND THEIR COMMAND ELEMENTS FROM BRIGADE LEVEL TO THE PENTAGON.

LASTLY, BUT MOST IMPORTANTLY, OUR WORKFORCE. AS I INDICATED EARLIER, IT IS A HIGHLY SPECIALIZED ONE. IT IS ALSO A SUCCESSFUL INTEGRATION OF CIVILIAN, MILITARY, AND CONTRACTOR PERSONNEL

WHAT WE DO...

THREE UNIQUE MISSIONS

Integration of Major Item Business Processes and Information

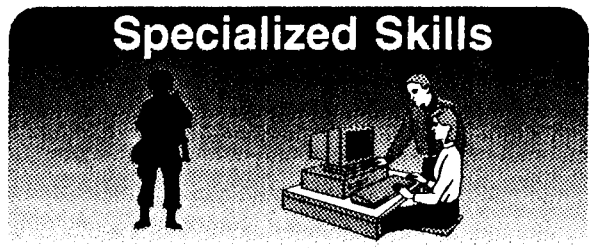
Force, Requirements, Assets
Equipping and Sustaining Combat Ready Force

Total Asset Visibility

All Classes Of Supply

Conventional Arms Treaty Support

Information and Technical Support to All Services/53 Countries



Major Item Information Center

CHART 3

THIS CHART IDENTIFIES THE THREE MOST SIGNIFICANT MISSION AREAS FOR MIIC.

THE FIRST IS THE MAJOR ITEM MISSION. AT MIIC, MAJOR ITEM INFORMATION IS DEVELOPED AND PROCESSED FOR USE THROUGHOUT THE ARMY. THE ARMY RELIES EXCLUSIVELY ON MIIC FOR THIS INFORMATION. AND AS YOU WILL SEE IN THE CHARTS THAT FOLLOW, THIS INFORMATION IS USED FOR EVERYTHING FROM UNIT READINESS ANALYSIS, TO FORCE DEVELOPMENT, TO BUDGET PROJECTIONS, TO ACTUAL MOBILIZATION AND DEPLOYMENT.

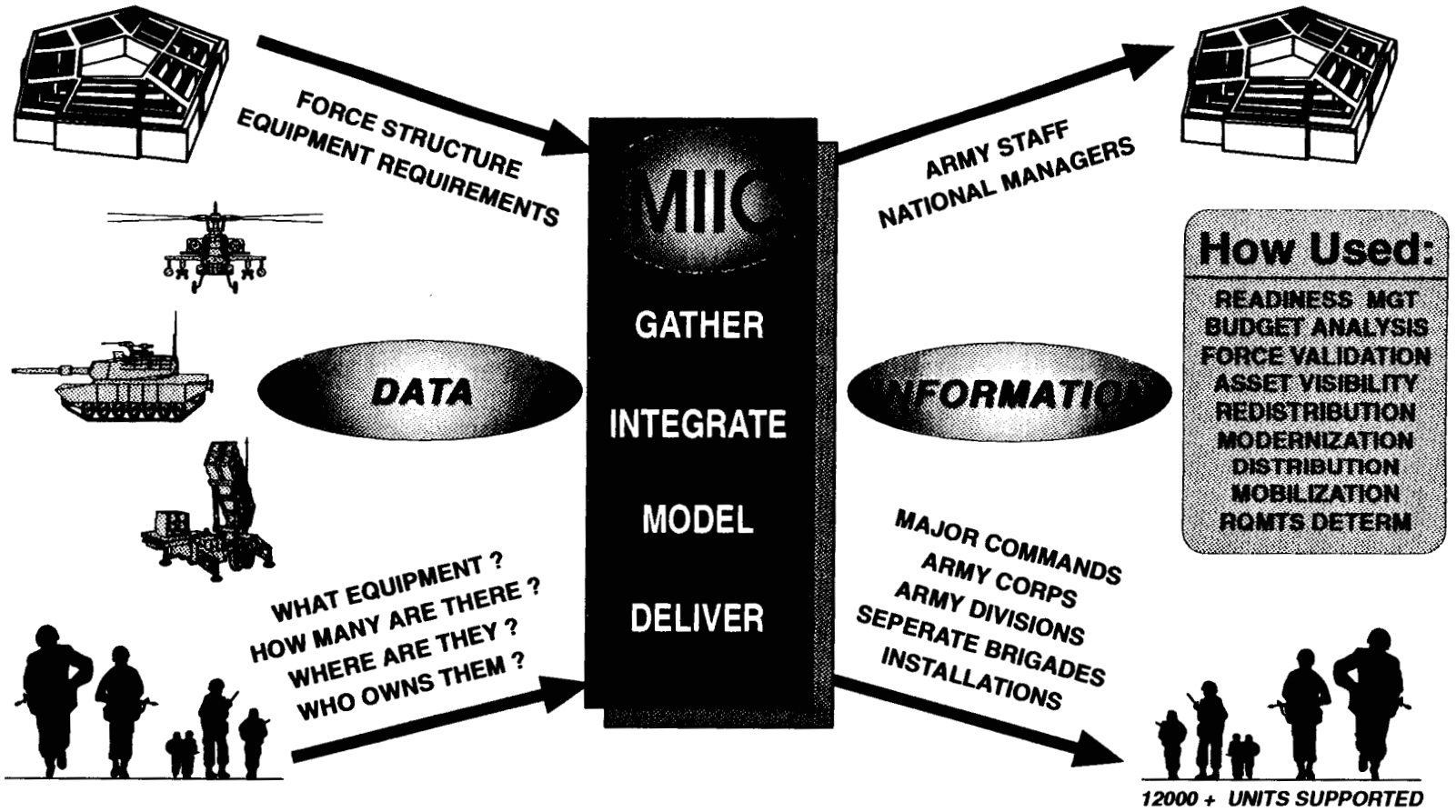
OUT NEXT TWO MISSIONS ARE TRUE "PURPLE SUIT" MISSIONS, I.E., THEY SUPPORT ALL OF DOD, NOT JUST THE ARMY.

MIIC IS THE DEVELOPER AND OPERATOR OF THE ARMY'S TOTAL ASSET VISIBILITY (TAV) SYSTEM. AS THE NAME SUGGESTS, TAV GOES BEYOND MAJOR ITEMS, PROVIDING VISIBILITY OF ALL CLASSES OF SUPPLY (REPAIR PARTS, AMMUNITION, FUEL, CLOTHING, ETC).

THE THIRD MISSION AREA INVOLVES CRITICAL SUPPORT TO THE INTERNATIONAL ARMS CONTROL COMMUNITY, TO INCLUDE SPECIALIZED SUPPORT ON TREATY COMPLIANCE.

IN THE CHARTS THAT FOLLOW, I WILL PROVIDE MORE SPECIFICS ON THESE THREE MISSION AREAS.

MAJOR ITEM MISSION



Major Item Information Center

SOLE SOURCE FOR MAJOR ITEM INFORMATION

CHART 4

THIS CHART SUMMARIZES MIIC'S MAJOR ITEM MISSION.

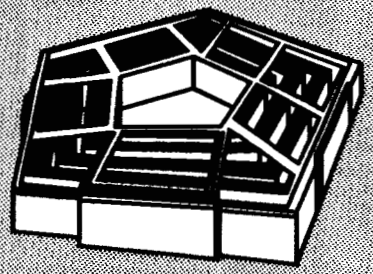
THE ARMY MANAGES MAJOR ITEMS DIFFERENTLY FROM THE WAY IT MANAGES ITS SPARE PARTS OR AMMUNITION. UNLIKE SPARE PARTS WHICH ARE MANAGED CENTRALLY, THE MAJOR ITEM PROCESSES ARE DECENTRALIZED TO NUMEROUS AGENCIES THROUGHOUT THE ARMY (I.E., FORCE DEVELOPMENT, REQUIREMENTS DETERMINATION, ACQUISITION, ETC). ONLY AT THE MIIC ARE THESE PROCESSES BROUGHT TOGETHER, COMBINED WITH MIIC COMPILED ASSET DATA AND THEN INTEGRATED TO REPRESENT A TOTAL MAJOR ITEM PICTURE.

AND, IT IS SAFE TO SAY, THAT THE PROCESSES AND SYSTEMS THAT WE TIE INTO ARE NOT WELL INTEGRATED. CONSEQUENTLY, THE MIIC INTEGRATION EFFORT IS MUCH MORE THAN AN AUTOMATION PROCESS. THE SPECIALIZED SKILLS I ALLUDE TO INVOLVE BOTH A WORKING KNOWLEDGE OF THE VARIOUS BUSINESS PROCESSES AND A DETAILED KNOWLEDGE OF THE NUMEROUS AUTOMATION SYSTEMS THROUGHOUT THE ARMY.

AS THE CHART ILLUSTRATES, RAW DATA IS GATHERED FROM THE PENTAGON AND FROM EVERY POST, CAMP, AND STATION IN THE ARMY. THIS DATA IS INTEGRATED, MODELED FOR PROJECTION PURPOSES, AND MADE AVAILABLE TO MORE THAN 12,000 USERS THROUGHOUT THE ARMY.

THESE USERS INCLUDE DECISION MAKERS AT THE PENTAGON, NATIONAL MANAGERS IN WHAT WE CONSIDER THE WHOLESALE ARMY, MAJOR COMMANDS, CORPS, DIVISIONS, SEPARATE BRIGADES, AND ON DOWN TO THE INDIVIDUAL UNITS. HOW THIS INFORMATION IS USED IS FURTHER ADDRESSED ON THE NEXT CHART.

How Major Item Information Is Used



- SUPPORT CONTINGENCY OPERATIONS
  - Determine Available Assets
  - Analyze Equipment Support Requirements
- DETERMINE REDISTRIBUTION PRIORITIES
- JUSTIFY BUDGET SUBMISSIONS
- VALIDATE FORCE DECISIONS
- ANALYZE READINESS

MAJOR COMMANDS
ARMY CORPS
ARMY DIVISIONS
SEPARATE BRIGADES
INSTALLATIONS
UNITS

- SUPPORT CONTINGENCY OPERATIONS
- REDISTRIBUTION
- ASSET VISIBILITY
- REQUIREMENTS VALIDATION
- READINESS FIXING

Major Item Information Center

THE ARMY'S ONLY SOURCE

CHART 5

THIS MAJOR ITEM INFORMATION IS USED BY BOTH THE PENTAGON AND THE FIELD ARMY IN SUPPORT OF CRITICAL PLANNING AND DAILY EXECUTION PROCESSES. USERS ACROSS THE ARMY WOULD GIVE TESTIMONY TO ITS CRITICALITY TO THEIR MISSION. YOU SEE, IN THE ARMY, MOST PROCESSES ARE DRIVEN BY THIS INFORMATION - THE CURRENT OR PROJECTED PROFILE OF MAJOR ITEMS.

NOTE THAT ON BOTH SIDES OF THE CHART, SUPPORT TO CONTINGENCY OPERATIONS IS IDENTIFIED. I'LL SAY MORE ON CONTINGENCY SUPPORT LATER IN THE BRIEFING. AT THIS TIME, I WILL JUST POINT OUT THAT THIS INFORMATION HAS PROVEN VITAL TO THOSE OPERATIONS; VITAL TO BOTH THE PENTAGON PLANNERS AS WELL AS TO DEPLOYING COMMANDS.

ALSO NOTE THIS INFORMATION SUPPORTS CRITICAL READINESS AND BUDGET PROCESSES. FUNCTIONS TIED TO DOWNSIZING, SUCH AS FORCE VALIDATION AND REDISTRIBUTION RELY HEAVILY ON MIIC'S MAJOR ITEM INFORMATION.

A KEY POINT - MIIC IS THE ONLY ORGANIZATION IN THE ARMY PERFORMING THIS MISSION AND HAS THE CONCENTRATION OF EXPERTISE IN MAJOR ITEMS. AN ORGANIZATION MOVE WOULD RESULT IN THE LOSS OF A GOOD PORTION OF THIS EXPERTISE. THIS WOULD CRIPPLE THE MISSION FOR A SIGNIFICANT PERIOD OF TIME.

MAJOR ITEM INFORMATION

MIIC SUPPORT IS VITAL TO THE ARMY LEADERSHIP !

"...the primary information tool used to determine available assets to support contingency operations"

"used by the ARSTAF to determine redistribution priorities"

"used during recent deployment to Somalia, Rwanda, and Haiti to determine available assets"

"heavily used during Desert Storm to analyze equipment support requirements"

"used by the ARSTAF to justify budget submissions and defend...to Congress"

"Without MIIC, the ARSTAF would not have the information needed to determine the readiness of deploying units..."

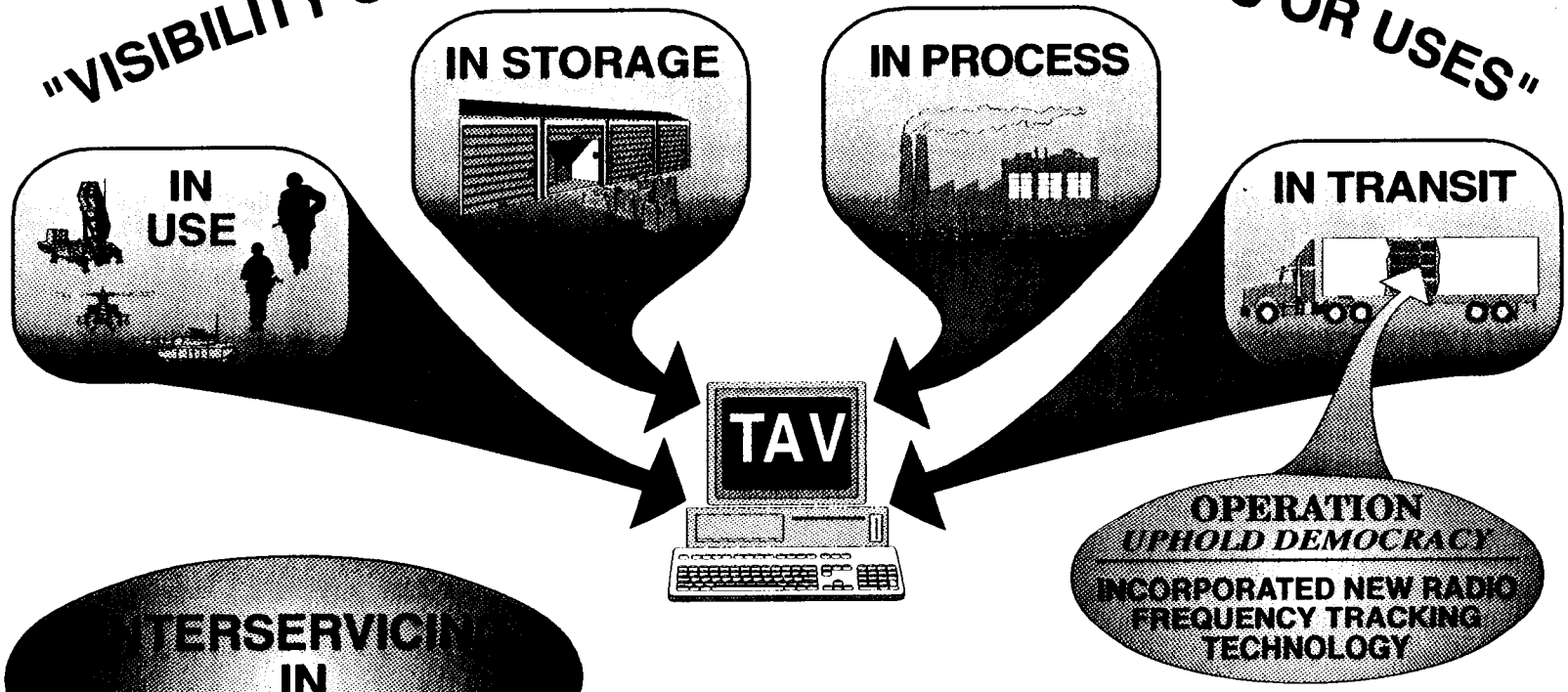
CHART 6

THESE STATEMENTS WERE EXTRACTED FROM A DOCUMENT PRODUCED FROM THE OFFICE OF THE DEPUTY CHIEF OF STAFF FOR LOGISTICS ON THE ARMY STAFF.

THEY SPEAK TO THE VALUE OF MIIC'S MAJOR ITEM MISSION IN THE EYES OF THOSE THAT UNDERSTAND IT AND USE IT ON A DAILY BASIS.

TOTAL ASSET VISIBILITY

"VISIBILITY OF EVERYTHING THE ARMY OWNS OR USES"



OVER 4000 "CUSTOMERS"

ARMY MARINE CORPS
NAVY AIR FORCE
DLA

Major Item Information Center

CHART 7

THE SECOND MAJOR MISSION IS TOTAL ASSET VISIBILITY.

BECAUSE OF OUR ROLE IN THE ASSET VISIBILITY OF MAJOR ITEMS, IN 1990, WE WERE TASKED TO EXPAND THAT ROLE TO INCLUDE ALL OTHER CLASSES OF SUPPLY (INCLUDING AMMUNITION, REPAIR PARTS, FUEL, CLOTHING, FOOD, ETC).

THE TASKING WAS THE RESULT OF THE DEFENSE MANAGEMENT REVIEWS CONDUCTED DURING THE BUSH ADMINISTRATION AND THE RESULTING INVENTORY REDUCTION DIRECTIVES. IT IS DIFFICULT TO REDUCE YOUR INVENTORY UNLESS YOU KNOW HOW BIG IT IS. THIS WAS THE IMPETUS FOR THE TOTAL ASSET VISIBILITY PROGRAM.

TAV DOES INDEED NOW TRACK ALL CLASSES OF SUPPLY, WHETHER THEY ARE IN USE, IN STORAGE, IN PROCESS, OR IN TRANSIT.

IN A SHORT PERIOD OF TIME, ARMY TAV HAS GROWN TO THE POINT THAT IT IS NOW USED BY THE OTHER SERVICES WITH MORE THAN 4,000 USERS AMONG ALL THE SERVICES AND DLA. IT TRULY IS AN INTERSERVICING SUCCESS STORY. OTHER SERVICES DEPEND ON TAV FOR VISIBILITY OF COMMONLY USED ITEMS MANAGED BY THE ARMY AND DLA.

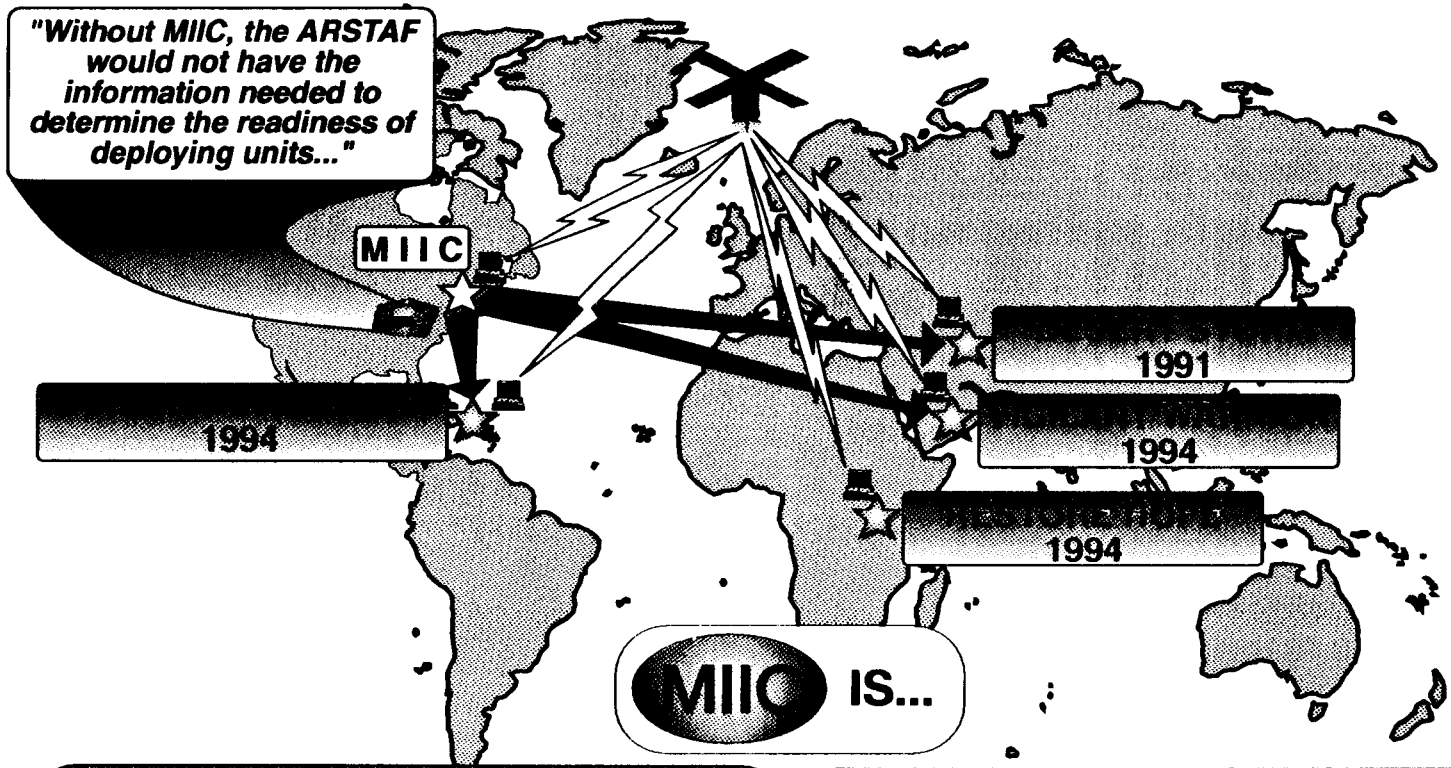
AN EXAMPLE OF HOW TAV IS USED CAN BE SEEN RIGHT AT LETTERKENNY ARMY DEPOT, WHERE PM PALADIN USES TAV TO LOCATE CRITICAL PARTS (BE THEY ARMY OR DLA MANAGED) TO PRECLUDE LINE STOPPAGE ON THE M109 CONVERSION LINE. LACK OF ONE PART CAN SHUT DOWN THE ENTIRE LINE AT THE COST OF $300,000/DAY.

TAV HAS ALSO PLAYED A MAJOR ROLE IN SUPPORT OF CONTINGENCY OPERATIONS. A LOOK AT THE RECENT HAITI OPERATION ILLUSTRATES THIS POINT. DURING OPERATION UPHOLD DEMOCRACY, WE SUCCESSFULLY INCORPORATED THE USE OF RADIO FREQUENCY TRACKING DEVICES TO TRACK HIGH PRIORITY MATERIAL MOVING FROM THE UNITED STATES TO U.S. FORCES IN HAITI. THIS WAS ACCOMPLISHED WITH LESS THAN A MONTH'S NOTICE AND WAS AN ENORMOUS SUCCESS. PLANS ARE NOW UNDERWAY TO EXTEND THIS TECHNOLOGY TO ALL CONTINGENCIES AND TO PEACETIME USE AS WELL.

A KEY POINT - MIIC IS THE ONLY ORGANIZATION THAT HAS VISIBILITY OF ALL ARMY OWNED EQUIPMENT.

SUPPORT TO MOBILIZATION AND DEPLOYMENT

"Without MIIC, the ARSTAF would not have the information needed to determine the readiness of deploying units..."



MIIC IS...

THE "EYES" OF ARMY

- ACCURATE AND TIMELY INFORMATION
  - *EQUIPMENT/MATERIEL IN THEATER*
  - *IN-TRANSIT VISIBILITY*
  - *LEVEL OF EQUIPMENT READINESS*

THE LINK BETWEEN DEPLOYED FORCES AND NATIONAL MANAGERS

- EQUIPMENT ACCOUNTABILITY/VISIBILITY
- REPLACEMENT OF COMBAT LOSSES
- IDENTIFICATION OF CRITICAL ITEM SHORTAGES

Major Item Information Center

MAJOR REGIONAL CONTINGENC

CHART 8

THAT VISIBILITY IS ESPECIALLY CRITICAL IN TIME OF CONTINGENCY OPERATIONS.

THIS CHART SUMMARIZES MIIC'S SUPPORT TO RECENT CONTINGENCIES IN BOTH THE MAJOR ITEMS AND TAV MISSION AREAS. IN ADDITION TO PROVIDING CRITICAL INFORMATION USED BY THE ARMY LEADERSHIP, MIIC HAS BEEN CALLED UPON TO ACTUALLY DEPLOY CIVILIAN AND MILITARY PERSONNEL.

WE DID SO IN ODS, OPERATION VIGILANT WARRIOR IN SWA, AND UPHOLD DEMOCRACY IN HAITI. OUR ROLE IN THESE DEPLOYMENTS WAS TO ASSIST DEPLOYING FORCES IN ESTABLISHING AN INFRASTRUCTURE THAT WOULD ALLOW FOR ACCOUNTABILITY AND VISIBILITY OF EQUIPMENT. THIS VISIBILITY IS, OF COURSE, CRITICAL TO COMBAT READINESS AND PREPARES FOR REPLACEMENT OF COMBAT LOSSES.

CONVENTIONAL ARMS TREATY SUPPORT

CONVENTIONAL FORCES EUROPE	1990
CONFIDENCE AND SECURITY BUILDING MEASURES	1992
TRANSPARENCY IN ARMAMENTS	1993
GLOBAL EXCHANGE OF MILITARY INFORMATION	1994

OUR ROLE... **INFORMATION & AUTOMATION SUPPORT TO:**

JOINT STAFF, OTHER SERVICES
EUROPEAN UNIFIED COMMAND
NATO
FIFTY THREE OTHER COUNTRIES

TECHNICAL ASSISTANCE AT ANNUAL EXCHANGES

OUR SKILLS... **TREATY EXPERTISE**
DATA MANAGEMENT

Major Item Information Center

CHART 9

THE THIRD MISSION WAS ALSO A NATURAL OUTGROWTH OF OUR MAJOR ITEM ASSET TRACKING AND VISIBILITY MISSION. IT IS ALSO ANOTHER INTERSERVICING SUCCESS STORY.

AS THE CONVENTIONAL FORCES EUROPE (CFE) ARMS REDUCTION TREATY WAS BEING NEGOTIATED, THE DOD RECOGNIZED THAT WE WOULD NEED A MECHANISM TO MANAGE THE INFORMATION AND TRACK EQUIPMENT COVERED BY THE TREATY. CONSISTENT WITH OUR EXISTING MISSION OF MANAGING AND TRACKING MAJOR ITEMS, WE WERE THE LOGICAL CHOICE AND WERE TASKED TO SUPPORT THE CFE TREATY. AS YOU CAN SEE ON THE CHART, THAT REQUIREMENT HAS CONTINUED TO GROW TO ACCOMMODATE OTHER ARMS CONTROL AGREEMENTS.

MIIC'S ROLE IN THIS MISSION IS ONE OF INFORMATION MANAGEMENT AND TECHNICAL SUPPORT. IN ADDITION TO HAVING THE INSTITUTIONAL EXPERTISE IN MAJOR ITEMS, WE HAVE DEVELOPED EXPERTISE IN ARMS CONTROL AND IN THE TREATIES THEMSELVES, AND USE THAT EXPERTISE IN PROVIDING TECHNICAL SUPPORT TO ALL SERVICES, NATO, AND 53 COUNTRIES.

WE ALSO WORK WITH THE STATE DEPARTMENT TO ENSURE THAT OUR INFORMATION AND SYSTEMS SERVICES ARE CONSISTENT WITH TREATY COMPLIANCE REQUIREMENTS.

WE PARTICIPATE IN TREATY DICTATED ANNUAL INFORMATION EXCHANGES IN VIENNA AND HAVE DEVELOPED SYSTEMS THAT ARE USED TO SUPPORT EACH COUNTRY IN THAT EXCHANGE.

AGAIN, A KEY POINT - WE ARE THE ONLY DOD ACTIVITY PERFORMING THIS CRITICAL MISSION. IF THIS ORGANIZATION IS MOVED, MANY OF THESE SKILLS AND INSTITUTIONAL KNOWLEDGE WOULD BE LOST, AND OUR ABILITY TO ENSURE COMPLIANCE WITH THESE TREATIES WOULD BE PLACED AT RISK.

THE MOVING OF MIIC . . .

THE REAL COST == IMPACT ON READINESS

EVERYBODY LOSES

THE ARMY/DOD

LOST ACCOUNTABILITY/VISIBILITY OF EQUIPMENT

SOLDIER

LOSS OF CRITICAL SUPPORT

TAXPAYER

MAJOR EXPENSE -- NO VALUE ADDED

Major Item Information Center

CHART 10

THE FIRST BRIEFER MADE THE POINT THAT MOVING AND RETRAINING THE TENANTS (TO INCLUDE MIIC) IS AN EXPENSIVE PROPOSITION. SUCH A MOVE COULD BE EVEN MORE EXPENSIVE FROM A MISSION STANDPOINT.

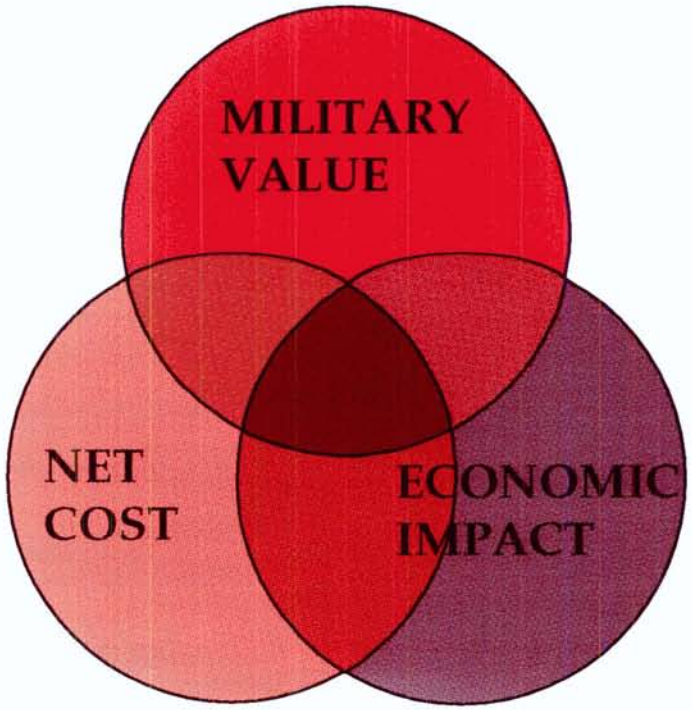
IF THE ARMY'S BRAC 95 RECOMMENDATION TO DOWNSIZE LETTERKENNY IS UPHELD BY THE COMMISSION, THERE IS NO DOUBT THAT MIIC WILL BE MOVED. IN FACT, AMC HAS RECOMMENDED THAT MIIC SHOULD MOVE TO HUNTSVILLE, AL AS A DISCRETIONARY MOVE. IF THAT OCCURS, IT IS IMPORTANT FOR THE COMMISSION TO UNDERSTAND THE SEVERE IMPACT THAT THE FAILURE OF MIIC'S MISSION WILL HAVE ON DOD.

ON THE OTHER HAND, IF THE COMMISSION DECIDES AGAINST THE DOWNSIZING OF LETTERKENNY, THEN IT ABSOLUTELY MAKES NO SENSE TO MOVE THE MIIC ANYWHERE.

WE KNOW YOU HAVE MUCH TO CONSIDER REGARDING LETTERKENNY. BUT TO PRECLUDE UNNECESSARY EXPENSE TO THE TAXPAYER, AND EQUALLY UNNECESSARY FAILURE TO A CRITICAL DOD MISSION, WE ASK, IN ADDITION TO ALL THE OTHER FACTS BEARING ON THE LETTERKENNY SITUATION, THAT YOU ALSO TAKE INTO CONSIDERATION THIS TENANT AND ITS MISSION WHEN MAKING THE FINAL DECISION REGARDING THE DISPOSITION OF LETTERKENNY ARMY DEPOT.

Document Separator

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS - SIMA EAST



THE WINNERS ... NATIONAL DEFENSE AND THE TAX PAYER

WHO IS SIMA EAST?

SIMA EAST IS .....A FEE-FOR-SERVICE CENTRAL DESIGN ACTIVITY (CDA) WHICH PERFORMS COMPUTER SYSTEM DESIGN AND MAINTENANCE OF LOGISTICS AND FINANCIAL SYSTEMS.

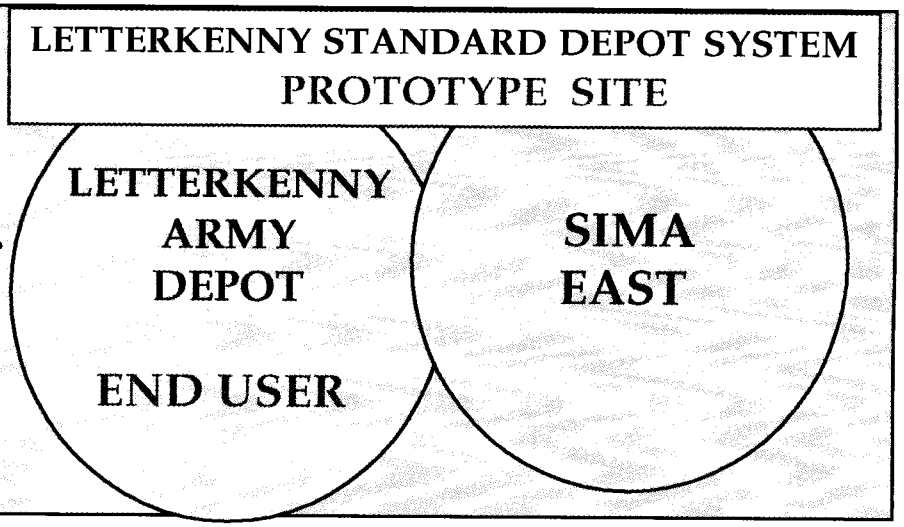
209 ORGANIC & 37 CONTRACTOR STAFF

SIMA EAST BACKGROUND

FISCAL YEAR	
FY91	BRAC 91 DIRECTED SIMA EAST MOVE TO ROCK ISLAND
FY93	SIMA EAST OP CON'D TO DISA UNDER DMRD 918
FY93	BRAC 93 REVERSED BRAC 91 BASED ON FACT SIMA EAST AS A CDA WOULD TRANSFER TO DISA UNDER DMRD 918
FY94	DOD REVERSED DECISION TO TRANSFER CDA'S TO DISA
FY95	ARMY'S POSITION IS - DOD'S REVERSAL ON CDA'S TO DISA PUTS SIMA EAST BACK INTO BRAC 93 LAW AND IS TO MOVE TO ROCK ISLAND.

WHY SIMA EAST LOCATED AT LETTERKENNY BACKGROUND

THE THIRTY YEAR PARTNERSHIP ...



GAO REPORT - BRAC 91
DOD BRAC 91 PROPOSAL
CONCERNS ON SIMA EAST MOVE TO ROCK ISLAND

GAO REPORTS SPECIFICALLY ON SIMA EAST'S RELOCATION TO ROCK ISLAND

GAO REPORT - 5/17/91

"SOME CONCERNS HAVE BEEN RAISED OVER THE VARIOUS REALIGNMENTS...

SPECIFICALLY, THE CONCERNS DEAL WITH WHETHER THE RECOMMENDED REALIGNMENT OF SIMA IS RATIONAL AND ECONOMICAL."

DISA RECOMMENDATION FOR BRAC 93 PROCESS

DISA'S INDEPENDENT ASSESSMENT

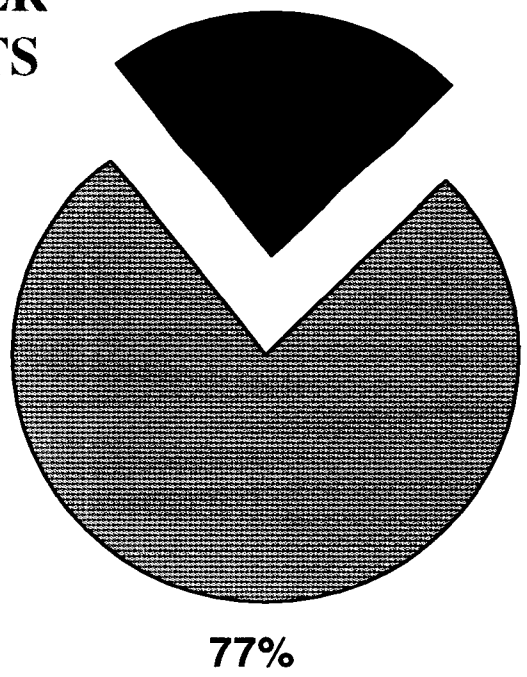
- **NO JUSTIFICATION FOR ALIGNING SIMA EAST TO ROCK ISLAND ARSENAL**
  - **LESS THAN 25% OF WORK PERFORMED BY SIMA EAST IS ASSOCIATED WITH INDUSTRIAL OPERATING COMMAND AT ROCK ISLAND ARSENAL**

DOD & BRAC COMMISSION BRAC 93 POSITION

SIMA EAST MOVE TO ROCK ISLAND MAKES NO SENSE ...
" LESS THAN 25% OF WORK ...IOC"

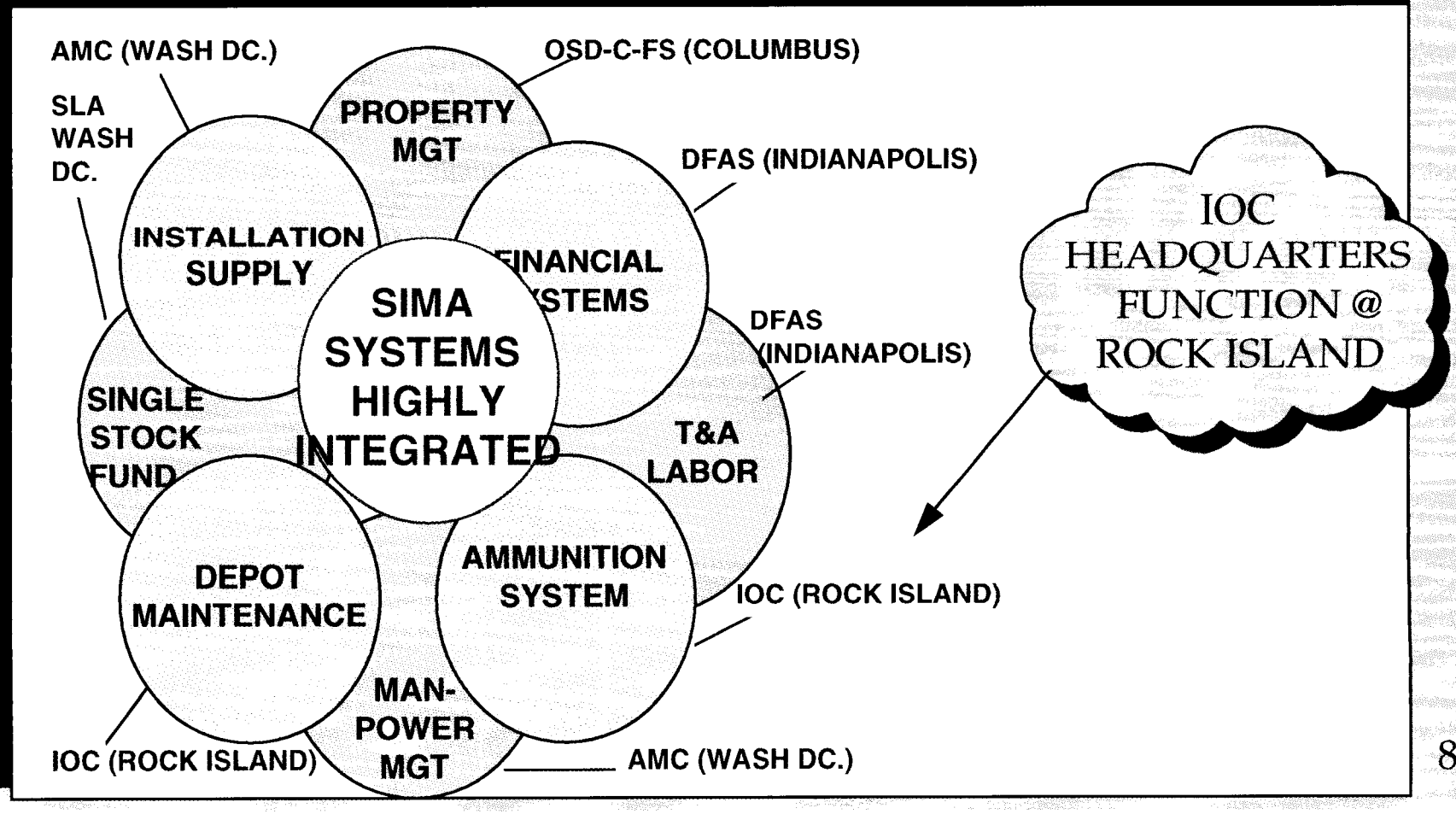
NOTHING CHANGED!

FY96 CUSTOMER REQUIREMENTS

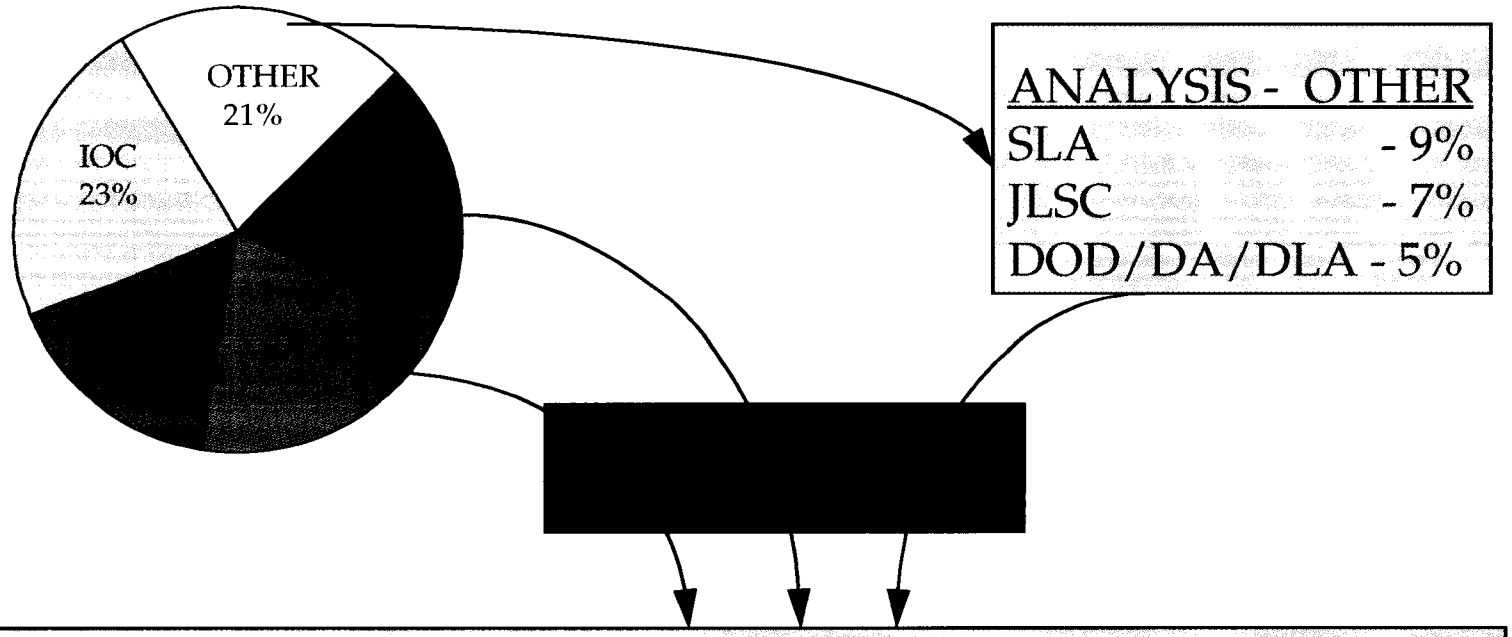


FY96 STILL LESS THAN 25% FOR IOC

WHO WORKLOADS & FUNDS SIMA EAST



SIMA EAST...FY95 PERCENTAGE OF DIRECT LABOR BY CUSTOMER



CORPORATE INFORMATION MANAGEMENT (CIM) DEVELOPMENT & DEPLOYMENT INITIATIVES. SUPPORT DOD'S OBJECTIVE TO STANDARDIZE SYSTEMS FOR ALL SERVICES.

MILITARY VALUE

DPAS...SIMA EAST'S SUPPORT TO DOD CIM MIGRATORY SYSTEM

- **DEFENSE PROPERTY ACCOUNTABILITY SYSTEM (DPAS)**
  - DOD STANDARD "TRULY PURPLE" IN DEPLOYMENT PHASE
  - ELIMINATE SERVICE UNIQUE SYSTEMS
  - HUGE SAVINGS THRU STANDARDIZATION

SPIRIT & INTENT OF DMRD 918

DPAS PROJECT MANAGER - CONCERNS

FRANK EGAN, SES

"IN THESE ACTIONS (BRAC) ONLY A SMALL PERCENTAGE OF PEOPLE RELOCATE RESULTING IN LOSS OF VALUABLE SKILLS AND MISSION FAILURE. THIS UNDERMINES GUIDANCE ON IMPLEMENTATION OF STANDARD SYSTEMS."

MILITARY VALUE

DFAS...SIMA EAST TO FINANCIAL CIM MIGRATORY SYSTEMS

- **DEFENSE FINANCIAL ACCOUNTING SYSTEMS**
  - **STANDARDIZE SIFS AND ATAAPS SYSTEMS**
  - **ELIMINATE UNIQUE SYSTEMS**
  - **HUGE SAVING THRU STANDARDIZATION**

SPIRIT & INTENT OF DMRD 918

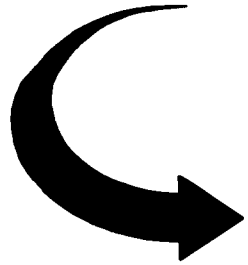
DFAS PROJECT MANAGER - CONCERNS

BOBBY DERRICK - DFAS

"MOVEMENT OF PEOPLE WILL DESTROY MY CIM STANDARDIZATION PROJECTS. I DON'T WANT TO MOVE ANYONE."

CG IOC SAYS.....

- "I DO NOT SUPPORT A MOVE TO ROCK ISLAND ARSENAL FOR SIMA."



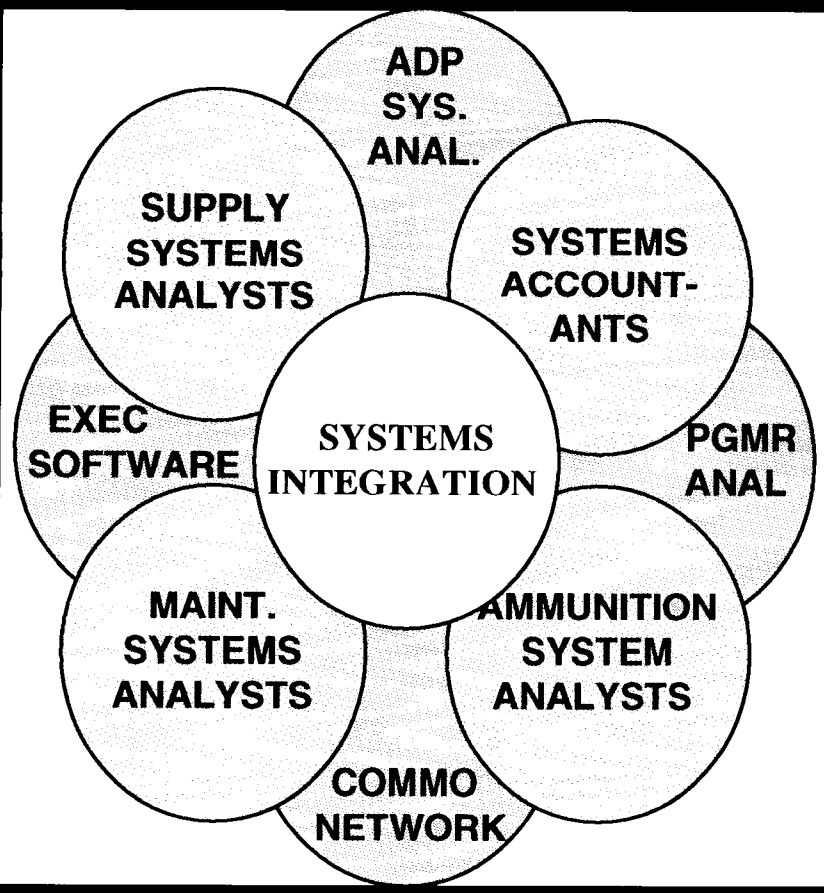
HOWEVER

- IF DIRECTED TO DO SO, HE WILL SUPPORT DOD DECISION AND RELOCATE SIMA EAST ON FAST TRACK.

MILITARY VALUE

SIMA
SYSTEMS INTEGRATION AND MANAGEMENT
...IT IS MORE THAN A NAME:

LOSS OF UNIQUE SKILLS WILL RESULT IN MISSION FAILURE UP TO 3 YEARS



SIMA EAST ... UNIQUE SYSTEMS INTEGRATIONS SKILLS CRITICAL TO ARMY.

- **AVERAGE TIME REQUIRED TO ACHIEVE FULL PERFORMANCE LEVEL BY TYPE EMPLOYEE:**

- **FUNCTIONAL ANALYSTS = 6 YRS**
- **EXECUTIVE SOFTWARE =3 YEARS**
- **ADP SYSTEMS ANALYST = 3 YRS**
- **PROGRAMMER ANALYSTS = 1.5 YRS**

FY92
AMC AUTOMATION ASSESSMENT
JUNE 1992

AN INDEPENDENT TASK GROUP

- PREPARED FOR:
- GEN JIMMY D. ROSS
- COMMANDING GENERAL
- ARMY MATERIEL COMMAND

- PREPARED BY:
- BG ROBERT E. WYNN
- COMMANDING GENERAL
- 7TH SIGNAL COMMAND

RECOMMENDATION

DO NOT RELOCATE SIMA EAST - BRING BEFORE BRAC 93 COMMITTEE

- ONE OF THE MAJOR CONCERNS STATED (IN REPORT) " SOFTWARE EXPERTISE WILL BE LOST AND OPERATIONAL EFFECTIVENESS DISRUPTED".

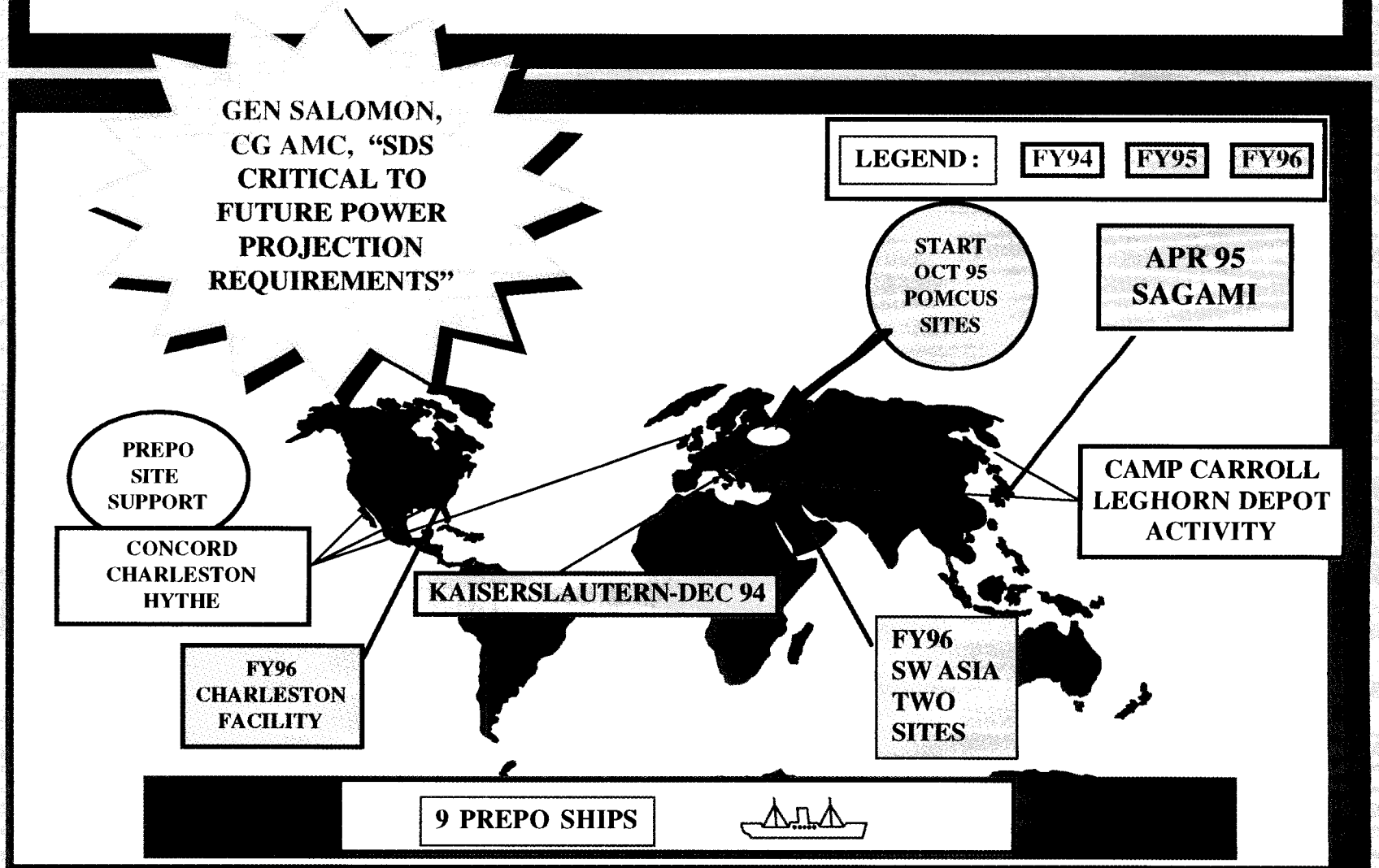
MILITARY VALUE

SIMA EAST'S SUPPORT TO MILITARY READINESS

READINESS DESTRUCTIVE IMPACTS OF SKILL LOSSES THROUGH FORCED RELOCATION ACTION

- SIMA EAST CRITICAL TO AMC POWER PROJECTION MISSIONS:
  - STRATEGIC STOCKS/WAR RESERVES MISSION WORLDWIDE
  - ARMY-WIDE IMPLEMENTATION OF CENTRAL ASSET VISIBILITY (CAV)/SINGLE STOCK FUND (SSF)
  - INTEGRATED SUSTAINMENT MAINTENANCE (ISM)

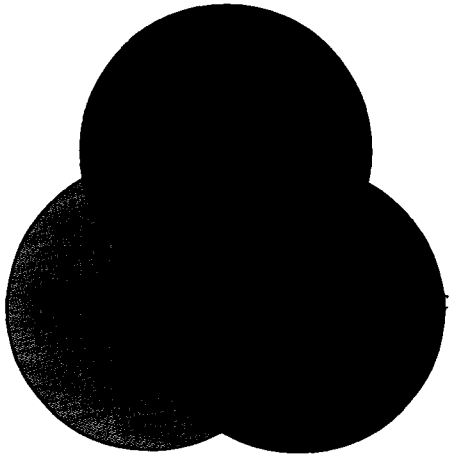
READINESS SUPPORT... SDS SUPPORT OF PREPOSITIONED STRATEGIC STOCKS



SUMMARY ON INDEPENDENT ANALYSIS ON RELOCATION OF SIMA EAST TO ROCK ISLAND

	SHOULD SIMA EAST RELOCATE TO ROCK ISLAND		REASON			
	YES	NO	MISSION CONCERN/ FAILURE	LOSS OF SKILLS	REALIGN ECONOMIC	LESS THAN 25% WORKLOAD @ IOC
GAO		✓	✓		✓	
AMC AUTO STUDY		✓	✓	✓		
CG IOC		✓	✓	✓		
DISA		✓	✓			✓
DFAS - CIM/PM		✓	✓	✓		
DPAS - CIM/PM		✓	✓	✓		

SIMA EAST RECOMMENDATION



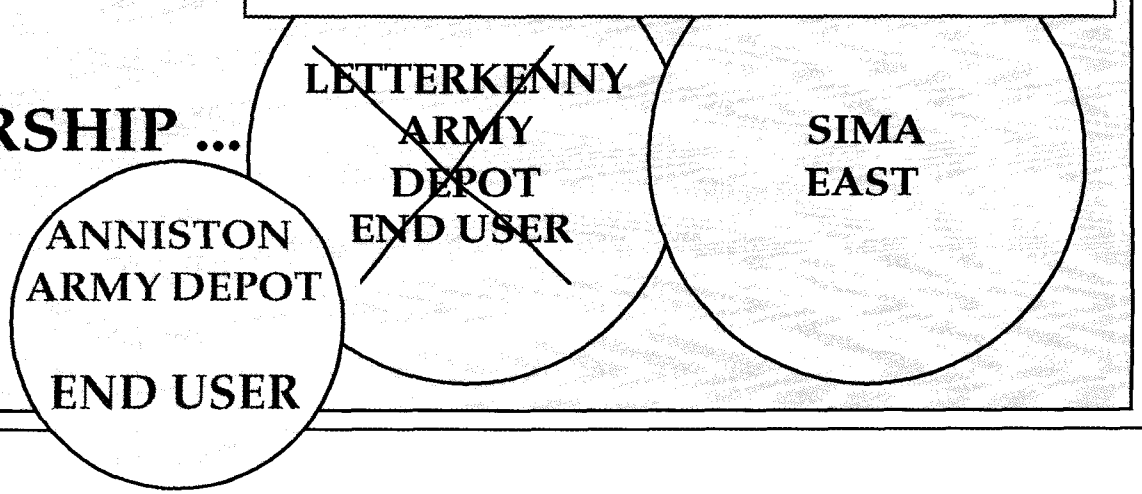
BASED ON LOGICAL DECISION TO RETAIN LETTERKENNY MAINTENANCE MISSION IN FINAL BRAC 95 LAW ...

"SYSTEMS INTEGRATION AND MANAGEMENT ACTIVITY-EAST (SIMA-EAST) SHOULD REMAIN AT LETTERKENNY IN ORDER TO PROTECT MILITARY VALUE/MISSION, AVOID UNNECESSARY RELOCATION COSTS AND AVOID ADVERSE ECONOMIC IMPACTS TO COMMUNITY."

AN ALTERNATIVE BUSINESS DECISION...
FOR RELOCATION OF SIMA EAST

THE THIRTY YEAR PARTNERSHIP ...

~~LETTERKENNY~~ STANDARD DEPOT SYSTEM
ANNISTON PROTOTYPE SITE



ANNISTON ARMY DEPOT
- END USER OF ALL SYSTEM APPLICATIONS (MAINT & AMMO)
- PROTOTYPE CAPABILITY
- REGENERATE LOST SKILLS THRU ANNISTON WORKFORCE

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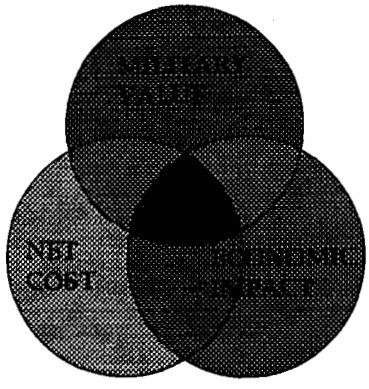
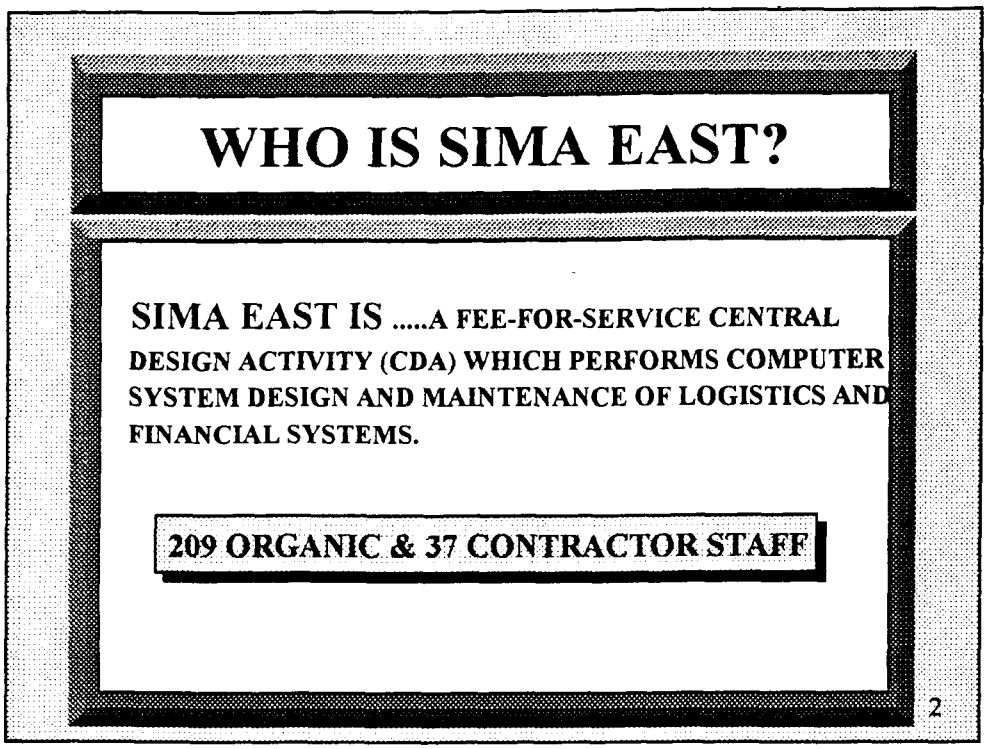
BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS - SIMA EAST

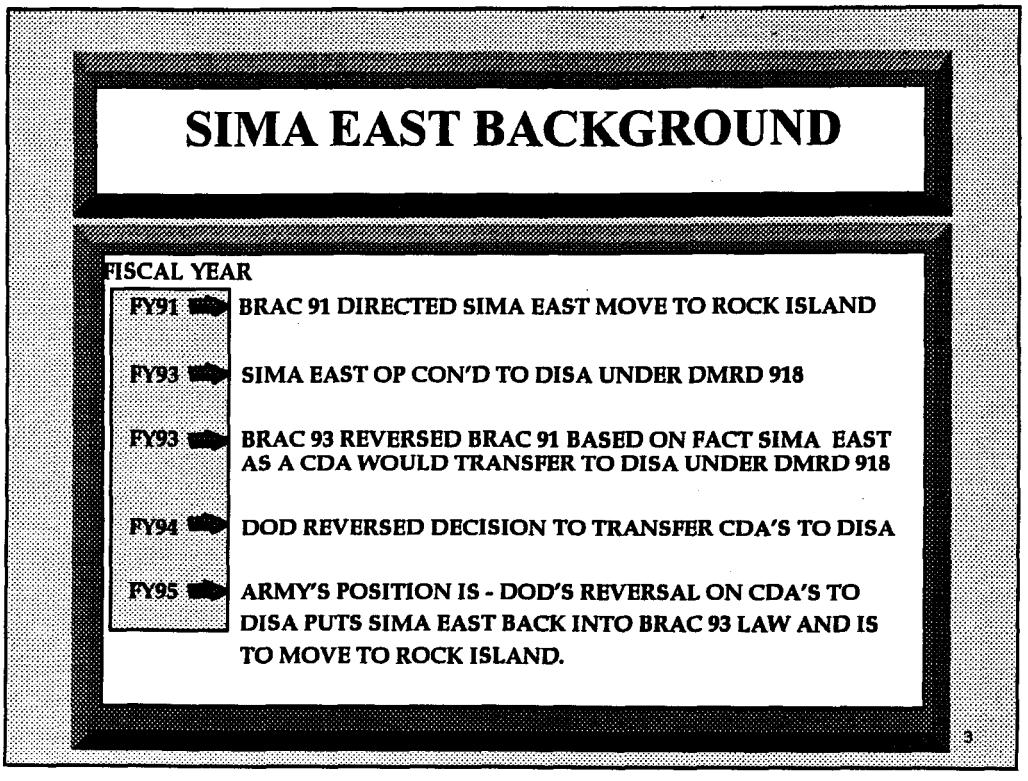


THE WINNERS ... NATIONAL DEFENSE AND THE TAX PAYER

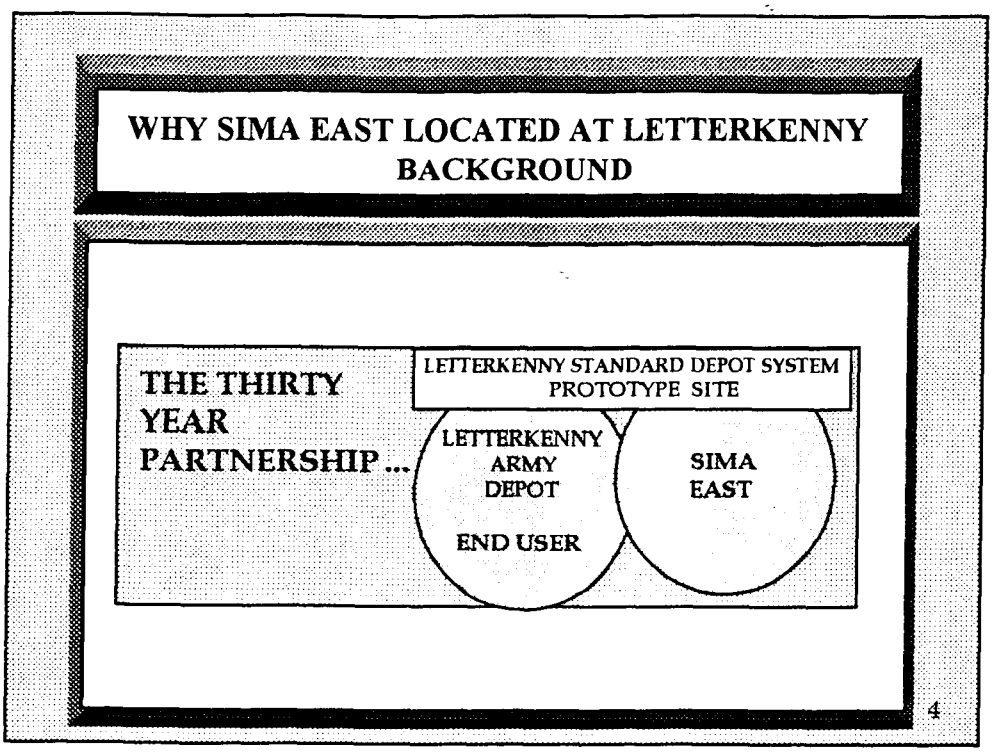
1



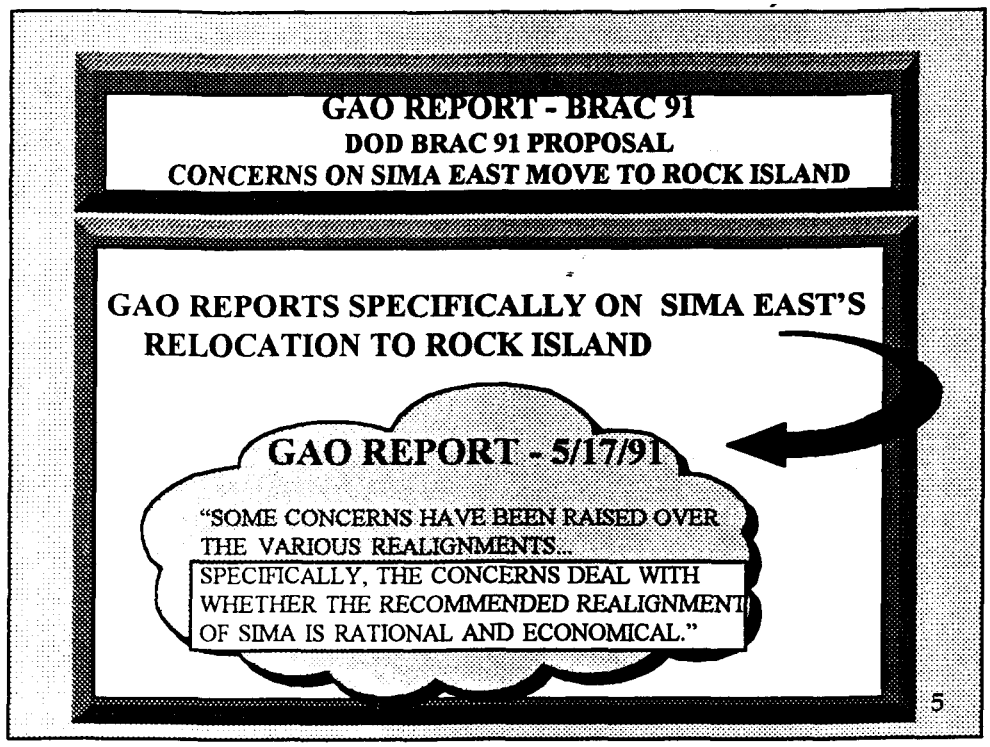
SIMA East is a FEE-FOR-SERVICE Central Design Activity (CDA) which performs computer design and maintenance of Logistics and Financial Systems. As a FEE-FOR-SERVICE organization, all revenues are generated through reimbursable orders. SIMA East has been fully reimbursable since FY94. In short, SIMA East's services are sold on a per hour basis. SIMA East is included in PBD 433 which transitions CDA's of all services to the Information Services Business Area under Defense Business Operations Fund (DBOF).



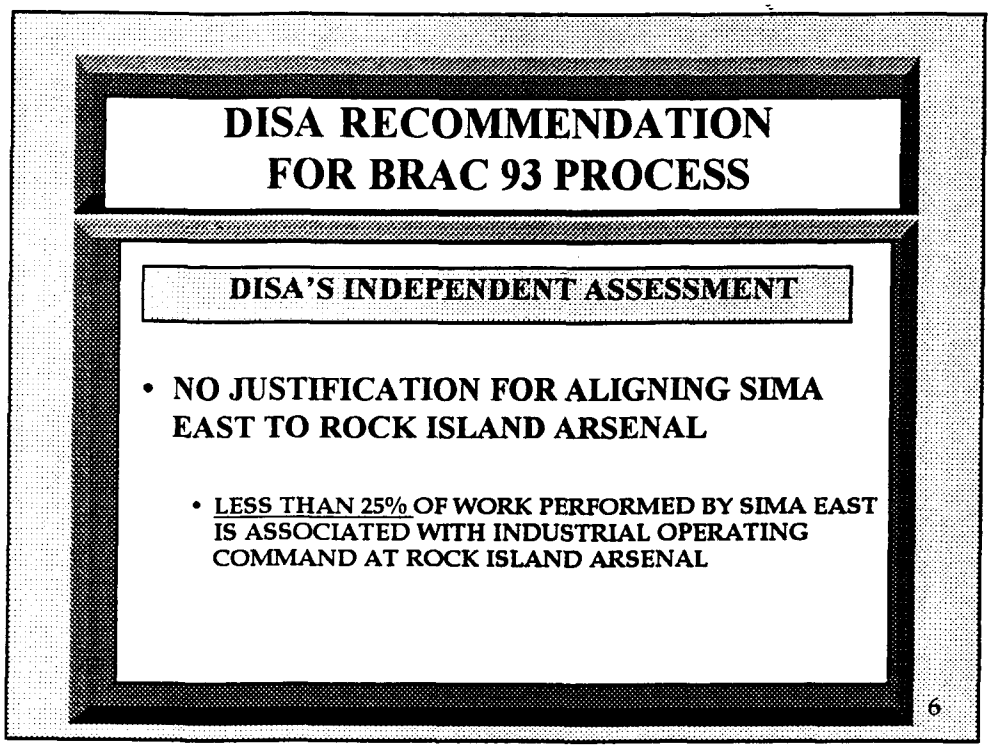
SIMA-East's BRAC history started with BRAC 91 in which SIMA East was directed to move to Rock Island. By the time BRAC 93 came around, SIMA East was Op Con'd to Defense Information Systems Agency (DISA) under DMRD 918, and the BRAC 93 law reversed the BRAC 91 decision based on the fact that SIMA East, as a CDA, would transfer to DISA under DMRD 918. Department of Defense (DOD), however, reversed DMRD 918 for CDA's and SIMA East never transferred to DISA. In BRAC 95 law the Army's position is the DOD reversal on DMRD 918 throws SIMA East back into BRAC 93 law and is to move to Rock Island.



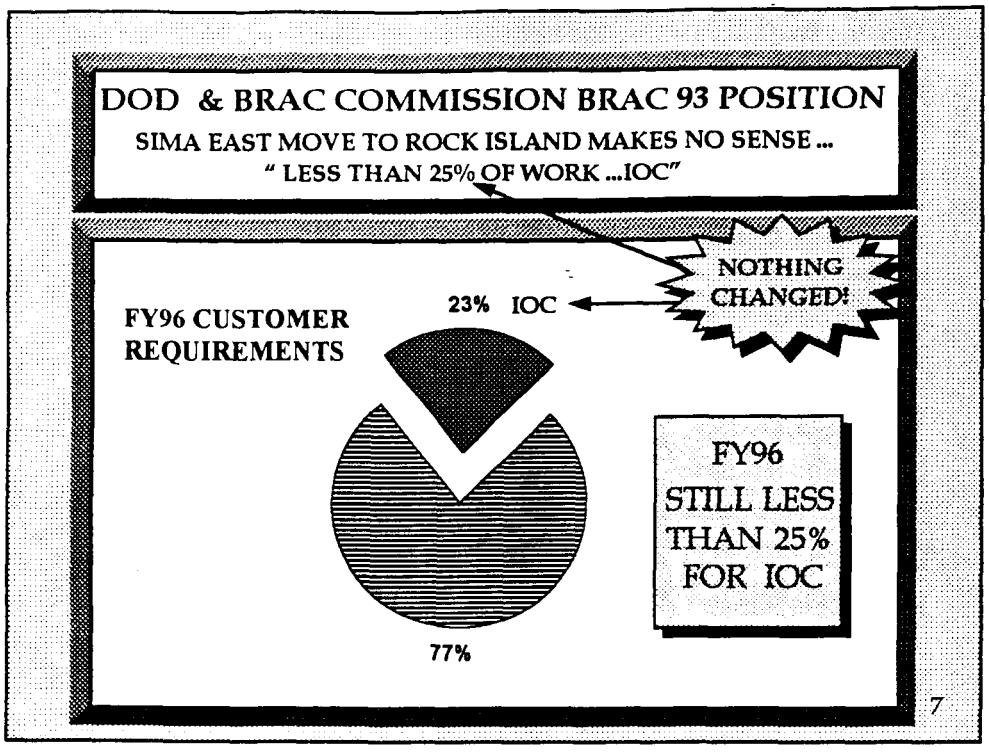
SIMA East has been located at Letterkenny Army Depot for over 30 years. The criteria for locating SIMA East at Letterkenny is the same which has kept them there; namely, Letterkenny is an END USER of the system and the principal PROTOTYPE SITE for all system changes and enhancements.



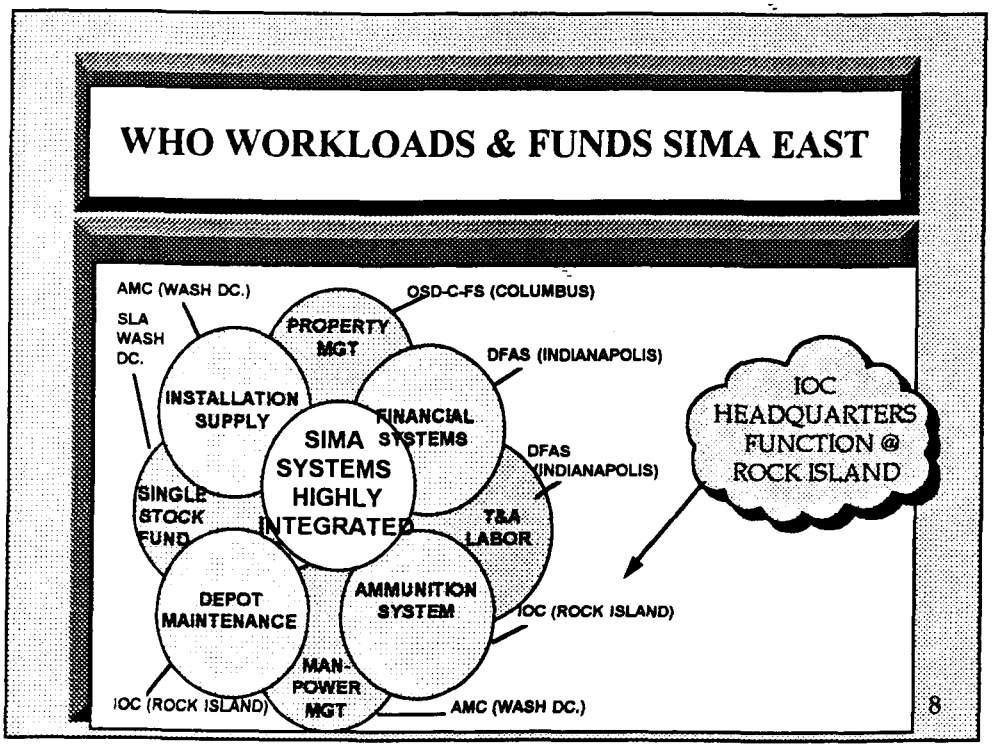
In the process of BRAC 91, General Accounting Office (GAO) conducted a review on the proposed move of SIMA East to Rock Island, and the GAO reports specifically commented on SIMA as follows: "...Specifically, the concerns deal with whether the recommended realignment of SIMA is rational and economical."



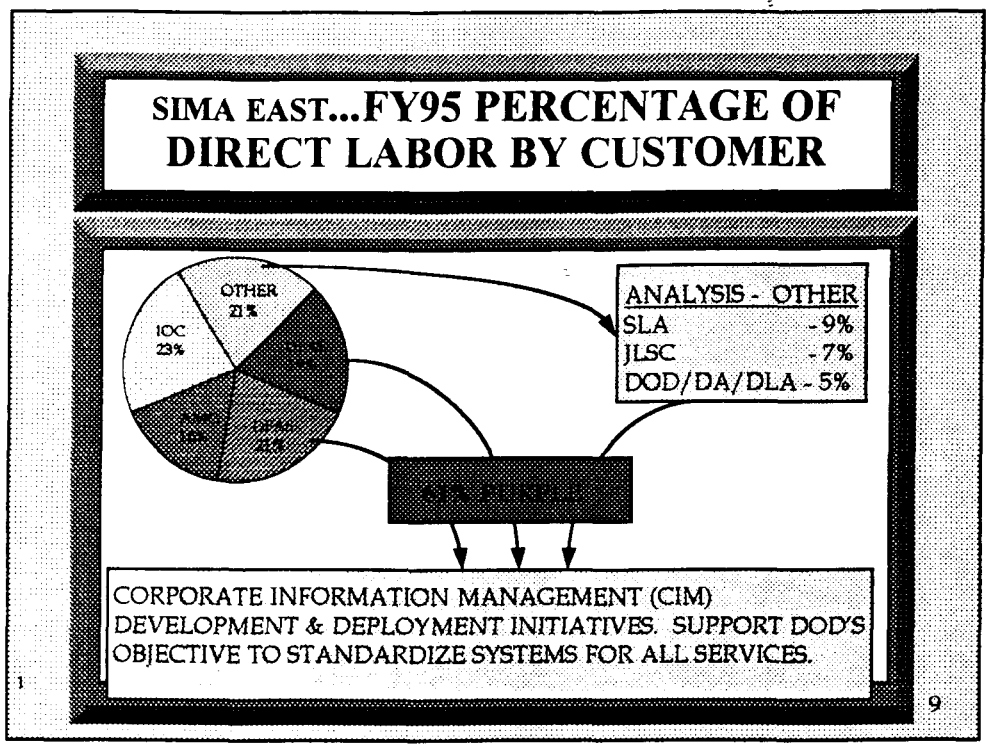
During the period in which SIMA East as Op Con'd to DISA, they conducted an independent assessment on the BRAC 91 law to move SIMA East to Rock Island. This independent assessment stated there is no justification for aligning SIMA East to Rock Island Arsenal. DISA stated that less than 25% of work performed by SIMA East personnel is associated with Industrial Operating Command (IOC) at Rock Island Arsenal.



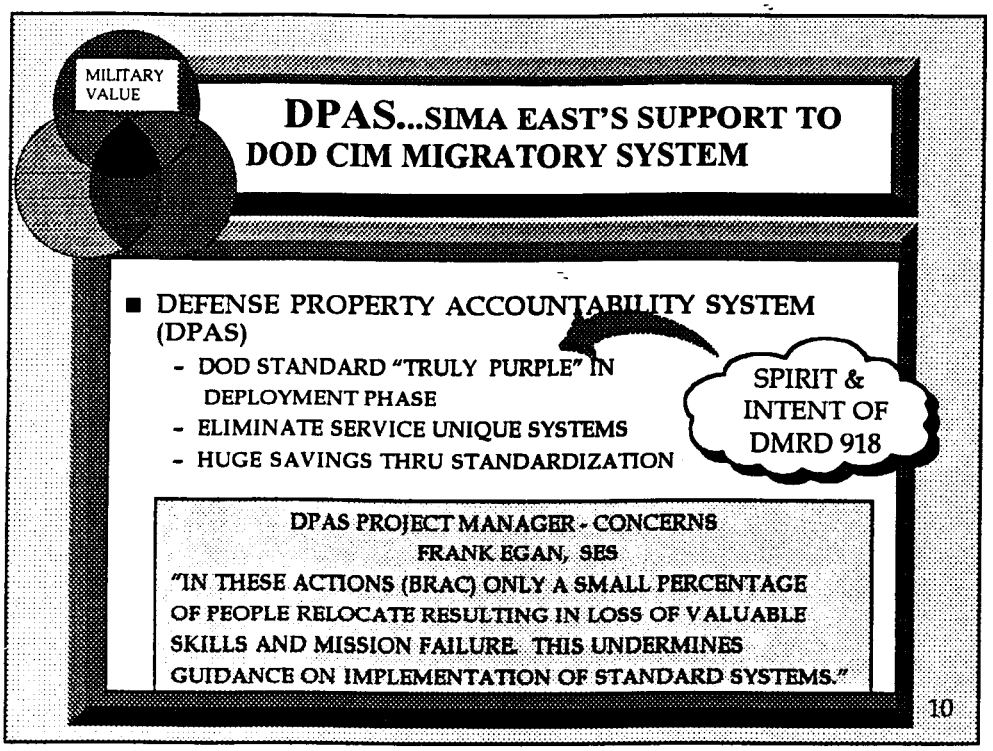
The BRAC 93 Commission recommended to reverse BRAC 91 law on SIMA East and stated (from Federal Register) that "DISA advise the Army that were no advantages or savings from a relocation by SIMA East to Rock Island Arsenal, Illinois. Less than 25% of the work performed by SIMA East is associated with the IOC at Rock Island Arsenal." SIMA East's customer base is still diversified and the IOC still accounts for less than 25% of direct manyear support.



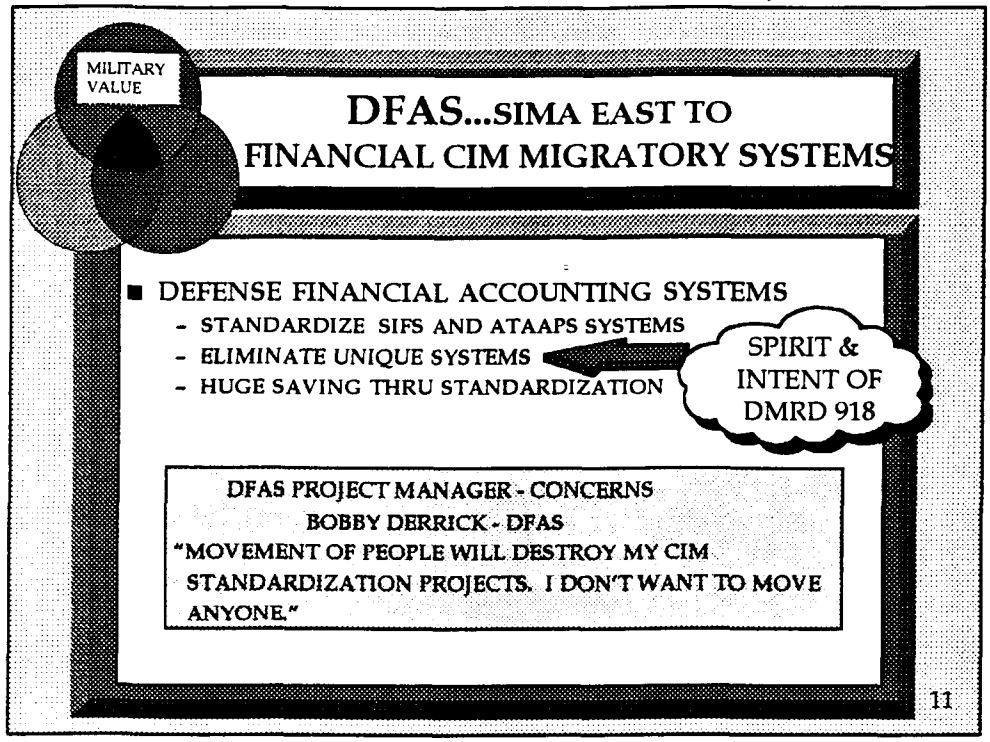
This Chart shows the relationship of who workloads and funds SIMA East by application. The system supported by SIMA East is over 12 million lines of code with many applications. It's important to note that although the IOC workloads and the funds the depot maintenance and ammunition systems, the IOC is NOT an END USER of these systems. The majority of funds and workload direction comes from HQ AMC located in Washington, DC , and two major customers located in Columbus, Ohio and Indianapolis, Indiana.



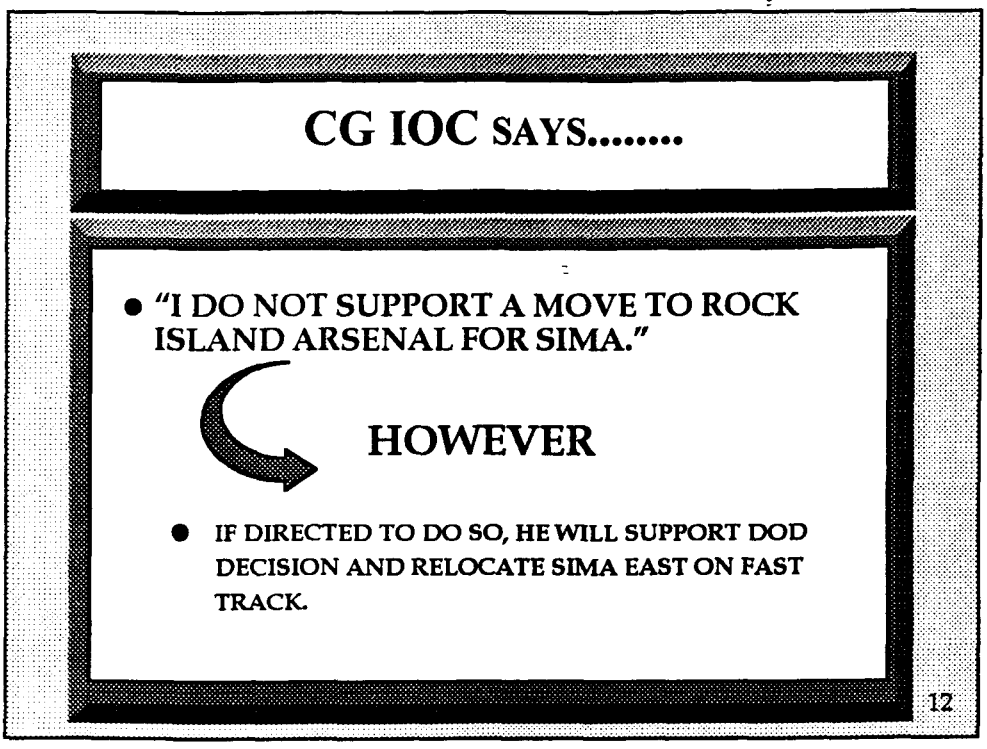
In the past three years, SIMA East's workload has shifted to where over 61% of DIRECT LABOR is in support of DOD design and fielding of Corporate Information Management (CIM) migratory systems. These systems are in direct support of the CIM strategy and follow the intent and spirit of DMRD 918. This strategy is to reduce the number of unique systems through standardization. This chart shows by customer the percentage of direct labor working on and funded by DOD. The next several charts will expand on the benefits of these CIM initiatives.



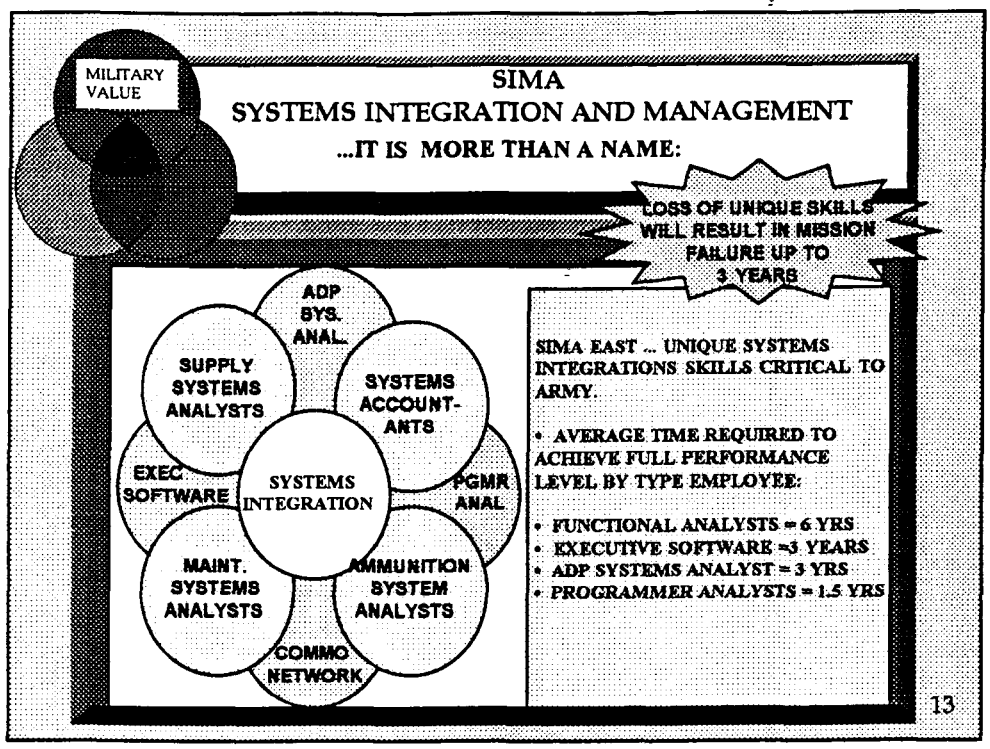
The Defense Property Accountability System (DPAS) is a DOD CIM migratory system. SIMA East has 19% of its Direct Workforce in this effort. This system is in the deployment phase and will replace serve unique property book systems resulting in large savings through standardization. The Project Manager (Mr. Frank Egan, DSN 850-1822 or Commercial 614-692-1822) was provided information on mission impacts due to directed relocation of SIMA East to Rock Island. Mr. Egan stated he has work for SIMA East through the year 2000 and needs to include government furnished material into the DPAS system. Mr. Egan expressed real concern that, historically, only a few people move in BRAC actions; and the loss of SIMA East skills would result in mission failure. He also believes this loss of skill would undermine guidance on implementation of CIM standard systems.



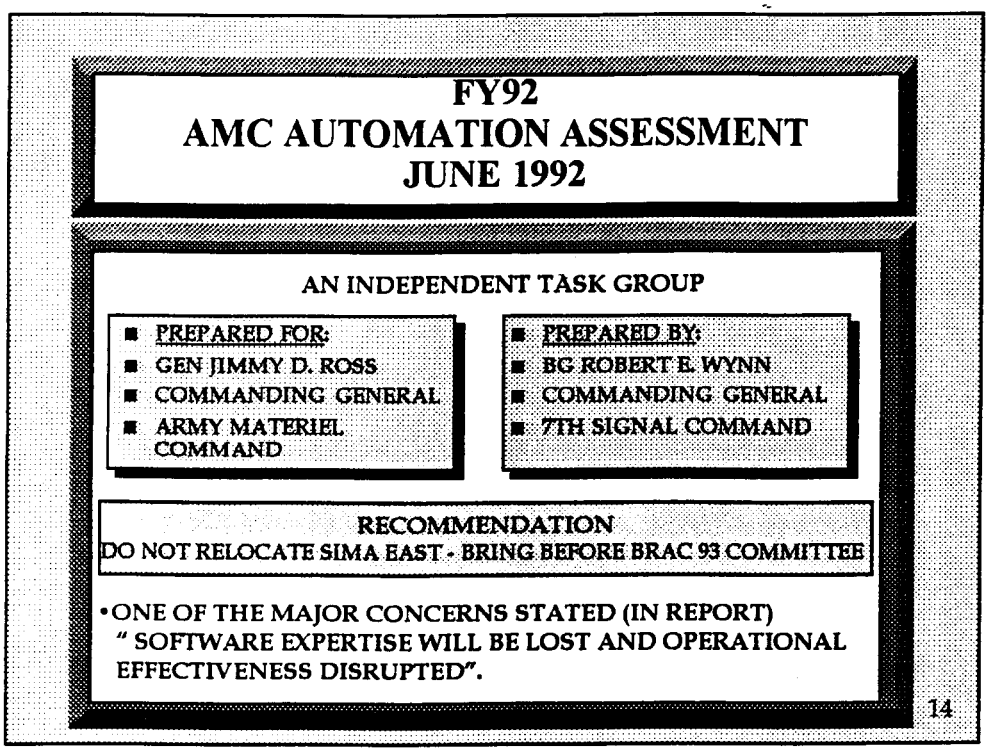
The Defense Finance Accounting Service (DFAS) is directing the implementation of financial CIM migratory systems. SIMA East has 21% of its Direct Workforce supporting the implementation of Standard Industrial Fund System (SIFS) and Automated Time, Attendance, and Production System (ATAAPS). These standard systems are eliminating unique systems resulting in large savings through standardization. The Project Manager (Mr. Bobby Derrick, DSN 699-3026 or Commercial 317-542-3026) was provided information on mission impacts due to directed relocation of SIMA East to Rock Island. Mr. Derrick has first-hand experience with the movement of people and resulting loss of mission capabilities. Mr. Derrick does not favor moving anyone.



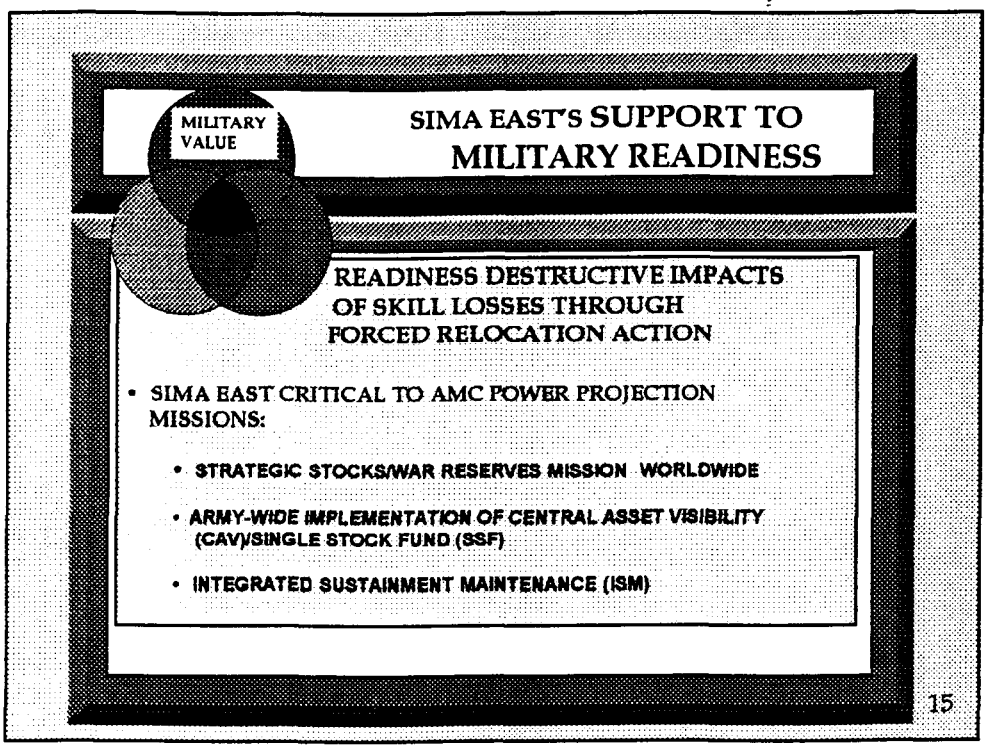
The Commanding General of the IOC (MG Benchoff) has stated he does not support the move to Rock Island Arsenal for SIMA East; but if directed to do so, he will support the DOD decision and relocate SIMA East on the Fast Track.



At the core of SIMA East's customer concern is the loss of skill base and the resulting adverse impacts on mission sustanability. In fact, the loss of unique skill will result in mission failure up to three years. In particular, it is the functional analysts' skills that take so long to mature or regenerate. The reason is because the functional analysts understands the business process and how this process relates to system integration. It is through the understanding of this business process that improvements can be made. Gaining this business process knowledge and applying it within a system of 12 million lines of code that integrate with DOD systems takes time to mature. It is because SIMA East has this mature workforce that they can implement CIM migratory systems, understand and apply integration issues, and contribute to sustained readiness through system support.



After the BRAC 91 decision to relocate SIMA East to Rock Island, BG Robert Wynn lead an independent task group on the assessment of AMC automation. This task group completed its study and made its recommendation in June 1992. The recommendation of the task group as it relates to SIMA East was DO NOT RELOCATE SIMA EAST - BRING BEFORE BRAC 91 COMMITTEE. One of the task group's major concerns as stated in the report was the software expertise will be lost and operational effectiveness disrupted. However, during BRAC 93 SIMA East was Op Con'd to DISA, and the BRAC 91 decision to relocate to Rock Island was reversed anticipating transfer of SIMA East to DISA under DMRD 918.



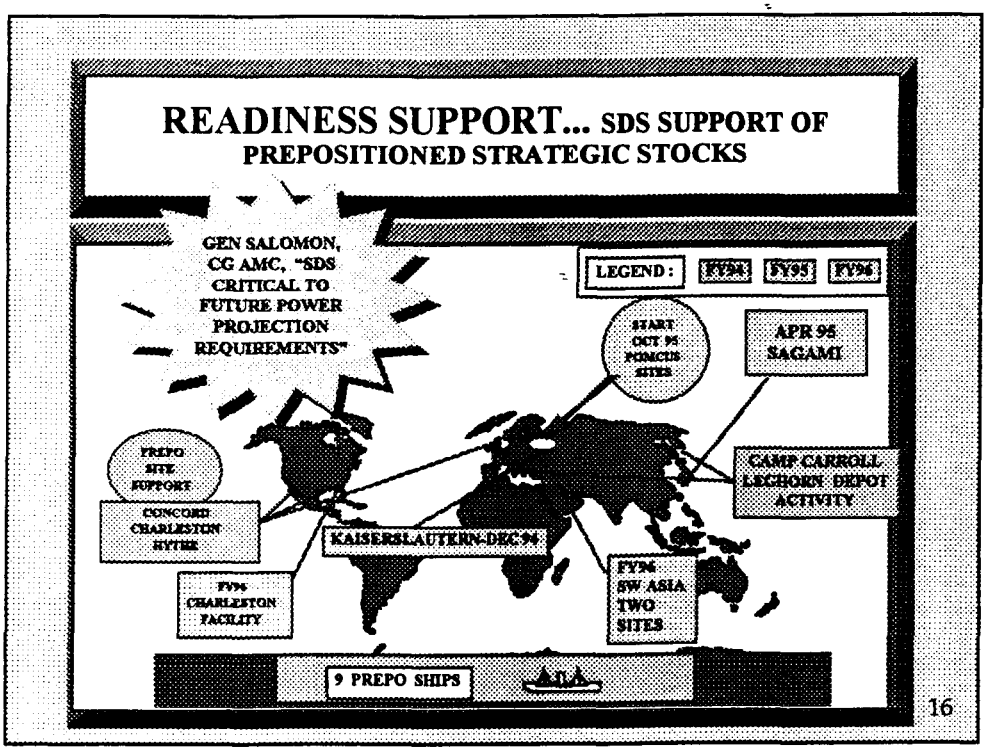
SIMA East has 23% of its direct labor in support of critical AMC power projection missions. These include:

a) Strategic stocks/war reserves mission worldwide.

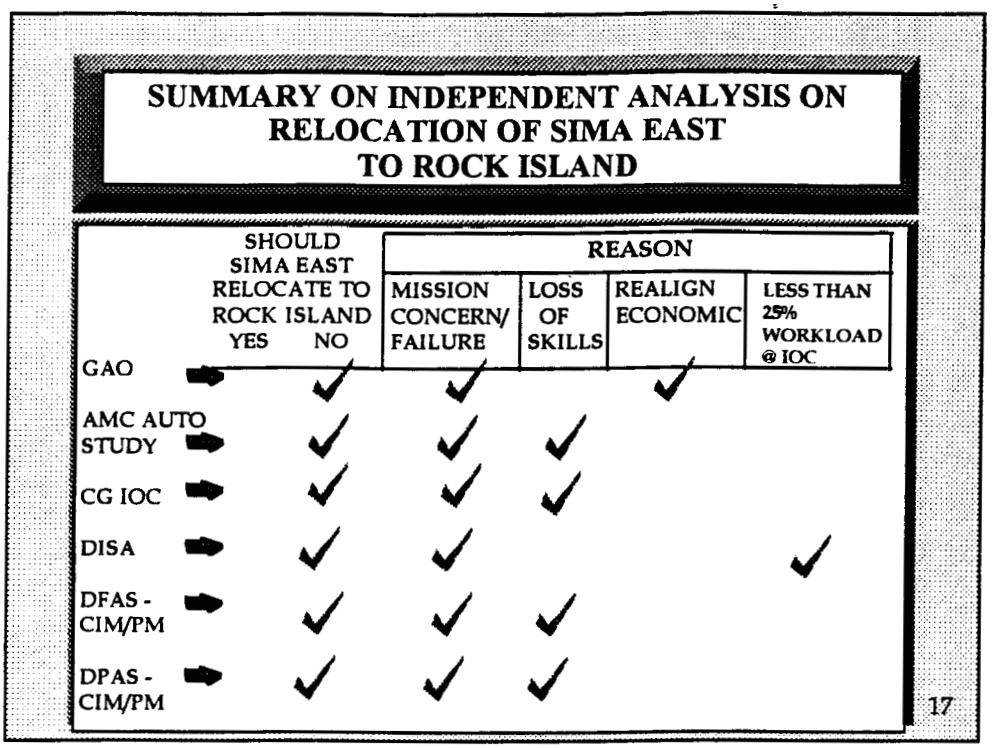
b) Army-wide implementation of Central Asset Visibility (CAV/Single Stock Fund (SSF).

c) Integrated sustainment maintenance (ISM).

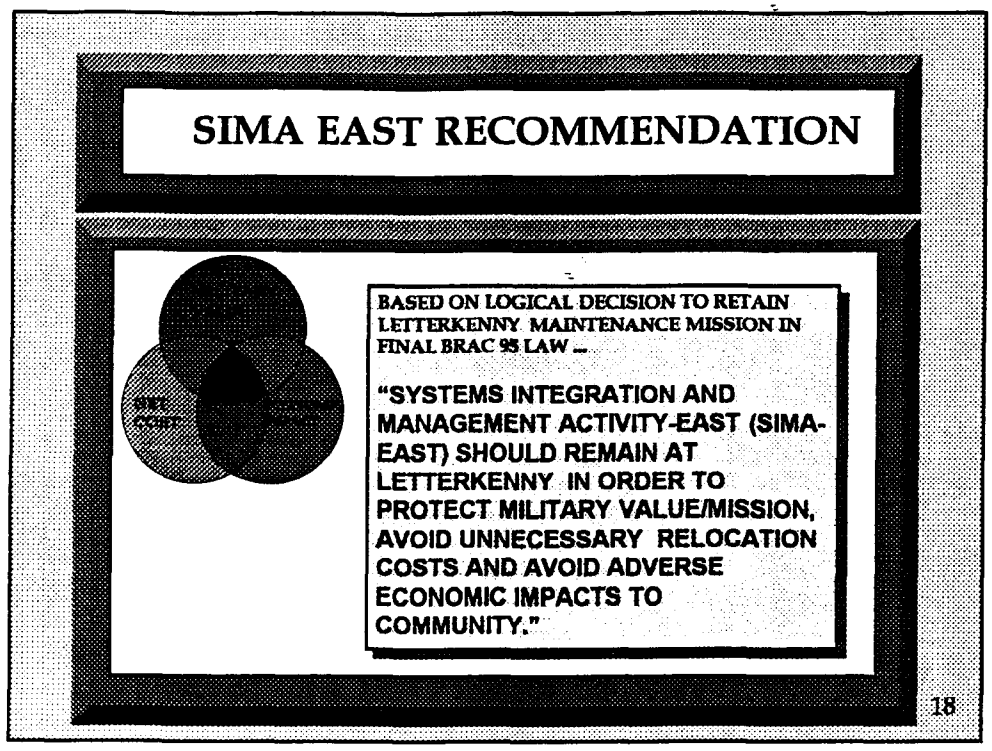
A relocation of SIMA East to Rock Island would substantially adversely impact sustainability of these critical programs.



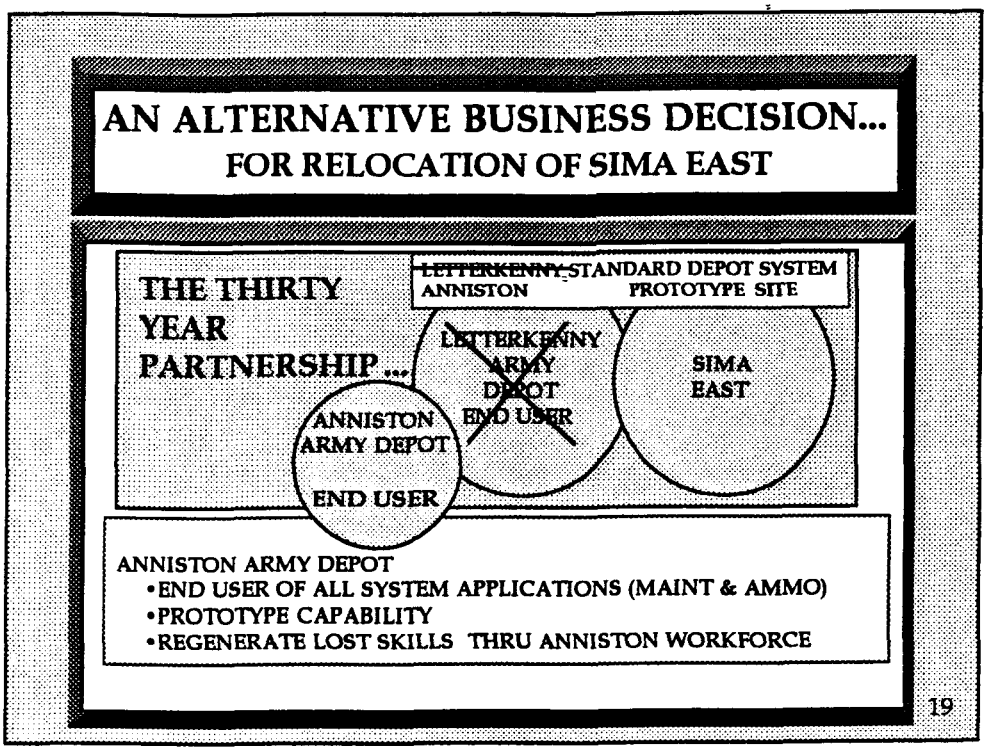
With the drawdown of Armed Forces in the country, there is a shift to a more mobile force capability of swift power projection anywhere in the world. In support of this doctrine, SIMA East is providing system support in the preposition of strategic stocks throughout the world and on propositioned ships. These systems will provide visibility and accountability of war reserve assets and provide maintenance schedules to keep equipment in a readiness state. This chart shows some of the locations the system has been and will be deployed. It's important to note that GEN Salomon (CG of HQ AMC) has stated that the systems support provided by SIMA East is critical to future power projection requirements.



This chart shows a summary of the independent analysis on relocation of SIMA East to Rock Island. As you can see, no one is in favor of such a relocation because this move will result in loss of skills and mission disruptions and, in some instances, mission failure.

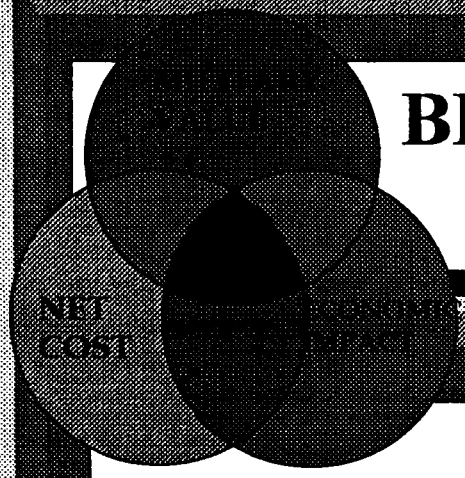


Based on the logical decision to retain Letterkenny Maintenance mission and because SIMA East is considered to be part of BRAC 93 Law, we recommend that SIMA East remain at Letterkenny in order to protect military value/mission, avoid unnecessary relocation costs, and avoid adverse economic impacts to the community. SIMA East must be written into BRAC 95 Law in order to reverse the BRAC 93 decision.



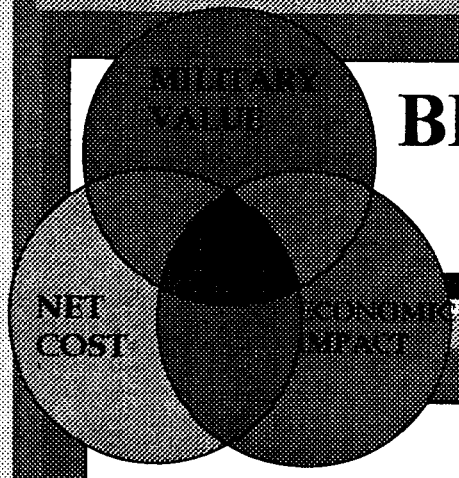
If Letterkenny is not retained as a Maintenance Mission Depot, then an alternative business decision for the disposition and relocation of SIMA East is proposed. It makes more sense to relocate a CDA with an END USER of SIMA East systems. Relocation to Anniston Army Depot will co-located SIMA East with an END USER and retain prototype capability with the co-located END USER. Lastly, the lost skills could be regenerated from the Anniston workforce since they are an end user of the systems and have already developed some level of functional skill maturity.

Document Separator



BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT INDEX



BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT A
BACKGROUND
SIMA EAST

TENANT MISSION IMPACT FOR:

Systems Integration & Management Activity East

MISSION:

Provides integrated automation support to the U.S. Army AMC installation, industrial, and financial business processes. Critical to AMC/Army Future Power Projection and Force 21 Missions such as Strategic Stocks/War Reserves worldwide, Central Asset Visibility (CAV)/Single Stock Fund (SSF) Army-wide implementation, Integrated Sustainment Maintenance initiative, and extension of Automated Time, Attendance and Production System (ATAAPS)/Standard Industrial Fund System (SIFS) Army wide. SIMA-EAST employs 209 organic staff in addition to 37 contractor staff. The organization operates with an annual budget of $20 million.

WHY LOCATED AT LETTERKENNY?

SIMA East's original mission was to develop the standard automated systems to support depot operations. Letterkenny as a multimission depot was designated to serve as the prototype installation for all the applications developed by SIMA. This user/developer partnership has significantly contributed to the high quality systems fielded by SIMA over the years. The secondary reason for Army decision makers locating SIMA East at Letterkenny was the cost effective means of maintaining currency of functional knowledge of the business processes the automated systems are required to support. Because of the close working relationship between designer and end user, SIMA developed systems have automated and integrated business processes in such a way that depot operations have become both efficient and effective. In order to retain the mission effectiveness of both SIMA East and its end user customers, it is essential that SIMA be located at a multimission depot.

MISSION IMPACT IF ELIMINATED/RELOCATED?

SIMA East applications are unique within the Army. The applications developed by this organization are absolutely critical to the Army in both peace time and national emergency. The functional business process systems analysts in SIMA East are totally unique within the Army. Many of the automation personnel within the organization also have skills that are unique to the Army. Within SIMA East automation professionals become productive in their first year; however, they do not achieve full performance levels for approximately three years. In the case of functional systems analysts, it takes about three years to "grow" a functional analyst to the point they understand their assigned functional applications and how their functions interface with other SIMA East applications and interfaces with external business processes/systems. It is the professional opinion of those most familiar with the mission and unique skill of this organization that relocation of SIMA East will cause a total mission failure for a period of three years.

PLANNED DISPOSITION, IF KNOWN?

SIMA East workforce has been told that IOC has been directed to prepare a contingency planning package which will be part of Letterkenny BRAC 95 Implementation plan. That package will reflect a relocation of SIMA East to the Rock Island Arsenal consistent with BRAC 95 milestones. The basis for the move is supposedly the Army's interpretation of BRAC 91 and BRAC 93 law. SIMA East was directed to move to Rock Island in BRAC 91. BRAC 93 law reversed the BRAC 91 decision based on the fact that SIMA East (as a central design organization would transfer to DOD based on DMRD 918). DISA said it made no sense to move SIMA East to Rock Island based on the small amount of resources expended on Industrial Operations Command (Rock Island) business and the organization could better serve its customer base from Letterkenny. In 1993 DOD reversed its decision to transfer central design organizations to DOD and the Army is now saying that decision puts SIMA back to the BRAC 91 decision (move to Rock Island) even though the GAO BRAC 91 comments on that proposal said it makes no mission or economic sense to move SIMA. DISA (and the Secretary of Defense) in BRAC 93 said based on the customer base of SIMA East they should remain at Letterkenny. Current and future projected workloads for SIMA East confirm it still makes no sense to move SIMA off Letterkenny Army Depot.

LETTERKENNY ARMY DEPOT, PA

1. **RECOMMENDATION :** Realign Letterkenny Army Depot by transferring the towed and self-propelled combat vehicle mission to Anniston Army Depot. Retain an enclave for conventional ammunition storage and tactical missile disassembly and storage. Change the 1993 Commission's decision regarding the consolidating the tactical mission maintenance at Letterkenny by transferring missile guidance system workload to Tobyhanna Army Depot.

2. **IMPACT :** 2090 direct jobs

3. **COBRA RUN :**

POSITION ELIMINATED		POSITION REALIGNED	
officer	= 9	officer	= 1
enlisted	= 11	enlisted	= 14
civilian	= 1267	civilian	= 788
TOTAL	= 1287	TOTAL	= 803

4. **ASIP :**

POSITION ELIMINATED				
WONT!P	AGY USA AUDIT	0 (OFF)	0 (ENL)	16 (CIV)
W2KR20	ACTUSA MEDDEP	0 (OFF)	0 (ENL)	14 (CIV)
W459-A	TMDE SUP GP #1	0 (OFF)	1 (ENL)	11 (CIV)
W4E4!A	ACTMEA	0 (OFF)	0 (ENL)	21 (CIV)
W4GV90	USA CECOM	0 (OFF)	0 (ENL)	1 (CIV)
!0L602	DRMO	0 (OFF)	0 (ENL)	37 (CIV)
!OL603	DEF PRINTING	0 (OFF)	0 (ENL)	6 (CIV)
W0L6AA	LETTERKENNY	9 (OFF)	10 (ENL)	1161 (CIV)
TOTAL		9 (OFF)	11 (ENL)	1267 (CIV)

POSITION REALIGNED

W23H01	COE (BASE X)	0 (OFF)	0 (ENL)	2 (CIV)
W45917	TMDE SPT GP (BASE X)	0 (OFF)	0 (ENL)	60 (CIV)
W49052	DFAS (BASE X)	0 (OFF)	0 (ENL)	78 (CIV)
W49C!A	DEF MEGA CTR (BASE X)	1 (OFF)	14 (ENL)	165 (CIV)
WUMODL	PUB WORK (BASE X)	0 (OFF)	0 (ENL)	183 (CIV)
WOL6AA	LETTERKENNY (TOAD)	0 (OFF)	0 (ENL)	300 (CIV)
TOTAL		1 (OFF)	14 (ENL)	788 (CIV)

5. RETAIN : AT LETTERKENNY

WOH932	MICOM	1 (OFF)	0 (ENL)	0 (CIV)
WOL6AA	LETTERKENNY	0 (OFF)	0 (ENL)	490 (CIV)
	- AMMO STORAGE - QA - SECURITY - BASOPS			
W43T03	LOGSA	3 (OFF)	13 (ENL)	126 (CIV)
W44K-A	SIMA	3 (OFF)	18 (ENL)	289 (CIV)
TOTAL		7 (OFF)	31 (ENL)	905 (CIV)

DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY INDUSTRIAL OPERATIONS COMMAND
ROCK ISLAND, ILLINOIS 61299-6000

REPLY TO
ATTENTION OF

AMSMC-AEE (15-1a)

19 APR 1995

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Base Realignment and Closure (BRAC) 95 Implementation Plan

1. Reference BRAC 95 Implementation Planning Guidance Meeting, 15-16 March 1995, Rock Island Arsenal, Illinois.

2. The following guidance originally provided at referenced meeting is restated for emphasis. Each losing U.S. Army Depot System Command/U.S. Army Armament, Munitions and Chemical Command installation will prepare its respective BRAC 95 Implementation Plan. The gaining installation will provide support as required.

3. Subsequent guidance from headquarters, U.S. Army Materiel Command, is that an Implementation Plan will be developed for the Systems Integration and Management Activity-East (SIMA-E) as a BRAC 93 action. The SIMA-E Plan, although classified as a BRAC 93 action, will follow all the requirements associated with BRAC 95 and will be prepared by SIMA-E as an addendum to the Letterkenny Army Depot (LEAD) Implementation Plan. The LEAD will, as with any other tenant, account for the impact on LEAD base operations costs, etc.

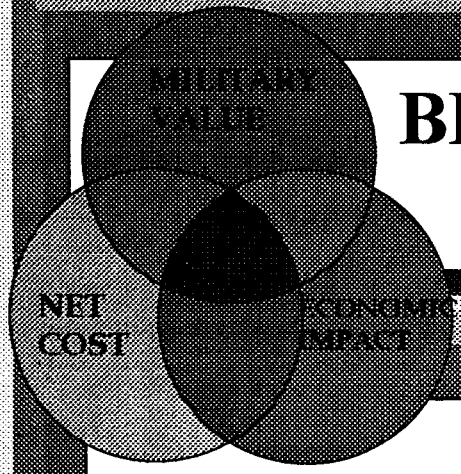
4. All Implementation Plans will show a completion date of end FY 97 unless otherwise approved by the Commanding General, Industrial Operations Command.

5. The POC is Mr. Kenneth P. Muehl, AMSMC-AEE, DSN 793-8393, datafax DSN 793-7768.

for Bridget L. Myers
ALAN G. WILSON
Chief, Performance Evaluation Division

DISTRIBUTION:
Commander, Letterkenny Army Depot, ATTN: SDSLE-I (Ms. Hallie Bunk), Chambersburg, PA 17201-4170
Commander, Red River Army Depot, ATTN: SDSRR-B (Mr. Bobby Notley), Texarkana, TX 75507-5000
Commander, Sierra Army Depot, ATTN: SDSSI-CO (COL Donald D. Whitfield II), Herlong, CA 96113-5000
Commander, Seneca Army Depot, ATTN: SDSTO-SECO (Mr. Anthony J. Carnevale), 5786 State Route 96, Romulus, NY 14541-5001
Commander, Savanna Army Depot Activity, ATTN: SDSLE-V-CO (MAJ James Sisk), Savanna, IL 61074-9636
Director, Systems Integration and Management Activity-East (Mr. Jim Hafer), Chambersburg, PA 17201-4180

CF:
Commander, Anniston Army Depot, ATTN: SDSAN-DM-PPE (Mr. Paul Harper), 7 Frankford Avenue, Anniston, AL 36201-4199
Commander, Tobyhanna Army Depot, ATTN: SDSTO-PE (Mr. Robert Haas), 11 Hap Arnold Boulevard, Tobyhanna, PA 18466-5000
Commander, Lone Star Army Ammunition Plant, ATTN: SMCLS-CO (LTC Patrick Dunkle), Texarkana, TX 75505-9101
Commander, McAlester Army Ammunition Plant, ATTN: SMCMC-BMD (Ms. Carol Cook), McAlester, OK 74501-5000
Commander, U.S. Army Armament, Munitions and Chemical Command, ATTN: AMSMC-AEE/HR/EQ, Rock Island, IL 61299-6000



BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT B
PBD 433
INCLUSION OF SIMA

FOR OFFICIAL USE ONLY

PBD Continuation Sheet

433
No.

DETAIL OF EVALUATION:

BACKGROUND: Central Design Activities (CDAs) provide for the development and operational sustainment of automated information (AIS) and communications systems for specified customers. Generally, CDAs provide a broad range of services such as requirements definition, system design, development, testing, integration, implementation support, and documentation services.

In January 1991, the Executive Level Group for Corporate Information Management recommended fee-for-service for all automated data processing operations. In April 1991, a DoD-wide working group was established to develop the financial management structure to place data processing installations (DPI) and CDAs on a full cost fee-for-service basis. In order to account for full costs, allocate and report to the customers all costs for the services received, and to recover costs from customers, the DPIs and CDAs were to placed in the DBOF. This has already been accomplished for the sixteen Defense Megacenters and for the CDAs which provide services to the supply and logistics community. To continue this initiative, sixteen CDAs will be placed on a fee-for-service basis beginning in FY 1996. Additional CDAs, as identified by the Components, will be considered for inclusion in subsequent fiscal years.

The purpose of this PBD is twofold. First, to reflect and adjust as necessary, the costs and revenues associated with CDAs. Second, to continue the transition of CDAs, whose customers would benefit from the total cost and fee-for-service concepts, to the Information Services Business Area. In all cases, the CDAs remain with their parent Service or Defense Agency. However, the parent Service or Defense Agency will implement fee-for-service at the CDA by FY 1997. Fee-for-service requires that a fully burdened billable direct labor hourly rate(s) be established for each CDA, as well as the fully burdened costs of any direct support services provided. Also, the total operating costs and the customer revenue to support those costs must be identified.

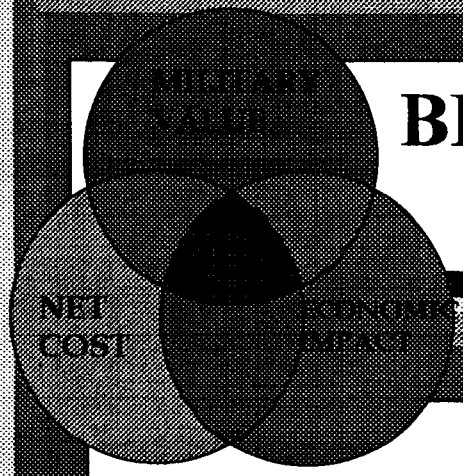
Two subdivisions will be created within the Information Services Business Area for FY 1996: Army Information Services and Air Force Information Services. The cash needs of these new entities will be addressed as the Department transfers DBOF cash management from OSD to the Components. Furthermore, Base Operating Support and Military Personnel funding will not be realigned until the FY 1997 Budget Review. The CDAs included in this PBD are as follows:

	Current Funding
ARMY	
Information Systems Command	
- Ft Huachuca	direct
- Ft Lee	direct
- Washington, DC	direct
Systems Integration & Management Activity	direct

MW Fee for Service

FOR OFFICIAL USE ONLY

Stmt. Fact - has been Fee For Service since FY 9X
Direct statement is error



BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT C
EXTRACT
GAO REPORT

The return on investment was cited as a major factor in the decisions to realign selected missions within depots and commodities. The TABS group also considered the ability of the receiving locations to absorb the realigning mission or function. Ten major realignments involve commodity installations and depots. For example, the Harry Diamond Laboratory at Adelphi, Maryland, would become the flagship laboratory headquarters with the establishment of the Combat Materiel Research Laboratory, performing in-house basic and applied research for the Army.

Some concerns have been raised over the various realignments involving the depots and commodity installations. For example, concern was expressed about selective missions at Letterkenny Army Depot, Pennsylvania, moving to Rock Island, Illinois. Specifically, the concerns deal with whether the recommended realignment of the Systems Integration and Management Activity is rational and economical. According to a TABS group official, the Depot Systems Command and the Activity were recommended for realignment because they would provide services to the Industrial Operations Command being established at Rock Island. Because of time constraints, we were unable to review the numerous options involved in many realignments.

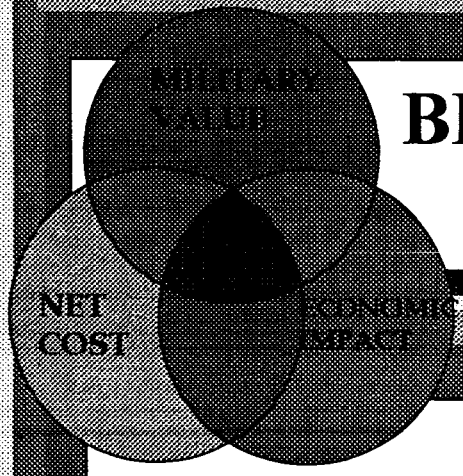
Major training areas

The Army has eight training area installations that provide facilities for active and reserve units to conduct large training exercises. The military value ranking for each of the eight installations is shown in table 2.5.

Table 2.5: Military Value Ranking of Major Training Areas

Installation	Ranking
Ft. Irwin	1
Ft. Dix	2
Ft. McCoy	3
Ft. Greely	4
Ft. Chaffee	5
Ft. A.P. Hill	6
Ft. Indiantown Gap	7
Ft. Pickett	8

Fts. Greely and Irwin were excluded from closure and realignment consideration because of their mission uniqueness. Ft. Greely is a critical cold weather testing and training site for the Army. Ft. Irwin ranked far above the other installations in military value and is the site of the National Training Center. The remaining installations' military value scores were close. Consideration for possible closure or realignment then included cost savings and the



BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT D
DISA
ASSESSMENT ON
SIMA EAST

DEFENSE INFORMATION SYSTEMS AGENCY
DEFENSE INFORMATION TECHNOLOGY SERVICES ORGANIZATION
6760 E. IRVINGTON PLACE
DENVER, COLORADO 80279-1000

IN REPLY REFER TO: GA

04 FEB 1993

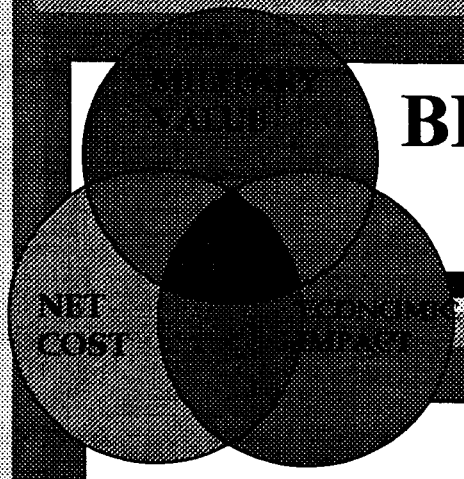
MEMORANDUM FOR DIRECTOR, TOTAL ARMY BASING STUDY

SUBJECT: System Integration Management Activity-East (SIMA-E)

1. This is in response to your memorandum of 11 January 1993, requesting our assessment of the most suitable location for SIMA-E, given that it was to have been realigned from Letterkenny Army Depot to Rock Island Arsenal as part of the Army BRAC 91 plan.

2. Most of SIMA-E was recently brought under the operational control of this agency with the intent that it be transferred to DISA during FY 93. From a DITSO CDA perspective, we see no justification for aligning the transferring portion of SIMA-E to Rock Island Arsenal. No cost savings or benefits would accrue, and the investment required for the relocation would have no payback. Furthermore, to relocate could be devastating to the support of the automated systems supporting the Department's Depots. Recommend that the portion of SIMA-E which is identified for transfer to DISA remain located at the Letterkenny Army Depot.

R. E. Burke
for CLYDE E. JEFFCOAT
Director



BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT E
BRAC 95
DECISION
FEDERAL REGISTER

Letterkenny Army Depot, Pennsylvania

Recommendation: Realign Letterkenny Army Depot (LEAD) by reducing it to a depot activity and placing it under the command and control of Tobyhanna Army Depot, PA. Relocate the maintenance functions and associated workload to other depot maintenance activities, including the private sector. Retain the conventional ammunition storage mission and the regional Test Measurement and Diagnostic Equipment (TMDE) mission. Change the recommendation of the 1991 Commission regarding Letterkenny as follows. Instead of sending Systems Integration Management Activity East (SIMA-E) to Rock Island Arsenal, Illinois, as recommended by the 1991 Commission, retain this activity in place. Retain the SIMA-E and the Information Processing Center at Letterkenny until the Defense Information Systems Agency (DISA) completes its review of activities relocated under Defense Management Review Decision (DMRD) 918. The activities of the depot not associated with the remaining mission will be inactivated, transferred or otherwise eliminated. Missile maintenance workload will not consolidate at Letterkenny, as originally planned. However, Depot Systems Command will relocate to Rock Island Arsenal, where it will consolidate under the Industrial Operations Command there, as approved by the 1991 Commission.

Justification: The decision to realign LEAD was driven by the results of the Chairman, Joint Chiefs of Staff triennial review of roles and missions in the Department of Defense. As part of this review, the Chairman chartered the Depot Maintenance Consolidation Study. The study identified a significant amount of excess depot capacity and duplication among the Services.

The Army has concluded that the projected ground systems an equipment depot maintenance workload for fiscal year 1999 is nc sufficient to maintain all of the ground systems and equipment depots.

In drawing the conclusion to downsize LEAD, the Army considered the following factors: relative military value depots; the future heavy force mix; reduced budget; work skills; excess capacity; ability of the depots to accor workload levels; the proximity of the depots to the h in the U.S.; and the resulting savings.

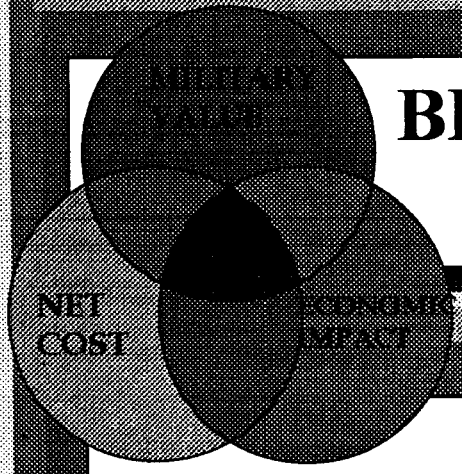
SIMA-E performs computer systems design and d functions for a variety of activities. This orga transferring to the Defense Information Systems 1993. Retention keeps this activity focused r customer. SIMA-West is located in St. Louis functions in the western portion of the U.S. Army that there were no advantages or savir to Rock Island Arsenal, IL. Less than 25% by SIMA-E is associated with the Industri Rock Island Arsenal.

BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT F
DIRECT
WORKFORCE
BY CUSTOMER

SIMA-EAST
FY95 FUNDING

CUSTOMER	# DIRECT LABOR +CONTRACTOR EMPLOYEES	% OF TOTAL
AMC	30	16.3%
IOC	42	22.8%
DPAS	34	18.5%
DFAS	38	20.7%
ALL OTHER	40	21.7%
-SLA	(17)	(9.2%)
-JLSC	(14)	(7.6%)
-DoD/DA/DLA	(9)	(4.9%)
TOTAL	184	



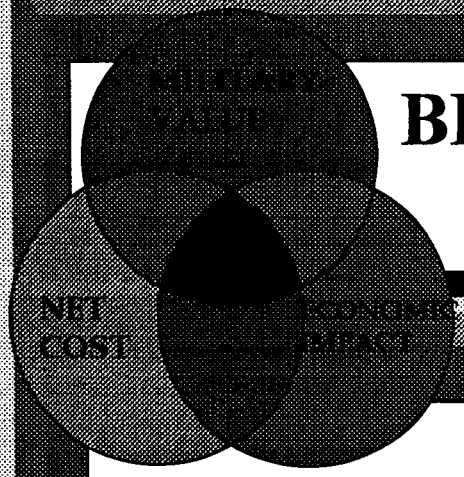
BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT G
DPAS - IMPLEMENTATION SCHEDULE

DPAS Implementations through FY95

Period	Number of Property Books	Agency/Service	Organization
Feb-95	2	Army AMC	ARO, AQTD
Mar-95	4	DFAS	CO(2), CL(2)
Apr-95	9	DFAS	DE(2), IN(3), PE, KS(2) HQ
	19	Army AMC	MICOM, Anniston, TMDE Redstone(2), Letterkenny(6), HQ AMC(1), TMDE Chambersburg
May-95	13	Navy	DDRE(13)
	10	Army AMC	RDEC, Blue Grass, Corpus Christi, Crane, McAlester(3), Pine Bluff(2), Pueblo
Jun-95	1	Navy	FISC Norfolk
	6	Army AMC	Savannah, Seneca, Sierra, Tobyhanna, Rock Island, Red River
	1	Army	Fort Sill
	26	DLA	DCMC(6), DRMS(6), DNSC(4), DDRW(10)
Jul-95	7	Army AMC	ARL, Edgewood, Tech Esc, TECOM, Combat Test, Sys Analysis, TRADOC Mil Packg
	6	DLA	DCSC, DESC, DPSC, DGSC, DISC, DIPEC
Aug-95	11	Army	West Point (11)
	23	Army AMC	Toole, Umatilla, Watervliet, St. Louis (4), Ft. Eustis, Rocky Mountain, Ft. Monmouth, Watertown, Ft. Belvoir, Warren(8), Selfridge, Picatinny, Ft. Rucker
	21	DLA	DSDC(11), HQ(1), DFSC(9)
	3	DeCA	
Sep-95	10	Army AMC	Dugway(3), Ft. Huachuca, Madison, White Sands(2), Yuma, Adelphi(2), Ft. Monmouth(4)
	1	Air Force	Warner Robbins
	10	DISA	Megacenters (10)
Oct-95	9	DISA	Megacenters(6) & HQ(3)
	6	Army AMC	(not currently on IEMS)
	1	Army	Ft Lee TRADOC
	5	Marine	Headquarters, USMC, Henderson Hall Arlington, MCCDC Quantico, MCAS Cherry Point, MCB Camp Lejeune
	2	Navy	FOSSAC, NAVMTO Norfolk
	2	Air Force	TBD
Nov-95		Schedule to be determined	
Dec-95		Schedule to be determined	
Totals	208		

This is Partial schedule - Mr. Eggs will provide Status of schedule upon request.



BRAC 95...THE RIGHT DECISION
SIMA EAST

EXHIBIT H
CG IOC
STATEMENT ON
SIMA EAST

DEPARTMENT OF THE ARMY
U.S. AMC SYSTEMS INTEGRATION AND MANAGEMENT ACTIVITY
CHAMBERSBURG, PA 17201-4180

REPLY TO
ATTENTION OF

22 FEB 1995

AMXSI-ZC

MEMORANDUM FOR SIMA EAST Workforce

SUBJECT: Latest Update on BRAC 95

1. Based on information received from HQ IOC, it has been determined that SIMA East is not part of the BRAC 95 proposal for Letterkenny Army Depot realignment. That is the good news. The bad news is that a DA BRAC conference was held at Washington in early February and the DA staff announced that SIMA East was identified to move to Rock Island Arsenal, Rock Island, Illinois. This issue has not been resolved between DA and the AMC BRAC Offices. If and when I receive additional information, I will share it with you. An encouraging note is MG Benchoff's position with regard to this matter. In short I quote MG Benchoff "I do not support a move to Rock Island Arsenal for SIMA East". Even though MG Benchoff does not personally support the move of our organization, he is a professional soldier and must support DOD and Army decisions.

2. I will continue to update you as additional information is received.

J. T. HAFER
Director
SIMA East

BRAC 95...THE RIGHT DECISION
SIMA EAST

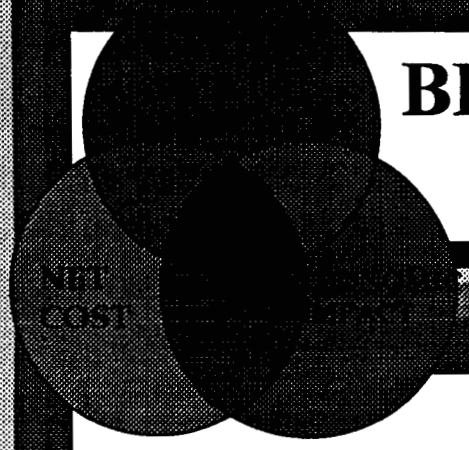


EXHIBIT I
AMC
AUTOMATION
ASSESSMENT

AMC AUTOMATION ASSESSMENT

TASK FORCE REPORT

JUNE 1992

Prepared for:

GEN JIMMY D. ROSS
COMMANDING GENERAL
ARMY MATERIEL COMMAND

Prepared by:

BG ROBERT E. WYNN
COMMANDING GENERAL
7TH SIGNAL COMMAND

DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333 - 0001

REPLY TO
ATTENTION OF

AMCSO

S: 24 Jul 92
30 June 1992

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: AMC Automation Assessment Report

1. References:

a. Memorandum, HQ AMC, AMCSO, 16 Jun 92, SAB.

b. Memorandum, ASQN-CG, 4 Jun 92, SAB, (encl).

2. An assessment of AMC Automation has been completed by Brigadier General Robert E. Wynn, Commander, 7th Signal Command. In accordance with reference 1a, this report is now being staffed to you for review and comment.

3. The enclosed report contains recommendations which have been divided into two sections, "tactical", which addresses existing processes, and "strategic", which proposes fundamental changes to AMC's use of automation. Brigadier General Wynn's task force solicited comments on a draft of this report from selected AMC organizations as a part of the assessment process. This final report incorporates both these AMC comments and the Wynn task force response. It is strongly recommended that particular attention be given to these task force responses during your review of the final report.

4. An Automation Assessment Task Force, headed by Ms. Louann Elledge, has been established to manage AMC review and implementation of this report. Comments should be provided to this Task Force, ATTN: AMCSO, NLT 24 Jul 92. Request you include a point of contact with your comments.

5. Point of contact for this action is Ms. Pat Harrison, AMCSO, DSN 284-8855.

6. AMC -- America's Arsenal for the Brave.

Encl

FOR WILLIAM E. McGRATH
Major General, USA
Chief of Staff

DEPARTMENT OF THE ARMY
HEADQUARTERS, 7TH SIGNAL COMMAND
FORT RITCHIE, MARYLAND 21719-5010

REPLY TO
ATTENTION OF

ASQN-CG

JUN 1992

MEMORANDUM FOR Commander, Army Materiel Command, ATTN: AMCCG, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001

SUBJECT: AMC Automation Assessment Report

1. Enclosed is the AMC Automation Assessment Task Force Report.

2. First and foremost, AMC is successfully supporting the Army in both peace and war. Information technology within AMC is well integrated into AMC business processes and is key to the successes experienced. The talent and achievements of both the functional staff and the information technology staff are commendable. Some specific laudatory examples noted by the team are:

a. AMCCOM's use of information technology in the Rock Island Arsenal Manufacturing Facility.

b. TACOM's implementation of a Decision Support System using shadow databases and their automation of the materiel design process integrating designing, modeling, testing and production.

c. MICOM's unparalleled commitment to responsiveness and customer satisfaction exemplified by their effort to automate the TDY process from request for orders through payment into the traveler's bank account.

3. A command-wide quantum increase in the benefits from information technology is possible; however, your personal direction, support, and empowerment of the implementers is essential. I recommend you challenge the technology providers to adopt industry models for decision support; centrally manage information technology activities; focus on core competencies, and out-source where possible.

4. I am available to provide whatever additional assistance you may require.

ROBERT E. WYNN
Brigadier General, USA
AMC Task Force Director

AMCSO
SUBJECT: AMC Automation Assessment Report

DISTRIBUTION:

Headquarters:
AMCDMR
AMCRDA
AMCAQ
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AMCMI
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AMCPE
AMCRD
AMCRM
AMCCC
AMXIG
AMSAC
AMXLA
AMXLS
AMCAM
Commander, U.S. Army Armament, Munitions, and Chemical Command, Rock Island, IL 61299-6000
Commander, U.S. Army Communications-Electronics Command, Fort Monmouth, NJ 07703-5009
Commander, U.S. Army Aviation Command, St. Louis, MO 63120-1798
Commander, U.S. Army Troop Support Command, St. Louis, MO 63120-1798
Commander, U.S. Army Test and Evaluation Command, APG, MD 21005-5055
Commander, U.S. Army Tank-Automotive Command, Warren, MI 48397-5000
Commander, U.S. Army Missile Command, Redstone Arsenal, AL 35815-5190
Commander, U.S. Army Laboratory Command, Adelphi, MD 20783-1145
Commander, U.S. Army Depot System Command, Chambersburg, PA 17201-4170
Commander, U.S. Army Simulation, Training, and Instrumentation Command, 12350 Research Parkway, Orlando, FL 32826
Director, U.S. Army Research Office, Research Triangle Park, NC 27709-2211
Director, U.S. Army Industrial Engineering Activity, Rock Island, IL 61299-7260

AMCSO
SUBJECT: AMC Automation Assessment Report

Director, U.S. AMC Log Con Activity, Presidio of San Francisco, CA 94129-6900
Commander, U.S. Army TMDE Activity, Redstone Arsenal, AL 5898-5190
Commander, U.S. AMC Catalog Data Activity, New Cumberland, PA 17070-5010
Director, Materiel Readiness Support Activity, Lexington, KY 40511-5101
Commander, AMC Europe, APO New York 09333-4747
Director, USAMC Systems Integration & Management Activity, Chambersburg, PA 17201-4180
Commander, U.S. AMC Installations and Service Activity, Rock Island, IL 61299-7190
Commandant, U.S. Army Management Engineering College, Rock Island, IL 61299-7040
Director, U.S. Army Materiel Systems Analysis Activity, APG, MD 21005-5071
Director, U.S. AMC Management Engineering Activity, Research Drive, Huntsville, AL 35805-5906

DEPARTMENT OF THE ARMY
HEADQUARTERS, 7TH SIGNAL COMMAND
FORT RITCHIE, MARYLAND 21719-5010

REPLY TO
ATTENTION OF

JUL 1992

ASQN-CG

MEMORANDUM FOR Commander, Army Materiel Command, ATTN: AMCCG, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001

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4. I am available to provide whatever additional assistance you may require.

ROBERT E. WYNN
Brigadier General, USA
AMC Task Force Director

EXECUTIVE SUMMARY

BACKGROUND

In February 1992, LTG Hilmes established a Task Force headed by BG Wynn to conduct an automation assessment of AMC for GEN Ross. The purpose of the assessment was to find and report opportunities to improve efficiency and effectiveness of Information Technology (IT) services supporting AMC.

The task force conducted interviews with key AMC staff, MSC commanders, and functional managers to draw upon their knowledge and experience with AMC's existing Information Technology services. Information obtained from the interviews and from the documents provided was analyzed to ascertain technical sufficiency and opportunities for economies.

PURPOSE

The Task Force goal was to help AMC posture its IT services to support the goals and objectives of a long-range functional business plan.

Information Technology support is undergoing dramatic change throughout the Department of Defense. DOD's Corporate Information Management initiative, the recently formed Joint Logistics System Center, the Defense Business Operations Fund, and the Army's Sustaining Base Information Systems Program are key initiatives changing the strategy for providing Information Technology services for the next decade. Concurrent with the changes in the IT environment are equally significant changes to AMC's business area. AMC is reshaping with a smaller work force and with more focus on its future core competencies. Automation support, beyond the current capabilities, will be necessary.

OBSERVATION

The Task Force's primary observation was that AMC is successfully using and, in fact, improving its use of Information Technology to support its mission. AMC's program to consolidate data processing centers (annual sustainment savings of $24M) is progressing and will be completed in FY93. Efforts to reduce the inventory of software have made good progress initially and should continue. The responsiveness and technical qualifications of the work force providing IT are commendable.

OPPORTUNITIES

The Task Force recommendations are divided into two sections: one addresses "tactical" initiatives - recommendations to improve the existing processes; the second addresses "strategic" initiatives - functional changes to AMC's use of automation. In each case, the Task Force identified specific actions to facilitate implementation.

Tactical Opportunities

There were several opportunities for near-term economies to current processes. (Estimate $18M/first year cost avoidance and $12M/YR thereafter). The Estimated Completion Date (ECD) is also shown.

1. The AMP MOD computer system can be closed. Certain residual capabilities can be provided at lower cost via other existing computers and networks. (ECD 6 months)

2. The PADDs computer system can be replaced with current technology. Return on investment is within 1 year. (ECD 6 months)

3. There will be reduced O&S cost for AMC if the number of Unix processors is consolidated using current technology (tier III processors and file servers). A 20% reduction within 6 months is an attainable target. (ECD 6 months)

4. More clearly defined management of DSREDS and better exploitation of its capabilities will improve speed and accuracy of the acquisition process. (ECD 6 months)

5. Bundling of point-to-point circuits in conjunction with the DOD DISN network will reduce circuit costs by at least 20%. (ECD 1 year)

6. For unclassified work, High Performance Computer support should be available, with current technology, at less cost. (ECD 1 year)

7. Not relocating SIMA-East to Rock Island will realize a $18M cost avoidance; while collocating SIMA-West into the Army Information Processing Center and ATCOM facilities will avoid GSA lease costs of $3.0M/YR. (ECD 2 years)

8. Connecting AMC Headquarters directly to the HQDA DSS will facilitate access of its staff to authoritative data and enhance its use of electronic exchange of information. (ECD 6 months)

Strategic Opportunities

Savings from "Strategic" initiatives have the potential to be an order of magnitude greater since these initiatives focus on the business process and structure of AMC.

The corporate software development philosophy is decentralized. Currently, MSC's develop up to seven technical solutions to a functional problem. All may be satisfactory with each local customer feeling that he received exceptional customer support; however, the solutions are not necessarily compatible, and AMC has lost an opportunity for savings and synchronization. Rather than resource many solutions to one problem, AMC can organize to apply the same resources to a single solution for many problems. Savings of up to 4 to 1 in software development costs should be realized by seizing the opportunity to centralize the direction of SIMA and the various Applications Development Divisions.

The most significant opportunity for enhancing AMC's Information Technology support during the transition years centers around development of a corporate data warehouse (traditionally known as "shadow database" within AMC). AMC's business processes are closely linked, and in fact, defined by its automation systems. These "legacy" systems have existed for more than a decade and currently hinder AMC's efforts to move to modern business processes. AMC functionals need to be "decoupled" from these "legacy" systems and given the freedom of action to redefine their business practices. The "data warehouse," while not a panacea, provides the least expensive capability to both free AMC to re-engineer its business processes while concurrently actually improving their daily performance. Several MSCs have implemented 'data warehouses' to some degree. TACOM has institutionalized the approach. It includes data synchronization, end-user training, and realigning information technology support assets within their DOIM. The DOIM now emphasize training, consultation, and end-user support rather than traditional software development. TACOM's cost avoidances attributed to implementing its "data warehouse" are over $100M in the first year. Comparable savings in the other MSC's are likely.

Key to realizing these opportunities is establishment of a strong central control in the Information Management community without sacrificing responsiveness. A single agency should command and control all information technology activities within AMC. The head must be at the general officer/SES level to be on equal footing with other staff principals and MSC commanders. Subsequent to forming this agency, AMC may determine they can better focus on the core business processes and obtain better service for each dollar spent by outsourcing their IT support.

SUMMARY

AMC is successfully supporting the Army in both peace and war. Information technology within AMC is well integrated into AMC business processes and is key to the successes experienced. The challenge for AMC during the transition period is to:

- Implement recommended opportunities to reduce costs/increase effectiveness in existing operations.
- Centrally manage information technology activities during the turbulent reshaping period.
- Decouple their business processes from their automation process by implementing a "data warehouse" in support of TACOM, MICOM, CECOM, AVSCOM, TROSCOM, AMCCOM, and DESCOM, as well as HQ AMC.

Document Separator

2. TACTICAL INITIATIVES

2.1 ARMY MATERIEL PLAN MODERNIZATION (AMP MOD)

2.1.1 Observation

The AMP MOD system, operated by AMC, is not well utilized and does not provide benefits commensurate with its cost.

2.1.2 Discussion

AMP MOD is a secure system designed to support the acquisition process. The AMP MOD Program was implemented beginning in June 1987, and is managed by HQ AMC, Deputy Chief of Staff for Research and Development and Engineering (AMCRD-AP). The AMP MOD system environment includes IBM 4381 mainframes running IBM's Multiple Virtual Storage (MVS) operating system and COMTEN Front-End Processors. The annual cost of operating AMP MOD is $1.3M (including 22.31 manyears).

AMP MOD runs on old, obsolete hardware that is expensive to maintain and software no longer supported by the vendor (IBM). Upgrades to current technology are neither funded nor planned. In addition, many of the AMC business processes supported by the AMP MOD system changed significantly when the PEO structure was established. AMP MOD functionality has not been adjusted to support the changed business processes. As a result, the AMP MOD system is no longer synchronized (functionally aligned) with current business processes and, therefore, not widely used.

On 25 Jan 91, MG Rigby initiated action to terminate the AMP MOD program by requesting information on the impact of closing down the system from all MSCs, ASA(RDA), RDAISA, DA DCSOPS, and PM AIM. Each MSC responded to MG Rigby's memorandum with a recommendation to retain the communications portion of AMP MOD because it provides the only available secure network to support the acquisition community. Analysis of the collected information resulted in a decision to retain AMP MOD and its databases.

As revealed by the impact analysis, the AMP MOD system, though not widely used for its intended purpose, provides a secure network to pass critical data between MSCs, RDAISA, and HQDA. System design does not allow for easy decoupling of the communications network from the processing system. The result is continued operation and maintenance of a system utilized at approximately 3% of its processing capacity.

AMP MOD is erroneously assumed by some to be the source of critical information when, in reality, it serves primarily as a medium for data and information exchange. The only critical processing function actually performed by AMP MOD is the Standard Study Number (SSN) to Line Item Number (LIN) conversion. In addition to the SSN/LIN conversion process, some sites use AMP MOD for other functions such as preparing P-FORM, however, PC-based systems are available to support these functions at significantly lower operational cost.

2.1.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Close AMP MOD and provide secure network capability via a combination of DISNET and STU III dialup access.

2. Transition SSN/LIN conversion process to run at RDAISA.

3. Implement command-wide standard systems and procedures to replace AMP MOD functions (e.g., PC P-Forms).

2.1.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Annual savings of approximately $1.3M.

2. Reduction in civilian over-strength by approximately 22 personnel.

3. Improved management of acquisition data resulting from implementation of standard processes feeding a single reliable database (RDAISA).

2.1.5 Impact

Adequate alternatives exist that will minimize potential negative impacts:

- Loss of AMP MOD data access - Since AMP MOD is not widely used, the data stored in AMP MOD are no longer maintained nor considered "authoritative." [In discussions with the Task Force, Mr. Keith Charles of the Army Staff (SARD-RI) stated that AMP MOD data are of very poor quality and not used for planning or decision making.] The RDAISA database is now considered the authoritative source for data originally intended for AMP MOD.

- Loss of AMP MOD network - PM AIM is in the process of fielding systems to each MSC, which include a secure network utilizing the DOD standard network, DISNET. Many of the AIM secure network requirements are satisfied today using secure dialup via STU IIIs.

- Reduced workforce.

2.1.6 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CG AMC task ISC to engineer and install a secure network to each MSC that will support both the AIM and AMC secure network requirements. Plan should explore use of both DISNET and STU IIIs.

2. CIO task AMC DOIMs to check with those directly connected to AMP MOD to ensure their support requirements are accommodated.

3. CIO manage implementation of AMC-wide solution to support requirements identified by AMC DOIMs.

2.1.7 Timeframe

The timeframe to implement the Task Force recommendations is the near-term.

2.1.8 MSC Comments and Task Force Response

RECOMMENDATION 1. Close AMP MOD and provide secure network capability via a combination of DISNET and STU III dialup access.

MICOM Comments

Termination of the AMP MOD system (including the Major Item System Map database) will have minimal impact on the mission/function of the MICOM Integrated Logistic Support (ILS) office. However, processing of Basis of Issue Plan Feeder Data (BOIPFD) and qualitative/quantitative personnel requirements information (QQPRI) will either revert to a manual system or require development of a local ADP system.

Memorandum from AMC to Headquarters DA requesting termination of AMP MOD, dated 24 Apr 91, was not granted due to the many positive responses from within the HQ DA.

SIMA Comments

Concur with recommendation. It needs to be noted that selected data currently provided (e.g. procurement delivery schedules) must be obtained from other sources. It also should be noted that there are two distinct elements that need to be examined--the AMP-MOD automated information system and the communication network which supports the transfer of data. We concur with the elimination of the automated system, and recommend that the network be examined for future viability as an independent action.

CECOM Comments

The report recommends that the AMP MOD be closed. CECOM agrees.

Task Force Response

Functions currently provided by AMP MOD and still required should be identified through the SRC process for command-wide support.

2.2 TECHNICAL DATA MANAGEMENT/DSREDS

2.2.1 Observation

Digital Storage and Retrieval Engineering Data System (DSREDS)/ Technical Data/Configuration Management System (TD/CMS), as currently operated and maintained by AMC, is not yielding all of its potential benefits. The technical data and associated configuration management program operate independently throughout AMC's seven DSREDS sites. Strong central management of DSREDS/ TD/CMS will enable AMC to achieve higher levels of efficiency, reduce system costs AMC-wide, and derive maximum benefits from the system.

2.2.2 Discussion

DSREDS, though not fully deployed and somewhat under utilized, is a robust system essential to the Army's technical data management program. EDMICS, the current CIM system of choice, will not deliver sufficient functionality and capacity to supplant DSREDS for some 3 years, during which time, DSREDS provides the only viable alternative for meeting the Army's requirement for technical data.

The Task Force experienced a general lack of knowledge among those interviewed regarding where DSREDS and the technical data management program fits in the AMC organization. There appears to be no consensus as to the identity of the lead DSREDS functional proponent. This is indicative of a need for stronger central management to ensure overall success in the technical data management function. At AVSCOM/TROSCOM the functional technical data program is directed out of the maintenance organization. At TACOM and CECOM the engineering directorate provides overall direction. The Project Manager for the DSREDS Program is a member of the DOIM staff at MICOM and, therefore, subject to direction by the CIO, while the senior technical direction in HQ AMC is out of the concurrent engineering area. Senior members of the staff expressed concern over the effect of DSREDS program fragmentation on cost management and the funding process; logistics support, including maintenance; and standardization.

In the areas of capacity and performance, the Task Force heard concerns regarding the capability of DSREDS to handle TACOM's workload, while, in contrast, it found that CECOM and Fort Belvoir may be under utilizing DSREDS. The Task Force also encountered questions regarding the robustness of EDMICS, which affects how long AMC will need to rely on DSREDS.

Current DSREDS functionality does not address the capability to allocate system resource usage to specific users. This limitation, if left uncorrected, will constrain future AMC requirements to implement a DSREDS-specific cost analysis and cost recovery program in accordance with DA/DOD policy.

DSREDS maintenance levels vary from site to site under the current concept, whereby each site contracts separately for maintenance. Consolidation of maintenance contracts will provide economy of scale and ensure uniformly high levels of maintenance across all sites.

Application of standard cataloguing techniques and naming conventions for drawings will enable personnel command-wide to access drawings resident in a central DSREDS repository. This will advance movement towards CALS compliance and accelerate AMC's attainment of all benefits of a fully automated, interactive technical data production and management program. Standard data management policies and procedures are needed Army-Wide and DOD-wide for the technical data automation concept to deliver the maximum payoff.

Different TD/CMS programs are in use at each MSC. It has been demonstrated at Huntsville that significant improved performance and cost savings can be realized by standardizing TD/CMS and collocating it with DSREDS on state-of-the-art, Unix-based, front-end systems currently installed at the sites.

Excepting the R&D community, DSREDS is the only remaining unconsolidated MVS workload in AMC. Migration of the DSREDS workload to the AIPCs offers potential for additional savings.

A command-wide capability for depot-level interactive access to DSREDS does not currently exist, although proof of concept has been established in tests between AVSCOM, St. Louis, and Corpus Christi Army Depot.

2.2.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. CIO direct the DSREDS PM to engage AMC's Management Engineering Activity at Huntsville to conduct a management study with the following objectives:

   a. Evaluate the current technical data management processes and provide recommendations for improvement. The study should assess the current technical data/configuration management structure and recommend the best candidate as the AMC functional proponent of technical data/configuration management systems.

   b. Document the savings achievable through standardization, consolidation and configuration management. The study should quantify savings associated with standardizing electronic transmission, storage, and retrieval, including archival characteristics. The study results should enable AMC to prompt action at the DA/DOD level supporting promulgation of appropriate standards and/or associated policies.

   c. Evaluate the need for DSREDS at Fort Belvoir. This evaluation should include a functional economic analysis of alternatives for providing DSREDS support to local customers to determine if DSREDS support should be provided by some other means.

2. CIO task ISC's capacity managers to immediately initiate capacity management of all technical data production systems e.g., Infodetics, DSREDS, manual processes, to ensure cost-effective, efficient placement and utilization of technical data production resources. Further, the capacity manager should immediately conduct a workload/capacity analysis of DSREDS to address capacity/utilization issues at CECOM, TACOM, and Fort Belvoir and to provide data to the CIM/EDMICS program for use in sizing EDMICS production requirements.

3. CIO direct the PM to consolidate (at the earliest feasible opportunity given current contract periods of performance) DSREDS maintenance contracts.

4. CIO direct the PM to develop and document the requirements needed in DSREDS to support the DA/DOD fee-for-service policy and ensure that these requirements are met in future enhancements to the system.

5. CIO direct the DSREDS PM to take immediate action to standardize the current TD/CMS at all sites and migrate the application to the Unix front-end systems installed at the sites. This will place all of the technical data and associated configuration management systems in the same operating environment on common systems, which will reduce the cost of system administration, operation, communications and other associated costs.

6. CIO task ISC to assess the technical feasibility of rehosting the DSREDS workload on the AIPC, and if the concept is technically feasible, to follow up with a functional economic analysis. When DSREDS is rehosted on the AIPC MVS/XA processors, the costs of maintaining seven separate MVS\XA licenses will be eliminated.

   As DSREDS moves to an open system environment, AIPC Unix hosts will provide the same economies of scale. With the migration of the depots' processing to the AIPC, and the establishment of communications lines to those locations, the communications network will provide the requisite interactive support with minimum upgrade.

   Migration of depot-level DSREDS processing to the AIPCs should be implemented as a second phase to the current DSREDS upgrade, which will raise the DSREDS operating system level to that of the AIPCs. (The current peripherals on the DSREDS are fully compatible with the AIPC mainframe platforms.)

7. AMC direct the DSREDS PM to extend full interactive access to the Army depots to enable them to access the technical data repository in DSREDS. This will permit the Army depots to access the most current set of technical documentation and configuration management information and thereby significantly improve their ability to conduct depot-level maintenance on the appropriate system. It will also assure that the most current engineering change information is available at the depot and reduce their requirement to maintain drawings and publications separately at the local level.

2.2.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Assessing the costs associated with delaying implementation of standards will promote movement towards standardization and the attainment of resultant savings.

2. Improved capacity management will optimize performance system wide and reduce unit cost of service.

3. Consolidation of maintenance contracts will reduce the unit cost of maintenance and yield a higher level of performance across the system.

4. Preparing to implement fee for service will enable compliance with DOD/DA policy.

5. Standardization of TD/CMS and migration to the Unix front-end systems will reduce the cost of system administration, operation, communications and other associated costs, increase performance and facilitate incremental attainment of CALS compliance.

6. Rehosting DSREDS on the AIPC MVS/XA processors will eliminate the costs of maintaining seven separate MVS\XA licenses. Migration of depot-level DSREDS processing to the AIPCs and extending interactive DSREDS access to the depot level will significantly improve the overall quality of technical data.

7. Ultimately, an improved DSREDS will improve the Army's technical data packages, which improves the total acquisition process in the Army, and has a vast impact on configuration control of end items, maintenance costs, and safety....a good set of specs and a good set of drawings is essential to efficient cost-effective acquisition of Army materiel.

2.2.5 Impact

Full implementation of DSREDS technology will hasten progress toward a modern, cost-effective business process that will meet Army mission needs and provide a migration path to CALS/CIM technology. Access by all levels of the command to accurate technical data and its associated configuration management structure should assist in achieving major improvement to other associated business processes, e.g., procurement/acquisition, maintenance, engineering, and quality assurance. Bottom line: this will provide more quality products at less cost in less time.

2.2.6 Implementation

The following tasks are required to implement the Task Force recommendations:

1. Management programs should be initiated within 15 days of approval of the recommendations.

2. Formal tasking and associated processes should begin not later than 30 days after the management structure is approved and formalized AMC-wide.

2.2.7 Timeframe

The timeframe to implement the Task Force recommendations is the near to mid-term.

2.2.8 MSC Comments and Task Force Response

RECOMMENDATION 2. Close DSREDS sites at Fort Belvoir and CECOM and provide support remotely.

MICOM Comments

MICOM concurs for economic reasons, implementing BRAC and incorporating CIM/JLSC initiatives, that closing some DSREDS sites is a possibility. However, a more thorough evaluation must be accomplished with the following problems to be addressed:

Fort Belvoir was identified as the only secure site for processing classified data. They have also been designated as the site to host the processing of data for the National Capitol Region.

CECOM has not previously attained Full Operating Capacity (FOC), but is now being upgraded at a cost of $500K to reach FOC.

The software at DSREDS host sites will have to be upgraded to allow two or more major commands to process concurrently. Under guidance of JLSC and CALS environment, any changes to the DSREDS software will not be made without the JLSC's approval. This will also necessitate additional communication costs and hardware adaptations and upgrades.

This will negate savings projected in support of DSREDS initial development.

Operation of remote sites through a host site will introduce one to two weeks additional Procurement Administrative Leadtime (PALT). The PALT cost in 1983 was estimated in a range of $.5M to $1M per day depending on site involved.

CECOM Comments

The report recommends that the DSREDS site at CECOM be closed and support for DSREDS should be obtained from a remote site. CECOM strongly non-concurs.

1. The past history of CECOM DSREDS being minimally used was caused by start up funding problems that have since been corrected.

2. CECOM, as the second largest AMC repository, currently has approximately 1,000,000 documents in its DSREDS database. If we add the approximately 500,000 SATCOM documents, CECOM would undoubtedly be the largest repository among the major subordinate commands. To have these documents loaded at a remote site would require a significant expansion of its storage capacity. The manpower and material cost increase to the remote site expansion would be enormous and passed on to CECOM. The cost benefits in the recommendation would not materialize.

3. Taking into consideration state-of-the-art compression techniques, sending graphical information over communications lines is still a very expensive undertaking. The current plan to use the AIPC in Chambersburg, with non-graphical data, is already 120% over the normal annual CECOM operating costs thus, ramping up the AIPC disk storage, the CPU power and the sizable communications upgrade would state the business case for a remote DSREDS as a loss.

4. Since the cost to obtain drawings digitally through communications lines is extremely expensive, we would have no recourse but to have large volume requirements sent to us by aperture card. This would significantly impede engineering research efforts and delay master bid set building, due to lack of material for performing an issue check.

5. Since JCALS is not in place, we would be further delayed in obtaining digital access to our documents as well as receiving digital data for storage. We would be forced to remain in our present manual mode of operation, and further complicated by not having direct access to our documents.

6. DSREDS is contractually identified as a major island of automation here at CECOM by the ongoing JCALS effort. CECOM fielding is in FY94. The impact to the massive JCALS program would be disastrous.

7. We would be "out of business" if communications line problems occurred or if we had to timeshare access to the remote site. Our access to documents would undoubtedly be second priority to that of the selected remote site. We would be forced to maintain the mylar and aperture card storage system as presently exists for backup purposes.

8. With the Intergraph file server removed, we would no longer have access to DSREDS via our Intergraph workstations. This would reduce our configuration management efforts to manual controls which would be impossible with the number of acquisitions and technical data packages we manage at CECOM.

9. Problems with legibility would take longer to resolve since we may have to wait for a new aperture cards to arrive.

10. Updates to printed outputs, such as the TDPL, would experience an unnecessary time lag. Time to do issue checks would become untenable.

11. Control of different drawing numbering systems would require extensive software modifications. Also, documents accessed by drawing number may identify two documents of different CAGE codes possibly resulting in an inaccurate master bid set.

12. Classified and limited rights data cannot be accessed over communications lines without a complete secure line system in place.

13. We would lose immediate access facility, thus becoming further backlogged on ECP changes.

14. Engineering review of drawings for configuration management requirements, design analysis and fast response decisions for "Desert Storm" type situations would become grossly more cumbersome, if we don't have full repository capability with the latest facilities.

15. It is estimated that administrative lead time would be tripled.

16. The Research, Development and Engineering Center (RDEC), CECOM, would be adversely affected if the DSREDS site at CECOM is moved. The Prototype Development Directorate (PDD) provides retrieval service of engineering drawings on a continuous basis to technical personnel of all RDEC directorates, as well as to Project Managers (PMs), Program Executive Offices (PEOs), and other elements at Fort Monmouth. The volume of drawing requests and the complexity of drawings is substantial and unless adequate speed and integrity of data for remote support can be fully guaranteed, the loss of direct connection to a local Center would have serious negative impact in terms of impaired productivity on RDEC, CECOM and the PMs, PEOs and other elements to which PDD provides direct daily engineering support.

Task Force Response

Based on input from PM DSREDS/TDCMS, the Task Force recommendations have been revised. Recommend CECOM retain DSREDS capability and migrate to full utilization of system capabilities.

2.3 PROCUREMENT AUTOMATED DATA AND DOCUMENT SYSTEM (PADDS)

2.3.1 Observation

The PADDS system, operated by AMC, runs on obsolete, expensive equipment from Perkin Elmer with high software and hardware maintenance costs. The system is slow and does not support the required number of users.

2.3.2 Discussion

PADDS is the AMC standard system that supplies AMC CCSS sites with the capability to generate hard-copy, signature-ready procurement instruments, along with ancillary forms and documents. The PADDS program was implemented in 1980, and is managed by SIMA. The PADDS environment includes a Perkin Elmer minicomputer running a proprietary operating system. PADDS is written in COBOL and TAPS using the TOTAL database management system. PADDS is installed at each MSC plus SIMA-W. Annual maintenance costs are approximately $346K per site per year for hardware and software maintenance plus $69K for personnel, $47K for monitors, $10K for technicians and $1.5K for other.

The Joint Logistics Systems Center (JLSC) has responsibility for fielding the DOD standard replacement for PADDS. JLSC has selected the Navy's procurement system, Integrated Technical Item Management and Procurement System (ITIMP) (previously known as the Procurement Early Development [PED] system) as the DOD standard. JLSC plans to field ITIMP to five sites within the next 12 months, however total Army fielding will take over two years.

AMC has focused SIMA resources, originally dedicated to PADDS, on ITIMP development in a joint effort with the Navy. This work is supported by JLSC.

2.3.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Contract with Electronic Data Systems (EDS) via ISC's U2 contract to convert PADDS from the proprietary Perkin Elmer system to an Open Systems Environment. Costs are estimated roughly at $300-400K with an approximate duration of 4-6 months.

2. Field PADDS on available Unix hosts at MSCs.

3. Continue SIMA effort to enhance ITIMP and field to all MSCs as replacement to PADDS when available.

2.3.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Improved availability of critical procurement system during transition to JLSC standard.

2. Savings of over $300K per year in hardware and software maintenance.

2.3.5 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CG AMC direct SIMA to task EDS through the SMC contract for a cost estimate for converting PADDS to Unix.

2. CG AMC direct AMC DCSRM to conduct a functional economic analysis to validate savings from PADDS conversion and consider any other technically feasible alternatives.

3. CIO publish and execute an implementation plan.

2.3.6 Timeframe

The timeframe to implement the Task Force recommendations is the near-term.

2.3.7 MSC Comments and Task Force Response

RECOMMENDATION 3. Convert PADDS to Unix; move to other hardware.

MICOM Comments

Strongly disagree that PADDS is a non-critical system. The current PADDS hardware/software environment successfully provides critical procurement needs at MICOM. The recently upgraded PADDS system provides continued service until a CIM solution becomes operational. Expenditure for an interim system in these austere times does not appear cost effective.

CECOM Comments

The report recommends that the PADDS system be converted to Unix and moved to other hardware. CECOM concurs. PADDS software and hardware are outmoded and the issues concerning the JLSC and PEDS must still be addressed.

Task Force Response

Grouping PADDS under the heading "Non-Critical System" was an error by the Task Force. The recommendation to develop interim replacement was the result of acknowledging the importance of PADDS. Investment in the range of $400K for an interim solution appears warranted based on rapid return on investment.

2.4 INTEGRATED PROCUREMENT SYSTEM (IPS)

2.4.1 Observation

AMC operates and maintains 32 Unix minicomputers that were purchased for the IPS program, which was never fielded and is no longer under development.

2.4.2 Discussion

This issue has been incorporated into the Unix consolidation section.

2.4.3 MSC Comments and Task Force Response

RECOMMENDATION 1. Reduce number of Unisys processors.

MICOM Comments

Non-Concur. The Unisys processors which were originally acquired to be utilized in the Integrated Procurement System (IPS), which has been cancelled, remain heavily utilized in support of the MICOM procurement mission.

LABCOM Comments

With regard to recommendation #1, "Reduce number of Unisys processors," we note that at ALC most of the Unisys processors have been collocated. There may be merit in moving Unisys systems to a common, larger platform as a mid- to long-term initiative. This recommendation requires thorough analysis to determine whether adequate service can be provided at reduced cost. Factors must include location of the common platform, cost, and network responsiveness.

AVSCOM Comments

Reduce the number of Unisys processors/Consolidate onto large Unix hosts operated and maintained by the AIPCs: Who will fund the additional software and capacity for the mainframe required to replace the Unisys processors? The local DOIM must be provided some flexibility in this environment to ensure responsiveness to the local Commander's requirements. Consolidation should be conducted on a business case basis and it should ensure that all architectural and operational requirements are considered.

Task Force Response

See Unix consolidation discussion.

RECOMMENDATION 2. Remove INTEL hubs. Reduce other file servers.

MICOM Comments

Most INTEL hubs have been removed from MICOM. The minicomputers and other file servers at MICOM comply with the state-of-the-art client-server technology. Horizontal and vertical interoperability allows MICOM customers to successfully manipulate data from all tiers to perform their mission. For example: File servers are a critical part of the MICOM Executive Network, are critical to the continued implementation of the imaging program to reduce paper, and are the backbone of the new technology move toward client-server architecture.

LABCOM Comments

We have serious disagreement with recommendation #2, "Remove Intel hubs; reduce other file servers." The desktop computing initiative at ALC is built on a system of hubs and servers. Our plans for the ARL Corporate Information System are based on file servers using templates to update databases. Implementation plans for our Executive Information System (EIS) utilize shadow databases serviced by X-windows client server technology.

AVSCOM Comments

Reduce other file servers: Does this imply LAN file servers? We are in the process of a major implementation of work group LANs. LANs are critical to expanding the opportunities for achieving significant advances in end-user productivity.

Task Force Response

Recommendation was not intended to imply elimination of file servers. The intent was to replace obsolete, expensive Intel file servers with new technology. Maintenance and system administration costs for Intel 310/320s exceed replacement costs.

Also - See Exhibit 2 page ch. 2 - 10

2.5 SYSTEMS INTEGRATION AND MANAGEMENT ACTIVITY

2.5.1 Observation

Observation concerning SIMA falls into two categories:

1. Savings can be realized by modifying current SIMA structure (removal of functionals from SIMA TDA).

2. Savings can be realized by reconsidering future SIMA locations (BRAC 91 SIMA-E relocation decision and relocation of SIMA-W to Goodfellow Blvd).

2.5.2 Discussion

The Systems Integration and Management Activity (SIMA) serves as AMC's Central Design Activity (CDA) for Army logistics management systems, both wholesale and retail. SIMA provides continuous AMC applications development support to all AMC functional proponents and other customers. The majority of SIMA personnel are located at Chambersburg, PA (HQ-SIMA East) and St. Louis (SIMA West). Additional staff are located at Tobyhanna, PA, and Seckenheim, Germany. Current staffing levels are 990 civilians (927 authorized) and 22 Military (25 authorized). SIMA is organized along mission lines into the following directorates:

- Acquisition and Engineering Systems
- Materiel Management Systems
- Depot Maintenance and Distribution Systems
- Financial Systems
- Information Services

Two major systems developed and maintained by SIMA are the Commodity Command Standard Systems (CCSS) and Standard Depot Systems (SDS):

- **CCSS** - The Commodity Command Standard System (CCSS) is the Automated Information System (AIS) which supports mission accomplishment at Army Materiel Command (AMC) Inventory Control Points and National Maintenance Points (ICP/NMP). CCSS is the umbrella designation for sub-systems which support the following functional areas: Procurement; Financial Management; Materiel Management including Stock Control, Supply Management, Maintenance Management and Asset Management; Logistics Data Management including both Cataloging and Provisioning; and Acquisition Management. In addition, CCSS supports Security Assistance (Foreign Military Sales).

  CCSS is comprised of over 6.5M lines of application code. There are over 500 applications which are comprised of over two thousand executable process blocks. Over four thousand individual modules are included in the process blocks, and they are tailored to specific functions. CCSS is modular by design, which allows for the incorporation of changes and modifications more readily than would be the case if the executable process blocks were not modular.

A further definition of systems functionality follows, using the generally accepted Materiel Management categories:

- ITEM INTRODUCTION processes support the functions of provisioning and cataloging including planning and budgeting, initial provisioning requirements, item identification naming, numbering and dissemination of data, and publications support.

- ACQUISITION MATERIEL MANAGEMENT processes include procurement, technical data configuration management, and deficiency reporting.

- REQUIREMENTS processes include secondary item requirements determination, budget stratification, budgeting and funding, contingency planning and war reserves and security assistance.

- ASSET MANAGEMENT processes include asset visibility, requisition processing, distribution management, returns and disposal management, physical inventory, and maintenance planning and execution.

- FINANCIAL MANAGEMENT processes associated with the above include funds certification, billing, financial accounting, reconciliation and reporting.

- **SDS** - The SDS is a systemic grouping of tasks within application processes or modules allowing the logistical management of ammunition and general supply items (wholesale and retail), equipment, facilities, and the maintenance rebuild of major and secondary items. The system consists of some 3.1 million lines of source code in approximately 2,300 application programs categories into 40 projects or application areas. The numerous applications categorized as Standard System Applications include:

  - Materiel Management Applications - Support the distribution of materiel through the receipt, cataloging, storage, issue, and inventory of wholesale supplies.

  - Installation Support Applications - Provide for installation support for Equipment, Facility Management, Quality Assurance, Procurement and Retail Supply Activities.

  - Personnel, Financial, and Maintenance Management Applications - Support customer resource requirements for finance and personnel and provides planning, production and control for maintenance and supply activities.

2.5.2.1 Functional Input to SIMA

SIMA personnel fall into two distinct categories: information technology specialists that serve as applications developers, and functional experts that serve as liaison between SIMA's applications developers and functional proponents from the various organizations supported by SIMA. The latter constitute approximately 40% of SIMA's TDA.

The opportunity is to draw functional expertise directly from the organization supported on an as needed basis rather than to maintain an expensive stable of functional expertise.

To combat traditional problems in user dissatisfaction with centrally developed systems, it is necessary to increase the user involvement. This is best done by placing functions in the user organization rather than the developers.

MICOM's comments on this issue (attached) accurately describe the benefits of removing functionals from the TDA of the central design activities.

2.5.2.2 Future SIMA Locations

At the time of the study, AMC was planning to move SIMA-E to Rock Island, IL, based on BRAC 91 decisions involving facility consolidations, organization moves, and the creation of new organizations through realignment of existing AMC elements. The IPAT Sub-Group Report assessed this decision as follows:

> This affects the technical staff who maintain the Depot Standard Systems (SDS) and many other information systems currently in daily use within AMC. It is anticipated that only a small percentage of the people currently on board will actually make the physical move. This will create a major loss of corporate knowledge associated with the maintenance and continued support to a number of mission critical AMC information systems. This will be problematic not only in keeping the systems in their present form operating, but will also make it difficult to properly transition the functionality of the systems to the future DOD standard Information Technology environment. The DOD initiative to standardize information systems, and the DA initiatives to move to an Open System Environment (OSE) will have significant impacts on the systems currently maintained by SIMA-E. The availability of the expertise of the people who created the existing systems to help in the transition to the future environment will be very important. The probable loss of a significant portion of this knowledge base as a result of the SIMA-E move is a significant factor.

BRAC 91 decision to relocate SIMA-E to Rock Island costs $8M in MCA and up to $10M in relocation costs. Relocation will result in loss of software expertise and operational effectiveness will be disrupted.

SIMA-W currently leases GSA facilities. Alternative space will be available at Goodfellow at a significantly lower cost.

2.5.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Provide functional input to SIMA using lead MSC and functional proponents (e.g., JLSC).
2. Remove functionals from SIMA TDA.
3. Do not relocate SIMA-E. Bring before BRAC 93 Committee.
4. Relocate SIMA-W to Goodfellow Boulevard and consolidate DPI with AIPC.

2.5.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Current functional expertise provide to software development.
2. Cost avoidance of $8M MCA, $10M relocation and approximately $1.2M civilian pay (post reduction).
3. Savings of $3.1M annually in GSA lease cost.

2.5.5 Implementation

The following tasks are required to implement the Task Force recommendations:

1. AMC DCSRM review SIMA TDA and remove functional (non-information management) authorizations.
2. Transfer portion of these authorizations to MICOM to cover additional workload associated with lead MSC mission.
3. AMC DCSRM recommend removal of SIMA-E relocation from BRAC.
4. Chief of Staff task SIMA and AVSCOM to develop FEA for relocation of SIMA-W into Goodfellow Blvd., St. Louis, MO.

2.5.6 Timeframe

The timeframe to implement the Task Force recommendations is the mid-term.

2.5.7 MSC Comments and Task Force Response

RECOMMENDATION 1. Provide functional input to SIMA using lead MSC/proponent (JLSC).

MICOM Comments

Agree. Utilization of functional personnel who are actually performing the AMC missions to define functional requirements for automation systems will ensure that the perspectives of a real world "working" environment are captured. It will mean that the functional requirements will be guided by the expertise that is using the systems on a daily basis. The experts having a working knowledge of the current systems know their shortcomings and pitfalls and where improvements would bring the most overall benefit. Such an environment will also ensure that this expertise is maintained, since the resources will be circulated back into an operational mode. In fact, utilization of rapid prototype development and electronic group systems techniques for functional definition will minimize the absence from the workplace.

SIMA Comments

We strongly non-concur to this suggestion for several reasons.

Functional support is required continuously throughout the life cycle of a system -- not just during concept development. Functionals play an integral role in the design, testing, documentation, training, and deployment. In addition, after the system is fielded it is constantly being maintained, modified and enhanced via the SCR process. It is also being supported on a daily basis by answering user questions, supporting functional policy task groups, etc. As a result our systems have long life cycles. Further, our systems are large, complex, and integrated. They consist of hundreds of thousands of lines of code which define/organize/process minute pieces of functional logic. You cannot expect to assign lead responsibility to a group that exists for a temporary period or has a constant turnover in personnel and expect to maintain the institutional knowledge that is required to support the system over its entire life. Functional support is a full time job that requires extensive knowledge of how the system was or is to be designed. To perform this function at a MSC would require the creation of new organization not within their mission responsibility with a substantial commitment of resources.

Two, recommendation one assumes that the MSC has the resources to commit to systems support. In today's environment it seems extremely unlikely that they will be able to siphon off a sufficient number of resources to support a new mission. In addition, these resources must be trained. Systems design is a skill that requires formal training in automation tools; e.g., how to write logic in structured and tight English, how to develop and design decision trees and tables, how to normalize databases, etc. These skills are not acquired overnight. They take months to develop in the very best people and a year or two to develop in people with average abilities. The learning curve is extensive and costly.

Three, implementation of these plans would divorce the functional from the ADP community incurring unnecessary costs and creating communications problems. This would extend systems development and maintenance times at a period when development time is already unacceptable. SIMA has been co-located with its user community to ensure that its functionals are in tune with the real world. It offers opportunity for immediate feed-back on what works or doesn't work. It is convenient for prototyping. Furthermore, in the information technology world of the future, the lines between ADP and functional personnel are becoming invisible. In the CASE environment, business analysts have a broad range of skills that cross the boundaries, and those individuals will ultimately provide the bulk of the services.

Task Force Response

Comments received by the Task Force throughout AMC indicate that functional expertise in SIMA is stale. Investment in functional manhours for system development should come from the best source of functional experience (a line unit), rather than soliciting technical assistance in areas such as database normalization that should be the domain of the system developer.

LABCOM Comments

With regard to recommendation #1, "Provide functional input to SIMA using lead MSC/proponent (JLSC)," the laboratory community has never had functional support in SIMA. The concept of a "lead" MSC working with the JLSC causes concern that research processes will be swallowed by logistics mission requirements. ARL should be the lead MSC for laboratory requirements.

RECOMMENDATION 2. Remove functionals from SIMA TDA.

AVSCOM Comments

We agree to this recommendation as long as some approach is developed for providing coordinated functional requirements to SIMA. Three options should be considered: 1) Use the Lead MSC concept; 2) Assign areas of functional expertise to different MSCs; or 3) Franchise requirements definition on a case by case basis. The reassignment of these spaces should be used to staff the Lead MSC and to support other AMC strategy implementations. At the same time, this is being accomplished, SIMA's overall resource allocation should be reviewed to determine where additional savings can be gained through collocation with DOIM/AIPCs. Finally, SIMA's role needs to be reexamined. As SIMA goes under Fee-for-Service, should SIMA be viewed as a contractor?

CECOM Comments

The removal of SIMA functionals would transfer the weight to a lead MSC and/or the FCG. There is no disagreement with the methodology, but current functional resource constraints must be considered. In some cases the systems/business combination of expertise is not there.

Task Force Response

Concur. Some transfer of spaces from SIMA to the lead MSC is appropriate.

RECOMMENDATION 3. Do not relocate SIMA-E. Bring before BRAC 93 committee.

MICOM Comments

The relocation of SIMA-E is best addressed by AMCCOM; however, if their primary mission is to support the depot community, the move would be beneficial long range since it would then be located with the Industrial Operations Command.

The major problem that MICOM has had with SIMA-E is the fielding of systems developed for the Depots without proper interfaces to other standard systems, e.g., SOMARDS with RASFIARS. The configuration and software release management is not consistent with SIMA-W and has caused many problems in the MSC environment.

Task Force Response

Concur. Although not part of this study, 7th Signal Command is working with SIMA on software release management.

SIMA Comments

Strongly support and concur with recommendation for retention of SIMA-East at Letterkenny Army Depot, Chambersburg, PA. Additional benefits to be gained by retention of SIMA-E at current location include satisfying mobilization and contingency requirements, and continuation of responsive and extensive support to AMC design elements in accomplishing rapid changes of day-to-day logistical business processes for significant Army doctrinal changes. AMC will also benefit in the tremendous task of managing the millions of dollars of European retrograde generated by the Army build-down and obtaining visibility overall classes of supply with Total Asset Visibility. Cost avoidance of $18M is a low estimate; the personnel and equipment movement costs are actually estimated at $27.5M. Not relocating SIMA-E also avoids a total mission collapse for 2-3 years following the move plus the accompanying degradation of productivity in out years.

LABCOM Comments

With regard to recommendation #3, "Do not relocate SIMA-E. Bring before BRAC 93 Committee," we recommend considering consolidation of SIMA-E and SIMA-W and collocating with the "lead MSC" for logistics and readiness mission support.

RECOMMENDATION 4. Relocate SIMA-W to Goodfellow Boulevard and consolidate DPI with AIPC.

MICOM Comments

Agree. If AMC really has no control over how 90% of SIMA-W resources are used, as stated in the 11 May VTC, this should be a near-term initiative to save the $3M for FY93 that GSA requires for the leased space. Unless AMC has plans to provide "de facto" control over SIMA, it would appear that only 10% of the resources providing O&M of current AMC systems would have to be relocated. Use of the SIMA functional resources by LOGSA should be explored. Any AMC SISOCS site could assume the associated computer workload.

SIMA Comments

The decision to relocate SIMA-W to Goodfellow should be based upon: (1) the ability of the Goodfellow complex to accommodate the projected SIMA requirements, and (2) the move is economically justifiable. It appears that the original projected savings were over-estimated. When all costs associated with the move are considered, it may be questionable whether it remains a cost-justifiable option. Due to this uncertainty, it is recommended that an independent analysis be developed by MEA and that the results of that analysis provide a basis for the final decision.

LABCOM Comments

With regard to recommendation #4, "Relocate SIMA-W to Goodfellow Boulevard and consolidate DPI with AIPC," we recommend considering consolidation of SIMA-E and SIMA-W and collocating with the "lead MSC" for logistics and readiness mission support.

CECOM Comments

The report recommends a relocation and restructuring of SIMA. CECOM concurs with reservation.

Task Force Response

Concur.

2.6 SYSTEM REVIEW COMMITTEE (SRC) STRUCTURE

2.6.1 Observation

Current SRC structure focuses Information Management support to specific functions rather than across functional areas.

2.6.2 Discussion

The current System Review Committee structure consists of four categories: logistics, acquisition, resource management, and information management. The various functions supported are clustered logically within these four categories. Functional requirements needing automated support surface through these partitioned channels, and system support is provided through these same channels. The problem with this organization is that it promotes articulation of functional requirements along distinct functional lines and encourages the development of stovepipe systems in each functional area. This structure inhibits consolidation and aggregation of similar requirements into integrated systems that cross functional boundaries. Moreover, AMC's business processes undergo constant change that cause functional realignments and overlaps; and the SRC process can easily lag behind the ever changing business processes the systems are intended to support.

The following extract from the Army Materiel Command Business Automation Initial Transition Plan, Phase I describes the structure used by AMC to manage automation programs:

> Management Structure:
>
> AMC articulates functional requirements and manages its automation program to support those requirements with a management structure designed to draw on expertise in all seven AMC mission areas at all organizational levels. Functional experts in a designated functional area from the HQ, AMC Major Subordinate Commands and Separate Reporting Activities form Functional Coordinating Groups (FCGs) chartered by the responsible System Review Committee (SRC). Thus, system support and Life Cycle Management for all functional areas are partitioned among the four SRCs; the Logistics System Review Committee, the Resource Management System Review Committee, the Acquisition System Review Committee and the Information Management System Review Committee. SRCs are chaired by an appropriate HQ AMC Deputy Chief of Staff or higher, with their functional counterparts at the MSCs/SRAs belonging to an SRC as voting member. In turn, the AMC Chief of Staff, the chairs of the SRCs, and Director of SIMA comprise the Information Management Council, which convenes on major issues which impact more than one SRC. Within the LSRC, which has jurisdiction for two-thirds of AMC's business software applications, the FCGs are further grouped under Functional System Integrators, which align to designated CIM sub-areas within Materiel Management.

The above describes a management structure aligned along functional boundaries tailored to the AMC staff structure. This structure has the following three limitations: (1) The systems

supporting AMC's business do not follow this alignment (e.g., CALS, CCSS), (2) Integration across functional areas is a major requirement for automation support (thus the name of System Integration Management Activity), (3) The Joint Logistics Systems Center (JLSC) is not aligned along these boundaries.

AMC is experiencing defacto out-sourcing of information technology support due to the advent of JLSC and operations support from ISC. These factors reduce the freedom of action of functional SRCs and require an integrated view of AMC automation support.

2.6.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Establish a single SRC with Command Group oversight (GO/SES) and members from all functional areas.

2. Appoint CIO as Secretary.

3. Establish nonvoting chairs for JLSC, ISC, and IMA Integration and Analysis Center (IIAC). IIAC is responsible for overseeing the integration of software, providing configuration management, compliance support, resource priority recommendations and technology promotions.

4. Convene as a working group as required.

5. Restructure Functional System Integrators (COL/GM15) to provide horizontal integration.

2.6.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Increased economies and efficiencies through consolidation of requirements into standard integrated systems.

2. Reduced proliferation of systems offering redundant capabilities.

3. Improved coordination and integration of functional requirements into information technology systems.

2.6.5 Implementation

The following tasks are required to implement the Task Force recommendations:

1. Chief of Staff task the existing SRCs to provide to the CIO a status of all current and future projects, together with associated costs and benefits within 60 days.

2. CIO analyze this list for potential redundancies and provide an integrated priority list at the first restructured SRC meeting.

3. CG task CIO to complete restructuring action within 6 months.

2.6.6 Timeframe

The timeframe to implement the Task Force recommendations is the near-term.

2.6.7 MSC Comments and Task Force Response

RECOMMENDATION 1. Establish a single SRC with Command Group oversight (GO/SES) and members from all functional areas.

MICOM Comments

MICOM has no objection to the concept proposed. Much more information would be needed, however, before approval or objections could be stated about its implementation. For example: What would be the size of this SRC? Would the membership include individuals from the MSCs? How would the member(s) from the MSCs be determined (i.e. a single member, a member from each functional area, or some other criteria)? What would the mechanism be to raise an issue before this SRC? How would a Lead MSC relate to this SRC? In short, AMC and the MSCs need to carefully scrutinize the implementation of this proposal.

SIMA Comments

We concur and support the recommendation to establish a single SRC structure as a means of streamlining the process. The recommendation would reduce the amount of administrative time required to support the separate but different processes that exist today. Further, the recommendation should improve those situations where the separate review committees have separate but conflicting priorities. It will serve to integrate the entire process and resolve any boundary issues. We support this recommendation and would recommend it as a model for DOD.

LABCOM Comments

With regard to the recommendations, "Establish a single SRC with Command Group oversight (GO/SES) and members from all functional areas: CIO serves as secretary; JLSC and ISC representation; and Restructure FSIs (COL/GM15) to provide horizontal integration," there exists a single forum for Information technology today which has command group oversight and functional input through the current SRCs.

The requirement for multiple SRCs arose from the strong mission focus of the LSRC to the exclusion of R&D and RM requirements. The proposed structure would re-energize concerns of lack of support for R&D and RM processes. In the instances where responsibilities overlap between SRCs today the leadership of the SRCs involved jointly resolve jurisdiction issues and coordinate items of mutual interest.

AVSCOM Comments

Establish a single SRC with Command Group oversight (GO/SES) and members from all areas (to include JLSC and ISC representation): The SRCs should be reoriented along the functional lines of the JLSC and established as a formalized configuration control board (CCB) for business processes, information systems, and data. The Technical Coordinating Group (TCG) should be established as the CCB for the technical architecture. If the JLSC and ISC are included, will they get a vote?

Task Force Response

Comments were reviewed, however, Task Force still recommends a single SRC. During implementation, it is important that the SRC delegates responsibility for certain levels of decision below the SRC level to avoid problems in size and duration of SRC sessions.

RECOMMENDATION 3. JLSC and ISC representation.

MICOM Comments

No objection. The JLSC and ISC representatives should not have a vote in the SRC.

Task Force Response

Concur.

RECOMMENDATION 5. Restructure Functional System Integrators (COL/GM15) to provide horizontal integration.

MICOM Comments

It is felt the COL/GM 15 level is too high to expect the detailed knowledge of a given functional area needed to provide direction for the creation of a new system or for the modification of an existing one.

Task Force Response

Recommendation stands.

2.7 SUPERCOMPUTERS

2.7.1 Observation

Discussions with key personnel and on-site analysis reveal that the network configuration and distribution of supercomputer assets within AMC may not be aligned to provide the desired flexibility and support to mission-essential activities, or the most cost-effective solution.

2.7.2 Discussion

The Army has highly sensitive, mission-essential super computing requirements of a classified nature that, with all probability, should be performed on in-house assets. Some AMC organizations (e.g., AVSCOM) receive unclassified supercomputer support at National Aeronautics and Space Administration (NASA). In many cases the technologies employed by other Government agencies involve the same kinds of technology that the Army and other DOD components require.

DOD directed evaluations to reduce high-cost DOD systems in response to the reduced threat in the current world environment. Continued Army-owned and Army-operated unclassified supercomputer systems in lieu of out-sourcing on an as-required basis must be questioned.

AMC operates two supercomputer programs: one located at Ballistics Research Laboratory (BRL) in Aberdeen, MD, and the other at Tank Automotive Command (TACOM) at Warren, MI. Classified work requirements exist at both sites; however, the BRL system (Cray-2) currently maintains the central repository of secure data. This requires use of a classified network as well as an unclassified network to support both locations' requirements.

In addition to this processing and systems support, additional computer support is obtained from the University of Minnesota. Discussions reveal some reluctance to put real-time analysis for specific Army systems in the facility at University of Minnesota because of its potential impact on the academic community.

The Cray X-MP computer located at BRL costs $1.95M per year to maintain. This system is considered obsolete because of its limited ability to handle high CPU intensive workload and high cost per megaflop compared to that found in newer machines. The second processor at BRL (Cray-2) is exclusively used for classified processing support for all AMC activities.

At both sites a high-cost system administrative support staff, provided through contract support, adds depth to the local Army technical user, as well as the Army customers. If support were leased, the provider would offer this service.

No cost recovery program is currently in place to regulate demand for supercomputer use by charging users for resources consumed. The current mode of operation is to provide support 24 hours-a-day, 365 days-a-year for both the classified and unclassified systems. System utilization data indicate that each supercomputer is fully utilized. Most of the workload consists of modelling to support AMC's R&D community. Modelling is known to dr. . even the most

powerful supercomputer to its limit. The high cost of supercomputer operations necessitates scrutiny of each job's worth to the Army and meticulous cost management. In the case of modelling, it is essential to weigh the tradeoff between cost and payoff and pursue least-cost alternatives. Some of the work (non-urgent) could be provided through interactive capability as a part of DOD, other Government, or commercial networks and thereby reduce the requirement for full-period assets at Army facilities.

New Reduced Instruction Set Computing (RISC) technology on individual workstations may be a cost-saving alternative for a processing capability with a side effect of reducing interactive communication costs. Wherever possible supercomputer work should be migrated to lower-cost technology.

Several other Army technological support efforts receive adequate supercomputer support on a fee-for-service basis from NASA or other Government agencies/contractors. Specifically, AVSCOM has for some time obtained at minimum cost supercomputer support from NASA-AMES, Langley. Support continues to grow from these sources as they migrate to newer technology.

In the current restricted funds environment, both DOD, as well as other R&D functions should be combined, particularly when the associated technology is common (e.g., ballistics and space research). Utilization of these common assets on a fee-for-service basis should significantly reduce the Army's cost for these services.

In summary, regionalization of supercomputer technology at a DOD level would appear to be imminent. The Army should be the fore-runner in exploring that alternative.

2.7.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Turn in Cray X-MP at BRL.

2. Retain Cray at BRL to adequately handle classified processing.

3. Unclassified processing should be subject to functional economic analysis (FEA) to determine if it should be out-sourced or done in-house to include the high performance supercomputer at the University of Minnesota.

2.7.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefit: Reduced hardware and software O&S $1.3M per year. Net benefit determined by FEA.

2.7.5 Impact

FEA should ensure that these recommendations do not deprive AMC of any mission essential resources or R&D capabilities.

2.7.6 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CIO formally task ISC to establish a technical analysis team to evaluate the merits of the recommendations on the restructuring and reconfiguration of the current Army supercomputer network to: (a) determine whether portions of the work can be out-sourced to reduce cost, (b) provide access to state-of-the-art technology, and (c) provide a broader scope of access not only to the Army community but to other DOD systems and technologies.

2. CIO task ISC to evaluate the current network infrastructure to determine the potential of moving to the AIPC/DISN network (see discussion on Single-Function Circuits).

3. CIO task DOIMs at both of the current supercomputer sites to establish a performance measurement or analysis capability either through in-house or contract resources to determine the best utilization of the facilities and where possible ascertain the potential for relocating workload to other distributed technologies (i.e., RISC or parallel processing systems).

4. CIO task the capacity manager, (Ref. previous recommendation) to evaluate the production management process so as to reduce where appropriate the current around-the-clock support through distribution of workload to other Government agencies to include NASA as well as those noted in the BRL response of 14 May 92 (subject: Comments on AMC Automation Assessment Briefing via Video Teleconference, 11 May 92).

2.7.7 Timeframe

The timeframe to implement the Task Force recommendations is the near to mid-term.

2.7.8 MSC Comments and Task Force Response

RECOMMENDATION 1. Turn in X-MP at BRL.

MICOM Comments

MICOM participated in the formulation and supports the response of the Functional Coordinating Group-Supercomputer regarding this Task Force recommendation.

LABCOM Comments

BRL Position: Non-Concur (X-MP should be turned in only when replacement is acquired).

Rationale/Discussion:

a. System purpose: A large scale general purpose vector supercomputer required to support BRL/Army mission of creating and sustaining weapons-oriented basic, exploratory, and advanced development research programs in defense-related technologies. BRL programs depending on the X/MP involve tank and fighting vehicle armor design studies plus numerous related technology programs involving projectile propulsion, aerodynamics and vulnerability assessment. Army/AMC wide Tech Base Research Programs also depend on the X-MP for extensive classified processing as part of the AMC supercomputer Tech Base Initiative.

b. Mode of operation: The system is operated 365 days per year/24 hours per day in 100% unclassified mode. (The Cray-2 at BRL is operated similarly year round but 100% classified.) Both systems are shared Army wide via high speed networking on the Army Super Computer Network, ASNET. These two systems are saturated as are the other two Army unclassified systems at TACOM and the Corps of Engineers.

Impact of Implementing Recommendation:

a. Mission: The Army cannot perform its vital mission without an alternative to the X-MP. There are no feasible in-house alternatives to computing on the X-MP at BRL/ARL or the Army as a whole. Out-sourcing alternatives are discussed in response to Recommendation 3 and are found to be more costly than retaining the X-MP.

b. Political: High Performance Computing is a critical enabling technology in support of the seven DOD Science and Technology Thrusts. BRL/ARL is and will be a major player in the DOD HPC Modernization effort. The Plan includes early modernization of the BRL/ARL systems and recognizes the importance of replacing the X-MP. Turning in the X-MP without an alternative computing source jeopardizes the Army's position to receive resources in the emerging DOD Modernization Plan.

RECOMMENDATION 2. Retain CRAY at BRL to adequately handle classified processing.

MICOM Comments

MICOM participated in the formulation and supports the response of the Functional Coordinating Group-Supercomputer regarding this Task Force recommendation.

LABCOM Comments

BRL Position: Concur with comment.

The Cray-2 is currently the Army's (and the Services) only full time general purpose classified supercomputer. The strategy for Army modernization is to obtain a new state-of-the-art system to perform classified processing. The current Cray-2 at BRL would be used for unclassified processing and the X-MP would be excessed.

RECOMMENDATION 3. Conduct functional economic analysis (FEA) to determine if unclassified processing should be out-sourced or done in house to include the high performance supercomputer at the University of Minnesota.

MICOM Comments

MICOM participated in the formulation and supports the response of the Functional Coordinating Group-Supercomputer regarding this Task Force recommendation.

LABCOM Comments

The recommendation to consider out-sourcing unclassified supercomputing is based on the Army's long acquisition lead time, high investment cost and rapid obsolescence of supercomputing technology. Desktop workstation technology also experiences rapid obsolescence and considering the number required the total investment is substantial. The recommendation fails to address the problem of long acquisition lead time and focuses on out-sourcing which impacts the ability of scientists and engineers to understand their computational tools and make effective use of them. This will lead to improper use of the tools and wrong tool selection that can affect our ability to provide soldiers proper, useful, and effective systems. Even General Motors learned that they could not out-source engineering tools to EDS but had to incorporate EDS into the engineering teams and put engineers into EDS. They learned an expensive lesson which we should not repeat.

BRL Position: Non-Concur. It is more cost effective to continue current X-MP operations inhouse. An FEA will be part of any new acquisition process for replacement.

Rationale/Discussion:

a. Economic analysis: The Army Supercomputer Program in conjunction with USAISC did develop an EA which addressed whether it was more cost advantageous to purchase systems or lease equipment or commercial time. This EA determined that purchasing was more advantageous. This analysis was reviewed by Army and OSD MAISRC's.

b. Out-sourcing as a current alternative:

Requirements for out-sourcing: Currently approximately 28,000 useful CPU hours per year are devoted to BRL, AMC, and Concepts Analysis Agency mission programs. Additionally, the system has 44 Gbytes of on-line disk storage of RDT&E data and applications programs. An additional 150 Gbytes (300 Gbytes for redundancy) of off-line migrated mass storage is controlled by the X-MP and is vital to the user's computations.

c. Cost of X-MP operations (Costs that could be avoided by shutdown):

Hardware Software Maintenance--$1,300,000
Miscellaneous expenses--$200,000
Personnel Costs--$450,000

Total Marginal Costs related to Shutdown--$1,950,000

d. Alternatives:

A recent phone survey was conducted to determine costs of out-sourcing supercomputing time. Typical costs quotes are:

- San Diego Supercomputer Center-$325 to $750/CPU hour for a Y-MP*
- Ohio State University-$500/CPU hour for a Y-MP
- University of North Carolina-$500/CPU hour for a Y-MP
- Power Computing Corp., Dallas, Texas-$300 to $750/CPU hour for an X-MP
- Minnesota Supercomputer Center-$250/CPU hour for an X-MP
- Naval Weapons Center, China Lake CA-$560/CPU hour (Production)(One processor X-MP system)
- David Taylor Research Center, Bethesda, MD $75, $150, and $300/CPU hour, (low, medium and high priority) Additional charges for memory and storage (Two processor X-MP system)

* A Y-MP CPU hour provides 20-40% more CPU throughput than an X-MP hour.

e. Cost estimate for replacing 28,000 CPU hours: Based on the above quotes it is unlikely that any single or combination of sources would yield average rates lower than $200/CPU hour. The replacement cost would therefore be no lower than $5,600,000 exclusive of storage costs. Only at a cost of $70/CPU hour would buying time be less than or equal to offsetting the $1,950,000--the marginal costs of X-MP operations.

f. Practical considerations: Transitioning operations from inhouse to timesharing would be beset with numerous practical problems. These include:

1. Network bottleneck caused by entire work load channeled to Wide Area Network.

2. Scheduling and responsiveness.

3. Opsec aspects of Unclassified Sensitive US-2 data demand systems be accredited at that level-questionable to obtain at University sites.

4. Impracticality of mass data archiving compounded if stored at multiple sites.

5. Inability to do scientific visualization due to Wide Area Network band width limitations.

6. AMC would not have an internal Continuity of Operations Plan (COOP) capability for unclassified supercomputing.

Task Force Response

Task Force has reviewed MSC comments, however, recommendation stands. Comments were addressed in the discussion section of the report.

2.8 HQ AMC DECISION SUPPORT SYSTEM (DSS)

2.8.1 Observations

The Task Force made the following observations:

1. Essential components for building a DSS exist.

2. No formal functional requirements definition efforts are underway to define a DSS development strategy.

3. Capability of the existing infrastructure is not well understood by users so many of the systems' current capabilities are not being fully used.

4. Limited software applications exist that integrate decision support functions with key office activities.

2.8.2 Discussion

The commander of AMC requested the United States Army Decision Systems Management Agency (USADSMA) to study HQ AMC to determine actions required for developing a HQ AMC DSS, DSMA approached this study by examining the components that comprise a DSS: functional process, application software, data, hardware, communications, training and services, and organizations and people.

2.8.2.1 Functional Process

HQ AMC has performed High Level Information System modeling in the recent past. This effort was done by using Process Action Teams (PATs) implementing Total Quality Management (TQM) methodologies. This is a starting point for building a DSS: the analysis of the business process that underlies users requirements. The PATs, however, did not produce in-depth analysis using an automated tool that reflects the flow of the agency's activities. The IDEF methodology can provide that tool needed to document existing activities and processes: a requirement (by DOD) for funding and developing an information infrastructure.

2.8.2.2 Applications Software

HQ AMC has a variety of software applications that can integrate office activities, both separate and within work groups. There is virtually no DSS or Executive Information System at HQ AMC. Maximum use of commercial off-the-shelf software, rapid prototyping and having functionals work together with developers will make fielding applications less costly and more responsive to the users.

2.8.2.3 Data

HQ AMC has the necessary relational database and querying capabilities to support DSS applications. The only limitation that exists is that there are no formal efforts underway to integrate information across functional areas. Without this commitment the senior leadership cannot view coordinated and synchronized information across functional areas. The work done at TACOM to provide ad hoc query capabilities using current database management systems should be used as a model throughout AMC.

2.8.2.4 Hardware

HQ AMC has an effective two-tier hardware platform capability (workstations and mini-computers) with direct access to a third (HQDA's mainframe). This infrastructure can support DSS applications provided that the second-tier mini-computers are upgraded. An alternative to upgrading the mini-computers, to support DSS applications, is to develop a HQ AMC DSS on the Pentagon's mainframe.

2.8.2.5 Communications

HQ AMC Local Area Network (LAN) provides excellent direct link connectivity to all hardware platforms and offices within the headquarters. Communications to subordinate commands is primarily done through DDN for small data file transfers. Communication links with HQDA and planned upgrades to DDN and FTS 2000 should be adequate to support DSS applications well into the future.

2.8.2.6 Training and Services

During our analysis we found HQ AMC personnel not knowing how to use the existing capabilities and expressing frustration with the network. We believe an aggressive Training and Assistance Program can overcome this problem. A technical and functional training curriculum targeting three levels: clerks, action officers, and functional managers needs to be in place. The curriculum should be a requirement for all new HQ AMC employees and a training team should be formed to visit and re-train current users. Finally, the program needs to have a one-stop service organization where users can receive technical and functional assistance.

2.8.2.7 Organizations and People

HQ AMC needs to form a small DSS functional team through which the senior leadership will set the direction for development of the HQ AMC DSS. Understanding the mission and functional processes of AMC, this group will be the functional integrator for the HQ. Its role is to continuously plan and improve the DSS infrastructure as required. Current technical experts should continue to do the work of building systems under the guidance and direction of the DSS team.

2.8.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Provide HQDA DSS connectivity to staff members via AMC HQ LAN.
2. Establish a command-supported Training and Assistance Center.
3. Expedite a HQ AMC IDEF process to guide mid-term and long-term DSS initiatives.
4. Migrate to Lotus Notes or comparable product to exploit advantages of groupware, project management and graphic user interface.

2.8.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. HQ AMC inexpensively connected to the HQDA DSS Network (world wide) and access provided to HQDA databases.
2. Classified and unclassified data processed with HQDA's mainframe computer and HQDA DSS.
3. Users empowered through a dedicated training/sustainment service organization.
4. Basic strategic plan and the documentation required for funding and developing an information infrastructure provided by IDEF.

2.8.5 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CIO configure HQ AMC LAN to provide DA DSS connectivity to all HQ users.
2. CIO establish training and assistance program.

2.8.6 Timeframe

The timeframe to implement the Task Force recommendations is the near-term to mid-term.

2.8.7 MSC Comments and Task Force Response

RECOMMENDATION 1. Provide worldwide E-Mail and HQDA DSS connectivity to staff members via AMC HQ LAN and LAN gateway.

MICOM Comments

Agree that the recommendation appears sound, but this decision should be addressed by the HQ, AMC DOIM organization.

LABCOM Comments

We must take care not to separate HQ AMC from the MSCs in matters such as E-Mail.

CECOM Comments

The report recommends that a worldwide network be setup to access HQ AMC databases for decision support systems. CECOM concurs.

Task Force Response

HQDA DSS provides interface to DDN for E-Mail.

RECOMMENDATION 2. Support structured and dedicated training and sustainment service.

MICOM Comments

Agree that the recommendation appears sound, but this decision should be addressed by the HQ, AMC DOIM organization.

LABCOM Comments

We must take care not to separate HQ AMC from the MSCs in matters such as DSS. As we become interdependent with other services and defense activities the need for coordination extends to all levels and activities.

Task Force Response

Agree. HQ DSS efforts must be coordinated with command-wide DSS initiative discussed in finding in Use of Information Technology as an Enabler section.

RECOMMENDATION 4. Mid-term: Migrate to Lotus Notes or comparable product to exploit of groupware, project management and graphic user interface.

MICOM Comments

Agree that the recommendation appears sound, but this decision should be addressed by the HQ, AMC DOIM organization.

LABCOM Comments

We need to coordinate desktop computing in ARL with HQ AMC so that the benefits of using common digital media (voice, text, data, graphics and image) will be obtained.

Task Force Response

Agree.

2.9 SINGLE-FUNCTION CIRCUITS

2.9.1 Observation

The AMC community uses several single-function networks with dedicated circuits. Consolidation of these circuits will result in a more cost-effective, yet operationally satisfactory service to the AMC community.

2.9.2 Discussion

The AMC community has established several dedicated networks to support its business processes. These networks are implemented as separate transmission networks. This implementation does not afford AMC the advantages of large-scale use of transmission bundling or use of transmission assets already available or programmed at common nodes within CONUS.

Unit cost reduction and management efficiencies can be achieved by use of an integrated transmission network to support the AMC community needs. A common transmission network implemented around the Army Information Processing Center (AIPC) network can achieve enhanced support of the AMC customer by providing quality service at less cost.

The availability of new technology "smart multiplexors" has established a means to achieve additional cost reductions and management efficiencies. Currently, Defense Information Systems Agency (DISA) has implemented a program for using this technology called Defense Information Systems Network-Near Term (DISN-NT). The goal is to provide economies of scale for transmission services through bundling of DOD long-haul communications requirements.

In accordance with JCS MOP 70, 31 Mar 92, DOD established the basis for implementation of DISN-NT to satisfy long-haul communications requirements that meet Warner Amendment criteria. USAISC has been designated the Army executive agent for program execution of the Army sub-networks. The DISN-NT network will provide all Army users a common transmission service and universal access to DOD activities supported by DISN-NT.

DISA will manage DISA-NT. DISA's proactive management of the bandwidth and service availability will enhance service and system response for the AMC customer. USAISC and 7th Signal Command have entered into an agreement with DISA to monitor the Army portion of the physical transmission network and retain management of the logical network riding over the DISN-NT.

The Army DISN-NT sub-networks will be based on AIPC transmission network topology. AMC can achieve significant efficiencies and savings through use of the DISN-NT and the AIPC Transmission network. Initial DISA cost savings are estimated at a minimum of 20%. DISA is prepared to charge only 80% of the current Defense Communications Telecommunications Network (DCTN) rate for any circuits that are implemented through the DISN-NT. AMC will save a minimum of $880K/year by conservative estimates.

Strategic network management will be provided to all supported organizations. Local network management will remain under the control and direction of the local DOIM, and/or command management process.

The AIPC network will be centrally managed at the network control facility at Fort Ritchie, MD, providing coverage 24 hours-a-day, 7 days-a-week. The network management concept will monitor the physical network using automated management techniques that are a part of the systems technology provided by DISA (IDNX70/90 technology), which will ensure the highest level of system availability. The IDNX70/90 systems have an automatic circuit control capability so that transfer of individual circuits is accomplished automatically in case individual paths become inoperable. The IDNX70/90 equipment is currently employed as a part of the Air Force Red Switch program and is also the system of choice of many of the largest commercial systems integrators in the world, e.g., EDS. In addition, centralized as well as decentralized network management is provided as a part of the network management concept so that a backup network management capability can be provided as required.

Multiple protocols (i.e., TCP/IP, TP4, SNA/SDLC) are supported in the bundling process as the circuits provided will be physical links and will transmit the logical protocols based upon the end-user equipment systems. For example, a supercomputer link running TCP/IP can be multiplexed with an AIPC link running SNA/SDLC.

Individual networks will each be responsible for their own end-to-end encryption (using the same encryption devices and keying material as they use today.) Data will be encrypted before reaching the entry point for the backbone network.

2.9.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. AMC should consolidate stovepipe transmission networks into the DISN-NT.
2. The Army will manage the AMC transmission services through the AIPC network.
3. AMC should out-source the transmission network management to USAISC.

2.9.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. A cost savings of at least $880K/year for the AMC community.
2. No manpower space transfers required to USAISC.

3. AMC focuses on core business through out-sourcing network services to DISA/USAISC.

4. Better network availability and responsiveness provided through integrated network facility and management structure.

2.9.5 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CIO task ISC (within 30 days) to initiate an in-depth traffic analysis (duration 60 days) of the single-function dedicated networks to determine candidates for migration to the AIPC backbone network environment. Subsequent recommendations should address the potential of full migration of all associated systems/circuits to the DISN in order to achieve reduction in cost, improved circuit availability, backup/mobilization structure, and the potential to meet planned increases in bandwidth.

2. Based on the results of the analysis, CIO task ISC to execute the approved redistribution of circuits and associated workload to ensure that appropriate RDT&E and business systems are supported.

3. CIO task ISC to produce the appropriate implementation, test and migration plan to ensure that installation of new circuits is accomplished in parallel with the in-place technology so that the fallback and recovery process will ensure that customer support is maintained throughout the transition process.

4. CIO establish an internal management process to monitor the execution of the recommended program. Future action should include the continued evaluation of the telecommunications requirements of the collective network system to ensure that all proposed systems are integrated into this high-performance network.

5. CIO task ISC to conduct on-site validation and baseline study to ensure that the current infrastructure meets the current and projected needs of this network and to ensure that the local DOIM and/or command structure has the appropriate network-management capability. (Local network management support will fall under the domain of the local installation DOIM. Wide Area Network (WAN)/Strategic network management support will continue to fall under the domain of ISC.)

2.9.6 Timeframe

The timeframe to implement the Task Force recommendations is the mid-term.

2.9.7 MSC Comments and Task Force Response

LABCOM Comments

Circuit consolidation has merit in some cases, however, we must be assured that responsive service can be delivered. Consolidation of stovepipe systems makes sense at the installation level. Consolidation at the AIPC level must satisfy service level requirements of the functional customer at the installation. In addition to the ASNET, management of internal networks must not be out-sourced to ISC.

Task Force Response

Management of the Army's strategic networks is a core competency of ISC.

RECOMMENDATION 1: Consolidate stovepipes into single network hubbed around the AIPCs.

MICOM Comments

It is agreed that networks and dedicated circuits which are strategic ISC assets should be consolidated around an ISC hub, but should not be considered part of the installation infrastructure. Remote network interfaces that technically are segments of the MSC infrastructure should be managed by the MSC.

LABCOM Comments

BRL Position: Non-Concur. The Army Supercomputer Network (ASNET) has very high bandwidth requirements, 45 megabits per second near-term, and 155 megabits per second within 5 years. Efforts are currently underway to connect/consolidate ASNET with Services/DARPA High Performance Computing (HPC) Networks to include connectivity to the Defense Integrated Science and Technology Network (DISTNET) and the National Research and Educational Network (NREN). Toward this end SARDA, the Functional Proponent for the Army's HPC Program, has directed BRL to maintain its activities in network development, management and control and coordinate these activities with 7th Signal through a Memorandum of Agreement.

Rationale/Discussion:

ASNET employs the DOD standard TCP-IP network protocol. SISOCS employs the SNA IBM protocol. ASNET bandwidth is apportioned between classified and unclassified and is encrypted. Solving the technical, administrative, and logistical problems associated with the two protocols and encryption of ASNET data at the AIPC's would be formidable. By the time the Army could solve these problems ASNET will likely be subsumed within other DOD/DARPA RDT&E network initiatives. High-speed network communications is a vital component of the Army HPC Modernization Plan. It permits Army scientists, engineers and

analysts to access distributed computing on large-scale, high performance distributed or heterogeneous systems, regardless of location. The network architecture must be scalable to permit extended and higher-speed connectivity as future requirements mandate and technology permits.

The Army Supercomputer Network (ASNET) was established in 1989 and provides a scalable, secure, robust, and responsive network that supports the full range of user applications and provides quality of service to remote users. ASNET is a high-speed backbone network (T1 circuits) that interconnects Army HPC systems and permits sharing of centralized hardware and software resources by geographically dispersed Army users. The Defense Data Network (DDN/MILNET), and other existing communications networks are used by some users, however MILNET does not meet the requirements of most users due to its low speed and traffic congestion problems.

ASNET has been expanded to connect additional Army activities with classified connections to selected sites. Additionally, it has been extended with gateway connections to the National Science Foundation Network (NSFNET) and the Defense Secure Network (DSNET1). Under the forces of the Joint Directors of Laboratories (JDL), the Army is advancing a proposal to link ASNET to similar Air Force, Navy, and DARPA high speed networks. Under the terms of this proposal, ASNET would be part of the extended Defense Integrated Science and Technology Network (DISTNET) and would be updated to take advantage of existing nationwide T3 circuit availability and future SONET (Synchronous Optical Network, 155 Mbps) transmission technologies.

Impact of Implementing Recommendation:

a. Mission: Consolidation of ASNET onto a single network hubbed around the AIPCs would limit the ability of the RDT&E community to remain agile in implementing leading edge network technology. Therefore the mission areas dependent on HPC technology, particularly the mission areas related to the seven DOD Science and Technology Thrust Areas, would experience a severe negative impact. Areas which would immediately and most acutely be impacted include the emerging discipline of scientific visualization and distributed interactive simulation (DIS).

b. Political: The Army has been an active participant in the development of the DOD High Performance Computing Modernization Plan which addresses consolidation of Service and DOD agency HPC networks. Consolidation of ASNET with business computing represents a marked contrast to this National initiative and would jeopardize our role and participation.

Task Force Response

LABCOM issues were addressed in the discussion section of the single-function circuit section.

CECOM Comments

The report recommends that AMC networks be consolidated into a single network hubbed around the AIPCs. CECOM non-concurs with reference to AIN.

The Army Interoperability Network (AIN) is a system that provides materiel developers, maintainers, Program Managers, and testers with remote test-access to actual interfacing C3I weapons systems connected through the network, promoting opportunities for earlier software integration and improved interoperability, across the entire life cycle. As a developer's tool, AIN should remain integral to CECOM to ensure that we can continue to provide the capability for the software developer and maintainer to rapidly respond to software and interoperability problems that arise during system fieldings and tactical operations such as Desert Storm.

The AIN is already built, and implemented from the beginning, to reduce Army costs. Consolidation, as recommended in this report, is feasible for AIN, ONLY IF it provides the AIN circuits in a manner that is transparent in the interface, protocol, and functionality. Force-fitting AIN into some generalized automation network mold only jeopardizes the purpose for which it was created. AIN's proven cost savings and return-on-investment for overshadows any potential claimed gains by the Task Force report.

If improperly force-implemented, the Army will incur 3-10 times more costs for software/interoperability support than the amount invested in AIN, as supported by documented AIN cost savings, projected DOD-Army software size and cost growth estimates, and cost analysis of AIN return-on-investment. AIN is one means of curbing rapidly escalating software costs.

RECOMMENDATION 3: Out-source network management to ISC.

MICOM Comments

Remote network interfaces that technically are segments of the MSC infrastructure should be managed by the MSC.

LABCOM Comments

BRL Position: Non-Concur with respect to ASNET and related RDT&E Network activities.

Rationale/Discussion: As the Army coordinates RDT&E network initiatives with the other services and DARPA, out-sourcing tri-service RDT&E network management to DISA and/or private contractors will be a likelihood. Accordingly, outsourcing initiatives will be best considered in the broader tri-service arena.

Impact: Since it is clear that RTD&E HPC networking is quickly evolving into a Tri-Service initiative, and equally clear that outsourcing will be performed at this level, it makes little sense to out-source to ISC at this time. BRL is currently performing ASNET Management and Control and it makes sense to continue this role during the transition to tri-service as described above. BRL functionals have 40 plus manyears of expertise in network technology in the R&D environment. A crash program to duplicate this capability within ISC would not be cost effective. Reduced service and capability would likely be the result until such capability is developed.

AVSCOM Comments

Out source network management to ISC: The Defense Information Systems Agency (DISA) has the mission to manage all data communications networks down to the end-user's workstation. This is a long-range goal which can only be achieved in phases and through the implementation of standards. The DISA already manages wide area networks such as the Defense Data Network (DDN), now called the Defense Information Systems Network (DISN), and the Automated Digital Network (AUTODIN). The ISC supports DISA in this effort and provides another level of network management. The ISC provides the arms, legs, and brains for DISA to manage the Army networks as they interface to the wide area networks. The ISC has established a network operations center (NOC) at Fort Ritchie (they monitor our AVSCOM/TROSCOM electronic mail networks ensuring full operational support) and a network control center (NCC) at Fort Leavenworth (they monitor all our SNA networks). Thus, ISC is already performing network management on our systems to our benefit. We still have to provide another level of network management, and we expect that to continue. The ISC will provide advice and support when needed and will control the local interfaces to the campus and wide area networks. End-user local area networks will still be managed and administered at the local DOIM level.

DESCOM Comments

Agree with MICOM, especially if this includes local networks that support workplace automation and E-Mail, such as the HQ DESCOM personal computer network (PCNET).

CECOM Comments

The report recommends that network management be out-sourced to ISC. CECOM non-concurs.

There is no support to the benefits idea that ISC has been a proactive Network Manager while saving dollars. There is no business case to support the estimated $800K yearly cost savings in telecommunications.

The concept of single-function circuits or centralized network contract overlooks the requirement that each installation will have a Common User Installation Telecommunication Network (CUITN) or a Metropolitan Area Network (MAN), rather than a wide area star topology, using point-to-point circuits. We should be looking to network the networks and

only install standard operating systems that are engineered to operate in this environment. Also, network control down to the departmental LAN level is where we need to focus, because the majority of failures occur at this level versus wide area circuits, which are fairly well maintained by the various TELCOs and long distance carriers. This dictates the need for each installation to have a network control facility which could be networked into a regional control facility. It is agreed that the management of networks should be done proactively.

Task Force Response

See discussion for details on network management roles and responsibilities.

2.10 UNIX CONSOLIDATION

2.10.1 Observation

AMC operates and maintains numerous small and medium Unix systems at each installation. The costs associated with processing the current workload can be reduced and overall performance optimized through centralized capacity management and development of a cohesive system architecture. Consolidation of Unix workload on fewer more robust processors offers an opportunity for significant cost reduction.

2.10.2 Discussion

AMC operates from 10 to over 100 Unix hosts at each AMC installation, with a total of 1,248 Unix hosts command-wide. Each host requires hardware and software maintenance; floor space and environmental conditioning; and consumes, in some cases, substantial electrical power. Each individual host also requires system administration and systems programming to support multiple software systems. Within AMC, Unix systems are used for E-Mail, office automation; DOD, Army, and AMC standard systems; local command uniques; etc.

Traditionally, acquisition decisions for Unix platforms have primarily been based on availability of convenient requirements contracts rather than a planned implementation of the appropriate geographic/technical (geotechnical) architecture. The processing of AMC business and production workload on a large number of distributed Unix processors is costly and inconsistent with AMC's geographic/technical (geotechnical) architecture. The geotechnical architecture, as described in August 1991, contains three levels of support: General Provider, Direct Provider, and User. General Provider service is defined as:

> The collection of corporate data centers using large processors, production systems, distribution systems, and other information tools to support the general population of Army users. Large standard Army applications that are Army-wide in scope and the data to support these applications generally reside at this level.

On 2 Oct 91, the CG AMC turned over ownership of the AIPCs to ISC. At that time, the criteria for determining the responsibility for a processing requirement was based on the operating system used to support a specific application. The decision to relinquish ownership of the AIPCs was consistent with the SISOCS plan to consolidate MVS processing into the AIPCs. The decision also included an agreement to address additional transfers of production requirements to ISC on a business-case basis.

Demand for Unix processing capacity will continue to grow as systems migrate from proprietary operating systems (e.g., MVS) to the open systems (POSIX) environment. As this migration occurs, more of the AMC core business systems processes will be hosted on the AIPC/SISOCS MVS platforms and robust Unix systems.

HQDA is in the early phases of executing a plan to install Unix-based applications at the AIPC as part of the Installation Transition Processing (ITP) program. Initially, these applications will be Installation Support Modules (ISM) for installations from AMC, FORSCOM and TRADOC. ISEC and DISC4 are finalizing the technical solution for ITP processing at the AIPCs. This will be the first major expansion of the AIPCs to absorb non-MVS systems. The decision to implement ITP at the AIPCs was based on a detailed Technical Assessment/Cost Estimate (TACE) by ISEC.

AMC has initiated action along the same lines as the ITP using UTS (Amdahl's Unix operating system). Initial efforts are proceeding with the Objective Supply Capability at AIPC-St. Louis and several systems at AIPC-Huntsville. These Unix systems take advantage of the existing technical support infrastructure; however, they are using large, IBM-compatible mainframe platforms.

New technology provides options for satisfying Unix processing requirements at lower costs with reduced infrastructure (floor space, power, air conditioning, etc.). A Productivity Capital Investment Program (PCIP) case can be developed to justify acquisition of new processors that will reduce sustainment costs. AMC can attain significant cost reduction and pursue the "general provider" concept by consolidating corporate-wide workload and data currently processed on the distributed Unix platforms.

The existing workload includes office automation and business systems. Office automation is more effectively processed on inexpensive file servers; business systems (with corporate data) should migrate to the AIPC using client-server approaches wherever possible. There is very little workload in an MSC-size corporation that can be efficiently and cost-effectively processed on equipment the size of the Unix systems prevalent within AMC. The costs associated with processing the current Unix workload can be reduced, and overall performance optimized, through centralized capacity management and development of a cohesive system architecture. A detailed analysis is needed to characterize the workload and distribute processing based on costs, performance requirements, etc.

2.10.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. CG AMC task the CIO to revise the AMC geotechnical architecture to place DOD/JLSC and AMC standard systems at the general provider level. The decision to service at the general provider level should be made if a system utilizes data critical to the operation of the corporation and the decision is supportable by a functional economic analysis.

2. CIO task MSC DOIMs to develop plans to migrate office automation support from expensive Unisys 5000 and/or Intel 320 systems to low-cost 486 microprocessors (PCIP acquisition). Monitor system life-cycle maintenance costs against cost goals established by CIO.

2.10.4 Benefit

The AMC Automation Assessment Task Force recommendations have the following benefit: A $23K cost reduction/year for each Unisys 5000 eliminated.

2.10.5 Impact

The recommendations will allow a reduction in civilian over-strength.

2.10.6 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CG AMC task the CIO to establish a command capacity management function for Unix processing requirements (within 30 days).

2. CIO prepare CG tasking to ISC (within 1 week) to initiate an in-depth workload analysis (30 days duration) of the Unix workload (Sperry 5000-80s, 5000-95s, Intel 310s, Intel 320s and other like technology).

3. Based on the results of the analysis, CIO prepare CG tasking to ISC to develop a program to redistribute the workload, consistent with the approved Army/Command geotechnical architecture. The objective is to achieve a cost-effective technically sound migration of the corporate-wide business workload and data from older high-cost platforms to the large-capacity state-of-the-art processors at the AIPCs and the remaining office automation workload to the LAN/486-PC/File Server environment at the operating agency level. (Migration to begin within 90 days and to be completed within 18 months).

4. In accordance with standard procedures, MSC DOIMs should dispose of assets that are not required in AMC.

5. CG AMC should fund installation of a technically robust infrastructure for migration of existing Unix applications to the AIPC by competitively purchasing a state-of-the-art Unix host for each AIPC.

2.10.7 Timeframe

The timeframe to implement the Task Force recommendations is the mid-term.

2.10.8 MSC Comments and Task Force Response

RECOMMENDATION: Consolidate onto large Unix hosts operated and maintained by the AIPCs.

MICOM Comments

Consolidation and evolution of Unix hosts from the present three-tiered architecture to a file server and client state-of-the-art architecture is a MICOM objective. However, the control of resources producing organizational level information must remain with the MSC or the information loses its immediacy and effectiveness.

LABCOM Comments

With regard to the recommendation, "Consolidate onto large Unix hosts operated and maintained by the AIPCs," we recognize that, while there may be merit in consolidating the stovepipes, it is not clear that large Unix hosts at the AIPCs is where the consolidation should occur. We must retain Unix platforms for ARL corporate enterprise computing and scientific, mission related support.

SIMA Comments

We strongly support the recommendation to consolidate the Unix operating systems into large Unix hosts operated and maintained by the AIPCs. We believe that this is a smart initiative which should greatly enhance release management, database administration, file transfers, and customer satisfaction with the Unix applications. However, in order for this action to be effective, the recommendations pertaining to the effective operation of the DSS network become even more critical.

CECOM Comments

The report recommends that the 10 to 100 Unix hosts at each MSC be consolidated into large Unix hosts operated and maintained by the AIPCs. CECOM concurs with reservations.

At CECOM, most Unix machines were purchased and are "owned" by individual customers for specific systems. Since these machines are not shared, the overall computing power cannot be combined toward doing the CECOM mission. Consolidating corporate applications onto larger Unix machines would alleviate this problem. Consolidating them at AIPCs would only continue the accepted trend. If the SISOCS scenario results in equal or better service for CECOM, consolidating corporate Unix applications should strengthen the trend.

There is no way that all Unix hosts should be centrally consolidated. Standard systems (SAACONS, AFES, SA3) and corporate level applications could be operated and maintained at AIPCs on large Unix hosts. This should only be accomplished on a one-for-one basis after a business case shows that it will be a good decision. The commercial trend is to

decentralize this level of computing to the business units thus empowering them to re-engineer and/or quality improve their business process through applying technologies such as client/server architectures. Also, serious consideration should be given to a number of contingencies prior to considering the centralizing of standard E-Mail (MMDF2 an AMS) hosts.

It doesn't make as much sense to consolidate Unix systems that support office automation such as at the INTEL level. These machines are smaller, many are in user areas, and they support functions such as E-Mail that are better administered locally. The burden on the communications infrastructure would be increased. Additionally, consolidating all aspects of Unix processing on existing AIPC hosts would likely lead to resource/capacity and major telecommunications problems. Unix processing would require an additional domain on the already domain-poor AIPC mainframes. Buying new larger Unix hosts would resolve the technical problems, but the costs would have to be analyzed before a decision could be made.

The benefits associated with Unix consolidation must consider the expense associated with the additional T-1 or T-3 circuits that would be required. The other alternative would be to purchase the bandwidth on demand or Switched Multimegabit Data Service (SMDS) capability that companies like Bell Atlantic are in the early stages of offering. Based on the costs associated with acquiring the communication capability, it may not be accurate to state that a savings of $23K/year per Sperry would immediately be realized. Even without the Unix consolidation, dynamic bandwidth allocation should be the basis for all future inter-installation networks.

DESCOM Comments

Each application must be looked at individually. Workplace Automation and E-Mail are potentially two applications that would not be well-served and responsive to user needs when operated from a consolidated site. Both of these applications would require capacity to pass high volumes of data and support a large number of users. Consolidation of some systems could be feasible where savings in software, hardware, and support costs exceed the increased cost of providing adequate communication capabilities.

It would be unrealistic and inefficient to depend upon the ISC Technical Review Board for approval of changes which have no impact on AIPC operations or capacity requirements.

Task Force Response

As evidenced by these comments, some MSC staff within AMC feel that control of resources producing organizational level information must remain at that level or the information loses its immediacy and effectiveness. The issue is not who controls and operates the resources (i.e., the hardware, the software, or the data); the issue is whether the service provider meets user requirements. For the system to work, it is essential that service agreements exist between provider and user and that both parties abide by the terms of the agreements.

Regardless of who controls the resources, the local organization needing information must have access to that information. For example, at MICOM, the local installation LAN, cable plant and switch are owned and operated by the local telephone company (Bell South). This arrangement does not prevent the provision of timely, effective, state-of-the-art support.

3. STRATEGIC INITIATIVES

3.1 SOFTWARE DEVELOPMENT

3.1.1 Observation

AMC will improve responsiveness and reduce expenses by changing its software development philosophy, structure and scope.

3.1.2 Discussion

During development of the report, the Task Force realized that issues originally discussed under the heading 'Software Development' overlapped with issues discussed in the sections on 'Structure of Information Technology Support' and 'Use of Information Technology as an Enabler.'

Earlier recommendations under the heading 'Software Development' were divided as follows:

- Information Technology as an Enabler:
  - Recommendation 1. Field TACOM's shadow relational database technology to other MSCs for use by functionals.
- Structure of Information Technology Support:
  - Recommendation 2. Enforce reduction of unique systems.
  - Recommendation 3. Focus on migrating to standard systems by providing requirements to developer rather than creating own system (IPAT initiative) (SBIS 3).
  - Recommendation 4. Create a single information management organization that commands and controls all information technology services throughout AMC, and that capitalizes in place all DOIMs, MSC ADDs, SRA ADDs, and SIMA.

Comments received on each of these recommendations are discussed in the sections listed above.

3.2 STRUCTURE OF INFORMATION TECHNOLOGY SUPPORT

3.2.1 Observation

Fundamental changes to AMC's information technology business environment are inevitable. CIM initiatives, DOD funding changes, DOD-wide staff reductions, shifts to temporary employees and contractors -- all impact AMC's IMA mission and information technology support structure. Currently AMC has 4,734 personnel on-hand with 3,876 FY92 authorizations and 3,296 FY92 authorizations (excluding ADDs and SIMA). This information technology support structure fragments services horizontally at various organizational levels and partitions development vertically along functional lines. Parallel and overlapping capabilities are developed at different levels of AMC.

3.2.2 Discussion

The CIO function, which is responsible for the overall management of the IMA discipline, reports to the Chief of Staff of AMC; the software development function, which is centralized in the SIMA structure, also reports to the Chief of Staff. The respective MSC and the depot systems commanders have software development organizations reporting to them. Historically, all of these major functions have independently designed, acquired, installed, implemented, and to some degree resourced numerous IMA systems.

Project management offices, PEOs, and other organizations residing on AMC installations also design, acquire, install, implement, and support IMA systems (mainframes through PC-level systems and associated supporting software).

Because of this decentralized management environment, parallel and overlapping capabilities are developed. Large dollar amounts are committed with inadequate ability to determine, through the cost-accounting process, how and where funds are expended.

The following extract from an FY93 punitive cut against DOD by the House Armed Services Committee reinforces the need for dramatic changes to the Army's system development strategy. Near term, dramatic efforts with well documented results are required to best utilize remaining funds while removing the stigma from existing redundant systems.

> Automatic Data Processing ($75.0M) -- Strong committee feeling that "nobody's in charge" of the full range of communications requirements. They believe that rather than a genuine attempt to provide leadership in a very complex arena, it is easier to throw money at the problem. The committee cites the GAO and DOD's own audit organization findings of unnecessary equipment being purchased, redundant systems being funded, and oversight being poor.

The enclosed software scrub provides a first cut at supplementing AMC's effort with a review of available Army systems. Although duplication issues are not clear cut, opportunities exist to migrate from AMC unique systems to DA standards.

DISA/JLSC/CIM will mandate future systems and have a profound impact on AMC's IMA mission. Mainframe and strategic network operations have migrated out of AMC (defacto out-sourcing). Functionals will place greater reliance on information and applications accessed through computer networks. AMC needs to redefine its core business processes, competencies and its Information Technology Support. Resource constraints and DOD policies reduce freedom of action. AMC functional requirements must be developed collaborative with JLSC and information technology service providers.

Historically, AMC has been its own provider. This is changing. How much of the IMA mission AMC will continue to perform is unclear at this time, but it is clear that the mission is in the process of being partitioned and redistributed, e.g., MVS processing going to AIPCs, departmental applications replacing standard AMC applications, software development being out-sourced.

3.2.3 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Consolidate and centralize command and control of the IMA mission. The CIO function in AMC should be centralized at the senior command level. It should function consistent with the IMA process exemplified in other Government agencies [where it is referred to as information resources management (IRM)] so that the total life-cycle management of the IMA mission and related support programs, to include life cycle approval, standard geotechnical architecture design, standards, policies, procedures and doctrine, are controlled from the command level and the total process is promulgated throughout AMC.

2. Through the central IRM organization structure, assess IMA mission needs and obtain concurrence from DOD (CIM/JLSC), Army, and ISC regarding IMA mission issues. Once the mission needs are clearly defined, it will be possible, again working with Army and ISC, to establish the who, when, where, and how the mission support should be provided.

   IMA core competencies should be identified for either retention or out-sourcing.

3. Once the scope of the AMC IMA mission is clearly defined and aligned with the command's IRM resources to perform the mission as cost effectively as possible, it is possible that the IMA area will no longer be regarded by AMC as a core competency area, at least not insofar as its historically broad scope and mission have been. The future AMC IMA mission can be expected to be reduced in size and scope, but the evolution and the final makeup should be controlled from within, not from without.

   Command restructuring of IT support will enable AMC to manage the evolutionary process whereby hardware is being reassigned to AIPCs, critical business applications are coming under DOD/CIM control, and other life cycle information technology services, e.g., systems design, development, installation, operation and maintenance, are being out-sourced (to ISC, contractors, other Government elements). AMC will increase its reliance

on external service providers. It is essential that AMC have a centrally managed process for ensuring that as the providers change, AMC develops a means of controlling service (quality and quantity as well as unit cost) through service level agreements rather than through the command and control process it currently employs.

3.2.4 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Increased control and visibility of IMA activities and costs.
2. Reduced staffing to authorized levels.
3. Increased self determination through assumption of a more proactive role in directing resources.
4. Enabled attainment of excellence in fewer well-defined core competency areas.
5. Increased functional focus and definition on core competencies.
6. Attains business, vice informal, relationships for IT support.
7. Directed customer focus attained by clear service level agreements.
8. Focused IT providers to insure that support is at equal or less cost.
9. Insure IT support costs are explicit and formalized.

3.2.5 Implementation

The following task is required to implement the Task Force recommendations: CG AMC establish centrally managed IM organization headed by general officer or SES with command and control over all AMC IM resources.

3.2.6 Timeframe

The timeframe to implement the Task Force recommendations is the near to mid term.

3.2.7 MSC Comments and Task Force Response

RECOMMENDATION 2. Get HQDA resolution regarding reduction to authorized strength in FY92.

MICOM Comment

Agree.

LABCOM Comment

With regard to recommendation #2, "Get HQDA resolution regarding reduction to authorized strength in FY92," we note that ISC-AMC is approximately 700 over-strength in FY92 and 1500 in FY93. ISC LABCOM is 26 over in FY92 and no additional in FY93. If we are included in with the AMC total we share the FY93 problem. The ARL over-strength problem does not correlate with these recommendations.

RECOMMENDATION. Out-source information technology support to ISC.

MICOM Comments

It is agreed that operation of MVS operating system mainframes and that part of network operations which are designated as strategic assets, such as long haul circuits, have already migrated out of AMC. However, responsibility for the installation infrastructure, organizational level computers and workstations must remain with the MSC or installation because an intimate knowledge of the local environment is required to be successful. The inability to set priorities and allocate resources locally eliminates flexibility needed to meet fast-changing, critical needs of the MSC.

LABCOM Comments

We cannot support recommendation #1, "Out-source information technology support to ISC." Out-sourcing any technology support is inconsistent with our mission of technology generation. As we generate technology we must be able to acquire, implement and use innovative technology and assess its potential for incorporation into the Army. If information technology support were out-sourced the Army would have to re-examine ARLs role in research. Note that AIRMICS, with the mission of research into large data bases and business systems will become part of ARL in October 1992.

TACOM Comments

Agrees with MICOM's comments.

CECOM Comments

The report recommends that information technology be out-sourced to ISC. CECOM non-concurs.

There is no support to the thesis that ISC is the technology leader. Information Technology should be a joint effort of AMC and ISC working together for common objectives.

SIMA Comments

It's not entirely clear whether the Task Force is recommending that ISC take over all the missions and functions now performed by SIMA, ADDs, and DOIMs to include application software development of AMC mission systems or whether they are referring to the "executive software" software currently provided by ADP Technology organizations. It would not be in the best interests of AMC to out-source either of these functions to ISC. In the case of ADP Technology, they are an integral, inseparable part of the mission/functions of a central design activity, such as SIMA. SIMA would not be able to deliver the information systems and services to our customers in a quality or timely manner if ADP Technology was out-sourced. Conflicts in workload priorities would inevitably work to the detriment of AMC. Organizational loyalties would be confusing. Barriers would be erected by virtue of the fact that the systems developers who rely on ADP Technology for support in even more jeopardy for the reasons stated above. In this scenario, it is even less clear where the functional responsibilities would lie. Separating the central design activity functionals from the systems developers would be a very strategic blunder. History has proven that all the people responsible for developing systems should work for the same organization entity in order to be most effective.

RECOMMENDATION. Enforce reduction of unique systems. (Previously part of the Software Development section)

MICOM Comments

Agree. The AMC community has recognized that this is a desired state. The IPAT subgroup report of Aug 91 identified several initiatives which would achieve this objective. Among these were: institutionalize the software scrub process; establish an AMC information system development and maintenance workload oversight process; identify opportunities and implement actions to minimize Band 1 resource consumption (Band 1 defined as maintenance of standard systems); and establishment of a common development platform.

The creation of MSC unique systems is required when standard systems fail to incorporate functionality or an MSC's unique commodity mandates a more detailed level of management than the standard system provides. Although some commodity uniqueness will always exist to meet the requirements of detailed management, a thorough involvement of the functional community in concert with system developers will provide the capability to accomplish these processes within a standard system environment.

LABCOM Comments

The following comments relate to recommendation #2, "Enforce reduction of unique systems." Uniques will continue to be required until there are standard systems which can support laboratory requirements. Contracting systems, for example, focus on acquisition of

end items, supplies and spare parts. Research requirements and innovative technology are not handled adequately in the standard acquisition and supply support systems.

AVSCOM Comments

Enforce reduction of unique systems: We do not agree with this recommendation until the particular unique system is replaced by a standard system. It should be noted that unique systems can respond to changes in the business processes quicker and this responsiveness produces greater cost savings. It should also be noted that we have scrubbed our unique systems in concert with the other MSCs and have identified reductions. HQ AMC is currently sitting on the requirements for standardization of unique systems. It may be possible that relational database management systems and the shadow database concept may satisfy some of these requirements.

TACOM Comments

TACOM agrees with this recommendation as we all should. They offer the comment that unique systems become required when functionality is missing from the source system. This is very true for the systems that have not yet converted to current technology, including relational database capabilities. Our use of shadow files has made the need for new unique systems go way down. Many times unique systems are simply special reports. Once the data elements are available in shadow files, and the users have direct access, we no longer need a unique system. This recommendation will be much easier to achieve as we migrate information into shadow files.

RECOMMENDATION. Focus on migrating to standard systems by providing requirements to developer rather than creating own system (IPAT initiative) (SBIS 3). (Previously part of the Software Development section)

MICOM Comments

This recommendation is the cornerstone of any successful standard system process. In the past this approach may have failed because the standard system group became too far removed from the user requirements and too focused on "their" standard systems to incorporate interfaces with/utilize other DA "standard" systems. Since CCSS does not provide full capabilities to any of the MSCs, to augment the CCSS process and provide the user community with data to effectively perform their mission, bridging and unique systems must be developed at the MSCs. However, if the focus is properly placed on user functionality to satisfy mission requirements and is fully implemented by the developers, then we agree with this recommendation.

Again, until perfect interoperability among all "standard systems" is achieved - something that does not even exist among AMC standard systems, much less among AMC, DA, DOD systems - local software generation to interface systems for efficient use at the MSCs will be necessary.

LABCOM Comments

With regard to recommendation #3, "Focus on migrating to standard systems by providing requirements to developer rather than creating own system (IPAT initiative) (SBIS 3)," we believe that developers must become responsive to laboratory requirements. To date developers have fielded systems for installations which do not adequately support laboratories. We are told to change the way we do business rather than support the research mission.

AVSCOM Comments

Focus on migrating to standard systems by providing requirements to developer rather than creating own system: An approach to providing requirements is through the rapid prototyping and CASE technology. The development of unique systems through rapid prototyping using relational DBMS technology and shadow databases has proven to be very successful at TACOM. This approach allows for the immediate local command need to be satisfied and the definition of requirements for the standard system to be accomplished.

TACOM Comments

We must move to a standard system environment. It is the only way to ensure consistent source data. As those systems transition to relational technology, and the data consumer is empowered to access the source data, we will have the local flexibility we all are asking for. Meanwhile, provisions of an intermediate layer though shadow files accommodates the standard system as well as the local ad hoc requirements. Again, I see shadow files as a way of facilitating the migration to true standard systems.

RECOMMENDATION. Create a single information management organization that commands and controls all information technology services throughout AMC, and that capitalizes in place all DOIMs, MSC ADDs, SRA ADDs and SIMA. (Previously part of the Software Development section)

MICOM Comments

MICOM non-concurs for all the reasons leading to the decision of GEN Sullivan to return CONUS installation DOIMs to the MACOMs.

MICOM supports the principle that the Commanding Officer of any installation is responsible for accomplishing the mission assigned to the installation, is accountable for all resources and should be delegated authority to decide how best to apply those resources, including the DOIM resources, to accomplish his mission.

LABCOM Comments

Recommendation #4, "Create a single information management organization that commands and controls all information technology services throughout AMC, and that capitalizes in place all DOIMs, MSC ADDs, and SIMA," would retain current IM organizations as tenants supporting the installation or MSC under central control from AMC. This places HQ AMC in the role of direct support for operating elements instead of a staff coordinating role. We are concerned that R&D support resources would be lost in the effort to bolster the effort in logistics. Recommend that HQ AMC perform the MACOM staff role and delegate operating support to the MSCs. We believe that software development organizations do not beat the bushes for work as there is more than enough work from internal sources. It is sometimes necessary to assist other activities for the common good and profitable to share lessons learned.

CECOM Comments

The report recommends that AMC create a single information management organization that controls all Information Technology (IT) services to include all DOIMs, MSC ADDs, SRA ADD, and SIMA. CECOM non-concurs. There certainly must be some centralized direction of IT resources, to efficiently move into the 21st century. However, substantial savings and efficient hardware/software configurations neither emerges automatically from centralization nor are any savings guaranteed. IT centralization also has a history of lacking a proper customer orientation. We've shifted IT focus to the customer and we don't want to lose it.

SIMA Comments

The recommendations outlined in the IPAT Sub-Group Report dated August 1991 will accomplish the same objectives. The IPAT Sub-Group specifically examined the viability of consolidating the ADDs and SIMA in place. The real issues that need to be addressed are: workload visibility of all AMC automation resources, having a standard automation development platform, a standard method of processing Systems Change Requests (SCR) which includes a corporate data base comprised of SCRs for both standard and unique systems, and a method of assigning design and development workload (and tracking that workload) with clear cognizance of corporate level goals and priorities. Recommendations and a milestone plan have been presented to the CIO. The CIO has accepted responsibility for action. If the IPAT Sub-Group recommendations are implemented, we will have achieved the benefits outlined in the AMC Automation Assessment Task Force Report without undergoing a major reorganizational realignment to achieve the same result.

AVSCOM Comments

Create a single information management organization that commands and controls all information technology services throughout AMC, and that capitalizes in place all DOIMs, MSC ADDs, SRA ADDs, and SIMA: The Corporate Information Office was created by HQ, AMC, to accomplish this objective. We support the CIO. However, the local commander needs to maintain control of DOIM/ADD resources in order to maintain the flexibility to

meet fast-changing, critical needs of the MSCs. The CIO should consider improving their management of AMC's corporate information management resources via a configuration management methodology. However, we should not lose sight that overall information management support should focus on improving the business processes and not sub-optimizing the technical information management processes.

TACOM Comments

No question that this is a sensitive issue. We all have operated for a long time being able to call our own shots. The environment has changed, though, and we do need to have a structure that allows for a more efficient and strategic application of our critical IMA resources. The local commander must have some degree of local flexibility, but I feel that can be accomplished while still developing a single management structure. The establishment of the CIO within AMC was an important first step in this arena. Perhaps that structure needs some additional definition relative to day to day work load decisions in areas such as applications development. The TACOM efforts to move to relational technology, shadow files, and direct user data access has changed the way we work within the DOIM. We are not nearly as involved in the development of systems, but rather in facilitating access to information. In this environment, a single management structure can work. Major development work is focused on building strong central data repositories. Local work is focused on facilitating the local ad hoc data access requirements. This could allow central management while at the same time maintaining needed local support and flexibility. I feel a strategy can be developed that will allow a viable single management structure to work.

RECOMMENDATION. Freeze the baseline and associated unique bridging efforts of all systems that will be replaced by Corporate Information Management (CIM).

DESCOM Comments

It is impossible to stop mission-related system changes from occurring over the time period required to implement CIM. In addition to mission changes, there are regulatory changes that cannot wait for CIM. Many CIM replacements are still years away. There could be rationale for stopping nice-to-have changes or system rewrites merely for computer processing efficiencies, for example. Would require commitment from all sites to do the necessary evaluation to determine efforts that are "required."

RECOMMENDATION. Merge MSC Application Development Divisions (ADDs) with SIMA.

DESCOM Comments

If the MSC ADDs were merged with SIMA but left in place, collocated with the MSC, and MSC had option to buy hours of service which the MSC would workload, the recommendation could be workable. Consider the following: (1) If workloaded locally, the

portion of ADD supporting the MSC could respond more quickly to MSC requirements; (2) The number of hours required by the MSC could vary from year to year, leaving the remaining resources at that time to be workloaded by SIMA; (3) Local sites require operational support--determining local scheduling requirements, response to system aborts, and maintenance of systems that support the local commander. Larger organizations have dedicated personnel outside of ADD to perform this mission. Resource constraints within DESCOM preclude that type of structure; and (4) There is concern in having all ADD resources in the SIMA development organization and having no one available to support the operational environment.

Task Force Response

The preceding set of MSC comments reinforce the House Armed Services Committee (HASC) perception that "nobody's in charge." Rather than address the complex issue of eliminating redundant systems, the tendency is to fight to retain control of IM support (retaining the ability to develop unique redundant systems) "until perfect interoperability among all 'standard systems' is achieved." The contrast between TACOM's comments and those of the other MSC's is further evidence of the paradigm shift made with implementation of shadow databases.

SYSTEM FUNCTIONS MATRIX

CIM FUNCTIONS	AMC STD SYSTEM	AMC FCG	CIM SYSTEM	ARMY STD SYSTEM
ITEM INTRODUCTION	Cataloging	CATLG	TDMS/CTOL	
	Provisioning	PROV	ICAPS	
			SPS	
			ICAPS	
ACQUISITION MANAGEMENT	Computer Aided Logistics System	CALS		
	Deficiency Reporting System (DRS)	DRS	DRS	
	Procurement	PROC		
	Installation Procurement Management System (IPMS)	IPMS	PEDS	
	Standard Automated Army Contracting System (SAACONS)	SAACONS		SAACONS
	Acquisition Management Milestone System (AMMS)	AMMS		
	Army System for Automation of Preparedness Planning (ASAPP)	ASAPP		
	Digital Storage and Retrieval Engineering Data System (DSREDS)	DSREDS	EDMICS	
	Technical Data Configuration Management Systems (TD/CMS)	TD/CMS	CLIP	
	Value Engineering Analysis and Reporting System (VEARS)	VEARS		
REQUIREMENTS	Supply Management	SUPPLY MGT		
	AMC Standard Installation Supply System (AMCISS)	AMCISS		SAILS/ SARSS-2B
	Automated Self-Service AMC Supply Center (ASSSC)	ASSSC		
	Installation Equipment Management System (IEMS)	IEMS	AFEMS	SPBS
ASSET MANAGEMENT	Stock Control*	STK CTL	AIMS/SDF	
	Requirements Det (RDES)		RDES	
			RDB	
	Inventory Accounting	INV ACCTG		
	Maintenance Management	MAINT		
	Modification Work Orders	MWO		
	Security Affairs	SEC AFFAIR		
	Stock Control*	STK CTL	AIMS/SDF	
	Munitions	AMMO-D	CATS	
			EOQ/CSIS	
			SCS	
			VRS	
FINANCE MANAGEMENT (OPR)	SDS Resource Management	SDS-RM		
	Standard Army Procurement Appropriation System (SAPAS)	SAPAS		
	Standard Industrial Fund System (SIFS)	SIFS		
	Standard Depot System (SDS) - RM	SDS-RM-D		
	Standard OMA/RDTE System (SOMARDS)	SOMARDS		
	AMC Financial Entitlement System (AFES)	AFES	DTPS	IATS
	RASFIARS - Retail Army Stock Fund Inventory Accounting Reporting System	RASFIARS		STARFIARS
	Army Procurement Accounting Reporting System/Integrated Command Automated Reporting System	APARS/ICARS		
	Automated Time and Attendance and Production System	ATAAPS		
	Zero Base Resources	ZBR		
DEPOT MAINTENANCE	Maint Management	MAINT-D	R&RMRPII	(AMC STD
			BCL	System
			HMMS	Bank)
			PDMSS	

SYSTEM FUNCTIONS MATRIX

CIM FUNCTIONS	AMC STD SYSTEM	AMC FCG	CIM SYSTEM	ARMY STD SYSTEM
CONRACT PAYMENTS	CCSS Resource Management (TEAM-UP)	CCSS-RM TEAM-UP		
CIVILIAN PAYROLL	Standard Army Civilian Pay System (STARCIPS)	STARCIPS	DCPS	STARCIPS/ STARCIPS-R
CIVILIAN PERSONNEL	ACPERS - Army Civilian Personnel System	ACPERS	DCPDS	ACPERS
RESOURCES MANAGEMENT	Budget Resource Information Management System	BRIMS		
	Operations Baseline Cost Estimate	OBCE		
	AMC Automated Manpower Management Information System	AMMIS		
	AMC Systems Management Office	ASMO		
MISCELLANEOUS	Standard Army Maintenance System	SAMS		
	Functional System Management for Communication	FSM-COMM		
	Functional System Management for Automation	FSM-AUTO		
	Functional System Management for Support Systems	FSM-SPT		
	Army Materiel Plan Modernization**	AMPMOD	MP&E	
	Army Wide Test and Evaluation Data Base	T&EDB		
	Artificial Intelligence	AI		
	Computer Aided Design-Engineering	CAD-E		
	Environmental Automation System	EAS		
	International Cooperative Programs	ICP		
	Research Development and Acquisition Mission Area Materiel Plan	RDA/MAMP		
	Manpower and Personnel Integration Relational Database (AMCDE)	MANPRINT		
	Materiel Change Information System	MCIS		
	Supercomputer AMCLD	SUPERCOMP		
	Work Unit Information System	WUIS		
	Design to Cost	DSGN/COST		
	Data Acquisition Requirements Management Information System	DARMIS		
	Industrial Preparedness	IP		

* Dual Functionality
** CIM Functionality under Asset Mgmt

3.3 USE OF INFORMATION TECHNOLOGY AS AN ENABLER

3.3.1 Observation

AMC's business processes are closely tied to rigid applications systems. These systems are based on aging technologies and cannot keep pace with today's dynamic business environment. Available information technology is not being fully exploited.

The following discussion is divided into two sections: one on information systems and corporate data and one on office automation and electronic mail.

3.3.2 Information Systems and Corporate Data

3.3.2.1 Discussion

Many, if not most, existing business and production systems have been in service to AMC for two or more ordinary system lives and have been outdated for some time. They were designed more than 10 years ago around the technology and business processes of that era. These "legacy" systems lack capabilities needed to manage AMC's business in a modern competitive DOD environment that is adopting state of the art business concepts, e.g., total asset visibility, material requirements planning, total quality management, and just-in-time provisioning. One of the most frequent complaints about AMC's information technology support was that AMC's automation systems drive AMC's business processes rather than vice versa.

AMC continually undergoes comprehensive analysis that leads to recommendations for redesigned, improved business processes. This places new requirements on system developers. Implementing these business process improvements is hampered by the inability of the existing systems to adjust quickly and meet new requirements. AMC depends on outmoded application software technology. This restricts the introduction of modern software development tools and techniques to maintain or enhance applications. Maintaining large, integrated systems with millions of lines of COBOL is expensive and slow. Reports are hard coded. New or modified reports require initiation of labor-intensive System Change Requests. Users become frustrated by their dependency on a staff of skilled software engineers to make the changes. As a result, the senior leadership lacks freedom of action to keep business processes in step with a changing environment.

AMC needs to apply information technology to **enable** business process improvement. Adoption of modern information technologies such as shadow databases, user language, etc. will reduce the need for expensive, slow system changes; reduce the unit cost of software support; and, most importantly, enable the business functionals to maintain the lean, cost-effective posture essential to attainment of AMC's future objectives.

Senior managers and executives require more access to critical information and decision-support tools, both essential to enable sound management of a corporation with the breadth and scope of AMC. The current suite of business and production systems lacks the capability to satisfy these requirements quickly and cost-effectively. Existing systems either do not capture the information

or cannot manipulate and present it in ways that meet the criteria of executives, managers, and action officers. AMC could gain significantly from the implementation of a modern Decision Support System (DSS) that applies information technology as an enabler, empowering management and functionals alike with an expanded capability in the area of information access, analysis, and presentation.

A modern DSS that extracts data from business and production systems and related feeder databases is required. This will enable AMC's managers to access and analyze information resident in existing systems as well as information not currently captured. This will facilitate delivery of enhanced operational support to the business processes. The DSS must provide authorized users access to required data residing in a logical database. Users require a tailored view of data and state-of-the-art tools for analysis and presentation.

The AMC CIO and SIMA are currently developing a long-term strategy to relieve this situation by migrating many systems to relational database technology. The following extract from AMC's Business Automation Initial Transition Plan, Phase 1 describes AMC's strategy for implementation of relational database technology:

> 3.9.2 Relational Data Base Management Technology. The evolution of Relational Data Base Management System (RDBMS) technology now makes it possible to put expanded information management capabilities into the hands of the information customer. Movement of mission execution data into an RDBMS environment opens an extensive window of data access to the functional user. This is achieved without direct intervention of Information Technology professionals in real time and on the terms of the user. As a result, the ability of the user to operate with full access to all of the underlying data contained within the various information repositories, and to retrieve it when desired in the required format allows for significant productivity improvements. Such productivity gains will be essential as the number of people available to perform AMC mission processes will be decreasing over time. *Incorporation of RDBMS technology in the AMC standard information systems has begun. Migration of all AMC information systems to an RDBMS environment is a priority area for the immediate future. Not only does such a move provide for increased productivity of functional personnel, but it will also reduce the associated information system support requirements.* The latter factor will become increasingly important as the various DOD and Army initiatives to reduce the number of "software engineers" are implemented.

While migration of all AMC information systems to an RDBMS will result in significant savings, the current approach provides more benefits to the technology provider (SIMA) than support to the customer. This effort should be complimented by establishment of a separate "shadow database" for decision support.

In using relational database technology, it is necessary for performance and functional reasons to separate data into two databases with one configured to serve the need for flexibility (Decision Support Systems) and the other to serve the need for performance under a high transaction load, e.g., CCSS, SDS (reference *Dual Data Base-The Issues*, William H. Inmon, 1987, Auerbach Publishers Inc).

In discussions with representatives from the AMC technical community, the need for real-time or up-to-the-second data from operational systems was stressed with the conclusion that converting operational systems to relational databases was the only viable solution. In contrast, discussions with the functional community in AMC stressed that today's output from information systems is useless because it is 60 days old when received. The functional user didn't ask for real-time access; just day-old or week-old information. In many cases, decision support (trend analysis, projections, etc.) requires that data be frozen and synchronized at some point in time rather than subject to continuous interactive update.

The TACOM approach to exploiting relational database technology for decision support is to map critical data from numerous existing operational systems into relational tables organized to support the weapon system management process (see Figure 1).

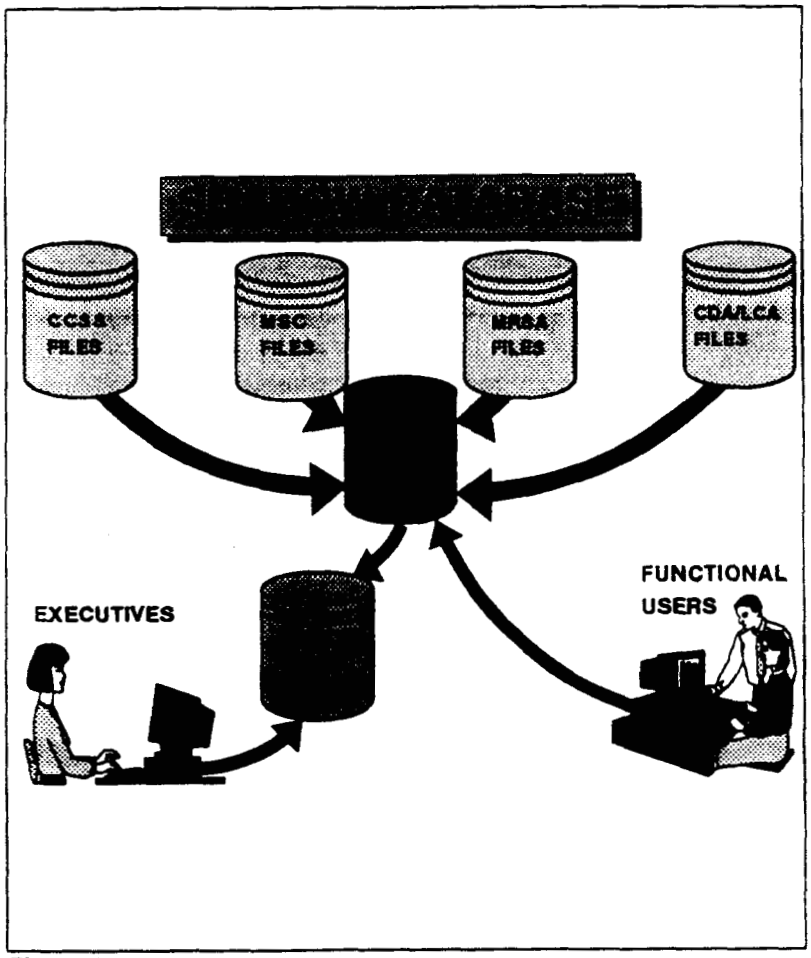


Figure 1

This approach mirrors that taken by HQDA in the DA DSS as well as industry leaders (reference Volume 27 No. 1, 1988, IBM Systems Journal, *An Architecture for a Business and Information System* and IBM's technical paper dated October 1991 titled *Introduction to Information Warehousing*).

The key features of the shadow database concept are listed below:

- Relational databases created from corporate data required by and meeting the needs of the user community.
- Data gathered from sources outside AMC and redesigned where necessary to serve the needs of the user community.
- Data (including non-AMC data) integrated and shared by the entire user community.
- User friendly, menu-driven subsystems to provide access to the data for the unskilled user.
- Freedom of access for the skilled user unconstrained by standard systems. Subsystems developed and run without impairing standard system.
- Application Development Division's role changes from traditional software maintenance to working with the user community to provide consultation, training, and programming support. Net affect is reduction in manhours required for customer support.
- Cheapest method of taking advantage of relational database technology (see SIMA study on implementation of M204, which identified a cost of $2.3M for shadow database implementation vice $29M for conversion of the business systems).
- Promotes data quality improvement, identifying data integrity problems in standard systems.
- Data models tailored to local users needs. Extraneous data elements defined for elimination from future corporate data models.

A significant benefit of shadow databases during the transition years from AMC standard systems to JLSC initiatives is the transparent replacement of business systems, still feeding the same shadow database. As shown in Figure 2, JLSC initiatives can partially overlay existing applications without changing the functional manager's view of the corporate database.

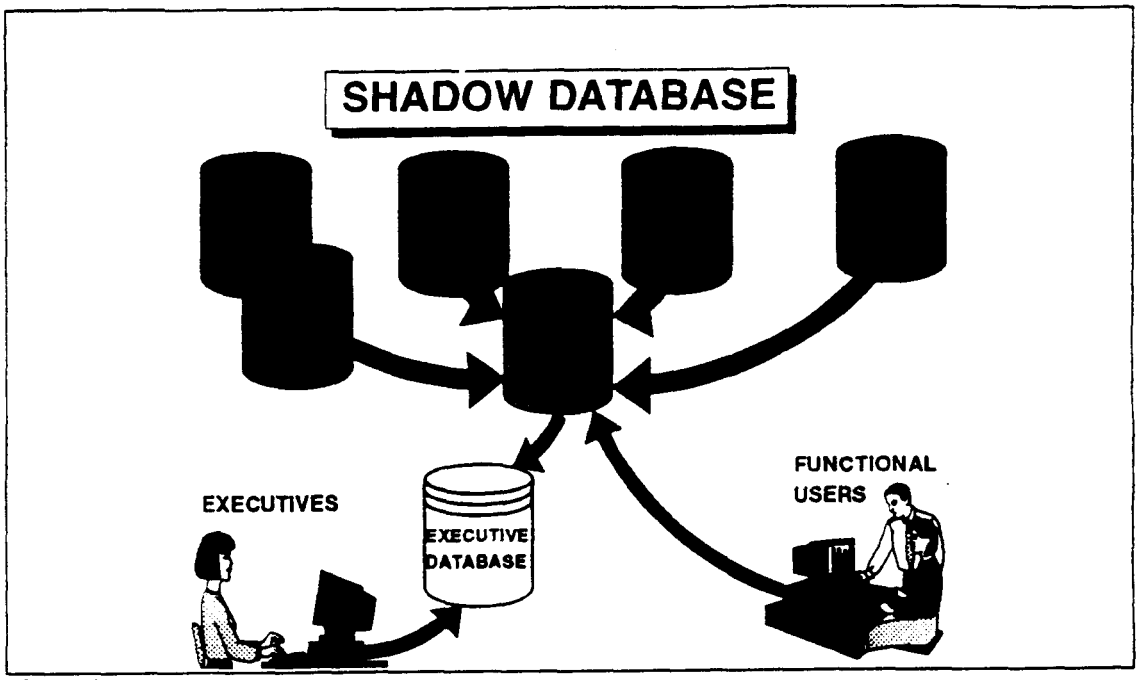


Figure 2

3.3.2.2 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Develop and empower a small DSS group working for the CG. Group must consist of mix of technologists and functionals.

2. Complete IDEF concurrent with implementation of AMC's DSS.

3.3.2.3 Benefits

The AMC Automation Assessment Task Force recommendations have the following benefits:

1. Customer support - quick, inexpensive empowerment of the functional user.

2. Improved business process (TACOM documented savings of $108M in FY91 in management of stocks).

3. Increased freedom of action - ability to look at data from any perspective.

4. Improved ability to plug in new business systems (e.g., JLSC near-term initiatives) without degrading the management process.

5. Increase in programmer productivity (40% improvement was documented by an independent study at TACOM). Software maintenance is quicker, simpler (programs at TACOM are 33% shorter after implementation of shadow databases).

6. Data shared easily across command - AMC-wide corporate database.

3.3.2.4 Implementation

The following task is required to implement the Task Force recommendations: CG AMC direct SIMA to develop shadow database implementation plan within 30 days for AMC-wide implementation within 12 months.

3.3.2.5 Timeframe

The timeframe to implement the Task Force recommendations is the near-term.

3.3.3 Office Automation and Electronic Mail

3.3.3.1 Discussion

Modern information technology is not fully exploited in AMC's automation of the workplace. This has been made clear to the Task Force, which requested E-Mail feedback on the initial Task Force briefing to facilitate sharing of comments received and incorporation of additions and corrections into the report. Instead of receiving the requested E-Mail response, in many cases the Task Force received telefax replies. In virtually all of these cases, the replies were prepared in electronic format, printed in hard copy and faxed to the Task Force. The Task Force expended staff labor to receive, duplicate, and distribute the fax copies among team members. Additions and corrections were then redundantly rekeyed for incorporation into the report.

This anecdote supports the lack of E-Mail utilization throughout AMC. A closer look reveals multiple E-Mail software packages from state-of-the-art commercial off-the-shelf products to awkward, rigid systems. Senior level staff within AMC stated that they are not using electronic mail systems for various reasons including difficult user interface, complex addressing scheme, and questionable reliability of E-Mail delivery through the network. In many cases they rely on fax when E-Mail would be much more appropriate. Additional training, establishment and dissemination of E-Mail policy and procedures, and E-Mail standardization could effect more widespread utilization of this technology in AMC.

3.3.3.2 Recommendations

The AMC Automation Assessment Task Force made the following recommendations:

1. Direct strategic changes in AMC's use of automation as an enabler for senior executives.

2. Emphasize E-Mail as the standard method of information transfer from command level down to subordinate elements.

3.3.3.3 Implementation

The following tasks are required to implement the Task Force recommendations:

1. CG AMC establish policy stating that E-Mail is the method of choice for all official correspondence.

2. CIO task MSC DOIMs to provide E-Mail support to MSC staff with user interface equivalent to or better than ISC's PC Max-E-Mail.

3. CIO enforce implementation of Army standard E-Mail addressing conventions.

3.3.3.4 Timeframe

The timeframe to implement the Task Force recommendations is the near-term.

3.3.4 MSC Comments and Task Force Response

3.3.4.1 Information Systems and Corporate Data

RECOMMENDATION 1. Develop and empower a small DSS group working for the CG to extend shadow database work from TACOM to all MSCs. Group must consist of mix of technologists and functionals.

MICOM Comments

MICOM does not agree that shadow databases are the way that AMC should be going. MICOM used shadow databases during Desert Shield/Desert Storm; however, AMC's thrust should be to convert to relational technology.

In any case, we feel that every MSC has implemented the so-called "shadow database" concept in some form or the other and needs no assistance in this area. The MSC information professionals recognize their obligation to provide state-of-the-art information technology that allows the AMC customer base to increase its productivity and compensate for declining personnel resources. Since AMC has been unable to move the AMC standard systems into such an environment, partly because of the tremendous investment sunk in a complex, integrated CCSS, we have had no alternative other than to use such techniques to remain responsive to the customer and critical mission needs.

Task Force Response

Non-concur. Migration of business systems to relational databases does not solve the requirements of functional managers. This fact is well established in industry and other Army organizations (e.g., HQDA DSS). Recommendation stands.

LABCOM Comments

In response to recommendation #1, "Develop and empower a small DSS group working for the CG to extend shadow database work from TACOM to all MSCs. Group must consist of mix of technologies and functionals," we agree that the TACOM system has yielded benefits for TACOM and the approach may be valid for commodity oriented MSCs. If imposed upon ARL, however, we would have to redesign all of our plans for a corporate information system and possibly abandon our approach for an EIS. Our research mission is not dependent upon a standard system supported by SIMA (or any CSDA) as are commands with readiness and logistics missions.

Task Force Response

Concur. LABCOM should use same approach as TACOM, however, implementation should be tailored to laboratory requirements.

AVSCOM Comments

Use of Info Technology as enabler: Suggest you add the following strategies: 1) Develop AMC Corporate Data Model; and 2) Empower functional community via end-user community. This overall strategy should not just be limited to the senior executive community.

Task Force Response

Concur.

TACOM Comments

Some disagreed with this recommendation due to their feeling that shadow databases are not a viable approach to providing information to the user community. They would like the source systems converted to relational technology (specifically CCSS). I think that if we were to look at the cost of converting CCSS, or any other source data system, to relational technology we would find that it exceeds the cost of establishing shadow files. This would be in terms of both dollars and time. It would also seem inappropriate to consider the conversion of any existing system at this time due to the CIM decisions yet to be made. Consequently, waiting for the source systems to eventually be moved to relational technology means that the benefits to be derived from better information and easier access will be lost. I can appreciate their concern, but I don't think they fully realize the functional benefits that are to be gained. I support the recommendation to form a group made up of both functionals and technical people. They key focus of such a group should be the data elements to be included in a shadow file approach and the corresponding data model. The current TACOM M204 shadow files address some of the functional areas, but they do not include information from the procurement or financial systems. The use of a small DSS group could really facilitate an AMC-wide view of what information should be included. Once the total data view strategy was developed, the work to build the links could be allocated to the various

MSC staffs. All of this could be conducted under the central management strategy with decentralized execution.

Task Force Response

Concur.

RECOMMENDATION 3. Complete IDEF concurrent with implementation of AMC's Decision Support System.

MICOM Comments

Agree.

LABCOM Comments

IDEF is an information systems planning methodology which includes capture of data elements into the data dictionary. IMs plan for ARL was to capture this information as the plan developed. It is anticipated that each MSC will have to complete an IDEF process when AMC proliferates the methodology.

Task Force Response

Concur.

TACOM Comments

We completely agree with this recommendation. I mentioned the need to develop a complete information model in the DSS discussion. We really do need to get a good focus on the underlying information requirements, and then let the technical community work on satisfying the requirements. A comprehensive IDEF will facilitate this requirement.

Task Force Response

Concur.

RECOMMENDATION. Field TACOM's shadow relational database technology to other MSCs for use by functionals. (Previously part of Software Development Section)

MICOM Comments

MICOM has been creating and using M204 shadow files for over three years. These files were a valuable asset during the Desert Shield/Desert Storm timeframe. Currently MICOM maintains in excess of eighty CCSS shadow files. The shadow file concept is a very

expensive way to do business. It requires nightly DMR file extracts and file loads to the M204 format and large quantities of DASD for the M204 shadow file and its keys. Use of this technique will always introduce the possibility that the information accessed by the customer will not be current. Depending on the time of access, and assuming daily extracts, information could be 24 hours old. We believe if online inquiry capability is required then the needed DMR files should be converted to a 4GL database. MICOM has offered to either lead an effort or totally convert the CCSS DMR files to M204.

MICOM developed the AMC Remote Terminal Interpretative System (ARTIS) inquiry system in the early 70's to query the CCSS files and was proliferated to all of the other MSC's to accomplish their query requirements. MICOM currently has over 2300 questions which are actively being used by the MICOM functionals for ad hoc queries ranging in complexity from data element extractions to statistical reporting. This capability is an integral solution to resolving daily requirements. For example, one such question is executed an average of 15,000 times per month.

The functional community recognizes the need to have an SQL/4GL database query tool to access the current and proposed 4GL databases that will be an integral part of the Army's future. This tool should be menu driven and user-friendly. It is felt that a less costly and more efficient way of achieving these goals is to develop these queries using such a tool.

The functionals need the capability to get quick accurate answers to short requests without having to become a quasi-computer programmer.

Task Force Response

AMC's study on M204 conversion documented the fact that cost of shadow file approach is $2M versus $29M for full system conversion recommended by MICOM. In addition, the decision support requirements are not satisfied by the MICOM approach.

CECOM Comments

The report recommends that the TACOM shadow database be fielded to other MSCs for use by functionals and that the focus is on migrating to standard systems. CECOM concurs. CECOM is playing an active role in the usage of TACOM shadow file systems in the logistics CCSS arena. This command is joining in a cooperative agreement to adopt one system, and reviewing other systems. The technology is also present in a CECOM system called Acquisition Process Improvement System (APIC). This system surrounds Corporate data for users of the Acquisition process, provides AI triggers, management reporting, and feeds clean data back to CCSS for update. Shadow file technology is nothing more than a mirror image of CCSS sector/segment file data with user-friendly front-end to assist the item manager in his/her business process. The resource cost to CECOM would be in the Direct Access Storage Device (DASD) arena. CECOM would have to purchase DASD to adopt this technology, and is working toward that end.

DESCOM Comments

Later this year, U.S. Army Depot System Command (DESCOM) will be fielding a "shadow data base " capability to all its depots. Our depots receive their automation support from the Standard Depot System (SDS). As part of the modernization of SDS, business case development methodology was used in establishing the requirements for a management support data base system. It follows the same philosophy as U.S. Army Tank Automotive Command's (TACOM) concept in that management support data is extracted from production data bases to form the SDS-MOD shadow data base. The extracted data will then be loaded to a DATACOMDB data base and functional users will have interactive standard query language (SQL) capability to the data. A bridging system has been developed that will allow the extraction of data to either Unix or DOS environments. These environments will be supported by a product which is compatible to the mainframe version of the DATACOM SQL.

LABCOM Comments

We believe that recommendation #1, "Field TACOM's shadow relational database technology to other MSCs for use by functionals" is an overreaction to the successful implementation of Model 204 in the user community at TACOM. Shadow database technology is not a panacea. Effective implementation requires close cooperation between the developer and the user and extensive training and user support. With all of this in place the user can gain considerable benefit by manipulating the shadow databases. The customer support workload will not decrease but will change in nature and support more customers. Use of shadow databases is vital to ARL's concept of a corporate information system. The TACOM implementation is not appropriate for ARL. ARL's concept is based on using X client/server technology with relevant data extracted from central databases wherever they are located. We have no plans to use M204 shadow databases.

AVSCOM Comments

Field TACOM's shadow database technology to other MSCs for use by functionals: We concur with the implementation of TACOM's shadow databases and have acquired their programs and database schema. However, in the longer term, an AMC corporate data model needs to be developed which incorporates all business information requirements. However, who will fund the direct access storage device (DASD), the additional processing capacity, and training which will be required?

TACOM Comments

Some comments are directed at the idea that shadow files are a very expensive way to do business, and that they are not immediately current with the source data. In addition they focus on the need to convert the source systems to relational database technology with specific reference to CCSS. From a pure DOIM point of view, we initially had the same concerns regarding the use of shadow files. The expense of DASD and the supporting download process did concern us in the beginning. Our need to integrate data from many

different source systems other than CCSS made the use of shadow file the only practical solution. It simply would not be possible to have in excess of 25 source data systems converted to an alternate database system. If our only source of data were CCSS, an argument could certainly be made to convert the source system rather than use shadow files. Once the shadow files were established, the real value became apparent. The vastly improved decision and analysis processes that has been enabled by the shadow files, have more than offset the cost in DASD and operations support. The visibility provided by having not just wholesale data (CCSS), but also retail and other field data systems information available to the TACOM decision maker has given us tremendous benefits. The TACOM NICP has indicated that repair part purchase decisions based on the old way of doing business would have resulted in expenditures $374M greater than actually executed during the period of Feb 90 to the present. The dollar difference was not actually a hard savings because the funding was not available. The key point is that through better information, the decision makers were able to use the available funding by strategically reducing the supply level purchase recommendations in the amount of $374M without impacting operational readiness. That is real leverage, and easily offset the small cost of DASD and data download support requirements. What we quickly learned after making the decision to use shadow files as our approach to providing a more complete integrated information repository to the TACOM users was the great value of being detached from the dynamics of the source system revision processes. In effect, as long as the desired data elements remained, we had very little overhead involved in maintaining our shadow file links. We really didn't care what changes were being made to the technical or functional capabilities of the source systems as long as the primitive data remained intact. Our users have a stable environment and interface to their data without having to worry or become involved in the technical decisions regarding the source databases. They can focus on their data needs and in turn let the IMA professionals worry about technical issues.

Another lesson learned was our early concern about the data being somewhat out of cycle with the source system data has not been a problem. The shadow file data is being used for analysis and decision support. In this capacity it does not have to be real time current. A 24 hour lag does not create a problem for the functional user who is now able to focus on analysis to anticipate needs rather than react to unexpected events. If real time data is required, it is always possible to go to the source system. The main point is that the 24 hour lag in currency of the shadow files has simply not been a problem or issue with the functionals.

A very important aspect of the shadow file concept is making sure the functional have direct access to the data. That means no requirement for a programmer to develop the query. This requires an up front commitment to making sure the ultimate data consumer has received the appropriate level of training. The level of training will vary depending on the level of ad hoc access required by the individual user. The TACOM functional community has been fully supportive of the training requirement, and as the benefits have accumulated, have expanded the number of trained individuals. The M204 classes provided by AMEC are excellent. In a number of cases they are better than the ones provided by the M204 vendor. We are using the M204 user Language. I know that my counter parts at the other MSCs do not feel this is the best way to go. They feel the user must learn more detail than should

be required. Some feel that the user should not have to become a quasi-computer programmer. Not having had the experience of working with an empowered user community, I can understand their concerns. Once the process starts, our experience has shown the functional community not only is capable of learning the tools, but they become very excited when they realize how much capability they have individually. Learning the M204 user Language is not much different that the requirements we impose on the community to learn Lotus 1-2-3, DBASE IV, or any other PC application. Such knowledge is as much a quasi-programming skill as the M204 User Language. The simple fact is that people entering the work force today are very computer literate, and almost demand the ability to be able to work independently.

Task Force Response

Above comments indicate a general willingness to adopt the shadow file or data warehouse approach, however, each MSC is working its own solution. Recommend AMC-Wide solution hosted at the AIPC.

3.3.4.2 Office Automation and Electronic Mail

RECOMMENDATION. Make strategic change in AMC's use of automation as an enabler for senior executives.

MICOM Comments

MICOM is fully exploiting the latest technology in communications and office automation. This command has a campus area network (CAN) that has every major building on Redstone Arsenal tied in. This allows systems such as the MICOM Administrative Support System (MASS) to be accessed by offices all over the Arsenal. This system produces travel orders, 1556 training forms, overtime requests, travel vouchers, etc. and also gives managers the capability to pull personnel statistics on their workforce, such as, how many over a certain age, how many males/females, who received awards, etc. MICOM has an on-line computer based training system, Self Paced Army Computer Education (SPACE) Program that allows each terminal on an employee's desk to be a training mechanism since the integrated CAN gives access to all three tiers of hardware -- micros, minis, and mainframes.

LABCOM Comments

To accomplish recommendation #2, "Make strategic change in AMC's use of automation as an enabler for senior executives," a culture change is required for both the functional and development communities. Close coordination will be required for all elements of AMC.

TACOM Comments

We strongly agree with this recommendation. MSCs note the various ways they have been using automation to enhance their local processes. I am aware of a number of the systems they have implemented, and they are excellent in their capability. If I understand the

recommendation correctly, I feel some may have missed the objective. Their comments seem to address systems being used to support ongoing mission functions rather than senior executives. I am assuming that the recommendation is addressing Executive Information Systems and the need to get an AMC-wide approach in place. This includes the technical approach, and a change in culture in terms of the use of such systems in the day to day decision process. It has been interesting watching senior managers at TACOM begin to realize what complete information can mean in terms of making truly informed decisions. We have a long way to go, but as the culture is changing the demand for additional executive level decision information is growing rapidly. I'm sure having an AMC corporate wide common baseline would made the process that much better.

Task Force Response

Agree.

4. SUMMARY

AMC is successfully supporting the Army in both peace and war. Information technology within AMC is well integrated into AMC business processes and is key to the successes experienced. The challenge for AMC during the transition period is to:

- Implement recommended opportunities to reduce costs/increase effectiveness in existing operations.
- Centrally manage information technology activities during the turbulent reshaping period.
- Decouple their business processes from their automation process by implementing a "data warehouse" in support of TACOM, MICOM, CECOM, AVSCOM, TROSCOM, AMCCOM, and DESCOM, as well as HQ AMC.

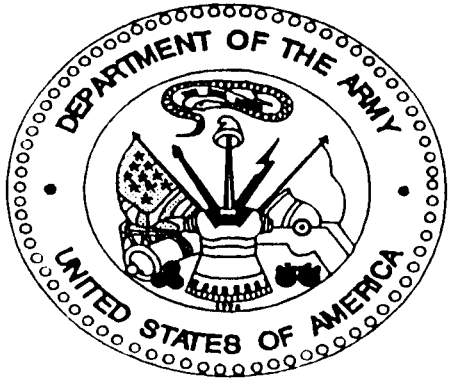
APPENDIX A

AMC AUTOMATION ASSESSMENT TASK FORCE REPORT

BRIEFING 22 MAY 92

AMC AUTOMATION ASSESSMENT

TASK FORCE REPORT



BG ROBERT WYNN
TASK FORCE LEADER

22 MAY 92

FOR OFFICIAL USE ONLY

UPDATE

AMC AUTOMATION ASSESSMENT TASK FORCE REPORT BRIEF STRUCTURE

- REVIEW ACTIVITY
- REVIEW OBSERVATIONS WITH MSC/SRA COMMENTS
- CLOSE

EVENTS SINCE 1 MAY BRIEFING

- COMMENTS FROM FIELD
- T.F. CHANGES
- REPORT TENOR
- HASC MARK

RECOMMENDATION:

"UNIX CONSOLIDATION COMMENTS."

MICOM:

1. NONCONCUR; PROCESSORS REMAIN HEAVILY USED IN SUPPORT OF PROCUREMENT.
2. MOST INTEL'S HAVE BEEN REMOVED.
3. WANT CONTROL OF ORGANIZATION LEVEL INFORAMTION.

LABCOM:

1. NEED AN FEA.
2. DISAGREE WITH REMOVING INTEL HUBS; USE CLIENT SERVER.

AVSCOM/TROSCOM:

1.WHO WILL FUND? DOIM NEEDS FLEXIBILITY TO BE RESPONSIVE.

TF RESPONSE:

1. REPLACE "INTEL'S" WITH CURRENT TECHNOLOGY.
2. AGREE THAT FEA SHOULD BE ACCOMPLISHED. TF ASSERTS MODERN TECHNOLOGY WILL REDUCE O&S.
3. AGREE WITH #3 OF MICOM COMMENTS.

SIMA

OBSERVATION

Savings can be realized by modifying current structure and future locations of SIMA.

DISCUSSION

Approximately 40% of the 900+ personnel in SIMA are not in IM functional area.

BRAC 91 decision to relocate SIMA-E to Rock Island costs the Army $8M in MCA and up to $10M in relocation costs. Software expertise will be lost and operational effectiveness disrupted.

SIMA-W currently leases GSA facilities. Alternative space will be available at Goodfellow.

RECOMMENDATIONS

1. Provide functional input to SIMA using lead MSC/proponent (JLSC).
2. Remove functionals from SIMA TDA.
3. Do not relocate SIMA-E. Bring before BRAC 93 Committee.
4. Relocate SIMA-W to Goodfellow Boulevard and consolidate DPI with AIPC.

BENEFITS

Current functional expertise provided to software development. Cost avoidance of $8M MCA, $10M relocation and approximately $1.0M civilian pay (post reduction). Savings of $3.1M/yr in lease.

TIME FRAME

Mid term

RECOMMENDATION:

"CONVERT PADDS TO UNIX; MOVE TO OTHER HARDWARE."

COMMENTS:

MICOM:

1. STRONGLY DISAGREE THAT PADDS IS A NONCRITICAL SYSTEM.
2. EXPEDITING ON INTERIM SYSTEM DOES NOT APPEAR COST-EFFECTIVE.

TF RESPONSE:

1. AGREE - "GENERAL SUPPORT" IS BETTER.
2. ROI (OF ABOUT 400K) WITHIN 1 YEAR; ENHANCED ACCESS. NO CHANGE TO REC.

RECOMMENDATION:

"CLOSE DSREDS SITES AT FORT BELVOIR AND CECOM AND PROVIDE SUPPORT REMOTELY."

COMMENTS:

MICOM/CECOM: **NONCONCUR; NEED TO ENTER 500,000 + DRAWINGS INTO DSREDS AND EXPLOIT ITS CAPABILITIES.**

TF RESPONSE: AGREE; REVISED RECOMMENDATION

RECOMMENDATION:

"CLOSE AMPMOD; PROVIDE NETWORK VIA DISNET."

COMMENTS:

MICOM: MINIMAL IMPACT; CHECK ON PROCESSING BOIP FEEDER DATA AND QUALITATIVE AND QUANTITATIVE PERSONNEL REQUIREMENTS INFORMATION.

SIMA: CONCUR; EXAMINE COMM NETWORK FOR FUTURE USE.

TF RESPONSE: AGREE

NON-CRITICAL SYSTEMS

OBSERVATION

AMC operates systems that are under used.

DISCUSSION

AMPMOD's purpose overtaken by other systems. DSREDS minimally used at selected locations. PADDS uses outmoded hardware and software. Residual Unisys hardware procured for IPS has minimal load. There is unnecessary layering of minicomputers in office automation LANs.

RECOMMENDATIONS

1. Close AMPMOD; provide network via DISNET.
2. Close DSREDS sites at Fort Belvoir and CECOM and provide support remotely.
3. Convert PADDS to Unix; move to other hardware.
4. Reduce number of Unisys processors.
5. Remove Intel hubs; reduce other file servers.

TIME FRAME

Near term

BENEFITS

Saves $2.0M/YR net in HW/SW costs.

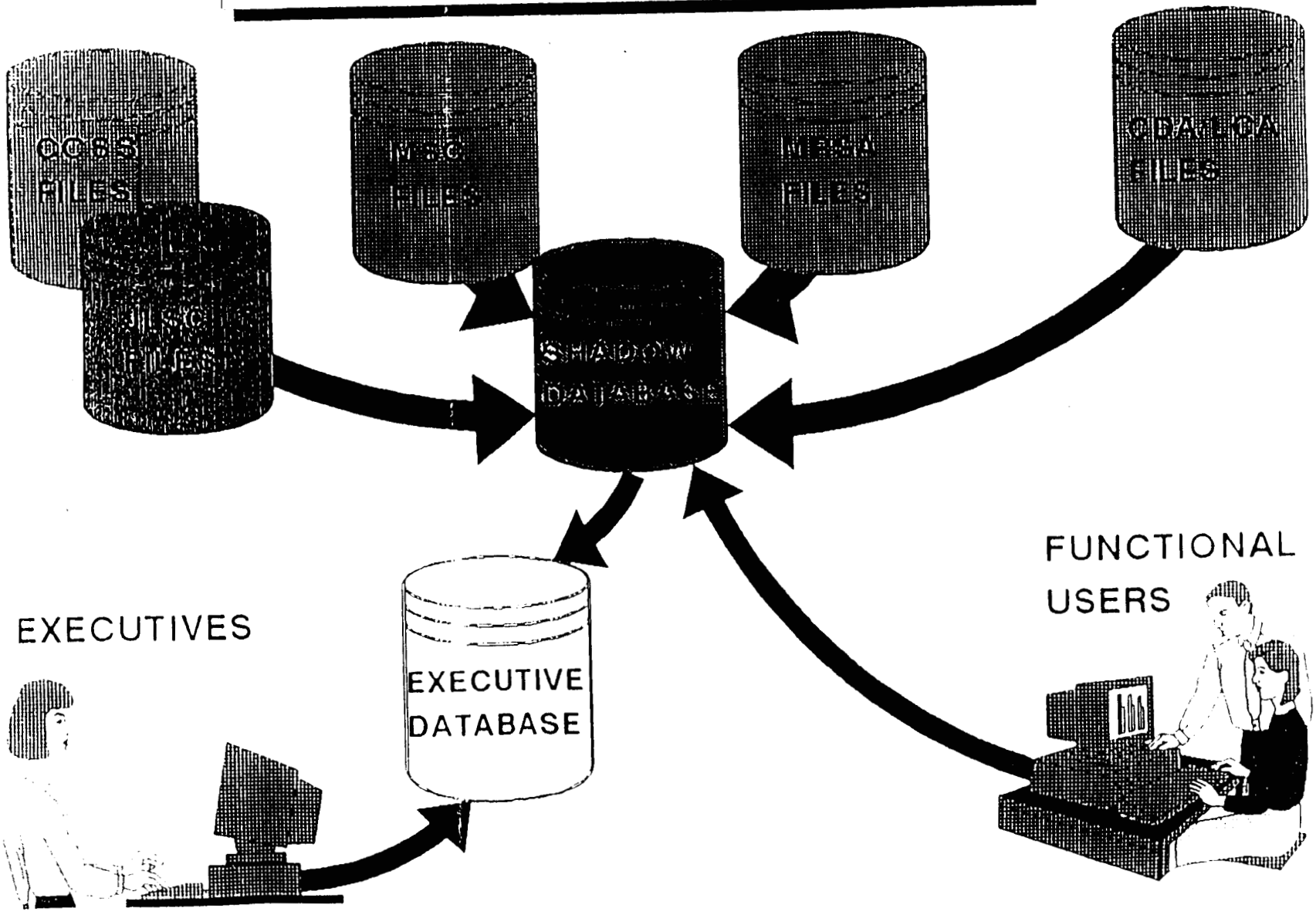
Enhances access for functionals.

TACTICAL INITIATIVES

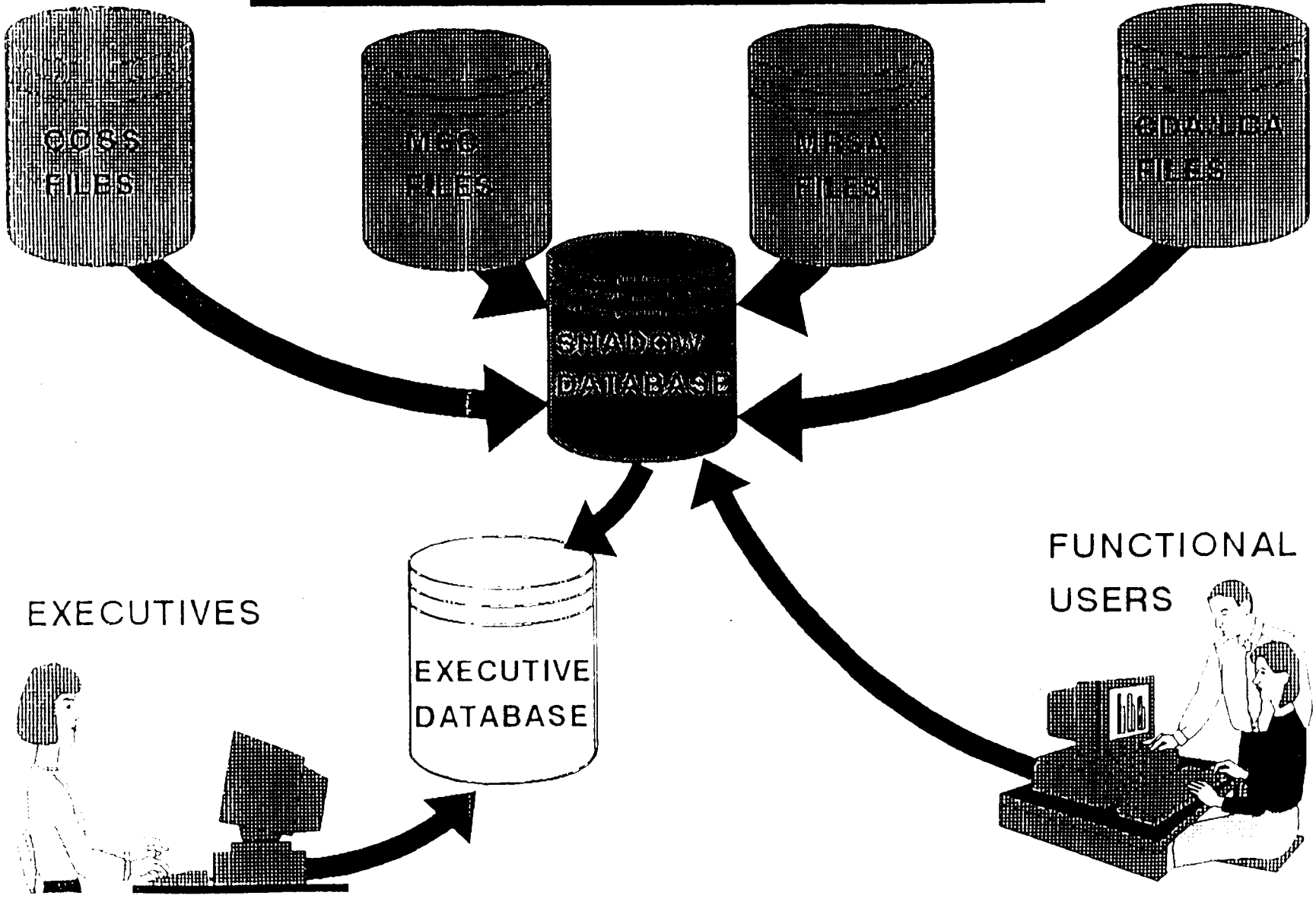
IMPROVEMENTS TO EXISTING PROCESSES

- √ NON-CRITICAL SYSTEMS
- √ SIMA
- √ SYSTEM REVIEW COMMITTEE (SRC) STRUCTURE
- √ SUPERCOMPUTERS
- √ HQ AMC DSS
- √ SINGLE FUNCTION CIRCUITS
- √ UNIX CONSOLIDATION

SHADOW DATABASE



SHADOW DATABASE



"ATTABOYS"

CAD/CAM

AMCCOM:

Information Technology is an enabler at RIA Manufacturing Facility

TACOM:

Design → Machine

SHADOW DATABASE

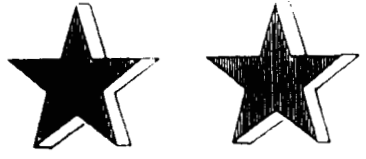
TACOM:

Uses Relational DB technology

Decouples business from automation processes

Facilitates redesign of business processes

AMC IS SUPPORTING THE ARMY DURING IMMENSE CHANGE



TQM

AMC INITIATIVES

Records Management

SISOCS (7 out of 22 sites)

Paperless Cdrs Conference

MICOM:

Innovation and responsiveness to customer

TDY process:

ORDERS → DEPOSIT

BRIEFING STRUCTURE

TIME FRAME

Near term

Within 6 months

Mid term

Within 2 years

SCOPE

Strategic

Fundamental change/ Reengineering

Tactical

Improvement within existing processes

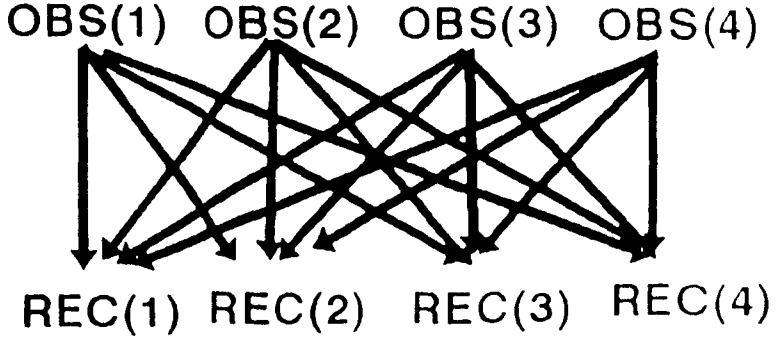
FORMAT OF BRIEFING

OBSERVATION

DISCUSSION

RECOMMENDATION BENEFIT

REALITY OF SITUATION



TASK FORCE GUIDANCE

CG

- √ Identify core competencies in 95-96 and then work back
- √ Reconfigure core competencies for Power Projection
- √ Outsource the margin
- √ Adopt a business orientation
- √ Maintain value-added core within PBG

CSA

- √ AMC is key to Power Projection
- √ Challenge is to reshape AMC
  - Avoid a Salami-Slice approach
  - Become a more efficient organization

TASK FORCE PURPOSE

ENVIRONMENT

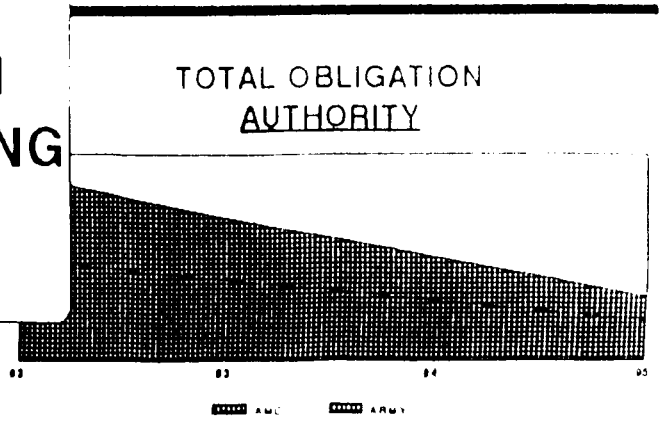
- Incorporating CIM/JLSC
- Implementing BRAC
- Reshaping Army
- Defining Core Competencies
- FY91 Expenditures equal $564M

METHODOLOGY

- √ Series of personal interviews
  - Key staff
  - MSC Commanders
  - SLA, JLSC, PEOs, ARSTAFF
- √ Identified potential opportunities
- √ Developed and validated opportunities

PURPOSE

FIND AND REPORT OPPORTUNITIES TO IMPROVE EFFICIENCY AND EFFECTIVENESS OF INFORMATION TECHNOLOGY SERVICES SUPPORTING ARMY MATERIEL COMMAND



HOUSE ARMED SERVICES COMMITTEE

PUNITIVE HIT

Automatic Data Processing:

($75.0) - - Strong committee feeling that "nobody's in charge" of the full range of communications requirements. They believe that rather than a genuine attempt to provide leadership in a very complex arena, it is easier just to throw money at the problem. The committee cites the GAO and DOD's own audit organization findings of unnecessary equipment being purchased, redundant systems being funded, and oversight being poor.

RECOMMENDATION:

"PROVIDE FUNCTIONAL INPUT TO SIMA USING LEAD MSC/PROPONENT (JLSC)."

COMMENTS:

SIMA:	NONCONCUR
LABCOM	CONCUR
MICOM	CONCUR
AVSCOM/TROSCOM	CONCUR

TF RESPONSE: NO CHANGE TO RECOMMENDATION

RECOMMENDATION:

"DO NOT RELOCATE SIMA-E. BRING BEFORE BRAC 93 COMMITEE."

COMMENTS:

DESCOM: CONCUR

SIMA: CONCUR

AMCCOM: NONCONCUR

TF RESPONSE: NO CHANGE TO RECOMMENDATION

RECOMMENDATION:

"RELOCATE SIMA-W TO GOODFELLOW BOULEVARD AND CONSOLIDATE DPI WITH AIPC."

COMMENTS:

SIMA: DO FEA

AVSCOM/TROSCOM: CONCUR

LABCOM: CONSOLIDATE LEAD MSC

TF RESPONSE: NO CHANGE TO RECOMMENDATION

SRC STRUCTURE

OBSERVATION

Current structure focuses support to specific functions rather than across functional areas.

DISCUSSION

Information technology systems cross functional areas (e.g. CALS, CCSS). Boundaries between SRCs sometimes mixed. Advent of JLSC reduces freedom of action of functional SRCs. AIPCs provide operations support.

RECOMMENDATIONS

1. Establish a single SRC with Command Group oversight (GO/SES) and members from all functional areas.
2. CIO serves as Secretary.
3. JLSC and ISC representation.
4. Restructure FSIs (COL GM15) to provide horizontal integration.

BENEFITS

Improves coordination and integration of changes to information technology systems.

TIME FRAME

Near term

RECOMMENDATION:

"SRC STRUCTURE" COMMENTS

COMMENTS:

GENERAL CONCURRENCE

TF RESPONSE:

1. NO CHANGE.

SUPERCOMPUTERS

OBSERVATION

Current configuration of supercomputer support may not be the most cost effective.

DISCUSSION

AMC operates two supercomputers at Ballistics Research Lab (BRL) and one at Tank Automotive Command (TACOM). Classified work is done at BRL. Additional time is obtained from the University of Minnesota. Technological obsolescence is quick. XMP supercomputer at BRL is on the verge of obsolescence. Army's lengthy acquisition cycle inhibits efforts to stay current.

RECOMMENDATIONS

1. Turn in XMP at BRL.
2. Retain CRAY at BRL to adequately handle classified processing.
3. Conduct functional economic analysis (FEA) to determine if unclassifed processing should be be out sourced or done in house to include the high performance supercomputer at the University of Minnesota.

BENEFITS

Reduces $1.3M per year in hardware and software O&S. Net benefit determined by FEA.

TIME FRAME

Near to mid term

RECOMMENDATION:

"SUPERCOMPUTER COMMENTS"

COMMENTS:

LABCOM:

1. NON CONCUR.

TF RESPONSE:

1. NO CHANGE.

HQ AMC DSS

OBSERVATION

AMC has components for building a DSS.

Overall automation strategy and capabilities are not well defined nor fully used.

No formal functional requirements definition effort is underway to guide DSS development.

DISCUSSION

HQ AMC has a good automation infrastructure based upon an 1,100 workstation LAN connected to mini-computers. HQ AMC relies on FAX and surface mail to communicate data files with MSCs rather than data networks. Connectivity to HQ AMC 9370 equates to connectivity to HQDA DSS network (TRADOC, FORSCOM, etc). Connectivity to HQDA DSS is available, but not commonly known or well utilized. Although a training program is in place, it needs more structure, emphasis, and visibility.

RECOMMENDATIONS

1. Provide world wide E-Mail and HQDA DSS connectivity to staff via HQ AMC LAN and LAN gateway.
2. Support structured and dedicated training and sustainment service.
3. Midterm: Migrate to Lotus Notes or comparable product to exploit group ware, project management, and graphic user interface.

BENEFITS

Inexpensive HQ AMC link to worldwide network and DSS.

Access to HQDA databases.

Empowerment of users.

TIME FRAME

Near to mid term

RECOMMENDATION:

"HQ AMC DSS COMMENTS"

COMMENTS:

GENERAL CONCURRENCE

TF RESPONSE:

1. NO CHANGE.

SINGLE FUNCTION CIRCUITS

OBSERVATION

AMC uses several single function networks with dedicated circuits.

DISCUSSION

Dedicated networks exist for:

- Army Supercomputer Network (ASNET)
- Army Interoperability Network (AIN)
- AMCCOM Video Network
- DESCOM Depot Network
- SISOCS

Network management accomplished either by contractor or informally on a reactive basis.

ASIMS and SISOCS consolidations provide infrastructure for other network requirements.

RECOMMENDATIONS

1. Consolidate stovepipes into single network hubbed around the AIPCs.

2. Outsource network management to ISC.

BENEFITS

Save $800K/yr minimum.

Expand access.

Manage networks proactively.

TIME FRAME

Mid term

RECOMMENDATION:

"SINGLE FUNCTION CIRCUIT COMMENTS"

COMMENTS:

LABCOM: NON CONCUR

AVSCOM/TROSCOM: CONCUR

MICOM: CONCUR FOR EXTERNAL CIRCUITS ONLY

TF RESPONSE:

1. NO CHANGE.

UNIX CONSOLIDATION

OBSERVATION

AMC operates and maintains numerous small Unix systems at each installation.

DISCUSSION

AMC operates from 10 to over 100 Unix hosts at each MSC, each requiring hardware and software maintenance and system administration. New technology provides lower-cost platforms for consolidation of multiple Unix applications.

RECOMMENDATION

Consolidate onto large Unix hosts operated and maintained by the AIPCs.

BENEFITS

Reduces $23K/yr/Sperry in HW/SW maintenance.

Reduces civilian overstrength.

TIME FRAME

Mid term

RECOMMENDATION:

"UNIX CONSOLIDATION COMMENTS."

MICOM:

1. NONCONCUR; PROCESSORS REMAIN HEAVILY USED IN SUPPORT OF PROCUREMENT.
2. MOST INTEL'S HAVE BEEN REMOVED.
3. WANT CONTROL OF ORGANIZATION LEVEL INFORMATION.

LABCOM:

1. NEED AN FEA.
2. DISAGREE WITH REMOVING INTEL HUBS; USE CLIENT SERVER.

AVSCOM/TROSCOM:

1.WHO WILL FUND? DOIM NEEDS FLEXIBILITY TO BE RESPONSIVE.

TF RESPONSE:

1. REPLACE "INTEL'S" WITH CURRENT TECHNOLOGY.
2. AGREE THAT FEA SHOULD BE ACCOMPLISHED. TF ASSERTS MODERN TECHNOLOGY WILL REDUCE O&S.
3. AGREE WITH #3 OF MICOM COMMENTS.

STRATEGIC INITIATIVES

FUNDAMENTAL CHANGES TO BUSINESS PRACTICES

- √ SOFTWARE DEVELOPMENT
- √ STRUCTURE OF INFORMATION TECHNOLOGY SUPPORT
- √ USE OF INFORMATION TECHNOLOGY AS AN ENABLER

SOFTWARE DEVELOPMENT

OBSERVATION

AMC will improve responsiveness and reduce expenses by changing its software development philosophy,

structure, and

scope.

DISCUSSION

The first objective in software development is to enable responsive satisfaction of user requirements. Decoupling the functional from existing applications via a "shadow database" will enable business process redesign and replacement/ standardization of software. Strong central control, enforced standards, and current info technology can complement the effort. Software development organizations seek software work from other sources, which diffuses their focus.

RECOMMENDATIONS

1. Field TACOM's shadow relational database technology to other MSCs for use by functionals.
2. Enforce reduction of unique systems.
3. Focus on migrating to standard systems by providing requirements to developer rather than creating own system (IPAT initiative) (SBIS 3).
4. Create a single information management organization that commands and controls all information technology services throughout AMC, and that capitalizes in place all DOIMs, MSC ADDs, SRA ADDs, and SIMA.

TIME FRAME

Near to mid term

BENEFITS

Improve responsiveness by synchronizing software development.

Reduce cost by reducing variety of software utilities.

RECOMMENDATION:

"FIELD TACOM's SHADOW RELATINAL DATABASE TECHNOLOGY TO OTHER MSCs FOR USE BY FUNCTIONALS."

COMMENTS:

MICOM:

1. SHADOW FILE CONCEPT IS VERY EXPENSIVE WAY TO DO BUSINESS.
2. BELIEVE DMR FILES SHOULD BE CONVERTED TO SQL."

LABCOM:

1. USE OF SHADOW DATABASES VITAL TO ARL'S CONCEPT OF CORPORATE INFO SYSTEM.
2. TACOM IMPLEMENTATION NOT APPROPRIATE FOR ARL.

AVSCOM/TROSCOM:

1.CONCUR, WHO WILL FUND?

TACOM:

1. CONCUR

DESCOM:

1.ALREADY WORKING SHASOW DATABASE PROGRAM FOR DESCOM.

TF RESPONSE:

1. NO CHANGE IN RECOMMENDATIONS.
2. AMC-WIDE IMPLEMENTATION OF STANDARD SHADOW DATABASE SOLUTION FOR DSS IS CHEAPER, FASTER AND ELIMINATES REDUNDANT DEVELOPMENT EFFORTS.
3. IMPROVED CUSTOMER FOCUS.

RECOMMENDATION:

"ENFORCE REDUCTION OF UNIQUE SYSTEMS, FOCUS ON MIGRATING TO STANDARD SYSTEMS BY PROVIDING REQUIREMENTS TO DEVELOPER RATHER THAN CREATING OWN SYSTEM (IPAT INITIATIVE) (SBIS 3).."

COMMENTS:

MICOM:

UNTIL "PERFECT INTEROPERABILITY AMONG ALL STANDARD SYSTEMS"..."LOCAL SOFTWARE GENERATION...WILL BE NECESSARY."

LABCOM:

UNIQUES REQUIRED UNTIL STANDARD SYSTEMS REQUIREMENTS.

AVSCOM/TROSCOM:

UNIQUE SYSTEMS RESPOND TO CHANGES QUICKER.

TACOM:

CONCUR

TF RESPONSE:

1. NO CHANGE IN RECOMMENDATIONS.
2. MSC COMMENTS REINFORCE HASC PERCEPTION THAT "NOBODYS IN CHARGE."

RECOMMENDATION:

"CREATE A SINGLE INFORMATION MANAGEMENT ORGANIZATION THAT COMMANDS ALL INFORMATION TECHNOLOGY SERVICES THROUGHOUT AMC, AND THAT CAPITALIZES IN PLACE ALL DOIMS, MSC ADDs, SRA ADDs, AND SIMA.

COMMENTS:

MICOM:

1. COMMANDING OFFICER SHOULD BE DELEGATED AUTHORITY TO DECIDE HOW TO APPLY RESOURCES INCLUDING DOIM.

LABCOM:

1. HQ AMC SHOULD BE IN STAFF SUPPORT ROLE RATHER THAN DIRECT SUPPORT OF OPERATION ELEMENTS.

AVSCOM/TROSCOM:

1.LOCAL COMMANDER NEEDS TO MAINTAIN CONTROL OF DOIM/ADD RESOURCES.

TACOM:

1. CONCUR WITH COMMENT (RETAIN LOCAL FLEXIBILITY VIA SHADOW DATABASE).

TF RESPONSE:

1. NO CHANGE IN RECOMMENDATIONS.

2. FOCUS ON CORE COMPETENCIES.

STRUCTURE OF INFO TECHNOLOGY SUPPORT

OBSERVATION

Fundamental changes to AMC business environment are inevitable.

Currently AMC has 4,734 personnel onhand with 3,876 FY92 authorizations and 3,296 FY93 authorizations (excluding ADDs and SIMA).

DISCUSSION

JLSC/CIM will mandate future systems. Mainframe and network operations will migrate out of AMC (defacto outsourcing). Functionals will place greater reliance on computer networks.

AMC needs to define its business processes and core competencies (IDEF).

Resource constraints and DOD policy reduce freedom of action.

AMC functional requirements interface to JLSC and IM service providers still required.

RECOMMENDATIONS

1. Outsource information technology support to ISC.

2. Get HQDA resolution regarding reduction to authorized strength in FY92.

BENEFITS

Increase functional's focus on core competencies.

Attains business, vice informal, relationship for IT support.

Focuses IT provider on providing support at equal or less cost. Makes IT support costs explicit.

TIME FRAME

Near to mid term

RECOMMENDATION:

"OUTSOURCE INFORMATION TECHNOLOGY SUPPORT TO ISC"

COMMENTS:

GENERAL NON CONCURRENCE

TF RESPONSE:

1. NO CHANGE. TECHNOLOGY SERVICES ARE ISC'S CORE FUNCTION

USE OF INFO TECHNOLOGY AS AN ENABLER

OBSERVATION

Automation systems dictate AMC's business processes.

Information technology is not being fully exploited.

DISCUSSION

Current approach tying business processes to automated systems constrains AMC's efforts to change business processes. Problem will get worse as control of systems transitions to JLSC. Decoupling the functionals from existing applications will enable business process redesign and reduce impacts of migration to JLSC standard systems.

Acceptable automated tools for electronic communication and office automation are not available throughout AMC.

RECOMMENDATIONS

1. Develop and empower a small DSS group working for the CG. Group must consist of mix of technologists and functionals.
2. Make strategic change in AMC's use of automation as an enabler for senior executives.
3. Complete IDEF concurrent with implementation of AMC's Decision Support System.

BENEFITS

Improves business process. TACOM saves $108M in FY91 in management of stocks.

TIME FRAME

Near term

RECOMMENDATION:

"USE OF TECHNOLOGY AS AN ENABLER"

COMMENTS:

GENERAL CONCURRENCE WITH CONCEPT,
BUT DESIRE TO IMPLEMENT LOCALLY
UNDER CONTROL OF MSC COMMANDER

TF RESPONSE:

NO CHANGE. AMC-WIDE SOLUTION PROVIDES BEST
SUPPORT TO CORPORATE DATA NEEDS

FOLLOW-ON ACTIONS

- √ TASK FORCE FINAL REPORT TO CG, AMC DUE 22 MAY 92
- √ IMPLEMENTATION OF APPROVED RECOMMENDATIONS

CLOSING REMARKS

- TENOR OF REPORT ("OPPORTUNITIES")
- "CUSTOMER FOCUS" OF TF
- EMPOWER AND ENFORCEMENT
  - **CENTRAL C2 DURING REDUCTION**
  - **RESISTANCE TO CHANGE**
- NEXT STEPS

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1. BACKGROUND

1.1 Task Force Purpose

In February 1992, the Director of Information Systems Command, Control, Communications, and Computers (DISC4), LTG Hilmes, established a Task Force headed by BG Wynn, Commander, 7th Signal Command, to conduct an automation assessment for the Army Materiel Command (AMC) Commander, GEN Ross. The purpose of the assessment was to provide direction for AMC's automation support for the next five years. The Task Force was to find and report opportunities to improve efficiency and effectiveness of information technology services supporting AMC. The scope of the assessment included all areas of information technology services with the primary focus on automation systems and computer networks. The assessment addressed areas throughout AMC, including the Headquarters (HQ) and each Major Subordinate Command (MSC).

The goal of the Task Force was to help AMC posture its Information Mission Area (IMA) to support the goals and objectives of AMC's long-range functional business plan. AMC's plan to reshape its organization with a focus on core competencies and re-engineered business processes with less workforce will require dramatic changes in its automation support. Department of Defense (DOD) and Army initiatives influencing this change include:

- DOD Corporate Information Management (CIM)
- DOD Joint Logistics Systems Center (JLSC)
- Department of the Army (DA) Sustaining Base Information Systems (SBIS)
- DA Installation Support Modules/MACOM Internal Support Modules (ISM/MISM)
- Defense Business Operations Fund (DBOF)
- Migration to Open Systems Environment (OSE)

1.2 Task Force Methodology

The Task Force began by conducting personal interviews with key AMC staff, MSC commanders, leadership, functional managers and technical experts to draw upon their extensive knowledge and experience with AMC's baseline information technology services. In the interviews, the Task Force obtained information on existing information technology services, limitations of current support and recommendations for improvements. The Task Force also discussed the process for identifying and implementing changes to information systems in each interview.

Information obtained in the interview and an extensive amount of background information provided to the Task Force were analyzed to identify potential cost reductions and opportunities for increased productivity. Within the time allowed, the Task Force validated the opportunities. Key documents in the analysis were:

- Army Information Process Action Team (IPAT) Information Technology Sub-Group Report
- AMC Software Scrub
- M204 Implementation Plan
- AMC Geographic/Technical Architecture
- Streamlining Information Service Operations Consolidation Study (SISOCS)

The information obtained from AMC staff and AMC reports was heavily supplemented by information from industry. Key industry documents include industry references on implementing relational database technology in a decision support environment (i.e., data warehouse approaches) and references on out-sourcing General Motors information technology support to Electronic Data Systems (EDS).

Most of the Task Force's observations were derived from recommendations provided by the AMC senior staff and commanders. Many of these recommendations were initially addressed in earlier AMC reports. The Task Force focused on near-term customer support to the functional managers, especially in the areas of decision support and use of technology as an enabler. Where many of the AMC reports discussed improving existing methods of information technology support, the Task Force approach focused on requirements of functional managers, looking for opportunities to free the functional managers from the constraints of existing information systems and their cumbersome support structure.

The Task Force briefed AMC senior staff and commanders on its interim results throughout the study:

• AMC Chief of Staff	06 Apr 92
• AMC Commanding General	01 May 92
• AMC Major Subordinate Commands	11 May 92
• AMC Commanding General	22 May 92

Copies of the briefings were distributed to the Major Subordinate Commanders and their comments solicited. These comments are provided as part of this report.

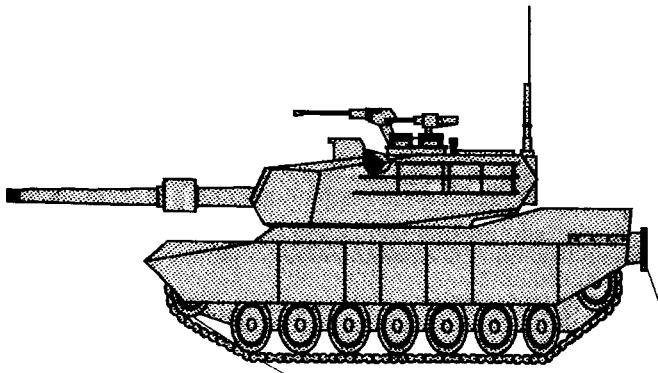
1.3 Organization of Task Force Report

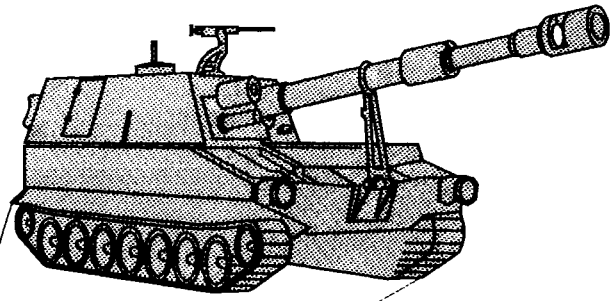
The Task Force report is divided into four major sections: Background, Tactical Initiatives, Strategic Initiatives, and Summary. The tactical initiatives include recommendations to improve the efficiency and effectiveness of existing processes. Although these initiatives are intended to provide near-term benefits, they are intended to align AMC's information technology support with the target environment five years out. Examples of tactical initiatives recommendations include continued consolidation of business systems and strategic networks. This category includes improvements of systems that will eventually be replaced by CIM or JLSC initiatives. In these cases, the Task Force carefully reviewed the status of existing systems, the CIM plans and the cost for improvements. The Task Force determined that these systems warranted near-term improvements while waiting for CIM/JLSC replacements. A full functional economic analysis is required prior to implementation of these recommendations.

The strategic initiatives include fundamental changes to AMC's use of automation. These initiatives are divided into two categories: structure of information technology support and the use of information technology as an enabler. In these initiatives, the Task Force proposed a paradigm shift in AMC's use of information technology. The recommendations include: (1) proposals to refocus AMC on its core competencies and out-sourcing information technology support, and (2) proposals to 'decouple' AMC's business practices from the automation systems by making a dramatic change in the use of the information captured through existing information systems.

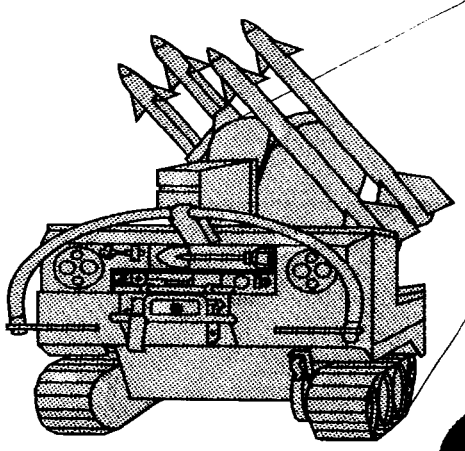
Comments on the interim findings are incorporated into the Task Force report immediately following each initiative. Many of these comments are based on early findings that have been revised based on comments from the field and additional research.

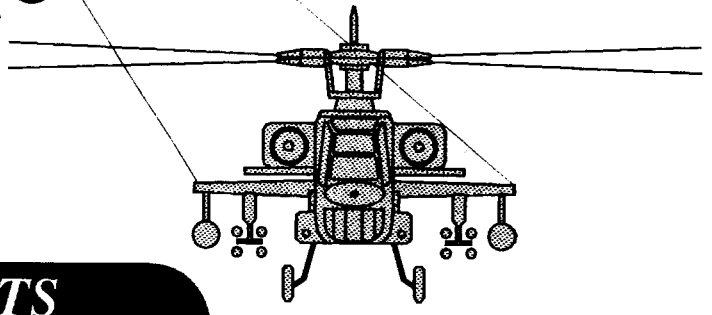
Document Separator





Major Item Information Center





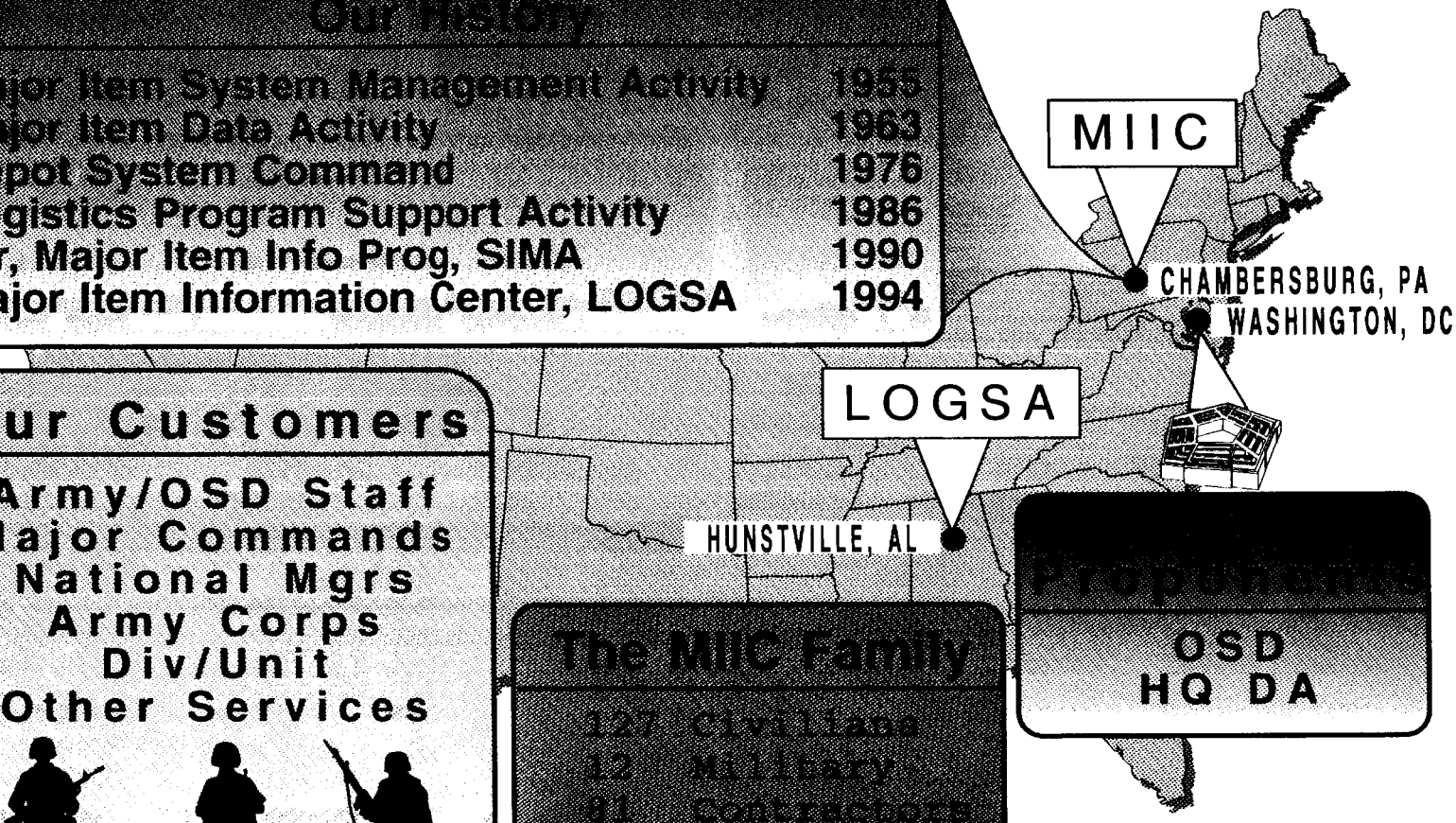
KEY POINTS

MISSION CRITICAL TO ARMY/DOD
MISSION UNIQUE
IMPACT OF MISSION FAILURE

WHO WE ARE...

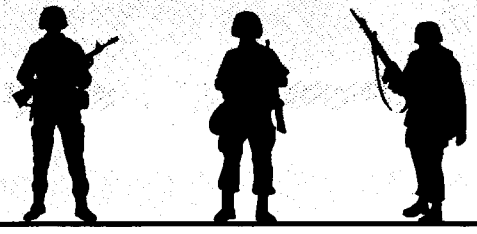
Our History

Major Item System Management Activity	1955
Major Item Data Activity	1963
Depot System Command	1976
Logistics Program Support Activity	1986
Dir, Major Item Info Prog, SIMA	1990
Major Item Information Center, LOGSA	1994



Our Customers

Army/OSD Staff
Major Commands
National Mgrs
Army Corps
Div/Unit
Other Services



The MIIC Family

127 Civilians
12 Military
81 Contractors

Avg # Yrs Experience
16.2

Major Item Information Center

- Army's Only Source For Major Item Information
- Specialized Knowledge and Skills -- Not Found Elsewhere

WHAT WE DO . . .

THREE UNIQUE MISSIONS

Integration of Major Item Business Processes and Information

Force, Requirements, Assets

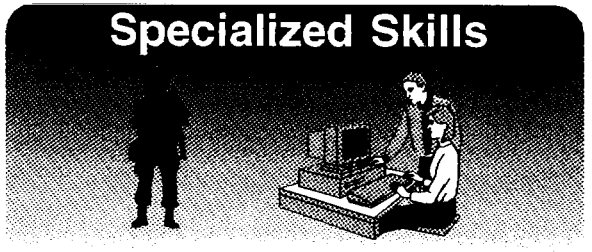
Equipping and Sustaining Combat Ready Force

Total Asset Visibility

All Classes Of Supply

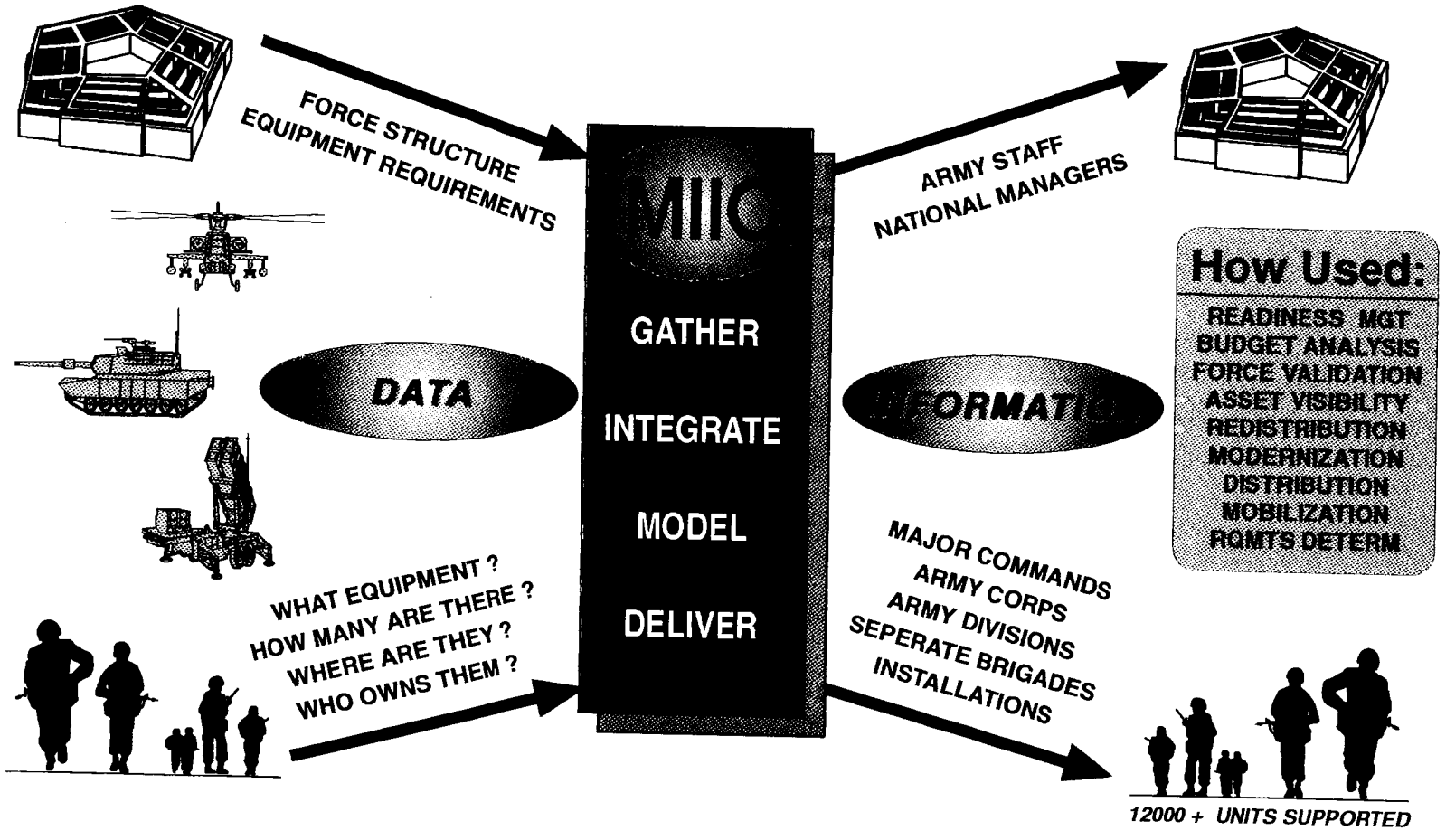
Conventional Arms Treaty Support

Information and Technical Support to All Services/53 Countries



Major Item Information Center

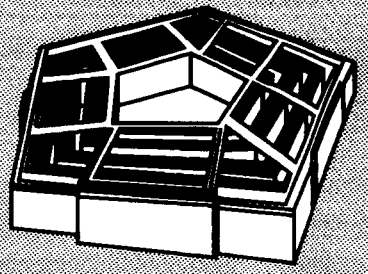
MAJOR ITEM MISSION



Major Item Information Center

SOLE SOURCE FOR MAJOR ITEM INFORMATION

How Major Item Information Is Used



- SUPPORT CONTINGENCY OPERATIONS
  - Determine Available Assets
  - Analyze Equipment Support Requirements
- DETERMINE REDISTRIBUTION PRIORITIES
- JUSTIFY BUDGET SUBMISSIONS
- VALIDATE FORCE DECISIONS
- ANALYZE READINESS

MAJOR COMMANDS
ARMY CORPS
ARMY DIVISIONS
SEPARATE BRIGADES
INSTALLATIONS
UNITS

- SUPPORT CONTINGENCY OPERATIONS
- REDISTRIBUTION
- ASSET VISIBILITY
- REQUIREMENTS VALIDATION
- READINESS FIXING

Major Item Information Center

THE ARMY'S ONLY SOURCE

THE ARMY STAFF

MIIC SUPPORT IS VITAL TO THE ARMY LEADERSHIP !

"...the primary information tool used to determine available assets to support contingency operations"

"used by the ARSTAF to determine redistribution priorities"

"used during recent deployment to Somalia, Rwanda, and Haiti to determine available assets"

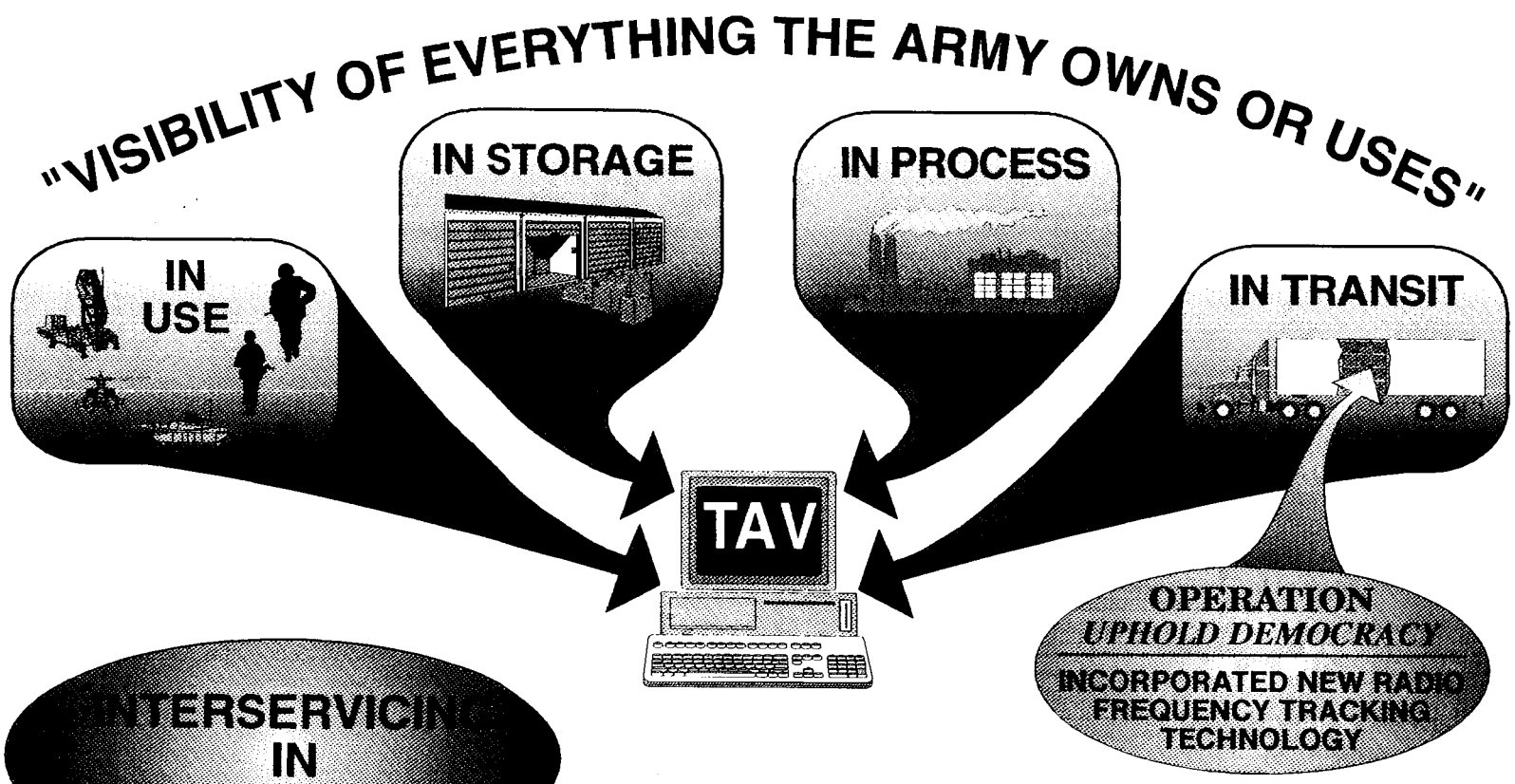
"heavily used during Desert Storm to analyze equipment support requirements"

"used by the ARSTAF to justify budget submissions and defend...to Congress"

"Without MIIC, the ARSTAF would not have the information needed to determine the readiness of deploying units..."

Major Item Information Center

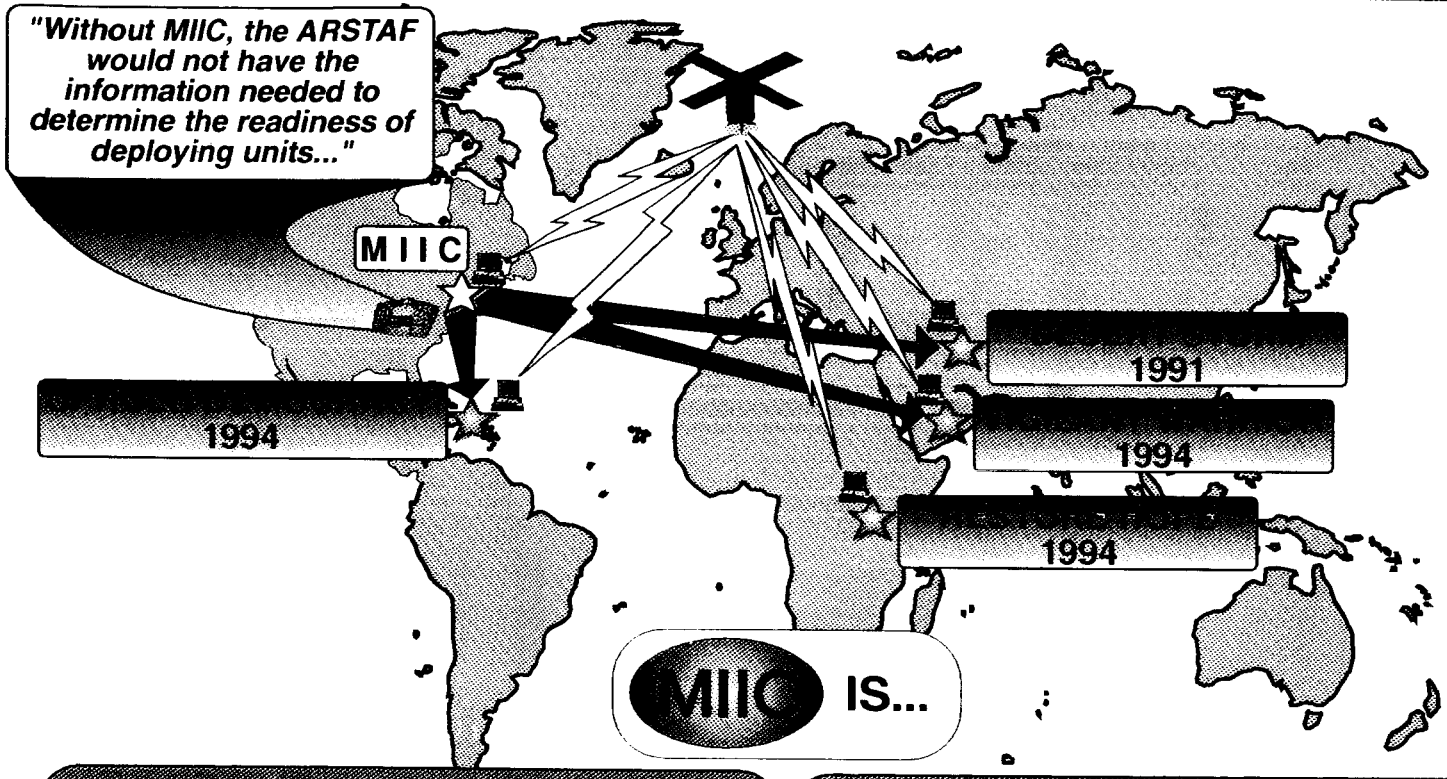
TOTAL ASSET VISIBILITY



Major Item Information Center

SUPPORT TO MOBILIZATION AND DEPLOYMENT

"Without MIIC, the ARSTAF would not have the information needed to determine the readiness of deploying units..."



MIIC IS...

THE "EYES" OF ARMY

- ACCURATE AND TIMELY INFORMATION
  - ▷ *EQUIPMENT/MATERIEL IN THEATER*
  - ▷ *IN-TRANSIT VISIBILITY*
  - ▷ *LEVEL OF EQUIPMENT READINESS*

THE LINK BETWEEN DEPLOYED FORCES AND NATIONAL MANAGERS

- EQUIPMENT ACCOUNTABILITY/VISIBILITY
- REPLACEMENT OF COMBAT LOSSES
- IDENTIFICATION OF CRITICAL ITEM SHORTAGES

Major Item Information Center

MAJOR REGIONAL CONTINGENCY

CONVENTIONAL ARMS TREATY SUPPORT

CONVENTIONAL FORCES EUROPE	1990
CONFIDENCE AND SECURITY BUILDING MEASURES	1992
TRANSPARENCY IN ARMAMENTS	1993
GLOBAL EXCHANGE OF MILITARY INFORMATION	1994

OUR ROLE... **INFORMATION & AUTOMATION SUPPORT TO:**

JOINT STAFF, OTHER SERVICES
EUROPEAN UNIFIED COMMAND
NATO
FIFTY THREE OTHER COUNTRIES

TECHNICAL ASSISTANCE AT ANNUAL EXCHANGES

TERSERVICING
TERNATIONAL

OUR SKILLS... **TREATY EXPERTISE**
DATA MANAGEMENT

Major Item Information Center

THE MOVING OF MIIC . . .

THE REAL COST == IMPACT ON READINESS

EVERYBODY LOSES

THE ARMY/DOD

LOST ACCOUNTABILITY/VISIBILITY OF EQUIPMENT

THE SOLDIER

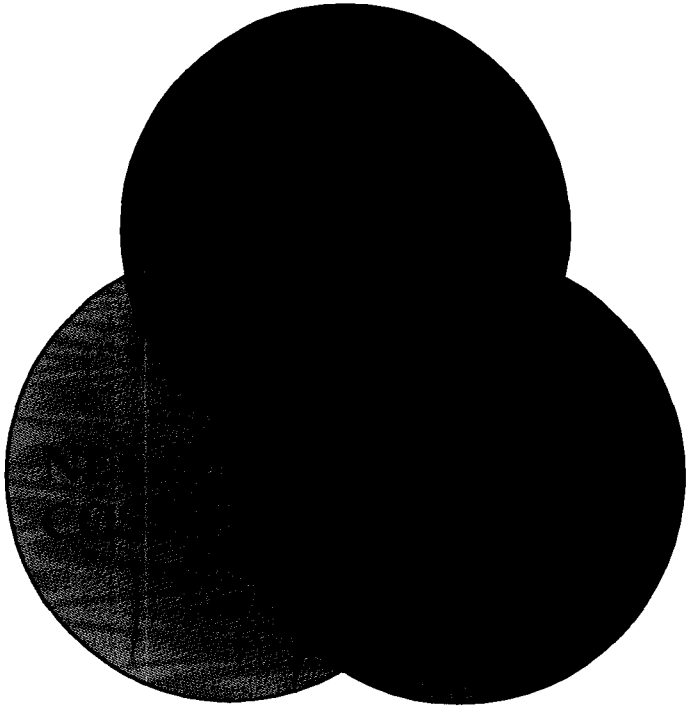
LOSS OF CRITICAL SUPPORT

THE TAXPAYER

MAJOR EXPENSE - - NO VALUE ADDED

Document Separator

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS - SIMA EAST



THE WINNERS ... NATIONAL DEFENSE AND THE TAX PAYER

WHO IS SIMA EAST?

SIMA EAST IS .....A FEE-FOR-SERVICE CENTRAL DESIGN ACTIVITY (CDA) WHICH PERFORMS COMPUTER SYSTEM DESIGN AND MAINTENANCE OF LOGISTICS AND FINANCIAL SYSTEMS.

209 ORGANIC & 37 CONTRACTOR STAFF

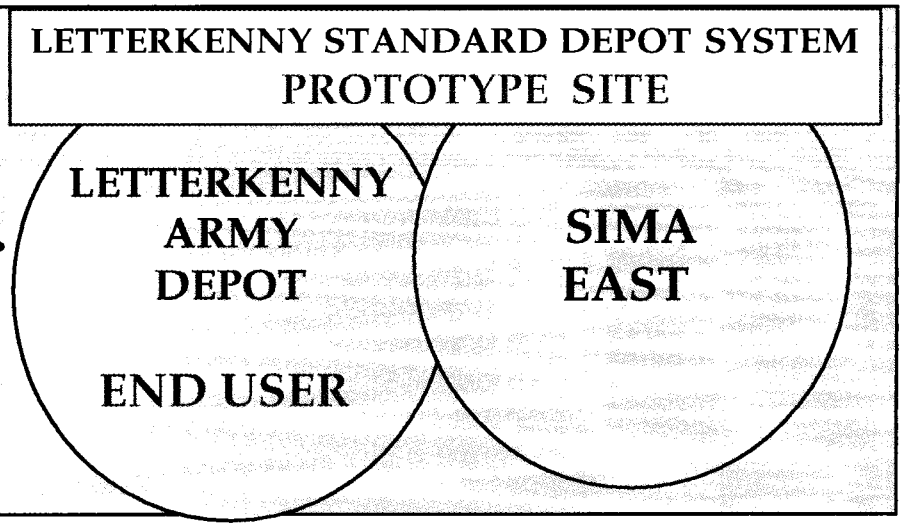
SIMA EAST BACKGROUND

FISCAL YEAR

FY91	BRAC 91 DIRECTED SIMA EAST MOVE TO ROCK ISLAND
FY93	SIMA EAST OP CON'D TO DISA UNDER DMRD 918
FY93	BRAC 93 REVERSED BRAC 91 BASED ON FACT SIMA EAST AS A CDA WOULD TRANSFER TO DISA UNDER DMRD 918
FY94	DOD REVERSED DECISION TO TRANSFER CDA'S TO DISA
FY95	ARMY'S POSITION IS - DOD'S REVERSAL ON CDA'S TO DISA PUTS SIMA EAST BACK INTO BRAC 93 LAW AND IS TO MOVE TO ROCK ISLAND.

WHY SIMA EAST LOCATED AT LETTERKENNY BACKGROUND

THE THIRTY YEAR PARTNERSHIP ...



GAO REPORT - BRAC 91
DOD BRAC 91 PROPOSAL
CONCERNS ON SIMA EAST MOVE TO ROCK ISLAND

GAO REPORTS SPECIFICALLY ON SIMA EAST'S RELOCATION TO ROCK ISLAND

GAO REPORT - 5/17/91

"SOME CONCERNS HAVE BEEN RAISED OVER THE VARIOUS REALIGNMENTS...

SPECIFICALLY, THE CONCERNS DEAL WITH WHETHER THE RECOMMENDED REALIGNMENT OF SIMA IS RATIONAL AND ECONOMICAL."

DISA RECOMMENDATION FOR BRAC 93 PROCESS

DISA'S INDEPENDENT ASSESSMENT

- **NO JUSTIFICATION FOR ALIGNING SIMA EAST TO ROCK ISLAND ARSENAL**
  - **LESS THAN 25% OF WORK PERFORMED BY SIMA EAST IS ASSOCIATED WITH INDUSTRIAL OPERATING COMMAND AT ROCK ISLAND ARSENAL**

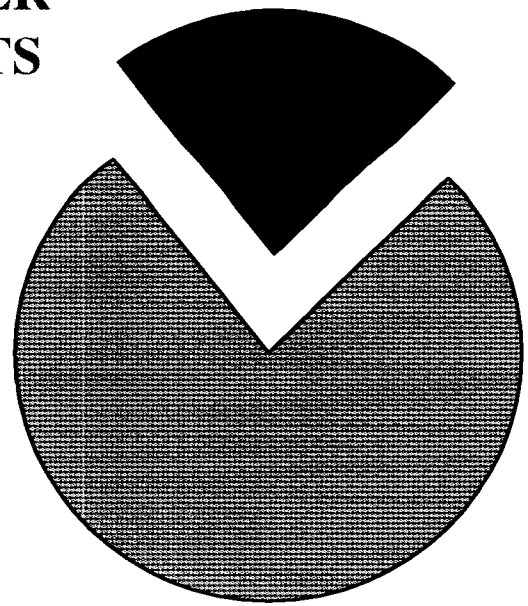
DOD & BRAC COMMISSION BRAC 93 POSITION

SIMA EAST MOVE TO ROCK ISLAND MAKES NO SENSE ...
" LESS THAN 25% OF WORK ...IOC"

NOTHING CHANGED!

FY96 CUSTOMER REQUIREMENTS

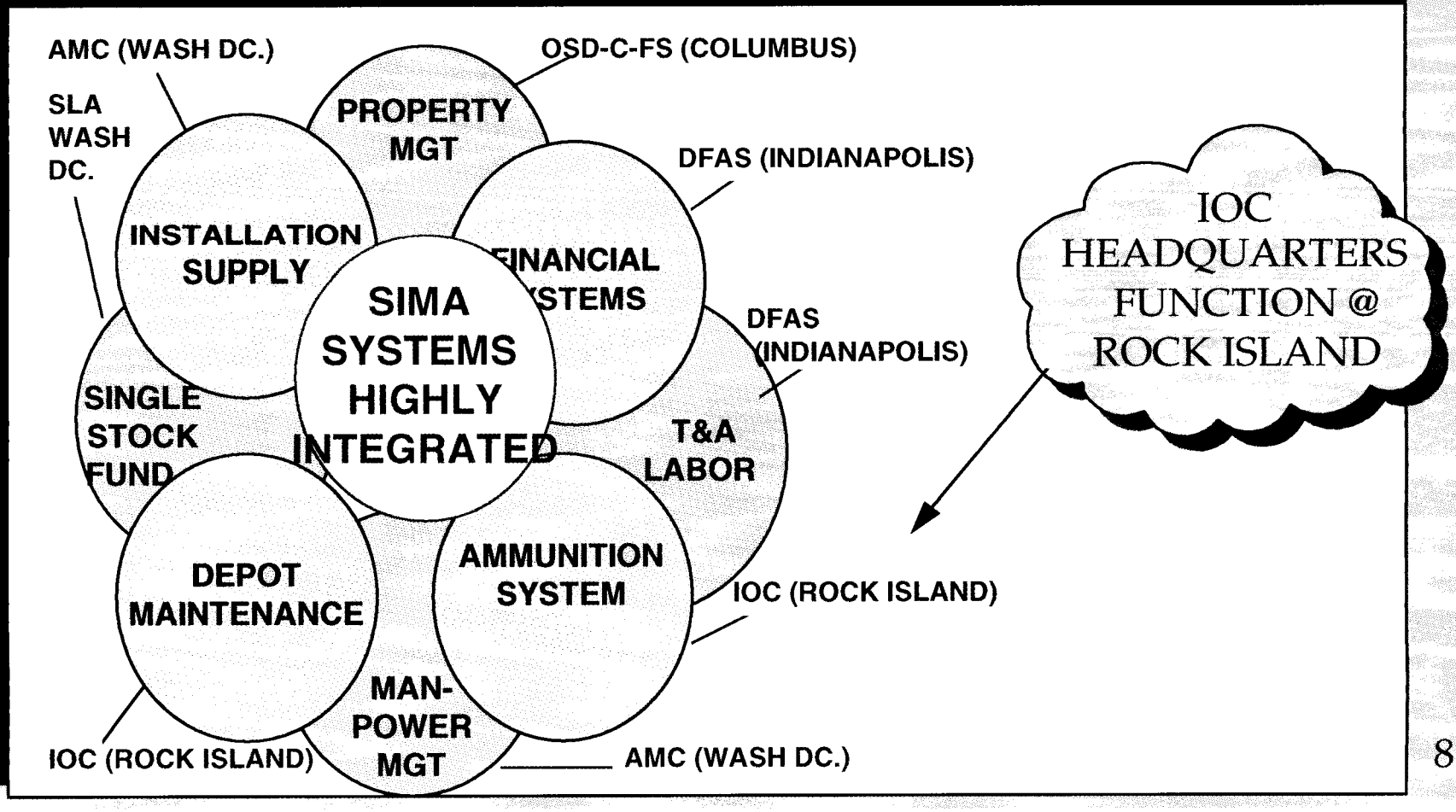
23% IOC



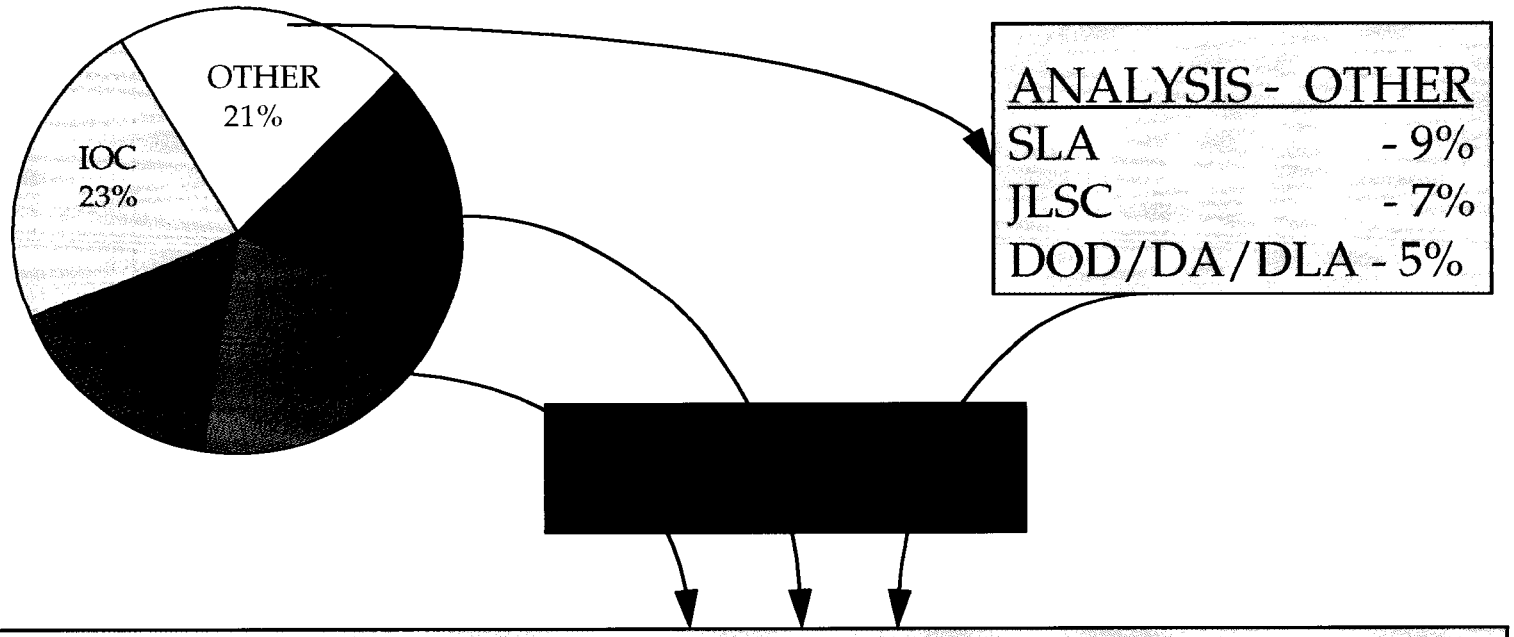
77%

FY96 STILL LESS THAN 25% FOR IOC

WHO WORKLOADS & FUNDS SIMA EAST



SIMA EAST...FY95 PERCENTAGE OF DIRECT LABOR BY CUSTOMER



CORPORATE INFORMATION MANAGEMENT (CIM) DEVELOPMENT & DEPLOYMENT INITIATIVES. SUPPORT DOD'S OBJECTIVE TO STANDARDIZE SYSTEMS FOR ALL SERVICES.

MILITARY VALUE

DPAS...SIMA EAST'S SUPPORT TO DOD CIM MIGRATORY SYSTEM

- **DEFENSE PROPERTY ACCOUNTABILITY SYSTEM (DPAS)**
  - DOD STANDARD "TRULY PURPLE" IN DEPLOYMENT PHASE
  - ELIMINATE SERVICE UNIQUE SYSTEMS
  - HUGE SAVINGS THRU STANDARDIZATION

SPIRIT & INTENT OF DMRD 918

DPAS PROJECT MANAGER - CONCERNS

FRANK EGAN, SES

"IN THESE ACTIONS (BRAC) ONLY A SMALL PERCENTAGE OF PEOPLE RELOCATE RESULTING IN LOSS OF VALUABLE SKILLS AND MISSION FAILURE. THIS UNDERMINES GUIDANCE ON IMPLEMENTATION OF STANDARD SYSTEMS."

MILITARY VALUE

DFAS...SIMA EAST TO FINANCIAL CIM MIGRATORY SYSTEMS

- **DEFENSE FINANCIAL ACCOUNTING SYSTEMS**
  - **STANDARDIZE SIFS AND ATAAPS SYSTEMS**
  - **ELIMINATE UNIQUE SYSTEMS**
  - **HUGE SAVING THRU STANDARDIZATION**

SPIRIT & INTENT OF DMRD 918

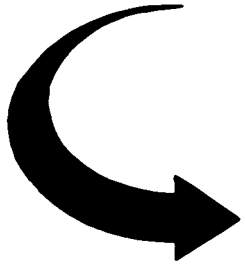
DFAS PROJECT MANAGER - CONCERNS

BOBBY DERRICK - DFAS

"MOVEMENT OF PEOPLE WILL DESTROY MY CIM STANDARDIZATION PROJECTS. I DON'T WANT TO MOVE ANYONE."

CG IOC SAYS.....

- "I DO NOT SUPPORT A MOVE TO ROCK ISLAND ARSENAL FOR SIMA."



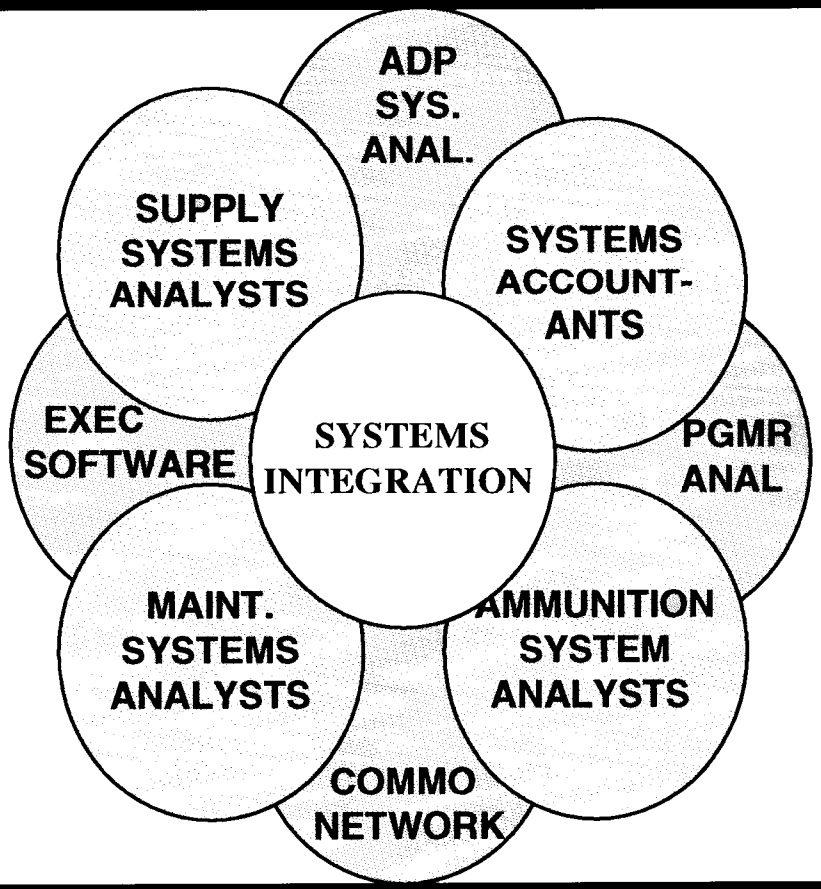
HOWEVER

- IF DIRECTED TO DO SO, HE WILL SUPPORT DOD DECISION AND RELOCATE SIMA EAST ON FAST TRACK.

MILITARY VALUE

SIMA
SYSTEMS INTEGRATION AND MANAGEMENT
...IT IS MORE THAN A NAME:

LOSS OF UNIQUE SKILLS WILL RESULT IN MISSION FAILURE UP TO 3 YEARS



SIMA EAST ... UNIQUE SYSTEMS INTEGRATIONS SKILLS CRITICAL TO ARMY.

- **AVERAGE TIME REQUIRED TO ACHIEVE FULL PERFORMANCE LEVEL BY TYPE EMPLOYEE:**

- **FUNCTIONAL ANALYSTS = 6 YRS**
- **EXECUTIVE SOFTWARE =3 YEARS**
- **ADP SYSTEMS ANALYST = 3 YRS**
- **PROGRAMMER ANALYSTS = 1.5 YRS**

FY92
AMC AUTOMATION ASSESSMENT
JUNE 1992

AN INDEPENDENT TASK GROUP

- PREPARED FOR:
- GEN JIMMY D. ROSS
- COMMANDING GENERAL
- ARMY MATERIEL COMMAND

- PREPARED BY:
- BG ROBERT E. WYNN
- COMMANDING GENERAL
- 7TH SIGNAL COMMAND

RECOMMENDATION

DO NOT RELOCATE SIMA EAST - BRING BEFORE BRAC 93 COMMITTEE

- ONE OF THE MAJOR CONCERNS STATED (IN REPORT) " SOFTWARE EXPERTISE WILL BE LOST AND OPERATIONAL EFFECTIVENESS DISRUPTED".

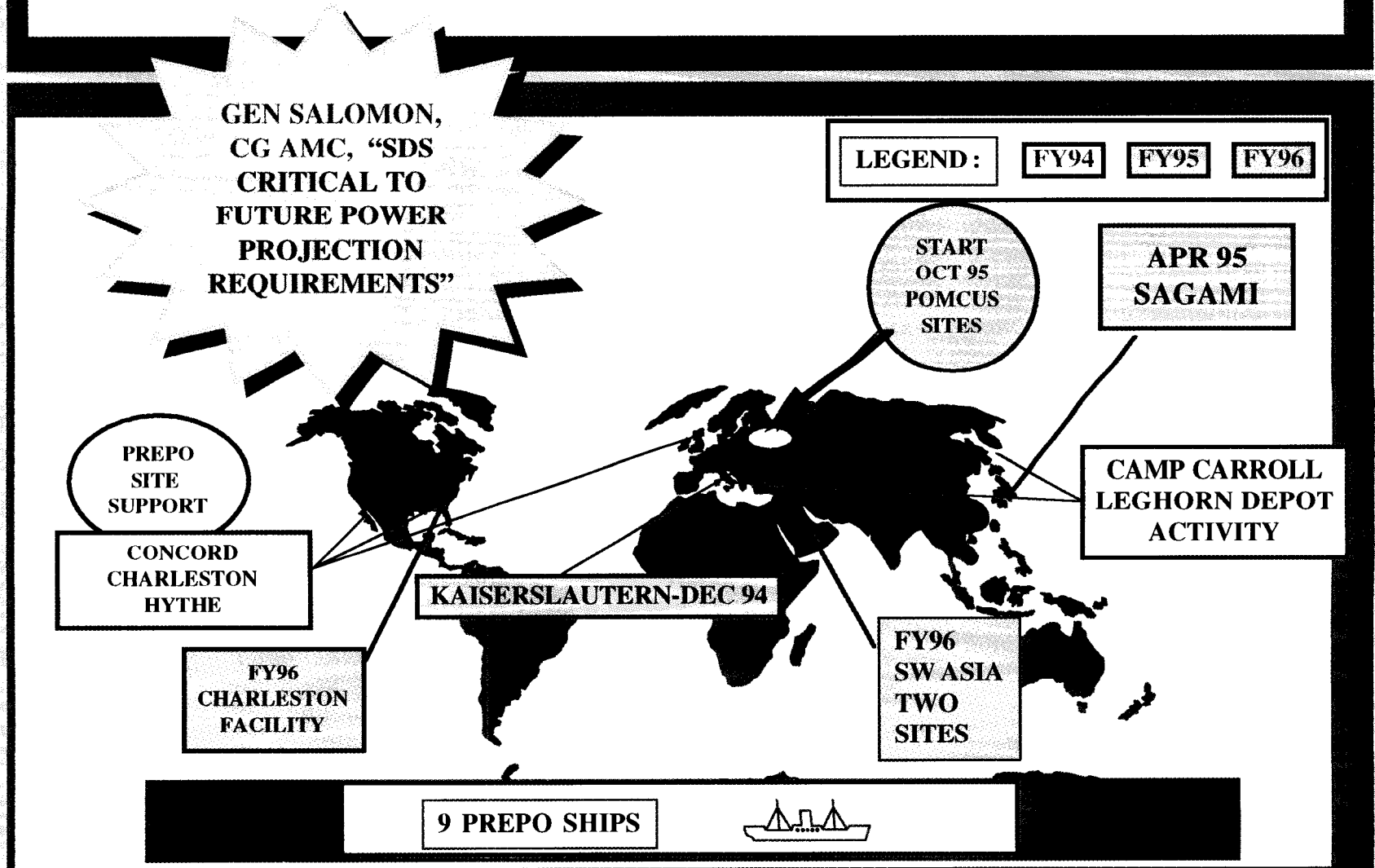
MILITARY VALUE

SIMA EAST'S SUPPORT TO MILITARY READINESS

READINESS DESTRUCTIVE IMPACTS OF SKILL LOSSES THROUGH FORCED RELOCATION ACTION

- SIMA EAST CRITICAL TO AMC POWER PROJECTION MISSIONS:
  - STRATEGIC STOCKS/WAR RESERVES MISSION WORLDWIDE
  - ARMY-WIDE IMPLEMENTATION OF CENTRAL ASSET VISIBILITY (CAV)/SINGLE STOCK FUND (SSF)
  - INTEGRATED SUSTAINMENT MAINTENANCE (ISM)

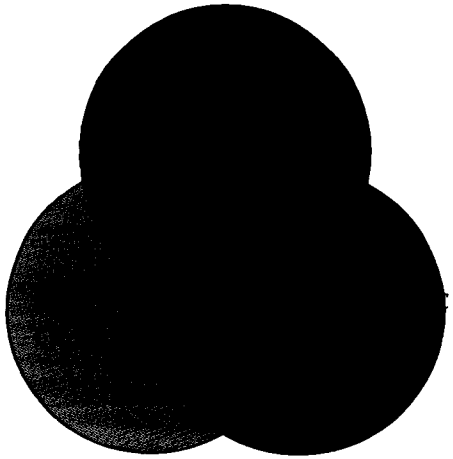
READINESS SUPPORT... SDS SUPPORT OF PREPOSITIONED STRATEGIC STOCKS



SUMMARY ON INDEPENDENT ANALYSIS ON RELOCATION OF SIMA EAST TO ROCK ISLAND

	SHOULD SIMA EAST RELOCATE TO ROCK ISLAND		REASON			
	YES	NO	MISSION CONCERN/ FAILURE	LOSS OF SKILLS	REALIGN ECONOMIC	LESS THAN 25% WORKLOAD @ IOC
GAO		✓	✓		✓	
AMC AUTO STUDY		✓	✓	✓		
CG IOC		✓	✓	✓		
DISA		✓	✓			✓
DFAS - CIM/PM		✓	✓	✓		
DPAS - CIM/PM		✓	✓	✓		

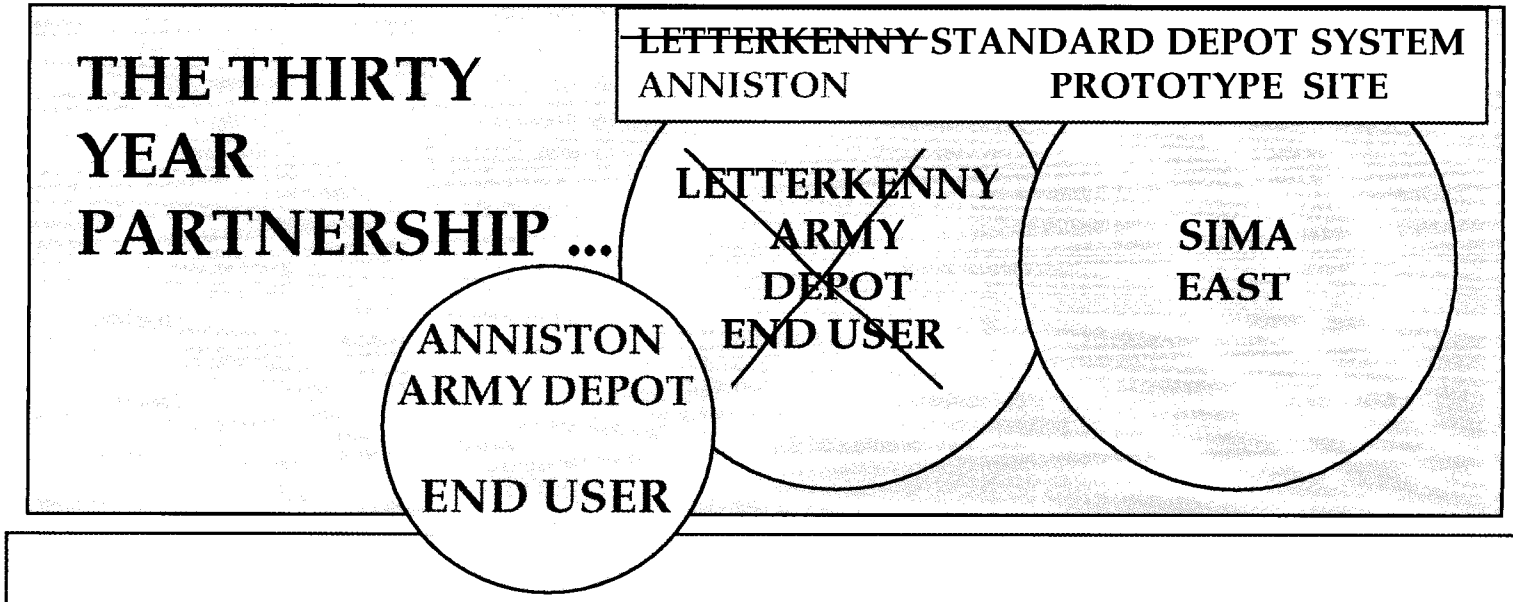
SIMA EAST RECOMMENDATION



BASED ON LOGICAL DECISION TO RETAIN LETTERKENNY MAINTENANCE MISSION IN FINAL BRAC 95 LAW ...

"SYSTEMS INTEGRATION AND MANAGEMENT ACTIVITY-EAST (SIMA-EAST) SHOULD REMAIN AT LETTERKENNY IN ORDER TO PROTECT MILITARY VALUE/MISSION, AVOID UNNECESSARY RELOCATION COSTS AND AVOID ADVERSE ECONOMIC IMPACTS TO COMMUNITY."

AN ALTERNATIVE BUSINESS DECISION...
FOR RELOCATION OF SIMA EAST

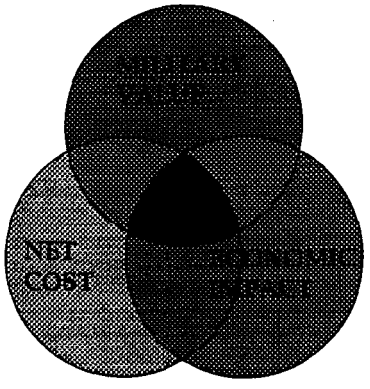


ANNISTON ARMY DEPOT

- END USER OF ALL SYSTEM APPLICATIONS (MAINT & AMMO)
- PROTOTYPE CAPABILITY
- REGENERATE LOST SKILLS THRU ANNISTON WORKFORCE

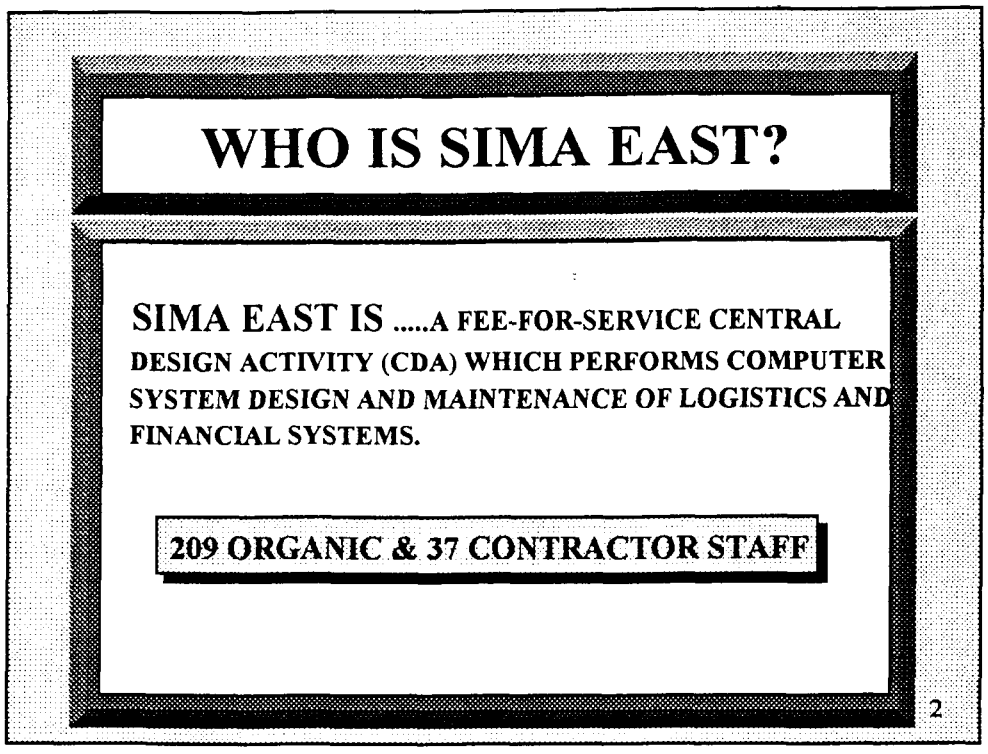
Document Separator

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS - SIMA EAST

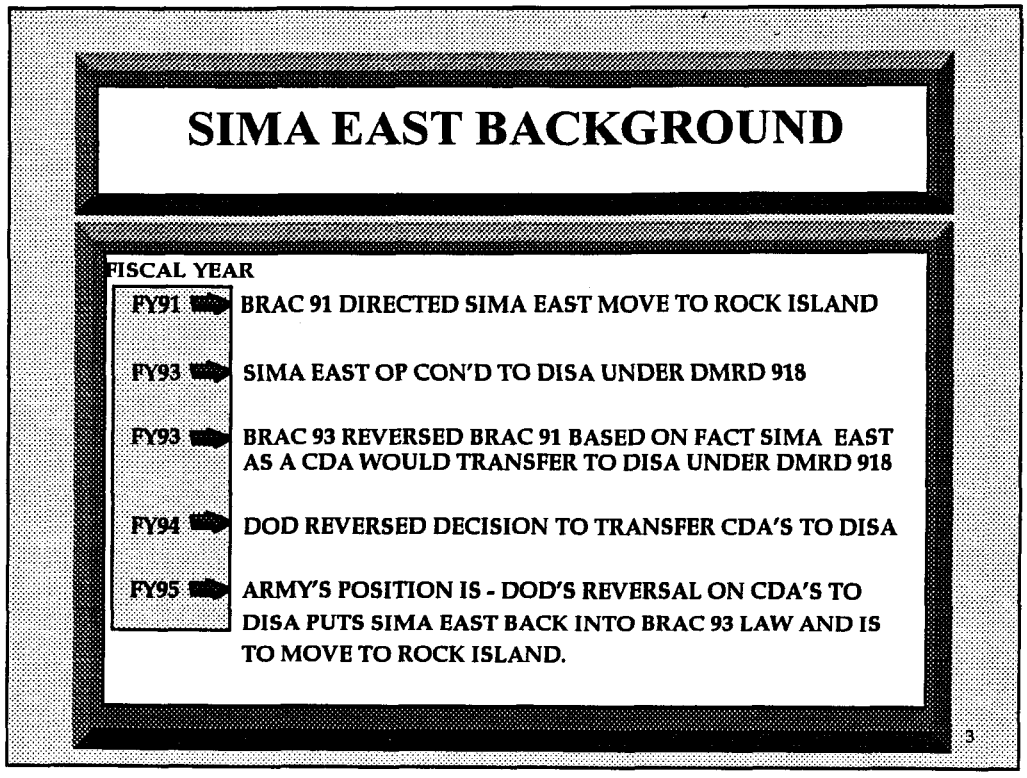


THE WINNERS ... NATIONAL DEFENSE AND THE TAX PAYER

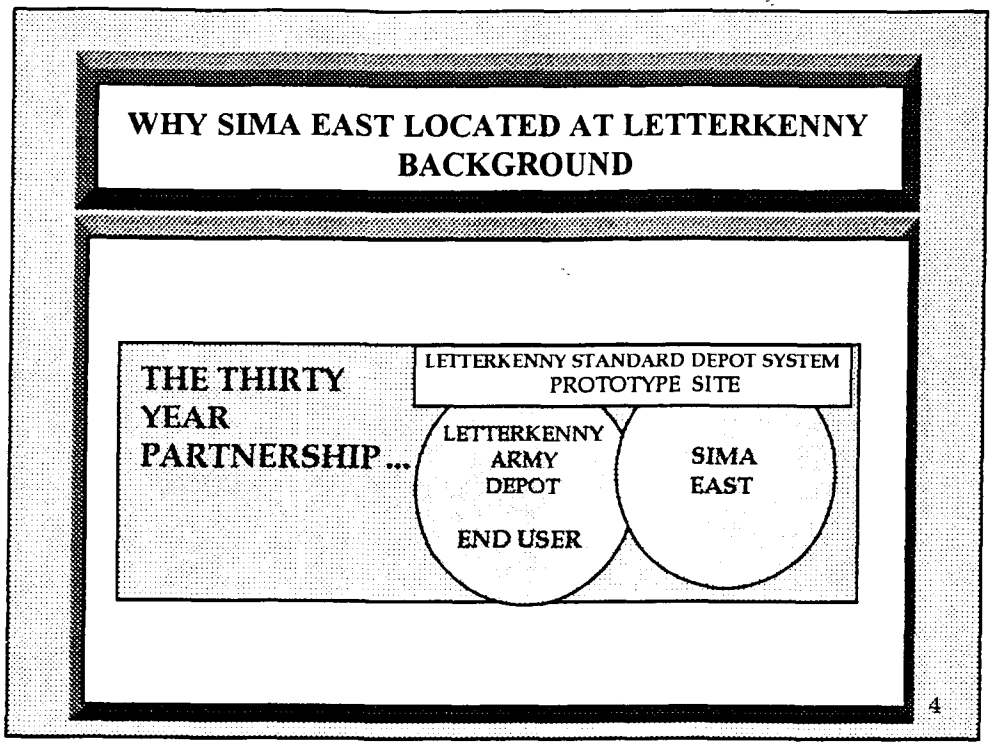
1



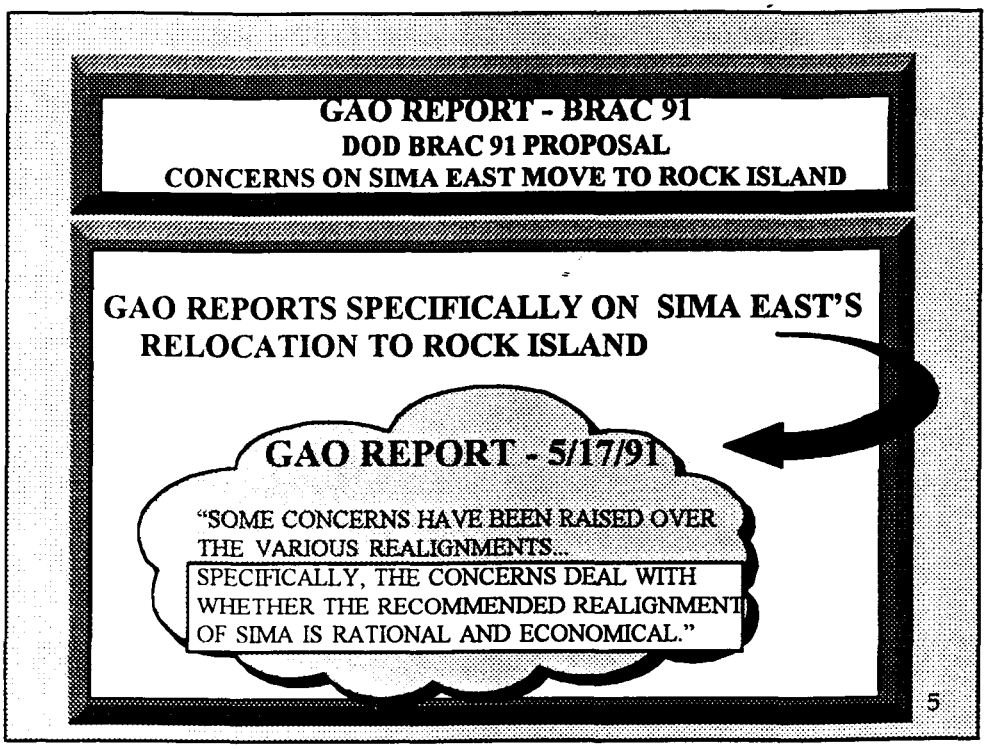
SIMA East is a FEE-FOR-SERVICE Central Design Activity (CDA) which performs computer design and maintenance of Logistics and Financial Systems. As a FEE-FOR-SERVICE organization, all revenues are generated through reimbursable orders. SIMA East has been fully reimbursable since FY94. In short, SIMA East's services are sold on a per hour basis. SIMA East is included in PBD 433 which transitions CDA's of all services to the Information Services Business Area under Defense Business Operations Fund (DBOF).



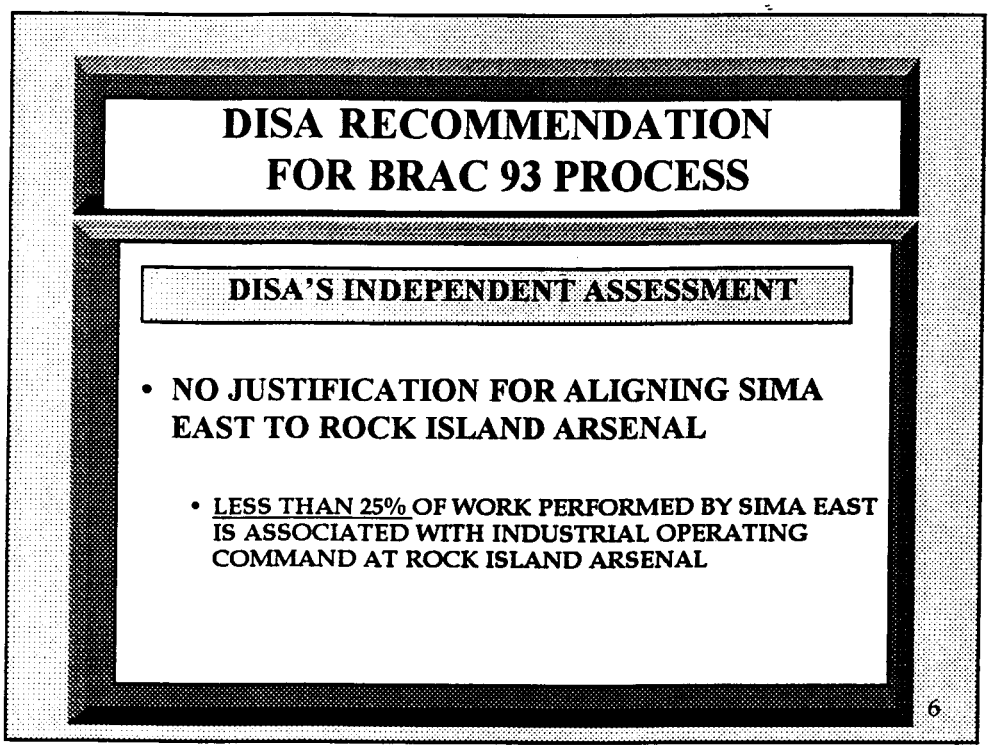
SIMA-East's BRAC history started with BRAC 91 in which SIMA East was directed to move to Rock Island. By the time BRAC 93 came around, SIMA East was Op Con'd to Defense Information Systems Agency (DISA) under DMRD 918, and the BRAC 93 law reversed the BRAC 91 decision based on the fact that SIMA East, as a CDA, would transfer to DISA under DMRD 918. Department of Defense (DOD), however, reversed DMRD 918 for CDA's and SIMA East never transferred to DISA. In BRAC 95 law the Army's position is the DOD reversal on DMRD 918 throws SIMA East back into BRAC 93 law and is to move to Rock Island.



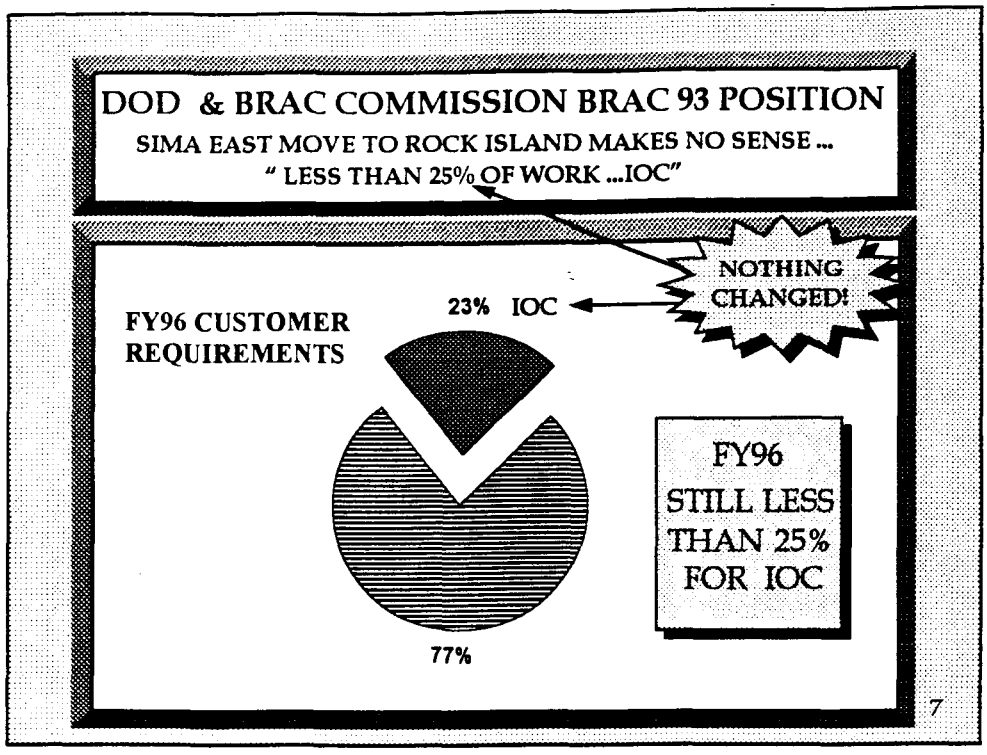
SIMA East has been located at Letterkenny Army Depot for over 30 years. The criteria for locating SIMA East at Letterkenny is the same which has kept them there; namely, Letterkenny is an END USER of the system and the principal PROTOTYPE SITE for all system changes and enhancements.



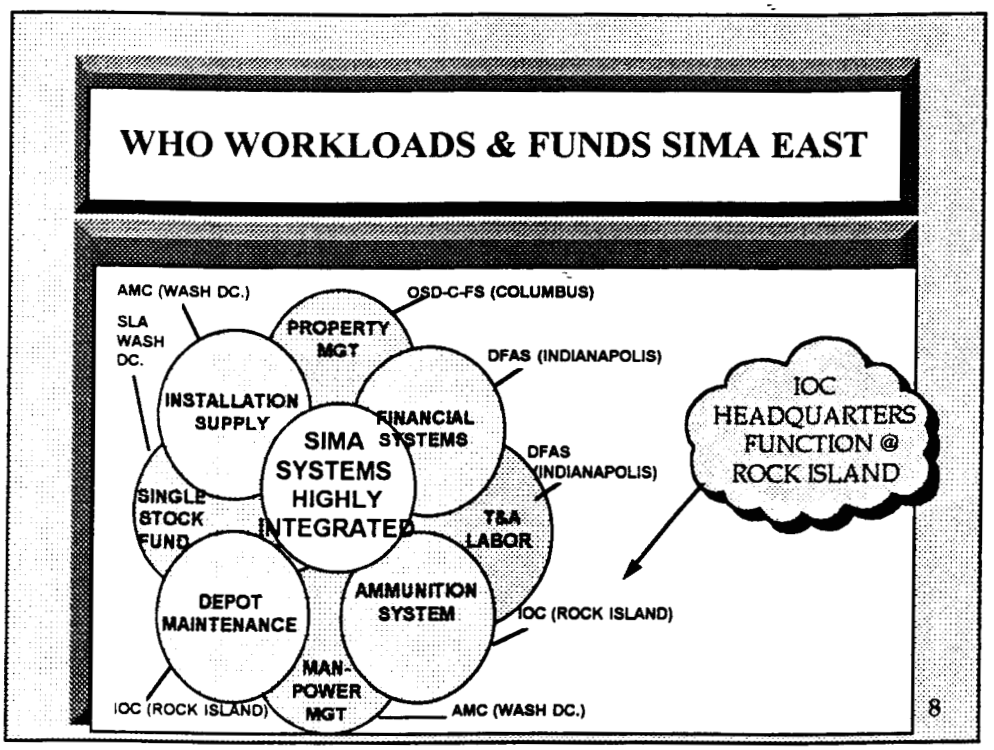
In the process of BRAC 91, General Accounting Office (GAO) conducted a review on the proposed move of SIMA East to Rock Island, and the GAO reports specifically commented on SIMA as follows: "...Specifically, the concerns deal with whether the recommended realignment of SIMA is rational and economical."



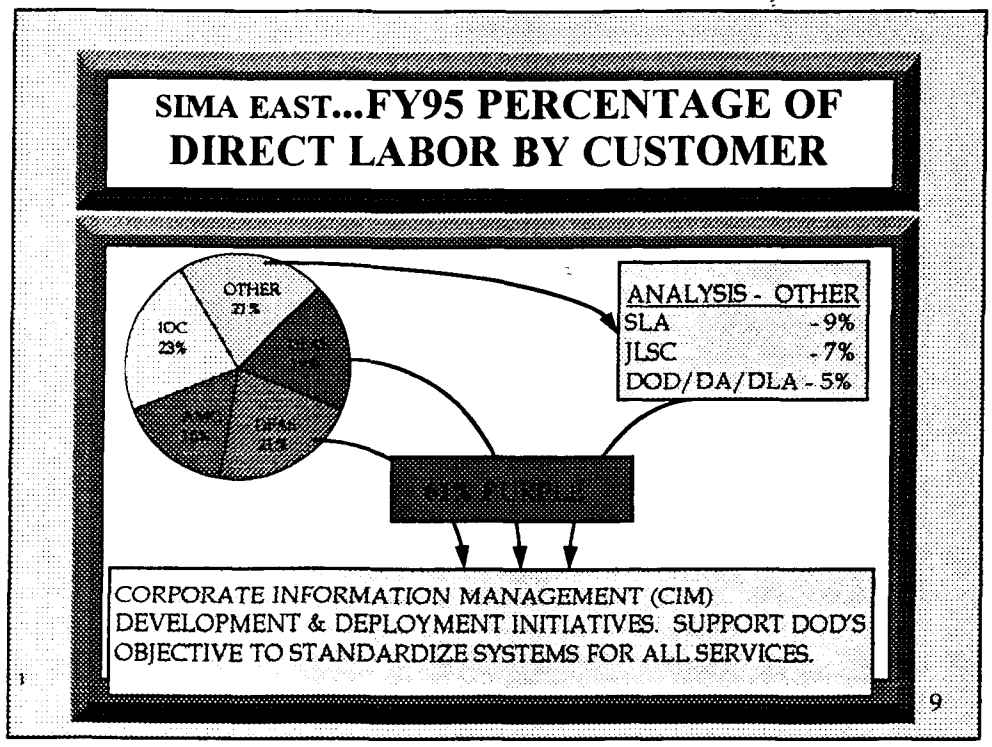
During the period in which SIMA East as Op Con'd to DISA, they conducted an independent assessment on the BRAC 91 law to move SIMA East to Rock Island. This independent assessment stated there is no justification for aligning SIMA East to Rock Island Arsenal. DISA stated that less than 25% of work performed by SIMA East personnel is associated with Industrial Operating Command (IOC) at Rock Island Arsenal.



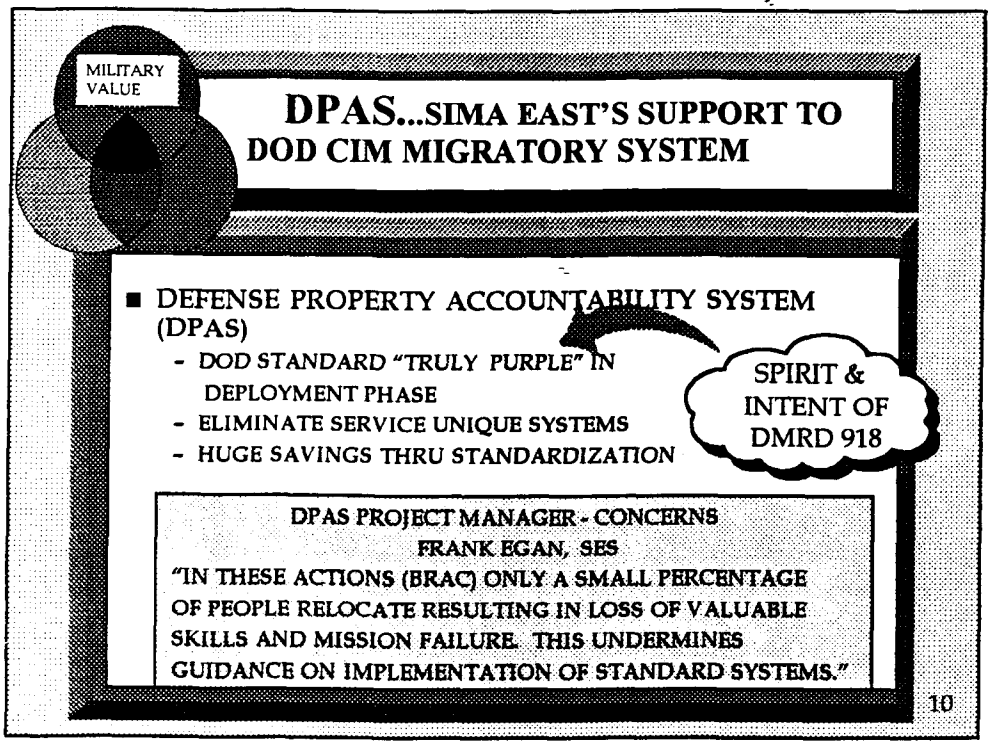
The BRAC 93 Commission recommended to reverse BRAC 91 law on SIMA East and stated (from Federal Register) that "DISA advise the Army that were no advantages or savings from a relocation by SIMA East to Rock Island Arsenal, Illinois. Less than 25% of the work performed by SIMA East is associated with the IOC at Rock Island Arsenal." SIMA East's customer base is still diversified and the IOC still accounts for less than 25% of direct manyear support.



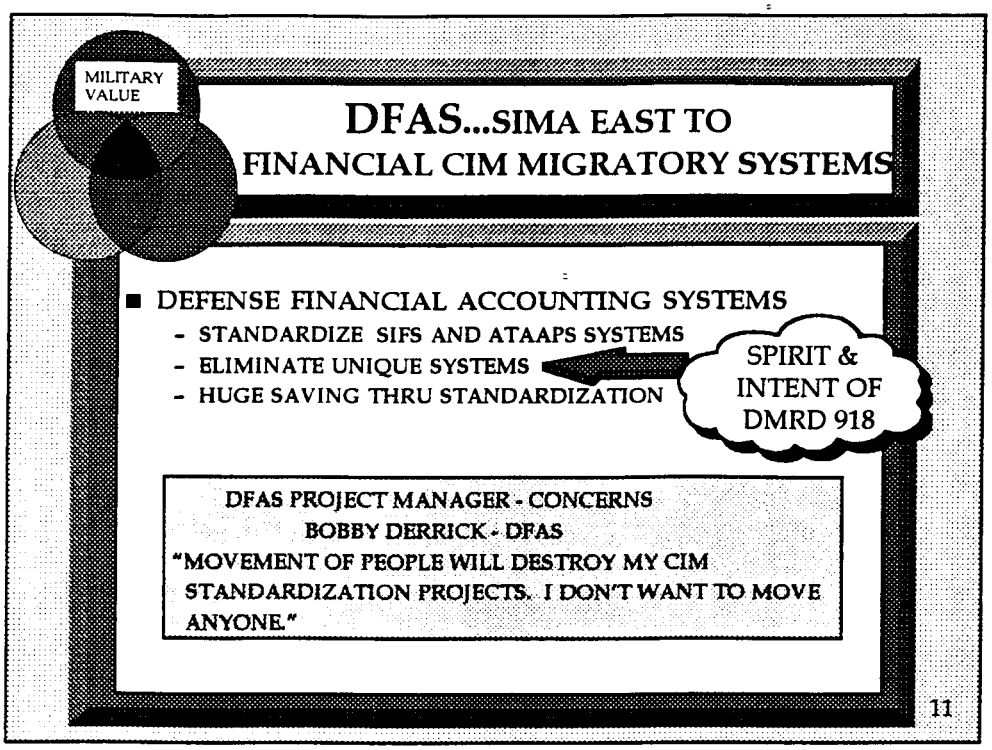
This Chart shows the relationship of who workloads and funds SIMA East by application. The system supported by SIMA East is over 12 million lines of code with many applications. It's important to note that although the IOC workloads and the funds the depot maintenance and ammunition systems, the IOC is NOT an END USER of these systems. The majority of funds and workload direction comes from HQ AMC located in Washington, DC , and two major customers located in Columbus, Ohio and Indianapolis, Indiana.



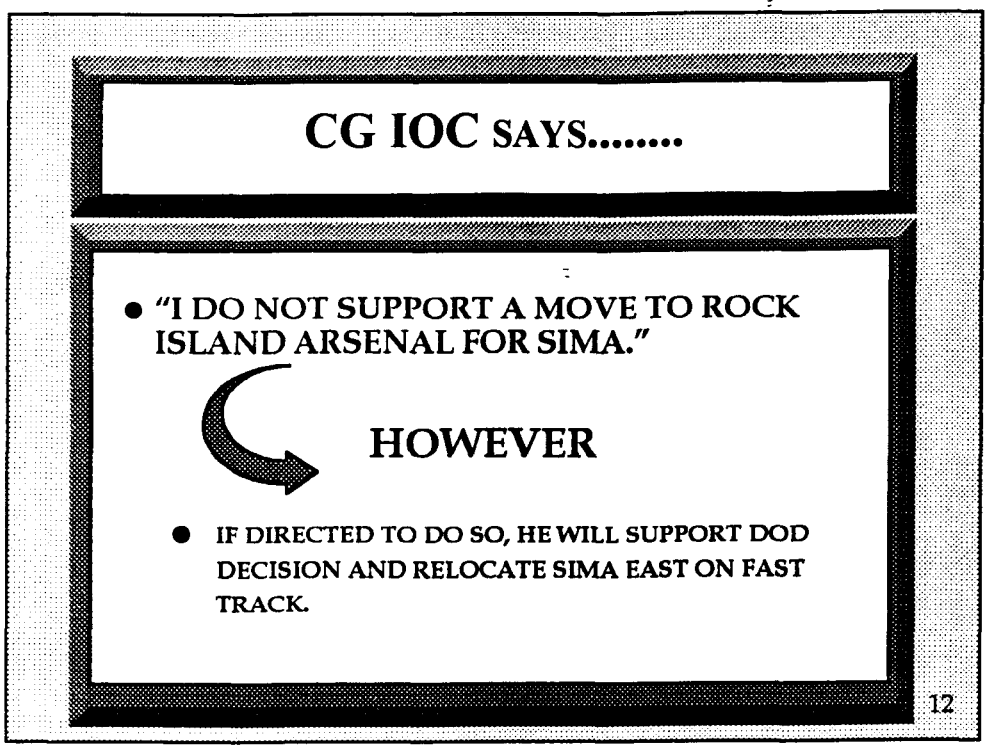
In the past three years, SIMA East's workload has shifted to where over 61% of DIRECT LABOR is in support of DOD design and fielding of Corporate Information Management (CIM) migratory systems. These systems are in direct support of the CIM strategy and follow the intent and spirit of DMRD 918. This strategy is to reduce the number of unique systems through standardization. This chart shows by customer the percentage of direct labor working on and funded by DOD. The next several charts will expand on the benefits of these CIM initiatives.



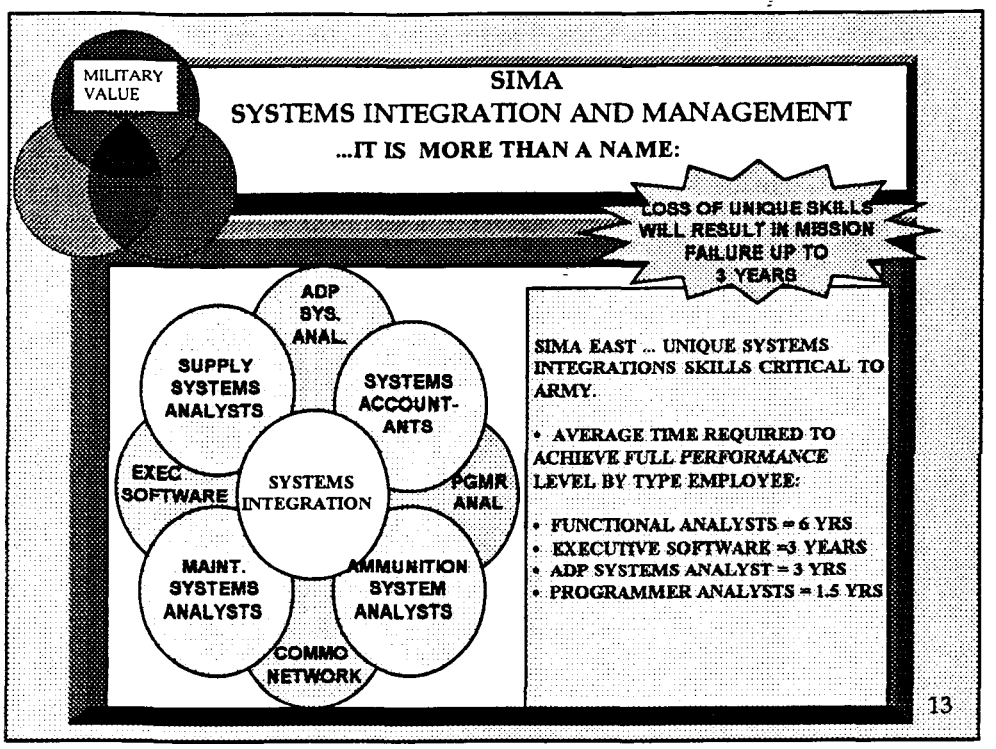
The Defense Property Accountability System (DPAS) is a DOD CIM migratory system. SIMA East has 19% of its Direct Workforce in this effort. This system is in the deployment phase and will replace serve unique property book systems resulting in large savings through standardization. The Project Manager (Mr. Frank Egan, DSN 850-1822 or Commercial 614-692-1822) was provided information on mission impacts due to directed relocation of SIMA East to Rock Island. Mr. Egan stated he has work for SIMA East through the year 2000 and needs to include government furnished material into the DPAS system. Mr. Egan expressed real concern that, historically, only a few people move in BRAC actions; and the loss of SIMA East skills would result in mission failure. He also believes this loss of skill would undermine guidance on implementation of CIM standard systems.



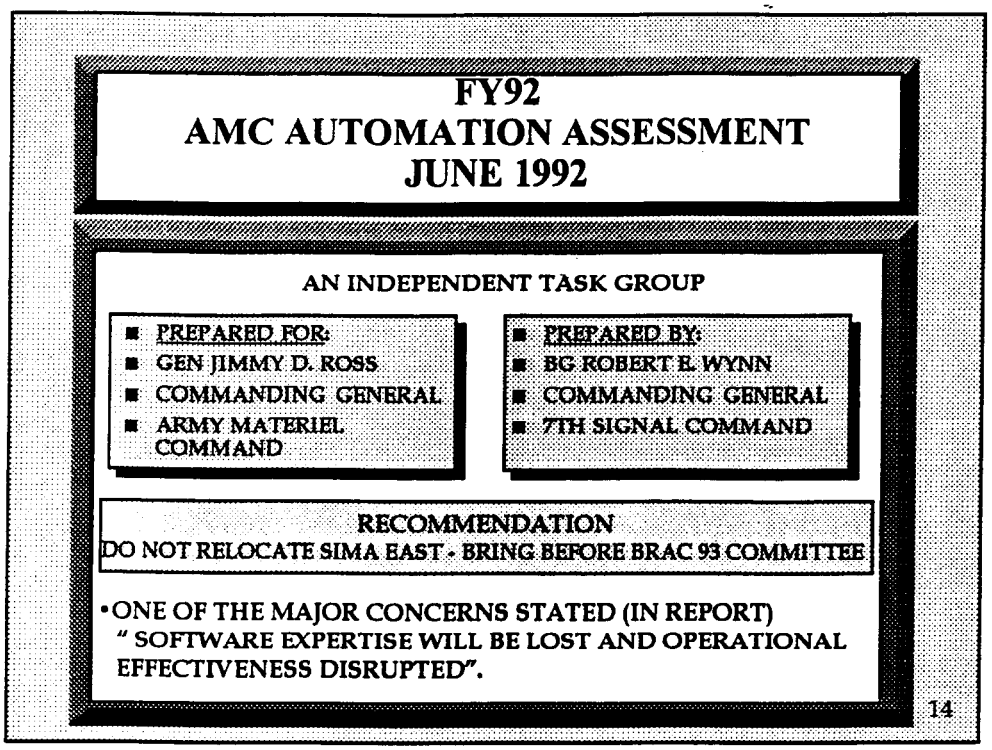
The Defense Finance Accounting Service (DFAS) is directing the implementation of financial CIM migratory systems. SIMA East has 21% of its Direct Workforce supporting the implementation of Standard Industrial Fund System (SIFS) and Automated Time, Attendance, and Production System (ATAAPS). These standard systems are eliminating unique systems resulting in large savings through standardization. The Project Manager (Mr. Bobby Derrick, DSN 699-3026 or Commercial 317-542-3026) was provided information on mission impacts due to directed relocation of SIMA East to Rock Island. Mr. Derrick has first-hand experience with the movement of people and resulting loss of mission capabilities. Mr. Derrick does not favor moving anyone.



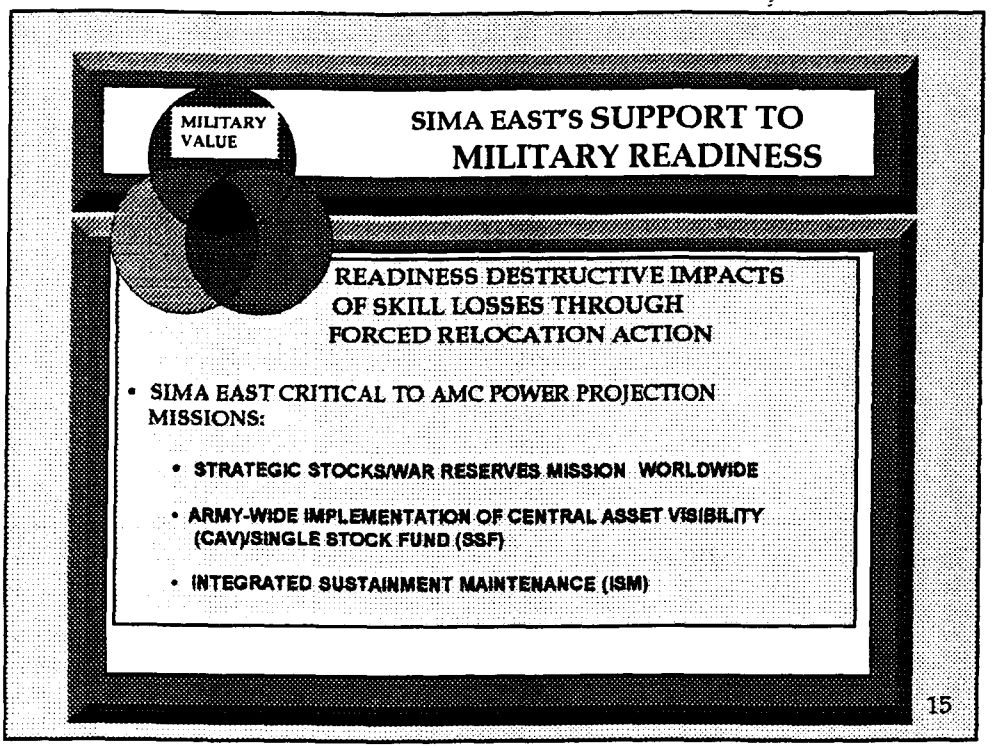
The Commanding General of the IOC (MG Benchoff) has stated he does not support the move to Rock Island Arsenal for SIMA East; but if directed to do so, he will support the DOD decision and relocate SIMA East on the Fast Track.



At the core of SIMA East's customer concern is the loss of skill base and the resulting adverse impacts on mission sustanability. In fact, the loss of unique skill will result in mission failure up to three years. In particular, it is the functional analysts' skills that take so long to mature or regenerate. The reason is because the functional analysts understands the business process and how this process relates to system integration. It is through the understanding of this business process that improvements can be made. Gaining this business process knowledge and applying it within a system of 12 million lines of code that integrate with DOD systems takes time to mature. It is because SIMA East has this mature workforce that they can implement CIM migratory systems, understand and apply integration issues, and contribute to sustained readiness through system support.



After the BRAC 91 decision to relocate SIMA East to Rock Island, BG Robert Wynn lead an independent task group on the assessment of AMC automation. This task group completed its study and made its recommendation in June 1992. The recommendation of the task group as it relates to SIMA East was DO NOT RELOCATE SIMA EAST - BRING BEFORE BRAC 91 COMMITTEE. One of the task group's major concerns as stated in the report was the software expertise will be lost and operational effectiveness disrupted. However, during BRAC 93 SIMA East was Op Con'd to DISA, and the BRAC 91 decision to relocate to Rock Island was reversed anticipating transfer of SIMA East to DISA under DMRD 918.



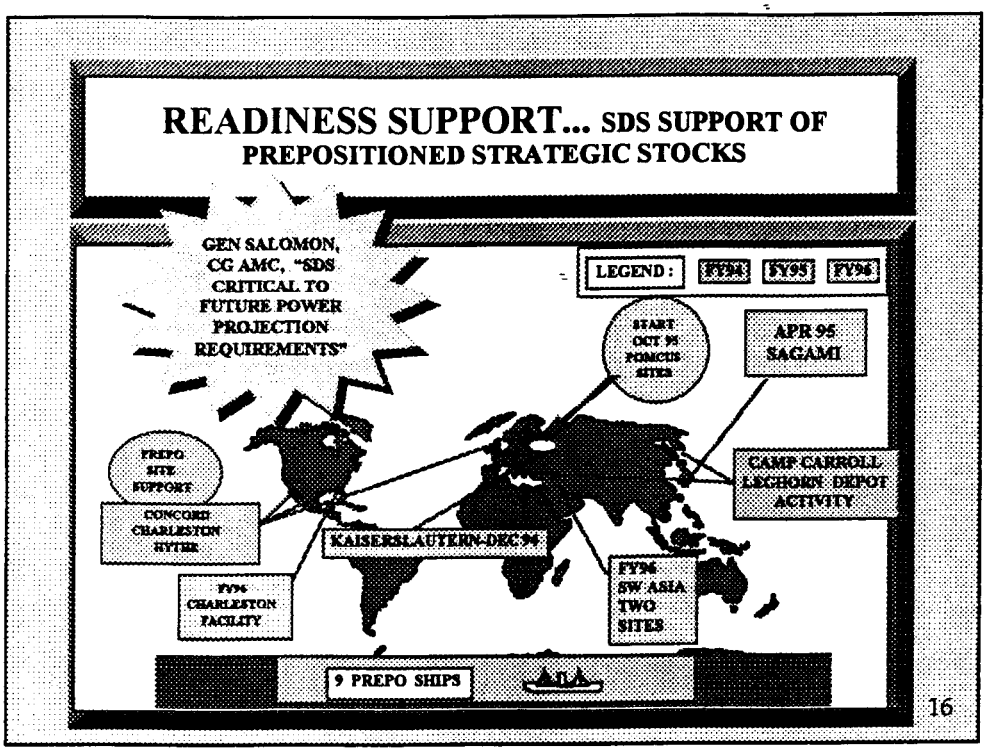
SIMA East has 23% of its direct labor in support of critical AMC power projection missions. These include:

a) Strategic stocks/war reserves mission worldwide.

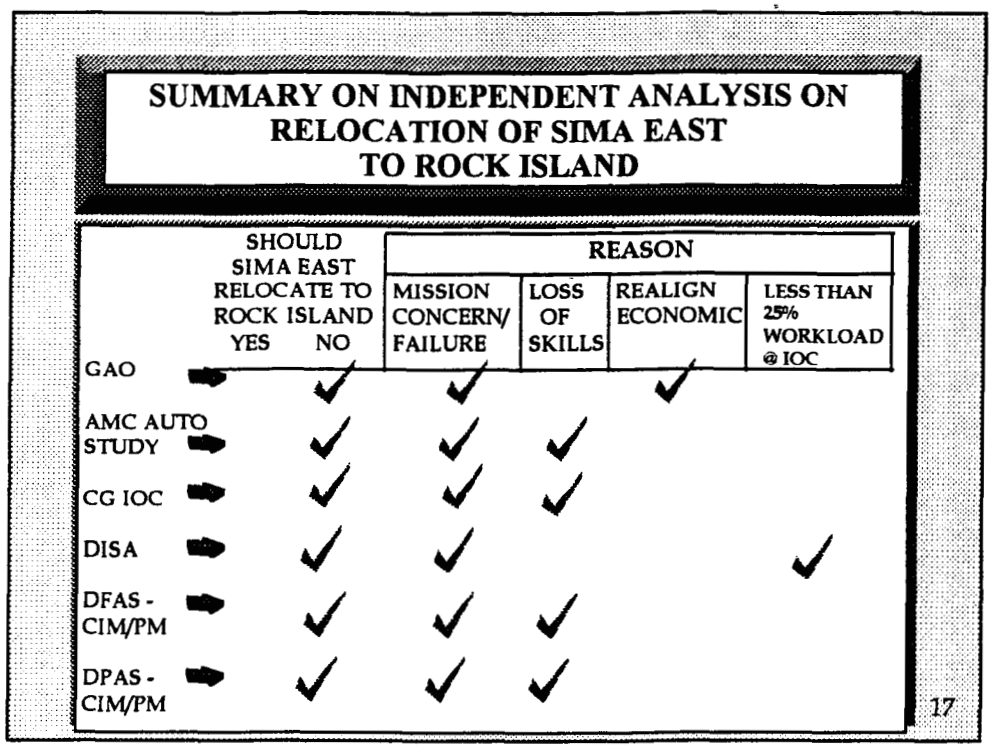
b) Army-wide implementation of Central Asset Visibility (CAV/Single Stock Fund (SSF).

c) Integrated sustainment maintenance (ISM).

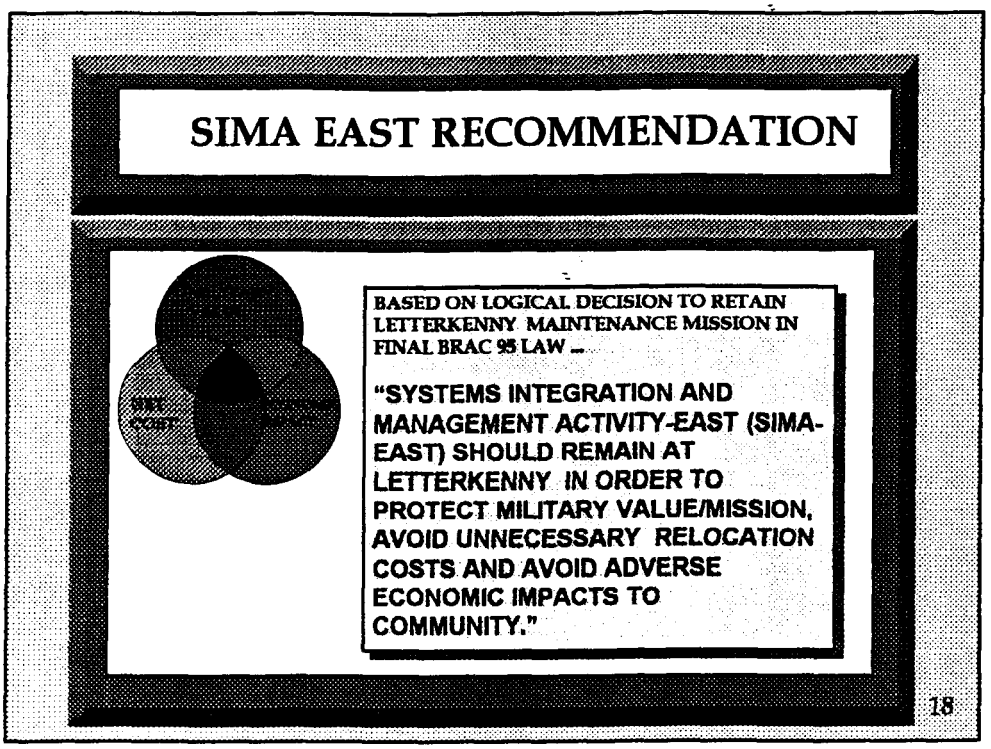
A relocation of SIMA East to Rock Island would substantially adversely impact sustainability of these critical programs.



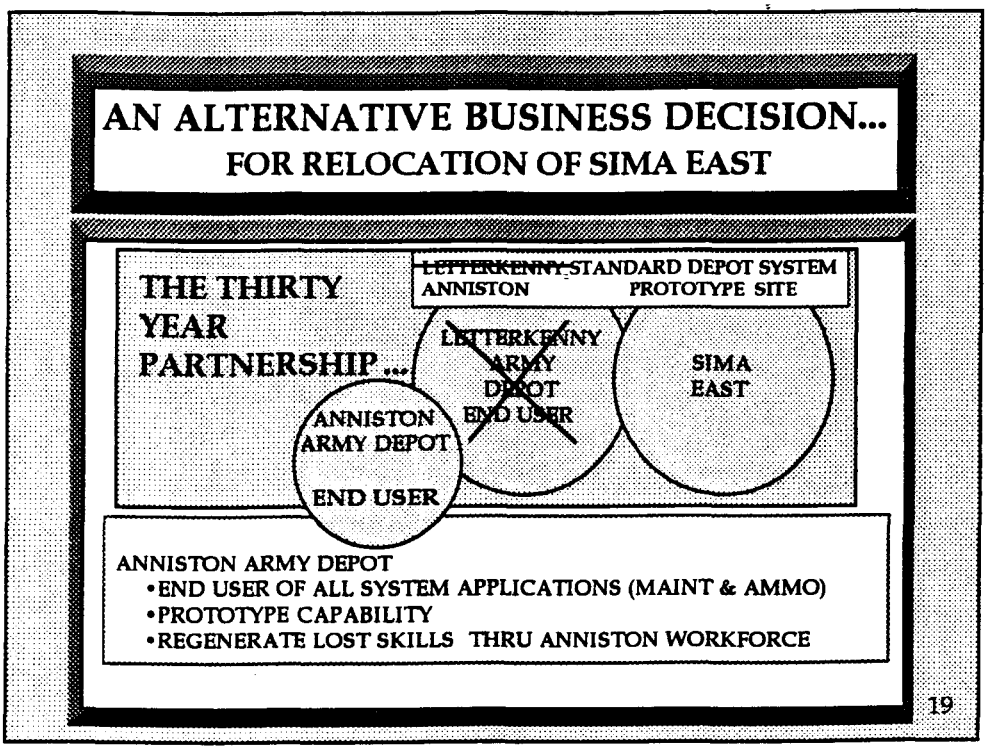
With the drawdown of Armed Forces in the country, there is a shift to a more mobile force capability of swift power projection anywhere in the world. In support of this doctrine, SIMA East is providing system support in the preposition of strategic stocks throughout the world and on propositioned ships. These systems will provide visibility and accountability of war reserve assets and provide maintenance schedules to keep equipment in a readiness state. This chart shows some of the locations the system has been and will be deployed. It's important to note that GEN Salomon (CG of HQ AMC) has stated that the systems support provided by SIMA East is critical to future power projection requirements.



This chart shows a summary of the independent analysis on relocation of SIMA East to Rock Island. As you can see, no one is in favor of such a relocation because this move will result in loss of skills and mission disruptions and, in some instances, mission failure.



Based on the logical decision to retain Letterkenny Maintenance mission and because SIMA East is considered to be part of BRAC 93 Law, we recommend that SIMA East remain at Letterkenny in order to protect military value/mission, avoid unnecessary relocation costs, and avoid adverse economic impacts to the community. SIMA East must be written into BRAC 95 Law in order to reverse the BRAC 93 decision.



If Letterkenny is not retained as a Maintenance Mission Depot, then an alternative business decision for the disposition and relocation of SIMA East is proposed. It makes more sense to relocate a CDA with an END USER of SIMA East systems. Relocation to Anniston Army Depot will co-located SIMA East with an END USER and retain prototype capability with the co-located END USER. Lastly, the lost skills could be regenerated from the Anniston workforce since they are an end user of the systems and have already developed some level of functional skill maturity.

Document Separator

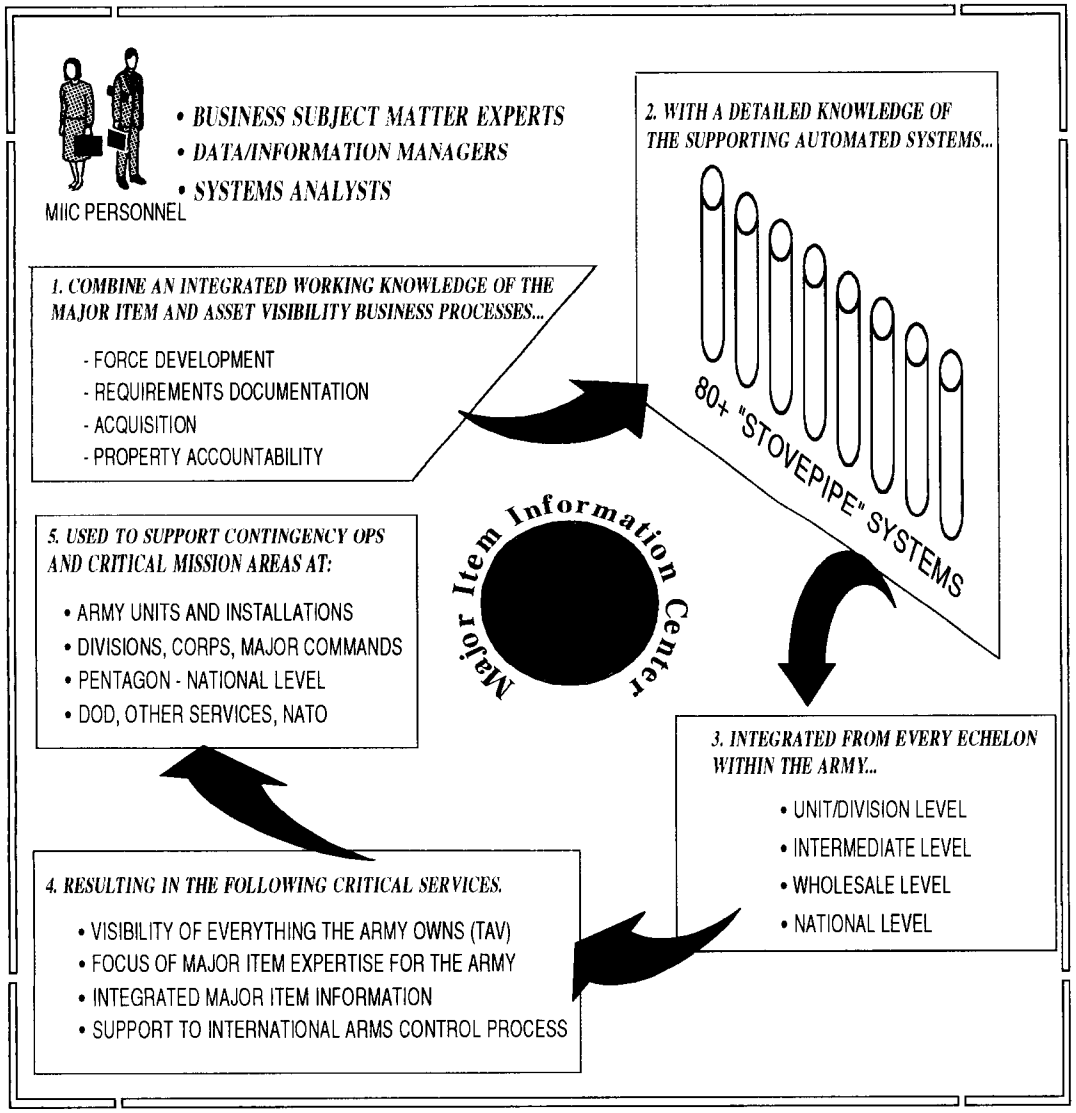
MR COOK, MR. MILLER,

DURING MY PRESENTATION ON THE LOGSA MAJOR ITEM INFORMATION CENTER (LETTERKENNY TENANT) ON THURSDAY, 20 APRIL, I DO NOT FEEL THAT I DID JUSTICE TO OUR CONTENTION THAT WE HAVE UNIQUE AND SPECIALIZED SKILLS THAT COULD NOT BE EASILY RECONSTITUTED, SHOULD MIIC BE PHYSICALLY MOVED. CONSEQUENTLY I HAVE PREPARED AN ADDITIONAL CHART WITH NARRATIVE TO HELP MAKE THE POINT.

I HOPE THIS HELPS YOU UNDERSTAND OUR CONCERNS THAT THIS CRITICAL MISSION WILL INDEED FAIL IF THE SKILL BASE IS DEPLETED. I WOULD BE MORE THAN HAPPY TO MEET WITH YOU DURING YOUR VISIT TO LETTERKENNY, IF YOUR SCHEDULE PERMITS.

RESPECTFULLY, LOU FERRIS

MIIC - THE UNIQUENESS OF ITS MISSION



MIIC IS A ONE-OF-A-KIND ORGANIZATION

✓ THE ONLY ORGANIZATION WITH TOTAL ASSET VISIBILITY OF EVERYTHING THE ARMY OWNS

✓ THE ONLY ORGANIZATION WITH THE SKILLS & KNOWLEDGE TO MAKE TAV HAPPEN

- KNOWLEDGE OF BUSINESS PROCESSES FOR ALL CLASSES OF SUPPLY
- KNOWLEDGE OF 80+ AUTOMATED SYSTEMS AT FIELD, WHOLESALE, AND NATIONAL LEVELS.

✓ THE ONLY ORGANIZATION WITH THE SLILLS AND KNOWLEDGE TO INTEGRATE THE ENTIRE MAJOR ITEM PROCESS

- KNOWLEDGE OF ALL MI BUSINESS PROCESSES
- KNOWLEDGE OF MAJOR ITEM SYSTEMS AT FIELD, WHOLESALE, AND NATIONAL LEVELS.

✓ THE ONLY ORGANIZATION IN DOD SCHOOLED IN ARMS CONTROL INFORMATION PROCESSES

- KNOWLEDGE OF CONVENTIONAL ARMS CONTROL PROCESSES, TREATIES, AND AGREEMENTS.

THIS CHART PROVIDES SOME DETAIL ON THE UNIQUENESS OF THE MIIC MISSION AND ON THE SPECIALIZED SKILLS AND EXPERIENCE REQUIRED TO MAKE THE MISSION THE SUCCESS THAT IT IS.

THE MIIC STAFF IS MADE OF UP BUSINESS PROCESS EXPERTS, INFORMATION MANAGERS, AND SYSTEMS ANALYSTS. IT IS THIS UNIQUE BLEND OF KNOWLEDGE AND EXPERIENCE THAT HAS PROVEN NECESSARY IN ORDER TO TAKE RAW, ASYNCHRONOUS DATA, DRAWN FROM EVERY CORNER OF DOD, AND DEVELOP IT INTO QUALITY INFORMATION USED TO DRIVE MANY CRITICAL ARMY AND DOD PROCESSES.

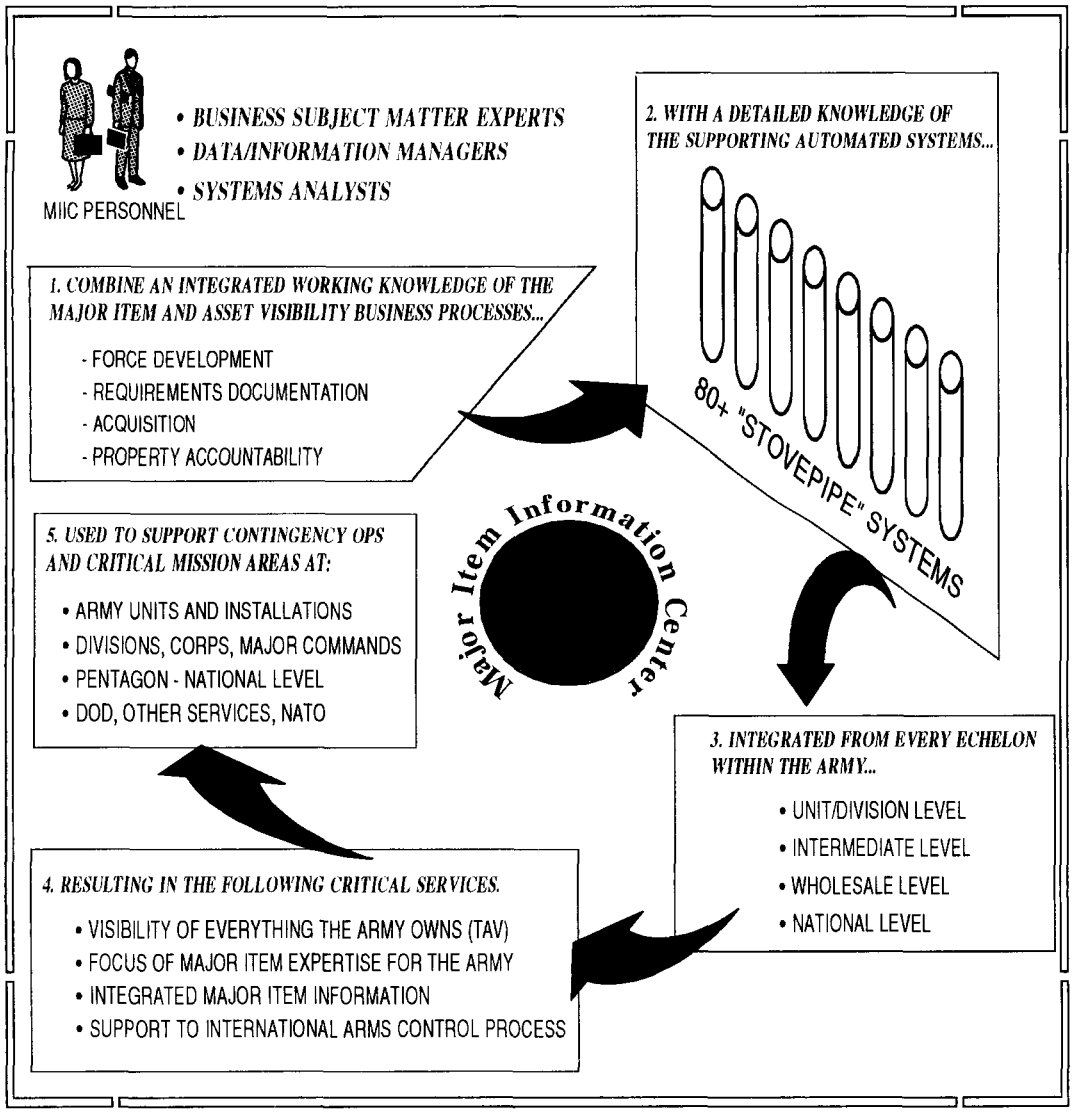
THE PROCESS DESCRIBED IS INFINITELY MORE THAN AN AUTOMATION EFFORT. IT REQUIRES A WORKING KNOWLEDGE OF THE NUMEROUS ARMY/DOD BUSINESS PROCESSES AND DETAILED UNDERSTANDING OF EACH OF THE STOVEPIPE SYSTEMS MIIC TIES INTO.

BY VIRTUE OF IT BEING THE FOCAL POINT FOR THESE NUMEROUS DOD PROCESSES AND SYSTEMS, MIIC IS UNIQUELY POSITIONED TO DEVELOP THE STAFF EXPERTISE REQUIRED FOR TOTAL ASSET VISIBILITY AND FOR INTEGRATED MAJOR ITEM INFORMATION. THESE MULTI-DISCIPLINED SKILLS ARE DEVELOPED AT MIIC AND CANNOT BE DRAWN FROM ANY OTHER SINGLE ORGANIZATION WITHIN DOD, NOR COULD THEY BE EASILY MUSTERED INTO SO LEAN (130) AN ORGANIZATION.

IF THE MIIC ORGANIZATION IS PHYSICALLY MOVED, MOST OF THESE CRITICAL INTEGRATION SKILLS WOULD BE LOST AND THE MISSION WOULD FAIL. FAILURE OF THIS MISSION WOULD HAVE AN ADVERSE AFFECT ON UNIT READINESS, VISIBILITY OF EQUIPMENT, CONVENTIONAL ARMS TREATY COMPLIANCE, AND THE ABILITY TO MOBILIZE AND DEPLOY IN SUPPORT OF CONTINGENCY OPERATIONS.

WE KNOW THE COMMISSION HAS MUCH TO CONSIDER REGARDING LETTERKENNY. BUT TO PRECLUDE UNNECESSARY EXPENSE TO THE TAXPAYER AND EQUALLY UNNECESSARY FAILURE TO A CRITICAL DOD MISSION, WE ASK, IN ADDITION TO ALL THE OTHER FACTS BEARING ON THE LETTERKENNY SITUATION, THAT THE COMMISSION ALSO TAKE INTO CONSIDERATION THIS TENANT AND ITS CRITICAL MISSION WHEN MAKING THE FINAL DECISION REGARDING THE DISPOSITION OF LETTERKENNY ARMY DEPOT.

MIIC - THE UNIQUENESS OF ITS MISSION



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Document Separator

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON DC 20301-3000

ACQUISITION AND
TECHNOLOGY

May 3, 1995

Please refer to this number
when responding 950503-17

MEMORANDUM FOR THE BASE REALIGNMENT AND CLOSURE COMMISSION

SUBJECT: LOGSA's Arms Control Implementation Mission

My office is responsible for oversight within the DOD of the Department's implementation of, and compliance with, arms control agreements. The Army's Logistics Support Activity Major Item Information Center (LOGSA MIIC) has been intimately involved in the development of the information systems designed to ensure USG compliance with conventional force arms control agreements since 1989. Because the preponderance of data that the USG has to report annually (and more frequently as changes trigger other reporting requirements) for the Conventional Armed Forces in Europe (CFE) Treaty, and the Organization for Cooperation and Security in Europe's (OSCE) Confidence and Security Building Measures (CSBM) concerns Army equipment, LOGSA was given the mission to develop an equipment data base to support all DoD reporting for those agreements.

In 1993, through coordination with the Army, LOGSA's arms control data mission was expanded so that LOGSA became the agency tasked to provide direct support to the Office of the Secretary of Defense (OSD) in conventional arms control matters dealing with data bases and data base management. Since that time, LOGSA has advised this office and represented the DoD at various arms control fora addressing data, data bases, and the development of information systems to support arms control reporting provisions. LOGSA is the OSD expert resource in such matters. Additionally, as the USG has agreed to other arms control measures, such as the OSCE's Global Exchange of Military Information (GEMI) Agreement, and the United Nation's Transparency in Armaments (TIA) Measure, LOGSA has been developing the data transfer mechanisms to support those reporting requirements as well.

As the BRAC considers base closure issues related to Letterkenny Army Depot, I would like to point out in the strongest terms possible, the absolute DoD and USG need to remain in compliance with the arms agreements to which we are party. The capability LOGSA currently provides in support of equipment reporting requirements cannot be easily passed off to other organizations or to personnel not cognizant of the numerous arms

control measures. Because of the constant exchange of views and coordination needs, it is equally important that their capability be maintained in proximity of Washington, D.C.

Mary Margaret Evans
Office of Arms Control,
Implementation and Compliance

Document Separator

DEPARTMENT OF THE ARMY
USAMC LOGISTICS SUPPORT ACTIVITY
MAJOR ITEM INFORMATION CENTER
LETTERKENNY ARMY DEPOT, CHAMBERSBURG, PA 17201-4183

April 27, 1995

REPLY TO
ATTENTION OF

Mr. David G. Sciamanna
President
Greater Chambersburg Chamber of Commerce
Member LEAD Coalition Steering Committee

Dear Mr. Sciamanna:

I have received your 25 April correspondence requesting, under the provisions of the Freedom of Information Act, additional information concerning the impacts of the DoD 1995 BRAC recommendation for Letterkenny Army Depot (LEAD) on the Major Item Information Center (MIIC), a tenant activity at LEAD. Your questions were and my responses are as follows:

a. How were you notified of the Army decision/plan to move MIIC to Huntsville, AL?

Initially, I was informally advised that the DOD 1995 BRAC recommendation for LEAD did not address the tenants, and, in fact, the package that was available for review at this installation at that time did not address any of the tenants. I assumed, since the recommendation did not mandate a complete closure for LEAD, that the tenants would remain at LEAD. I further based this assumption on my strong belief that movement of more than 1500 tenant employees from LEAD would be a needless and significant cost to the taxpayer; further negatively impact the community's economy at large; and most importantly, from a military value perspective, cause severe degradation to the MIIC mission. The 21 March 1995 correspondence at enclosure 1 is the formal indication, indirectly provided to us, that MIIC was in fact considered in BRAC planning for LEAD. This correspondence from the Headquarters, U.S. Army Materiel Command (USAMC) advises that MIIC is considered a "discretionary move." It further indicates that in accordance with the DoD data provided to the Commission for tenant activities we are to be relocated to join our parent organization, the USAMC Logistics Support Activity (LOGSA), in Huntsville, AL. Obviously, as referenced in enclosure 1, there were other correspondence and planning actions undertaken on our behalf at the USAMC, Department of Army (DA) and DoD levels, but without the knowledge or involvement of MIIC whatsoever.

b. As part of Army staffing actions, what input did your organization provide in terms of mission impacts of such a move?

As discussed in the previous answer, MIIC was not contacted or involved in any actions during development and submission of the DoD 1995 BRAC recommendation for LEAD. I am unaware if LOGSA was involved in any of these actions. However, provided at enclosure 2 are an 8 March 1995 memorandum and a 13 April 1995 memorandum from LOGSA to USAMC advising that there would be no mission impacts associated with the move of MIIC to Huntsville, AL.

c. To your knowledge were Army and DoD customers consulted with regard to their reaction to a planned move of MIIC to Huntsville (or any other site)?

Since I was unaware that MIIC was being addressed as part of the LEAD BRAC package, I cannot answer unequivocally that our Army and DoD customers were consulted concerning any proposed relocation of this organization. However, as some of our key customers and system proponents became aware of this potential relocation, they exhibited extreme concern about the disruption that this potential relocation would have on our ability to maintain and provide the critical services they require.. Understand that the MIIC missions are a major contributor to the successful accomplishment of our customers' and proponents' missions. I would also point out that these customers and proponents range from Army units in the field to the senior levels of DA and DoD.

d. What are the unique skills that your organization possesses that would be lost if you were relocated? What would be the mission impacts associated with such a loss?

MIIC has served continuously since 1955 as the Army's key source for all logistics information relating to major (for example, tanks, helicopters, rifles, radios, etc.) and selected secondary items of equipment. MIIC is the only organization in the U.S. Army whose job is to ensure that the Army has continuous visibility of all Army owned equipment, worldwide. This information allows for planning and execution of critical national security responsibilities to include equipment distribution and redistribution in support of unit readiness, weapon systems production and program management, and meeting the nation's mobilization and contingency requirements. Additionally, MIIC directly supports United States commitments to conventional arms control treaties and agreements and provides technical support in arms control to 53 other countries.

What enables MIIC to successfully meet the challenge of these important national and international defense responsibilities is the unique blend of business process experts, information managers and multi-disciplined systems analysts and their institutional knowledge and technical expertise that has been developed and retained at MIIC for the last 40 years. It is the combined abilities and experience of the organization overall that is required to take raw asynchronous data, drawn from every corner of DoD, and develop and present it as quality information used to drive many critical Army and DoD processes. Provided at enclosure 3 is a graphic presentation and brief narrative that further details both the importance and uniqueness of the MIIC missions.

In terms of mission impacts associated with a relocation of this organization, they would be both severe and significant with impacts across all levels of the Army and DoD, from the troops in the field to the senior leadership in the Pentagon. An informal survey of the MIIC workforce indicates that only 40% would be willing to transfer to Huntsville. Typically, the more experienced analysts and senior managers do not transfer, so most of the unique skills and specialized knowledge at MIIC would be lost. Because of the dependency of our customers on the information and logistical service support we provide; when we fail, they fail. Our failure will impact unit readiness (as result of the loss of asset visibility), jeopardize conventional arms treaty compliance and impair the Army's ability to mobilize and deploy troops in support of contingency and wartime operations.

In conclusion, it is exactly the mission impacts discussed in my response immediately above that so concerns our customers and our proponents. I am uncertain why the critical role that MIIC plays in support of national defense does not appear to have been considered in the development of the DoD 1995 BRAC recommendation for LEAD. I believe it absolutely essential, in addition to all the other LEAD information being reviewed by the Commission in its final deliberations, that MIIC and its critical Army and DoD missions be given comprehensive and objective consideration before making any final decision regarding the disposition of LEAD and the associated relocation of MIIC.

Sincerely,

Kenneth E. Dykes
Chief, Major Item
Information Center

Enclosures

DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333 - 0001

REPLY TO ATTENTION OF

AMCSO 21 March 1995

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: BRAC 95 Implementation Planning Guidance - Discretionary Moves

1. Reference:

a. Memorandum, AMCSO, 1 Mar 95, BRAC 95 Implementation Planning Guidance.

b. Memorandum, AMCSO, 10 Mar 95, BRAC 95 Implementation Planning Guidance.

2. The two memorandums and their attachments laid out the requirements relating to discretionary moves for "tenant" activities on AMC installations proposed for closure or realignment.

3. The purpose of this memorandum is to lay out two short term suspenses for discretionary moves.

4. At enclosure 1 is a data extract of tenant activities on our closing/realigning bases sorted by the parent activity responsible for the tenant. Data includes the AMC closing/realigning site, the name of the tenant activity, the UIC of the activity, the recommendation for the tenant activity as contained in the DOD data provided to the BRAC Commission, and the strength figures for the tenant activity. The recommendation pertaining to the tenant activity contained in the DOD proposal to the BRAC Commission is in the the "gain/elim" column of the extract and can be one of three items:

a. A specific site the activity will be realigned to.

b. The fact that the activity has been eliminated.

c. Base X. A "holding" nomenclature for purposes of the BRAC proposal. This means the activity will realign, but its destination has not yet been determined.

5. This suspense is two fold:

a. By COB 29 Mar 95 responsible agencies need to provide us with the desired locations for those activities currently designated to realign to Base X. This may be done

Encl 1

AMCSO
SUBJECT: BRAC 95 Implementation Planning Guidance - Discretionary Moves

telephonically to meet the short term suspense, but must be followed up in writing.

b. By COB 13 Apr 95, for each of the activities designated to relocate to Base X, provide the data at paras 1, 3, 5 and 8 of enclosure 2.

6. The point of contact for this action is Mr. Paul Mui, DSN 284-8157, datafax (703) 274-3779.

7. AMC -- America's Arsenal for the Brave.

MICHAEL C. SANDUSKY
Chief
Special Analysis Office

DISTRIBUTION:
COL Gipson (DCSPER)
Mr. Al Wilson (IOC)
Mr. Perry Trollinger (TMDE)
Mr. Mike Early (TECOM)
LT John McKone (DLA)
AAA
AAFES
CIC
DEF COM AGY
DFAS
DISA
FORSCOM
USAREC

CF:
Ms. Joan Horton (LOGSA)
Mr. Tom Smith (ATCOM)
Mr. Frank Cuiffo (CECOM)
Mr. Gary Reas (MICOM)
Mr. Bud O'Mara (SIMA)
MEDCOM (MAJ Devries)

BRAC 95 DISCRETIONARY MOVES

LOSING	ACTIVITY	UIC	GAIN/ELIM	MILITARY	CIVILIAN	SERVICE
** RESPONSIBLE AGENCY = AAA *						
ATCOM	AGENCY USA AUDIT	WONT!R	BASE X	0	31	ARMY
LETTERKENNY	AGENCY USA AUDIT	WONT!P	ELIM	0	16	ARMY
** Subtotal **				0	47	
** RESPONSIBLE AGENCY = AAFES *						
SIERRA AD	AAFES	!69511	BASE X	0	7	DEFENSE
RED RIVER ARMY DEPOT	AAFES	010306	ELIM	0	7	DEFENSE
SELFRIDGE	AAFES	!34W01	DETROIT ARSENL	0	167	DEFENSE
** Subtotal **				0	181	
** RESPONSIBLE AGENCY = AMC DCSPER						
RED RIVER ARMY DEPOT	SCHOOL OF ENGINEERING & LOGISTIC	W46BAA	BASE X	0	37	ARMY
RED RIVER ARMY DEPOT	DET DA CIV TRAINING EDUCATION	W4CM!B	LONE STAR	0	160	ARMY
RED RIVER ARMY DEPOT	INTERN TRAINING CTR	I911/P	LONE STAR	0	2	ARMY
** Subtotal **				0	199	
** RESPONSIBLE AGENCY = ATCOM						
CM PRICE	CTR USA PERSONNEL	W4M0!A	ELIM	0	5	ARMY
** Subtotal **				0	5	
** RESPONSIBLE AGENCY = CECOM						
RED RIVER ARMY DEPOT	USA CECOM	W46V!G	ELIM	0	1	ARMY
LETTERKENNY	USA CECOM	W46V90	ELIM	0	1	ARMY
** Subtotal **				0	2	
** RESPONSIBLE AGENCY = CIC *						
RED RIVER ARMY DEPOT	USA CIDC	WZLF29	ELIM	1	0	ARMY
SELFRIDGE	REGIONAL 3RD USA CIDC	WSLD21	BASE X	1	0	ARMY
CM PRICE	RGN 6TH USA CIDC	WSLF49	BASE X	1	1	ARMY
** Subtotal **				3	1	
** RESPONSIBLE AGENCY = COE *						
LETTERKENNY	CORPS OF ENGINEER	WZSH01	BASE X	0	2	ARMY
DUGWAY PROVING GROUND	COE (SACRSMENTO DET)	W07503	ELIM	0	7	ARMY
** Subtotal **				0	9	
** RESPONSIBLE AGENCY = DEF COM AGY *						
SIERRA AD	DEF COMSY AGENCY	DCWS46	BASE X	0	17	DEFENSE
DUGWAY PROVING GROUND	DEF COMMISSARY AGENCY	DCSW55	ELIM	0	30	DEFENSE
SELFRIDGE	DEF COMSY AGENCY	DCECZ2	BASE X	0	53	DEFENSE

BRAC 95 DISCRETIONARY MOVES

LOSING	ACTIVITY	UIC	GAIN/ELIM	MILITARY	CIVILIAN SERVICE
** Subtotal **				0	100
** RESPONSIBLE AGENCY = DFAS					
LETTERKENNY	CTR DFAS	W49052	BASE X	0	78 DEFENSE
RED RIVER ARMY DEPOT	DFAS	W49054	BASE X	0	118 DEFENSE
SENECA AD	DFAS	W49083	BASE X	0	2 DEFENSE
SIERRA AD	DFAS	W49055	BASE X	0	4 DEFENSE
DUGWAY PROVING GROUND	DFAS	W49061	ELIM	0	25 DEFENSE
** Subtotal **				0	227
** RESPONSIBLE AGENCY = DISA					
LETTERKENNY	DEF PRINTING SERVICE	!0L603	ELIM	0	6 DEFENSE
DUGWAY PROVING GROUND	DEF PRINTING	!30M01	ELIM	0	1 DEFENSE
RED RIVER ARMY DEPOT	DEF PRINTING SERVICE	!0MC04	ELIM	0	12 DEFENSE
LETTERKENNY	DEFENSE MEGA CENTER	W49C!A	BASE X	15	165 DEFENSE
** Subtotal **				15	184
** RESPONSIBLE AGENCY = DLA					
LETTERKENNY	DRMO	!0L602	ELIM	0	37 DEFENSE
RED RIVER ARMY DEPOT	ELE USA DEF DEP TRACY	W1BF03	ELIM	2	0 DEFENSE
DRMO SIERRA	DRMO	!0MJ01	BASE X	0	6 DEFENSE
SENECA AD	DRMO	!0MS01	BASE X	0	2 DEFENSE
RED RIVER ARMY DEPOT	DRMO	!0MC02	ELIM	0	2 DEFENSE
SAVANNA AD	DRMO	!0ME01	ELIM	0	1 DEFENSE
** Subtotal **				2	48
** RESPONSIBLE AGENCY = FORSCOM					
SIERRA AD	EOD DET	WB6GAA	BASE X	17	0 ARMY
SELFRIDGE	75 OD DET EOD TEAM	WB7JAA	BASE X	17	0 ARMY
** Subtotal **				34	0
** RESPONSIBLE AGENCY = GSA					
RED RIVER ARMY DEPOT	GSA REGIONAL 7 OFFICE	!0MC02	ELIM	0	2 OTHER
** Subtotal **				0	2
** RESPONSIBLE AGENCY = IOC					
LETTERKENNY	USA CENTRAL PA PWC	WUM0DL	BASE X	0	183 ARMY
CH PRICE	DEP RED RIVER ARMY DEPOT	W0MC!A	ELIM	0	1 ARMY
** Subtotal **				0	184
** RESPONSIBLE AGENCY = LOGSA					
FT. CHAFFEE, AR	LOGISTIC ASST OFFICE	W43T61	ELIM	0	1 ARMY
LETTERKENNY	ACTV LOG SUP LOGSA	W43T03	HUNTSVILLE,AL	16	126 ARMY

BRAC 95 DISCRETIONARY MOVES

LOSING	ACTIVITY	UIC	GAIN/ELIM	MILITARY	CIVILIAN	SERVICE
** Subtotal **				16	127	
** RESPONSIBLE AGENCY = MEA						
LETTERKENNY	ACT MEA	W4E41A	ELIM	0	21	ARMY
** Subtotal **				0	21	
** RESPONSIBLE AGENCY = MED COMD						
DUGWAY PROVING GROUND	HEALTH CENTER - DENTAL	W00215	ELIM	8	7	ARMY
DUGWAY PROVING GROUND	HEALTH CENTER - VET	W00214	ELIM	0	1	ARMY
DUGWAY PROVING GROUND	HEALTH CENTER	W00209	ELIM	21	26	ARMY
CM PRICE	ACT USA MEDDAC	W1ML09	ELIM	3	0	ARMY
SELFRIDGE	ACT USA MED DEPT	WZLA35	ELIM	13	10	ARMY
SELFRIDGE	ACT USA MED DEPT	WZLA39	ELIM	4	0	ARMY
LETTERKENNY	ACT USA MED DEPT	WK2R20	ELIM	0	14	ARMY
RED RIVER ARMY DEPOT	ACT USA MED DEPT	W2M501	ELIM	0	17	ARMY
SAVANNA AD	ACT USA MED	W1ML31	ELIM	0	2	ARMY
** Subtotal **				49	77	
** RESPONSIBLE AGENCY = MICOM						
FT. CHAFFEE, AR	USA MISSILE COMMAND	WOH966	ELIM	0	1	ARMY
** Subtotal **				0	1	
** RESPONSIBLE AGENCY = SIMA	IS Not A Discretionary move					
LETTERKENNY	USAMC SYS SIMA	W44K-A	ROCK ISLAND,IL	21	289	ARMY
** Subtotal **				21	289	
** RESPONSIBLE AGENCY = TECOM						
FT. HUNTER LIGGETT, CA	HQ, USA TECOM	WOJE09	BASE X	0	6	ARMY
DUGWAY PROVING GROUND	TECH ESCORT	W0BN03	ELIM	11	1	ARMY
** Subtotal **				11	7	
** RESPONSIBLE AGENCY = TMDE						
LETTERKENNY	USA TMDE SUPPORT GROUP REGIONAL 1	W45917	BASE X	0	60	ARMY
FT. RICHIE, MD	USA TMDE SUPPORT GROUP	W45904	BASE X	0	3	ARMY
SENECA AD	USA TMDE SUPPORT GROUP REGIONAL 1	W45916	ELIM	0	4	ARMY
FT. GREELY, AK	USA TMDE SUPPORT GROUP	WGEH33	FT.WAINWRIGHT	6	0	ARMY
LETTERKENNY	USA TMDE SUPPORT GROUP	W459-A	ELIM	1	11	ARMY
DUGWAY PROVING GROUND	USA TMDE SUPPORT GROUP REGIONAL 4	W46A14	ELIM	0	16	ARMY
RED RIVER ARMY DEPOT	USA TMDE SUPPORT GROUP REGIONAL 3	W46A10	ELIM	0	16	ARMY
FT. RICHIE, MD	USA TMDE SUPPORT GROUP REGIONAL 1	W45904	BASE X	3	2	ARMY

BRAC 95 DISCRETIONARY MOVES

LOSING	ACTIVITY	UIC	GAIN/ELIM	MILITARY	CIVILIAN	SERVICE
** Subtotal **				10	112	
** RESPONSIBLE AGENCY = USA RECRUITING Command *						
SELFRIDGE	GROUP RC TRAINING 1ST ARMY	W49012	BASE X	9	0	ARMY
CH PRICE	BN USA REC ST LOUIS	W19R00	BASE X	3	1	ARMY
SENECA AD	GROUP RC TRNG 1ST ARMY	W49017	BASE X	7	0	ARMY
** Subtotal **				19	1	
*** Total ***				180	1824	

APPENDIX 2 (PROPOSED DISCRETIONARY LOCATION MOVE ANALYSIS FORMAT) to ANNEX J (DISCRETIONARY-LOCATION MOVE GUIDANCE) to HQDA BRAC 95 IMPLEMENTATION GUIDANCE

PROPOSED DISCRETIONARY LOCATION MOVE ANALYSIS FORMAT
(For proposed realignment of an activity to a gaining installation not specified by the BRAC Commission)

*1. Proposed Action. Relocation of (specific activity) to (gaining installation).

2. Rationale for Taking the Action (*this is the same for all activities*). Under the provisions of the Defense Base Closure and Realignment Act of 1990, Public Law 101-510, the Secretary of Defense submitted a list of installations recommended for closure or realignment to the Defense Base Closure and Realignment Commission in Feb 95. Included in that list was the recommended closure of (specified installation). As a result of the closure of the installation, the (specific activity) will be relocated to (proposed gaining installation). The closure of (specified installation) is mandated by Public Law 101-510 unless rejected by the Commission, the President, or the Congress.

*3. Stationing Criteria. Identify attributes which define site selection of reasonable alternatives; i.e., acreage, geo/demographic constraints, affiliations, etc. The criteria will include required attributes for mission requirements such as location, availability of physical or synergistic activities, cost, and other unique items.

4. Analysis of Alternatives. Describe the alternatives studied and why the proposed action is the preferred action. Include the following:

a. No action. This alternative is unacceptable because of the mandated closure of the current location.

b. Inactivate the unit/disestablish the activity. Discuss why this alternative is not desirable.

c. Reasonable alternative gaining installations. (assess stationing criteria against all alternatives).

*5. Strategic and Operational Implications. If the action would result in major impacts on current strategy, contingency plans, or other operational considerations, describe the impacts succinctly. Do not include classified information.

6. Estimated Manpower Impacts. Describe the overall change in manpower for the activity or unit and for the losing and gaining installations (i.e., support manpower). Include positions transferred and eliminated.

APPENDIX 2 (PROPOSED DISCRETIONARY LOCATION MOVE ANALYSIS FORMAT) to ANNEX J (DISCRETIONARY-LOCATION MOVE GUIDANCE) to HQDA BRAC 95 IMPLEMENTATION GUIDANCE

7. Anticipated Costs/Savings. Describe estimated one-time and steady state net annual recurring savings and costs.

*8. Facilities Requirements. Describe what facilities will have to be constructed, converted, renovated, or leased in order to implement the action. Identify specific projects, by fiscal year, which must be constructed to implement the action or which will be canceled as a result of the action.

9. Environmental Impacts. Briefly describe the environmental impacts of the action. The NEPA action plan for the proposed gaining installation will address the cumulative impacts of relocation; therefore, do not address in this proposal the type of environmental documentation which will need to be prepared.

10. Potential Problems. Identify any potential problems, such as local opposition or socioeconomic concerns, which may be encountered if the action is implemented.

11. Milestones. Show projected milestones for the initiation and completion of significant events.

***= Information needed per para 3b. Entire information required per para 3c.**

DEPARTMENT OF THE ARMY
USAMC LOGISTICS SUPPORT ACTIVITY
REDSTONE ARSENAL, AL 35898-7466

REPLY TO
ATTENTION OF

AMXLS-H

8 MAR 1995

MEMORANDUM FOR MR. DARRELL POWELL, CHIEF, BASE REALIGNMENT AND CLOSURE (BRAC) OFFICE, SPECIAL ANALYSIS OFFICE, U.S. ARMY MATERIEL COMMAND, 5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333-0001

SUBJECT: BRAC 95 - Realignment of Letterkenny Army Depot

1. Under BRAC 95, tenants of Letterkenny Army Depot are to be realigned. The Major Item Information Center (MIIC), UIC W43T03, a derivative unit of the Logistics Support Activity (LOGSA), is currently a tenant at Letterkenny Army Depot. LOGSA's primary location is Redstone Arsenal, AL. Request that the MIIC be considered for inclusion in the planned realignment, and transferred to Redstone Arsenal, AL.

2. Transferring the MIIC to Redstone Arsenal would result in savings of at least $1M annually; the amount the MIIC currently pays to Letterkenny Army Depot for base operations support. Additional savings would accrue because the MIIC would reduce travel spending as it would be co-located with its parent unit. The MIIC has three officers, 13 enlisted, and 129 civilians on-board.

3. I believe including the MIIC in the Letterkenny Army Depot realignment and relocating it to Redstone Arsenal is most advantageous to the Army overall. Again, request consideration to include the MIIC in the Letterkenny Realignment.

Billie Turmenne

BILLIE W. TURMENNE
Executive Director
Logistics Support Activity

Encl 2

Document Separator

DEPARTMENT OF THE ARMY
USAMC LOGISTICS SUPPORT ACTIVITY
REDSTONE ARSENAL, AL 35898-7466

REPLY TO
ATTENTION OF

AMXLS-H

13 APR 1995

MEMORANDUM FOR CHIEF, BASE REALIGNMENT AND CLOSURE (BRAC) OFFICE, SPECIAL ANALYSIS OFFICE, U.S. ARMY MATERIEL COMMAND, 5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333-0001

SUBJECT: BRAC 95 IMPLEMENTATION PLANNING GUIDANCE - DISCRETIONARY MOVES

1. In accordance with your memorandum, 21 Mar 95, SAB, information required by paragraphs 1, 3, 5, and 8 of enclosure 2 is provided.

a. Paragraph 1, Proposed Action: Relocation of the Major Item Information Center (MIIC), UIC W43T03, to Redstone Arsenal, AL.

b. Paragraph 3, Stationing Criteria: The MIIC is a subordinate organization to the USAMC Logistics Support Activity (LOGSA). The parent UIC of the MIIC is W43TAA, Headquarters LOGSA, located at Redstone Arsenal, AL. Relocating the MIIC to Redstone Arsenal would collocate them with their headquarters organization and with seven other LOGSA functional centers. This would also result in savings of at least $1M annually; the amount the MIIC currently pays to Letterkenny Army Depot for base operations support. Additionally, travel dollars would be saved by locating the MIIC with its headquarters activity. Relocating to Redstone Arsenal would not impact the MIIC's ability to perform mission requirements.

c. Paragraph 5, Strategic and Operational Implications: This action would not result in any impact on current strategy, contingency plans, or other operational considerations.

d. Paragraph 8, Facilities Requirements: LOGSA and host activity, the US AMC Missile Command (MICOM), would be required to locate 222 personnel (126 Government Civilians, 16 Military, and 80 Support Contractors) in approximately 35,964 square feet of office space (222 x 162 sq. ft.), at Redstone Arsenal, Huntsville, AL. Personnel will be initially housed in facilities currently assigned to LOGSA which will be vacated upon completion of the new LOGSA administrative facility, currently under construction. Every attempt will be made to maximize occupancy of new building proposed for construction (funded by BRAC 95) for ATCOM, SIMA West, in order to provide permanent housing for this new LOGSA mission transfer. This has been

AMXLS-H
SUBJECT: BRAC 95 IMPLEMENTATION PLANNING GUIDANCE - DISCRETIONARY MOVES

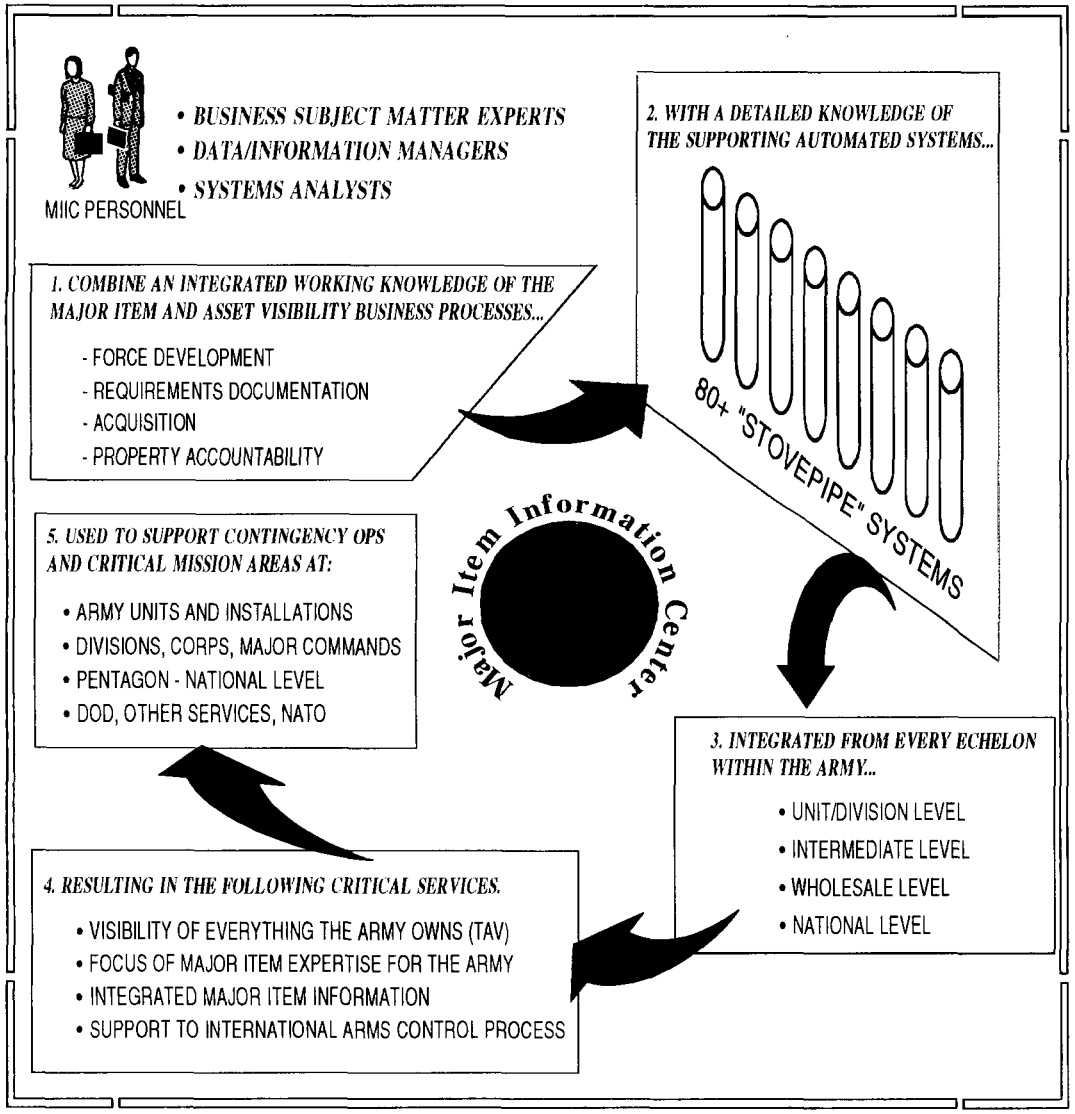
coordinated with host, Redstone Arsenal Support Activity (RASA) Commander, Col Moeller, and RASA Deputy, Mr. Steve Carter, 3 April 95.

2. LOGSA POC is Ms. Ronnie Eggleston, AMXLS-H, X44711.

BILLIE W. TURMENNE
Executive Director
Logistics Support Activity

Document Separator

MIIC - THE UNIQUENESS OF ITS MISSION



MIIC IS A ONE-OF-A-KIND ORGANIZATION

✓ THE ONLY ORGANIZATION WITH TOTAL ASSET VISIBILITY OF EVERYTHING THE ARMY OWNS

✓ THE ONLY ORGANIZATION WITH THE SKILLS & KNOWLEDGE TO MAKE TAV HAPPEN

- KNOWLEDGE OF BUSINESS PROCESSES FOR ALL CLASSES OF SUPPLY
- KNOWLEDGE OF 80+ AUTOMATED SYSTEMS AT FIELD, WHOLESALE, AND NATIONAL LEVELS.

✓ THE ONLY ORGANIZATION WITH THE SLILLS AND KNOWLEDGE TO INTEGRATE THE ENTIRE MAJOR ITEM PROCESS

- KNOWLEDGE OF ALL MI BUSINESS PROCESSES
- KNOWLEDGE OF MAJOR ITEM SYSTEMS AT FIELD, WHOLESALE, AND NATIONAL LEVELS.

✓ THE ONLY ORGANIZATION IN DOD SCHOOLED IN ARMS CONTROL INFORMATION PROCESSES

- KNOWLEDGE OF CONVENTIONAL ARMS CONTROL PROCESSES, TREATIES, AND AGREEMENTS.

3 of 3

THIS CHART PROVIDES SOME DETAIL ON THE UNIQUENESS OF THE MIIC MISSION AND ON THE SPECIALIZED SKILLS AND EXPERIENCE REQUIRED TO MAKE THE MISSION THE SUCCESS THAT IT IS.

THE MIIC STAFF IS MADE OF UP BUSINESS PROCESS EXPERTS, INFORMATION MANAGERS, AND SYSTEMS ANALYSTS. IT IS THIS UNIQUE BLEND OF KNOWLEDGE AND EXPERIENCE THAT HAS PROVEN NECESSARY IN ORDER TO TAKE RAW, ASYNCHRONOUS DATA, DRAWN FROM EVERY CORNER OF DOD, AND DEVELOP IT INTO QUALITY INFORMATION USED TO DRIVE MANY CRITICAL ARMY AND DOD PROCESSES.

THE PROCESS DESCRIBED IS INFINITELY MORE THAN AN AUTOMATION EFFORT. IT REQUIRES A WORKING KNOWLEDGE OF THE NUMEROUS ARMY/DOD BUSINESS PROCESSES AND DETAILED UNDERSTANDING OF EACH OF THE STOVEPIPE SYSTEMS MIIC TIES INTO.

BY VIRTUE OF IT BEING THE FOCAL POINT FOR THESE NUMEROUS DOD PROCESSES AND SYSTEMS, MIIC IS UNIQUELY POSITIONED TO DEVELOP THE STAFF EXPERTISE REQUIRED FOR TOTAL ASSET VISIBILITY AND FOR INTEGRATED MAJOR ITEM INFORMATION. THESE MULTI-DISCIPLINED SKILLS ARE DEVELOPED AT MIIC AND CANNOT BE DRAWN FROM ANY OTHER SINGLE ORGANIZATION WITHIN DOD, NOR COULD THEY BE EASILY MUSTERED INTO SO LEAN (130) AN ORGANIZATION.

IF THE MIIC ORGANIZATION IS PHYSICALLY MOVED, MOST OF THESE CRITICAL INTEGRATION SKILLS WOULD BE LOST AND THE MISSION WOULD FAIL. FAILURE OF THIS MISSION WOULD HAVE AN ADVERSE AFFECT ON UNIT READINESS, VISIBILITY OF EQUIPMENT, CONVENTIONAL ARMS TREATY COMPLIANCE, AND THE ABILITY TO MOBILIZE AND DEPLOY IN SUPPORT OF CONTINGENCY OPERATIONS.

WE KNOW THE COMMISSION HAS MUCH TO CONSIDER REGARDING LETTERKENNY. BUT TO PRECLUDE UNNECESSARY EXPENSE TO THE TAXPAYER AND EQUALLY UNNECESSARY FAILURE TO A CRITICAL DOD MISSION, WE ASK, IN ADDITION TO ALL THE OTHER FACTS BEARING ON THE LETTERKENNY SITUATION, THAT THE COMMISSION ALSO TAKE INTO CONSIDERATION THIS TENANT AND ITS CRITICAL MISSION WHEN MAKING THE FINAL DECISION REGARDING THE DISPOSITION OF LETTERKENNY ARMY DEPOT.

Document Separator

DEPARTMENT OF THE ARMY
U.S. AMC SYSTEMS INTEGRATION AND MANAGEMENT ACTIVITY
CHAMBERSBURG, PA 17201-4180

REPLY TO
ATTENTION OF

28 APR 1995

Letterkenny Coalition
75 S. Second Street
Chambersburg, Pa. 17201

Dear Mr. Sciamanna:

The purpose of this memorandum is to respond is to your recent Freedom of Information request. The enclosed is my response to that request. In summary, the responses clearly show the Army decision to move SIMA East to Rock Island under BRAC 93 law:

a. was **not staffed with logical elements**, i.e. primary customers and those that direct the activities of SIMA East on a day to day basis.

b. is **not consistent with the spirit and intent of BRAC 93 law**. The intent of that law was to keep SIMA East at Letterkenny until DOD CIM deliverables were completed. The intent was to make location decisions at that time and not before.

c. Retention of SIMA at Letterkenny made sense in BRAC 93 and it makes even greater sense today based on:

(1) DOD and service commitments to the DOD CIM program.

(2) Significant legislation pending which will change who and how support is provided within DOD, e.g. service Central Design organizations are coming under the Defense Business Operating Fund (DBOF) effective FY96 as mandated by PBD 433 (considered a preamble to eventual transfer of CDA's to DOD), the Army Materiel Command is being considered for transfer to DOD based on pending legislation, and finally **the future impacts of privatization** promise to change the way business is conducted, to include the strong possibility that the automated services mission of SIMA East could be privatized.

Questions concerning the enclosed response should be directed to Mr. James T. Hafer at the above address or by telephone to (717) 267-9801.

Questions and responses are as follows:

a. **How were you notified of the Army's decision/plan to move SIMA to Rock Island?**

Answer: This is a simple question, but the answer is not as easy. On 13 March 1995 I was notified by Col. Longley, the Hqs AMC Deputy Chief of Staff that there was a rumor that SIMA East was moving to Rock Island and he wanted to advise me that rumor was not true. He said he was meeting later that day with Darryl Powell, head of the AMC BRAC office, and he would talk to him on this subject. Col Longley called me back and stated Mr. Powell had received a call from the Department of Army staff that morning and they advised Mr. Powell that SIMA East would be moved to Rock Island as part of a BRAC 93 decision associated with DMRD 918. Col. Longley indicated I was to take no action to advise the SIMA East workforce based on that phone call with the Department of Army. Hqs AMC took the position they wanted the DA decision to be put into writing. To date, I am not aware of such a written decision being issued to AMC from DA. In anticipation of AMC receiving such guidance in writing, Hqs AMC issued written direction to the Industrial Operations Command to prepare a BRAC package on SIMA East based on a BRAC 93 decision. The SIMA East milestones are to be based on BRAC 95 milestones. The plan is to be part of the Letterkenny BRAC implementation plan submission. See attachments 1, 2 and 3.

b. **As part of Army staffing actions what input did your organization provide in terms of mission impacts of such a move?**

Answer: None, we were not asked for input.

c. **To your knowledge were Army and DOD customers consulted with regard to their reaction to a planned move of SIMA to Rock Island (or any other site)?**

Answer: **Army customers**...SIMA, as a Separate Reporting Activity of AMC, has reported to the AMC Chief of Staff. As stated in question a above, the Chief of Staff's office was not aware of any plans to move SIMA East as part of a BRAC action. Hqs AMC Corporate Information Office has historically provided day to day technical oversight of SIMA. They were the focal point for DMRD 918 actions within AMC. When AMC was recently advised of the decision that SIMA would be moved to Rock Island, they were not aware of any such decision. They called

The IOC BRAC person said SIMA had been scheduled to move to Rock Island in BRAC 91, but that decision had been reversed in BRAC 93 law and SIMA was to remain at Letterkenny. The DA staff officer said the BRAC 93 decision was based on service central design activities (CDA's) transferring to DOD under the provision of DMRD 918. Since DMRD 918 was reversed, the Army position is SIMA East will move to Rock Island. This statement came as a complete surprise to the IOC command group and staff.

Non-Army customers: SIMA East business computer systems/applications support a very broad range of AMC and Army customers; however, not all those systems are owned or resourced by AMC/Army. Two such systems are the Army Standard Industrial Fund System (SIFS) and the DOD Property Accountability System (DPAS). SIMA East plays a key role in support of both these important DOD CIM initiatives. These two systems account for half of SIMA East resources. Neither of these DOD customers were consulted on the plan to relocate SIMA East. Both parties have expressed serious concerns that such a move will have extreme adverse impacts to the DOD CIM milestone commitments and have expressed a strong desire to retain SIMA East at Letterkenny.

d. **Question: There has been much discussion about DMRD 918 and BRAC 93 as it relates to SIMA (it is understood the Army is planning to move SIMA based on DMRD 918 resolution). Could you explain what DMRD 918 called for and how that impacts SIMA today and in the future?**

Answer: DMRD 918 called for the transfer of services business data processing centers and central design organizations to the DOD. Actions were taken to place these organizations under the Operational Control of a new DOD organization called DISA. During this period DOD BRAC 93 proposals were formulated. DISA did an independent review of SIMA East and determined that less than one-fourth of SIMA East resources were in support of the Industrial Operations Command located at Rock Island (still true now and through FY97). DISA determined a relocation of SIMA provided no benefits and would be both mission destructive and very costly. As a result of that independent assessment, the Secretary of Defense recommended to the BRAC 93 Commission that the BRAC 91 law be reversed and that SIMA should be retained at Letterkenny until such time DISA had an opportunity to determine the appropriate long term organization actions which should be taken. The BRAC 93 Commission supported the Secretary of Defense recommendation and recommended to the President that SIMA East be retained at Letterkenny.

I believe it is important there is a clear understanding of what DISA had in mind with regard to

As part of the action to return CDA's back to the services, DOD mandated that service central design organizations come under a fee-for-service operating environment. DOD has withdrawn much of the funding from service legacy systems since a number of the legacy systems will be replaced by DOD Standard CIM systems. The intent was to have central design manpower levels be reduced consistent with funded workload. By the time all DOD CIM systems are delivered and operating across DOD, the service CDA's would be reduced in size and DOD could then determine what organizations would logically maintain the DOD suite of CIM systems. It is at that time that logical decisions should be made with regard to how many service CDA's are required, how large they should be and where they should be located. It makes no sense to relocate a service CDA at this time. To do so is to incur mission disruption and unnecessary costs; not to mention the severe turbulence to civil service professionals who have dedicated their careers and their lives in the service of their countries. These people can accept the fact that logical DOD management actions may disrupt their lives, but they can not understand or accept a decision that would make a forced physical move which will in all likelihood be altered in a few years based on other decisions.

Clearly, the DOD CIM strategy is working. The intelligent course of action with regard to service central design organizations is to complete that course and then make the tough management decisions that make sense from a mission, cost and people management perspective.

In addition to the above there are several other recent developments that further support retention of SIMA East at its current location:

a. Recently DOD issued a Program Budget Decision (PBD) 433. That PBD puts all the services central design organizations under Defense Business Operating Fund (DBOF) beginning FY96. Most people familiar with this action believe this is a first step to the eventual transfer of CDA's to DOD once CIM initiatives are completed.

b. Another compelling reason that SIMA East should remain at Letterkenny is the future impact of Privatization. One function which appears on every privatization list is automated services. It would appear SIMA's functions are prime candidates for privatization. Certainly Congress will make those decisions soon, until such decisions are made, SIMA East should remain at Letterkenny.

c. DOD Acquisition Management Reform Act of 1995 H.R. 1368 and S 646 (DOD Acquisition Management Reform Act) have been introduced into Congress. A part of this legislation would call for the transfer of the Army Materiel Command to the Secretary of Defense.

correct disposition decision for SIMA East. The BRAC 91 GAO comments with regard to a forced move of SIMA to Rock Island were:...there are no savings tied to such a move, costs are high and significant impacts to the mission will be manifested. The prudent decision is to be keep SIMA East at Letterkenny until the truly "right" decisions can be made for DOD, the Army, and the tax payers.

DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY INDUSTRIAL OPERATIONS COMMAND
ROCK ISLAND, ILLINOIS 61299-6000

REPLY TO ATTENTION OF

AMSMC-AEE (15-1a)

19 APR 1995

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Base Realignment and Closure (BRAC) 95 Implementation Plan

1. Reference BRAC 95 Implementation Planning Guidance Meeting, 15-16 March 1995, Rock Island Arsenal, Illinois.

2. The following guidance originally provided at referenced meeting is restated for emphasis. Each losing U.S. Army Depot System Command/U.S. Army Armament, Munitions and Chemical Command installation will prepare its respective BRAC 95 Implementation Plan. The gaining installation will provide support as required.

3. Subsequent guidance from headquarters, U.S. Army Materiel Command, is that an Implementation Plan will be developed for the Systems Integration and Management Activity-East (SIMA-E) as a BRAC 93 action. The SIMA-E Plan, although classified as a BRAC 93 action, will follow all the requirements associated with BRAC 95 and will be prepared by SIMA-E as an addendum to the Letterkenny Army Depot (LEAD) Implementation Plan. The LEAD will, as with any other tenant, account for the impact on LEAD base operations costs, etc.

4. All Implementation Plans will show a completion date of end FY 97 unless otherwise approved by the Commanding General, Industrial Operations Command.

5. The POC is Mr. Kenneth P. Muehl, AMSMC-AEE, DSN 793-8393, datafax DSN 793-7768.

for Bridget L. Myers
ALAN G. WILSON
Chief, Performance Evaluation Division

DISTRIBUTION:
Commander, Letterkenny Army Depot, ATTN: SDSLE-I (Ms. Hallie Bunk), Chambersburg, PA 17201-4170
Commander, Red River Army Depot, ATTN: SDSRR-B (Mr. Bobby Notley), Texarkana, TX 75507-5000
Commander, Sierra Army Depot, ATTN: SDSSI-CO (COL Donald D. Whitfield II), Herlong, CA 96113-5000
Commander, Seneca Army Depot, ATTN: SDSTO-SECO (Mr. Anthony J. Carnevale), 5786 State Route 96, Romulus, NY 14541-5001
Commander, Savanna Army Depot Activity, ATTN: SDSLE-V-CO (MAJ James Sisk), Savanna, IL 61074-9636

DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY INDUSTRIAL OPERATIONS COMMAND
ROCK ISLAND, ILLINOIS 61299-6000

REPLY TO
ATTENTION OF

7 APR 1995

AMSMC-AEE (15-1a)

MEMORANDUM FOR Director, Systems Integration and Management Activity-East, ATTN: AMXSI-ZC (Mr. Hafer), Chambersburg, PA 17201-4180

SUBJECT: Base Realignment and Closure (BRAC) 95 Mission Transition Plans

1. Reference memorandum, HQ, AMC, AMCSO, 20 March 1995, subject: BRAC 95 Implementation Planning Guidance.

2. Paragraph 9 of referenced memorandum directs an addendum to the Letterkenny Army Depot (LEAD) Implementation Plan, moving SIMA-E to Rock Island, be prepared. Request you begin the development of mission transition plans, including coordination with the LEAD BRAC Office, so that all actions can be completed as smoothly as possible.

3. The Commander, U.S. Army Industrial Operations Command/U.S. Army Armament, Munitions and Chemical Command/U.S. Army Depot System Command, has expressed a desire that all actions for realignments and closures be completed by end FY 97.

4. The POC is Ms. Bridget L. Myers, AMSMC-AEE, DSN 793-8397/ 3164, datafax DSN 793-7768.

ALAN G. WILSON
Chief, Performance Evaluation Division

CF:
Commander, Letterkenny Army Depot, ATTN: SDSLE-I (Ms. Bunk), Chambersburg, PA 17201-4150

DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333 - 0001

REPLY TO ATTENTION OF
AMCSO

20 March 1995

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: BRAC 95 Implementation Planning Guidance

1. References:

a. Memorandum, AMCSO, 1 Mar 95, subject as above.

b. Memorandum, AMCSO, 10 Mar 95, subject as above.

c. Memorandum, AMCSO, 13 Mar 95, subject: BRAC 95 - Lead MSCs.

d. Memorandum, AMCSO, 16 Mar 95, subject: BRAC 95 Implementation Guidance - Draft environmental Baseline Survey (EBS), Statement of Work.

2. The purpose of this memorandum is to provide you with additional information concerning and instructions for preparation of your BRAC 95 Implementation Plans.

3. There are two outstanding short term suspenses.

a. The first is the requirement to nominate BECs and BTCs. This was tasked out per reference 1b, and the data is due at this HQ by 5 April 1995.

b. The second is the requirement to review and comment on the Draft EBS SOW tasked out per reference 1d. That data is due at this HQ by 30 March 1995.

4. MSCs with "Lead" assignment for a BRAC 95 package will submit to HQ AMC (ATTN: AMCSO) NLT 29 Jun 95 an Implementation Plan as described below. Plans should be submitted on disk (Microsoft Word or convertible word processing software, and EXCEL or convertible spreadsheet software) and in hard copy (25 copies are required). We will be conducting IPRs at this HQ 12-14 July 95. Further information on these IPRs will be provided at a later date. The plan will assume the availability of necessary funding, and as a minimum, will include data described at paras 4a-j below. Additionally,

b. A Manpower Action Plan which outlines the manpower changes associated with the realignment and closure actions. The plan should address every unit affected by a realignment or closure action. Lead MSCs will be responsible for ensuring all units on the affected installations are accounted for in the plan regardless of their parent organization. The instructions for completion of this plan are at annex E to reference 1a. This HQ plans to provide additional instructions for this plan. We do not yet have them available. However, this should not stop you from either starting to work this or any other of the plans which are required.

c. A Personnel Action Plan. At enclosure 2 is an example of a Personnel Action Plan from BRAC 93 for VHFS. This plan is not exactly the same as the requirement for BRAC 95. However, in many instances it is. The BRAC 95 requirements will be discussed using the enclosure as an example. POC for personnel actions is Modena Gooley, AMCPE-CE, DSN 284-9547. The 95 requirement is as follows:

(1) Identify the nature of actions and establish a time line for draw down or build up (paras 1 and 2 of the enclosure). Ensure that projected notice periods are covered.

(2) Provide a wiring diagram that reflects the losing and gaining installations and the total personnel moving by military and civilian (i.e., the migration chart from the Executive Summary section).

(3) Address personnel and relocation impacts (para 4 of enclosure).

(4) Address required labor union negotiations, placement assistance efforts, continuity of essential operations during draw down, and performance of residual functions as separately titled paragraphs/portions of the plan.

(5) Address the non-appropriated fund workforce as a separately titled portion of the plan (para 5 of the enclosure).

discretion. Depots need to address maintenance related transfers. The point of contact for depot maintenance is Mr. Mike Russell, HQ AMC DCSLOG, DSN 284-8232.

e. A Construction Action Plan. Instructions and milestones for the preparation of forms DD 1391 was included in reference 1b. Those milestones have subsequently changed. The guidance reflecting the new milestones is at enclosure 3. The completed forms will be the Construction Action Plan annex to the overall implementation plan. POC is Frank Graziano, AMCEN-F, DSN 284-9228.

f. An Information Mission Area Action Plan (IMAAP). HQ AMC has requested that ISC-Ft. Ritchie, in coordination with the DOIM/CI structure which supports AMC, prepare these plans (enclosure 4). As noted in the VTC of 15 Mar 95, you need to coordinate with these individuals to ensure that total coverage is in fact occurring and to note the progress of activity. Requirements resulting from base realignment and closure activity must be carefully integrated with existing, approved Information Management Master Plan initiatives, and with any MCA requirements and projects. See also para 6 of this memo for additional information. POC is Lucille Newman, AMCIO-F, DSN 284-3310.

g. A Financial Management Action Plan. The submission should include impacts on Army appropriations in accordance with instructions provided in annex I (reference 1a), which is fairly self-explanative. POC is Leonard Rachiele, AMCSO, DSN 284-3443.

h. A Property Management Action Plan. This annex will contain both plans for real estate and personal property. POC for real estate is Maria Longo, AMCEN-R, DSN 284-9002; POC for personal property inventory is Mr. Jim Davidson, DSN 284-5510.

(1) The real estate action section of the plan should dovetail with any plans for reserve enclaves and discretionary moves. This section will provide the disposition of real property with proposed schedules for real estate actions. Plans should incorporate known community reuse plans, and timelines for closure and realignment actions. As a minimum this section will contain:

(c) A schedule for the demolition of real property and the costs to do so. This should be sub-divided into those demolished as a result of BRAC and those demolished IAW the Facilities Reduction Program (at individual building level of detail).

(d) A list of leases, permits, and licenses to be terminated.

(2) The personal property disposal section will include site specific, comprehensive plans and milestones for the conduct of actions required for the disposition of all personal property. The plan will be constructed to ensure that the requirement to have the inventory completed prior to six months following approval of the BRAC 95 legislation (NLT 1 Oct 95) is met. You must address consultation with local redevelopment authorities or, in their absence, local or state officials as a part of your plan.

i. A Morale, Welfare, and Recreation (MWR) Action Plan. There are two requirements associated with this annex.

(1) The completion of forms 2-1-B and 2-1-C for all NAF activity on an installation. Form 2-1-B is "Summary by Organizational Element". In this case, the organizational element is all NAF activities on the base. The instructions for completing this form are at annex O to reference 1a. The costs to be captured are RIF, PCS, and equipment relocation costs. Form 2-1-C is an explanation of the costs displayed on form 2-1-B. Please be as detailed as possible in your explanation of the costs reflected on the schedule, e.g., numbers of personnel to RIF, PCS, costs per person, by year, etc.

(2) As required, gaining installations may need to conduct Project Validation Assessments (PVA). If this is so, then as a separate part of the MWR Action Plan, you must address the scope, the cost and the timing of the PVA effort. Additionally, the costs to conduct the PVA effort and any cost of facilities needs to be reflected on the NAF forms 2-1-B and 2-1-C IAW the guidance at annex O to reference 1a.

(3) The data required in the two paragraphs above should

AMCSO
SUBJECT: BRAC 95 Planning Guidance

(1) Submission of 1383: The 1383 report is to be prepared in accordance with reference 1a. Additional instructions are as follows:

(a) Disposal Installations: AMCEN-A requested the environmental offices of the MSCs in coordination with their BRAC counterpart submit 1383s to address all environmental actions and activities that will occur at installations that are slated for disposal or partial disposal due to BRAC 95 disposal actions. Hard copies of the 1383s are to be submitted to AMCEN-A, ATTN: Pete Cunanan, DSN 284-0324, on or before 7 Apr 95. This submission is in addition to the regular spring submission of 1383s on 14 Apr 95. The 1383 must cover the following:

o Total environmental cleanup - from start to finish (6 years timeframe). Separate the study phase and remedial action phase. Indicate also who will execute your projects (i.e., installation, COE, AEC). Note: AEC does not execute remedial action projects.

o Natural resource studies (e.g., affects on game management).

o Endangered species protection study - total cost.

o Preparation of EA/EIS for closure and disposal. Approximate cost per EIS for disposal is $400K-$600K.

o Radiological studies and radiological contamination cleanup.

o Salary for BEC, BEC TDY and training, Restoration Advisory Board (RAB) formation and RAB support cost.

o Environmental compliance action directly affected or speedup by BRAC action (i.e., RCRA facilities closure, OB/OD closure dismantling of environmental facilities, removal of PCB equipments etc.).

(b) Realignment Installations: In addition to the above guidance, environmental offices of the MSCs, in coordination

in addition to the regular spring submission of 1383s on 14 Apr 95. The 1383s must cover those areas that will be affected. Such areas may include the following:

o Wetland delineation surveys, wetland permit application, and other associated costs.

o Endangered species protection study - total cost may include consultation, biological assessments, etc.

o Preparation of EA/EIS for gaining installations only. Approximate cost per EIS is $200K-$300K; approximate cost per EA is $100K-$150K.

o Radiological studies and radiological contamination cleanup.

o Environmental compliance action directly affected or speedup by BRAC action (e.g., RCRA permit applications, removal of PCB equipments, etc.).

o Clean Air Act Requirements (e.g., Title V permit applications, Clean Air Conformity analysis, etc.).

o Natural resource studies (e.g., affects on wildlife, plants and game management).

(2) Natural Resource Action Plan. Submit a Natural Resource Action Plan to AMC, ATTN: AMCEN-A (Stan Lowe) with copy to AMC I&SA, ATTN: AMXEN, NLT 21 Apr 95. Prior to sending, plan must be coordinated between natural resource personnel at installation, MSC and AMXEN-M.

(3) Cultural Resource Action Plan. Cultural Resource Action Plan is assigned to Fort Worth District for all AMC installations. Fort Worth District will contact all AMC BRAC 95 installations, slated for realignment, closure and disposal, by 3 Apr 95, to assist in developing costs estimates for funding Cultural Resources compliance actions. MSC/installations must include costs estimates developed with the assistance of Fort Worth District in the DD Form 1383 documents. Fort Worth District will develop the scope of work for all AMC installations to comply with the National Environ-

AMCSO
SUBJECT: BRAC 95 Implementation Planning Guidance

(a) Fort Worth District will initiate all formal consultation, if required, with the appropriate authorities as required by the above laws. Although Fort Worth is assigned the BRAC 95 Cultural Resources responsibilities for AMC, installations must continually participate in the process. Fort Worth will consult with Army Environmental Center representatives when preparing agreement documents for AMC installations.

(b) All MSC/installations must provide a Cultural Resource Point of Contact immediately to work their cultural resource actions with Fort Worth District.

(c) Request each installation submit on or before 7 Apr 95 a hard copy of the 1383s to U.S. Army Corps of Engineers, Fort Worth District, Planning Division, ATTN: CESWF-PL-R (Mr. William Metz or Mr. Stephen P. Austin), 819 Taylor Street, Box 17300, Fort Worth, TX 76102-0300.

(d) Fort Worth District will determine status of cultural resource inventory requirements at gaining and disposing locations for all AMC installations. If you have any questions, please contact Mr. Metz or Mr. Austin at commercial (817) 334-2625 or 3246, Fax (817) 885-7539. Point of contact at this headquarters is Maria Longo, commercial (703) 274-9899 or DSN 284-9899.

(4) Preliminary Report of Excess (PROE). Installations that are closing and realigning must provide to this headquarters a PROE on facilities and land that are excess to the installations needs on or before 23 Jun 95. Please prepare the PROE according to AR 405-90.

(a) Provide a general description of land and facilities, including location, area, and impact on local community. Environmental documentation is not required at this time.

(b) You must also provide four (4) copies of a color coded installation map showing areas available for disposal, facilities and utilities on the site.

(c) The installations can contact Maria Longo, AMCEN-R, commercial (703) 274-9899 or DSN 284-9899, fax (703) 274-3633

gaining sites, or (3) discretionary moves. Unless MSC's choose to use in-house staff, these NEPA studies shall be performed by contract. As a result of HQ AMC's responsibility for this work, paragraph 2 of Annex H will be provided to the lead MSC for inclusion in your implementation plan; estimated contract costs for each study shall also be provided for use on the 1383s. HQ AMC will also develop the NEPA Action Plans discussed in paragraph 2d of Annex H. POC is Shirley Barnett, DSN 284-8172.

5. Attached as enclosure 5 is a listing of the Commission and Staff visits and guidance received from the Commission concerning those visits. This information was datafaxed to your Public Affairs group on 20 March 1995. The cover to that fax requested that your Public Affairs group coordinate directly with you (ASAP) to develop a unified plan for these visits in coordination with your Command Group.

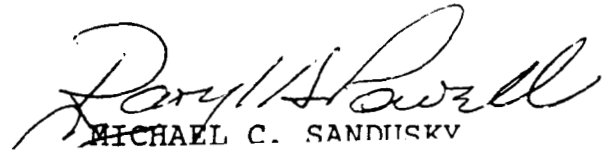
6. Attached as enclosure 6 is data obtained at the DOIM BRAC 95 Planning Conference held 9 March 1995.

7. Attached as enclosure 7 BRAC 95 Alternative Documentation Sets for those proposals you are involved with. These are otherwise known as "bed down" packages. These are the detailed packages compiled by the TABS Office and provided to the Commission.

8. Attached as enclosure 8 is a revised MSC POC listing for BRAC 95.

9. At the direction of HQDA, an addendum needs to be prepared for the Lead Implementation Plan, moving SIMA-E to Rock Island Arsenal. Although technically the SIMA-E move is a BRAC 93 action, it will follow all the requirements and timelines associated with the BRAC 95 action.

10. AMC -- America's Arsenal for the Brave.



MICHAEL C. SANDUSKY

AMCSO
SUBJECT: BRAC 95 Implementation Planning Guidance

DISTRIBUTION: Mr. Al Wilson (IOC)
Mr. Gary Reas (MICOM)
Mr. Frank Cuiffo (CECOM)
Mr. Mike Early (TECOM)
Mr. Len Dube (SSCOM)
Mr. Jim McKivrigan (CBDCOM)
Ms. Michelene Smith (CM Price)
Mr. Tom Smith (ATCOM)
Mr. Bob Kaspari (TACOM)

Document Separator

LEAD COALITION

75 South Second Street
Chambersburg, Pennsylvania 17201

Telephone (717) 264-7101 • FAX (717) 267-0399

April 25, 1995

Systems Integration & Management Activity
c/o Letterkenny Army Depot
Chambersburg, PA 17201

Dear Sirs:

The Letterkenny Coalition recently met with the BRAC Commission staff to present our Tenant Package. In short, the package pointed out a planned move or elimination of Letterkenny tenants that would be both mission destructive and very costly. During the discussions dealing with military value, it was pointed out that major customers of SIMA East have stated their desire to retain SIMA at Letterkenny in order to protect the unique mission skills of the organization. The BRAC Commission staff asked why those customers did not express their concerns at the time the action was staffed. The response given was SIMA East was not part of the Letterkenny BRAC '95 package and therefore, the SIMA East issue would not have been covered as part of the BRAC '95 staffing actions.

It is believed this particular issue was not adequately responded to in the session. We would like to provide the Commission staff with a more complete response to their question. Under the provisions of the Freedom of Information Act, our organization would appreciate it if you could furnish the following information:

•How were you notified of the Army's decision/plan to move SIMA to Rock Island?

•As part of Army staffing actions, what input did your organization provide in terms of mission impacts of such a move?

•To your knowledge, were Army and DoD customers consulted with regard to their reaction to a planned move of SIMA to Rock Island (or any other site)?

•There has been much discussion about DMRD 918 and BRAC '93 as it relates to SIMA. (It is understood the Army is planning to move SIMA based on DMRD 918 resolution.) Could you explain what DMRD 918 called for and how that impacts SIMA today or in the future?

This is a time sensitive action and we would therefore appreciate a response by the first of May. As requested by law, we are willing to pay all costs associated with this request.

Document Separator

GA _____

AMXTM-MP (AMCSO/21 Mar 95) 1st end
SUBJECT: BRAC 95 Implementation Planning Guidance-Discretionary Moves

Director, U.S. Army Test, Measurement, and Diagnostic Equipment Activity, Redstone Arsenal, AL 35898-5400 17 APR 1995

FOR Commander, U.S. Army Materiel Command, ATTN: AMCSO, 5001 Eisenhower Avenue, Alexandria, VA 22333-0001

1. Data provided the BRAC commission in enclosure to basic memorandum was erroneous regarding the U.S. Army Test, Measurement, and Diagnostic Equipment Support Group, a Directorate of the U.S. Army Test, Measurement, and Diagnostic Equipment Activity (USATA). Information available at this time indicates the USATA mission is not being reduced although relocation of workload from bases affected may necessitate a realignment of USATA assets. Therefore, none of the USATA units and associated personnel spaces listed should be eliminated.

2. It is the understanding of this Activity that the installations affected by BRAC actions where USATA units are tenants will retain portions of their real estate. Due to the expense and operational disadvantages of relocating USATA support laboratories, the USATA proposes to remain in present locations. These bases were originally selected to optimize the USATA's geographical support mission in consideration of the workload on post and the surrounding area. In the event continuing operations from these sites are not possible or practical, the information requested in paragraph 5b of basic memorandum is provided at enclosure 2. Information requested in paragraph 5c has been provided telephonically to Mr. Paul Mui of your office.

3. The USATA point of contact for BRAC actions is Mr. Perry Trolinger, AMXTM-MP, DSN 788-2427.

ROBERT K. DUBOIS
Director, U.S. Army TMDE Activity

2 Encls
1. nc
Added 1 encl
2. as

LETTERKENNY ARMY DEPOT, PA (W45917)

Proposed Action: Remain in place for geographical area mission support. Relocate Letterkenny internal mission support personnel to Tobyhanna Army Depot.

Stationing Criteria: In addition to the USATA Region 1 HQ mission the USATA personnel at Letterkenny Army Depot support 8,691 items of TMDE for on post customers and 19,665 items of TMDE for off post customers. The USATA has established laboratories at Letterkenny Army Depot which are located to optimize support for the above workload. Requirements are office space, equipment storage area, and environmentally controlled laboratory space in a secured area.

Strategic and Operation Implications:

a. Strategic: No impact.

b. Operational: Relocation of USATA internal mission support personnel (11) to Tobyhanna Army Depot will align USATA support resources with the Letterkenny mission transfer to Tobyhanna. The geographical area support personnel and HQ staff should remain at Letterkenny to maximize the efficiency resulting from that geographical location. Relocation of these personnel would incur the costs of personnel and equipment ($7.0M) moves and the establishment of new facilities.

Facilities Requirements: Existing USATA facilities at Tobyhanna Army Depot would be modified to house an additional 11 personnel and associated equipment to perform the transferred Letterkenny internal mission support. Costs are approximately $340,000. Relocation of the remainder of the USATA personnel to base X would require a laboratory for 14 personnel and associated equipment, storage and work area for 5 mobile teams equipment and 33 personnel, and office space for 20 management and administrative personnel. Cost would be approximately $2,600,000 additional to the $340,000.

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U.S. ARMY TMDE ACTIVITY
TMDE SUPPORT REGION 1
CHAMBERSBURG, PENNSYLVANIA 17201-4185

21 Apr 95

To: AMXSI-ZC (Mr. Hafer)

Jim,

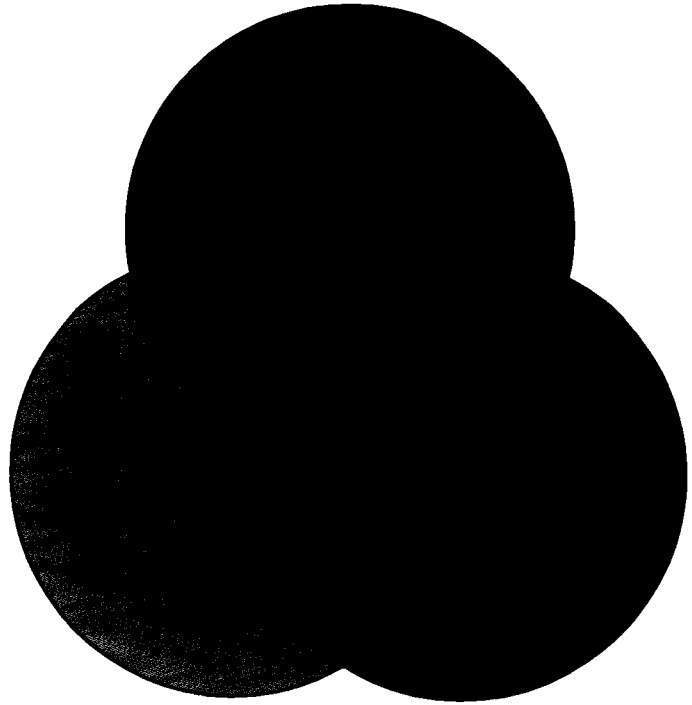
US Army TMDE Activity response to HQAMC on BRAC plans attached FYI. Letterkenny encl. also provided.

Don Smith

Document Separator

BRAC 95 ... LETTERKENNY TENANTS

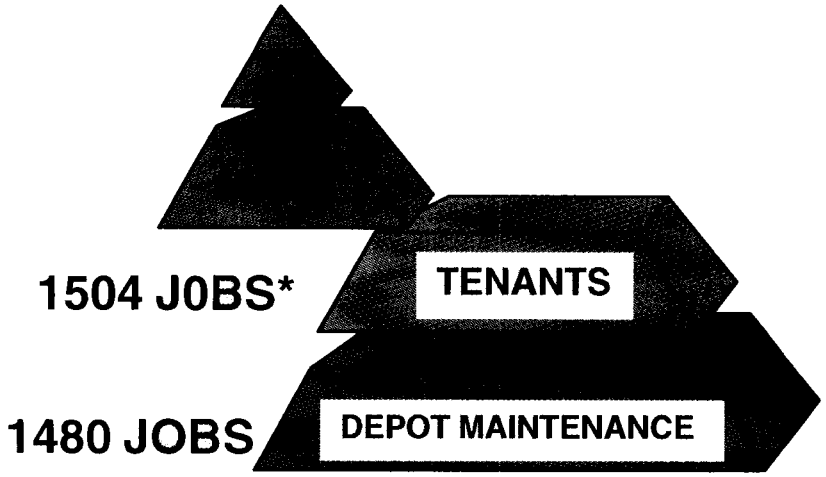
THE
RIGHT
DECISION
BASED ON
BRAC
DECISION
CRITERIA



THE WINNERS ... NATIONAL DEFENSE AND THE TAX PAYER

PURPOSE OF BRIEFING.....TO DEMONSTRATE

LETTERKENNY BRAC
...THE WHOLE PICTURE
ELIMINATE DEPOT MAINT
REMOVE ALL TENANTS



BAD DECISION BASED
BRAC DECISION CRITERIA

- **MILITARY VALUE**
- **NET COST**
- **ECONOMIC IMPACT**

*** 128 LOCAL CONTRACTOR POSITIONS**

THE GREEN VS PURPLE MINDSET

LETTERKENNY/TENANTS
A MODEL FOR JOINT PROGRAMS

WORKYEAR MANDATES ... KILL PURPLE PROGRAMS

"IF IT DOES NOT SUPPORT THE ARMY, GET RID OF IT!"

PURPLE TENANTS
- DEFENSE MEGACENTER
- DEFENSE PRINTING
- DFAS
- DRMO
- DDLP
- DPW

ARMY TENANTS DOING SIGNIFICANT JOINT WORK
- TMDE REGION 1/SPT OFC
- LOGSA-MIIC
- SIMA EAST
- HEALTH CLINIC

TENANTS DOING ARMY WORK ONLY... PWC, MEA, ARMY AUDIT

TENANTS PAY FAIR SHARE OF FIXED INFRASTRUCTURE COSTS

TENANTS MAKE GOOD BUSINESS SENSE

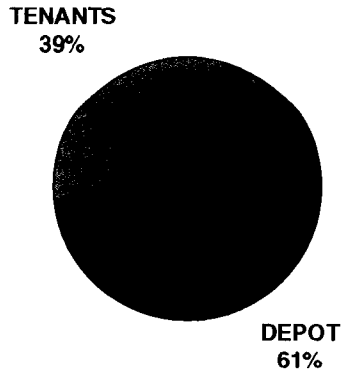
- **ARMY & DOD POLICY AGREES** ...MOVE ORGANIZATIONS FROM GSA LEASED FACILITIES TO DOD INSTALLATIONS
  - ELIMINATES EXPENSIVE LEASE COSTS
  - SPREADS INSTALLATION INFRASTRUCTURE COSTS

- FY95 TENANT FAIR SHARE = $8 MILLION
- IF TENANTS EVICTED, RATES INCREASE $4.23/HR

EXHIBIT J

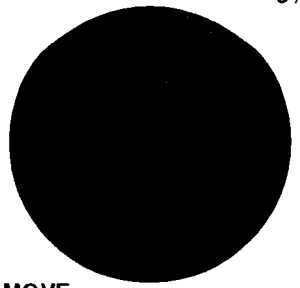
TENANTS* AT LETTERKENNY ... BRAC 95 PROPOSAL

PERCENT OF WORKFORCE:



TENANTS/BRAC DISPOSITION: PERCENT OF POPULATION

MOVING COSTS GROSSLY UNDER STATED



ELIMINATE
9%

MAJORITY OF WORK WILL SHIFT TO OTHER ENTITIES SAVINGS INFLATED

Exhibit A

DOD BRAC 95 PROPOSAL FOR LETTERKENNY TENANTS

TENANT DISPOSITION!

DISESTABLISH

DLA SUPPLY DEPOT-DDLP

RELOCATE

SIMA EAST, LOGSA-MIIC, PWC, DMC-C, TMDE SPT, AND DFAS

ELIMINATE*

AAA, HEALTH CLINIC, TMDE REGION 1, DRMO, MEA

* WORKLOAD/CUSTOMER BASE BEYOND LEAD...
LOCAL OFFICE MAY BE ELIMINATED AT LETTERKENNY,
BUT NON-LEAD WORKLOAD WILL SHIFT TO ANOTHER LOCATION

LETTERKENNY TENANTS/SIZE

TENANT	ORGANIC/CONTRACT
DEFENSE LOGISTICS AGENCY-DDLP	453/ 0
SYSTEMS INTEGRATION & MGT ACTIVITY	209/37
U.S. ARMY LOGISTICS SUPPORT ACTIVITY-MIIC	139/81
DEFENSE MEGACENTER	164/10
DFAS	78/ 0
U.S. ARMY TEST MEAS & DIAGNOSTIC EQUIP.	74/ 0
PUBLIC WORKS CENTER	183/ 0
OTHER	78/ 0

COSTS NOT IN ARMY LETTERKENNY BRAC PKG*

COSTS UNDER-STATED

EXHIBIT D-REASONS FOR EXCLUSIONS

THE DOD BRAC 95 TENANT PROPOSAL ... MILITARY VALUE

EXHIBIT C
DETAILED INFO ON EACH TENANT- FURNISHED TO COMMISSION STAFF

ADVERSE MISSION IMPACTS OF PROPOSED ACTIONS

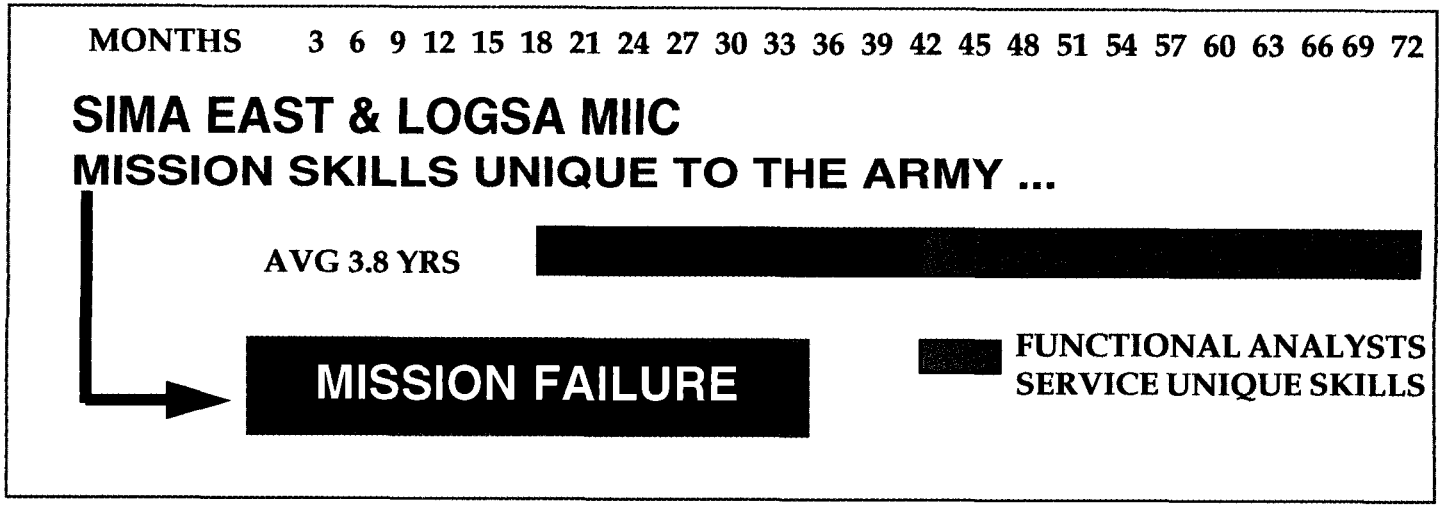
- **LOSS OF HIGHLY SKILLED PROFESSIONALS WILL ...**
  - CAUSE MISSION FAILURE FOR UP TO THREE YEARS- SEPARATELY BRIEFED TO COMMISSION STAFF
  - SEVERELY IMPACT ARMY READINESS
  - IMPACT DOD STANDARD AUTOMATION PROGRAM

THE DOD BRAC 95 TENANT PROPOSAL ...

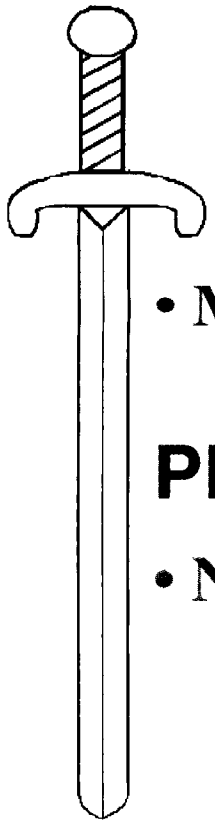
MILITARY VALUE -ADVERSE MISSION IMPACTS

MILITARY VALUE

TIME REQUIRED TO REPLACE SKILLS



FORCED RELOCATION IMPACTS



SKILL LOSSES ...
THE DOUBLE EDGED SWORD

- **MILITARY VALUE**
  - **MISSION DEGRADATION/FAILURE**

PLUS...

- **NET COST**
  - **SIGNIFICANT PRODUCTIVITY LOSSES**
  - **QUALITY EROSION**

THE DOD BRAC 95 TENANT PROPOSAL ...
NET COST -EXCLUDING DDLP

NET COST

TENANT MOVES

TOTAL COST OF PROPOSED ACTIONS: $48.268 MILLION

TOTAL SAVINGS = $0

COST TO TAX PAYER $48.268 MILLION

ROI = NONE

TENANT ELIMINATION

TOTAL COST OF PROPOSED ACTIONS: $6.058 MILLION

TOTAL SAVINGS = $1.298 M

EXHIBIT F -FURNISHED TO COMMISSION STAFF

COSTS NOT INCLUDED
IN THIS PACKAGE

NET COST

- PRODUCTIVITY LOSSES... $ 27.9 MILLION... REAL COSTS BUT NOT RECOGNIIZED IN COBRA MODEL. SEE EXHIBIT G FOR DETAILS.
- DMC-C COSTS COSTS TO MOVE EQUIPMENT & RECONFIGURE COMMUNICATIONS NETWORKS = $X MILLIONS
- VSIP COSTS UNDERSTATED...DLA RECOGNIZED RIF REQUIREMENTS TIED TO "FAST TRACK" BRAC, OTHERS DID NOT ; ESTIMATE $3.375 M ADDITIONAL COSTS NOT IN DATA CAPTURED
- CONSTRUCTION COSTS GENERALLY NOT INCLUDED; PROBABLY UNDERSTATED BY $5-7 MILLION

EXHIBIT G -FURNISHED TO COMMISSION STAFF

TENANT FACILITY/INFRASTRUCTURE MODERNIZATION

TOTAL TENANT MODERNIZATION INVESTMENT
$21.6 MILLION OVER PAST FIVE YEARS....

LETTERKENNY FACILITIES MODERNIZED TO MEET "HIGH TECH" MISSION NEEDS OF DEFENSE MEGACENTER, SIMA, AND LOGSA-MIIC
INVESTMENTS PAST FIVE YEARS = $ 10.9 MILLION

DOD/ARMY CAN NOT AFFORD TO LOSE INVESTMENT OR INCUR COST OF REPLACEMENT AT NEW LOCATION.

EXHIBIT B -FURNISHED TO COMMISSION STAFF

THE DOD BRAC 95 TENANT PROPOSAL ...
NET COST -SUMMARY

NET COST

TENANT REMOVAL ROI

- **TOTAL COST ALL TENANTS (LESS DDLP) = $54.3 MILLION**
- **TOTAL ANNUAL SAVINGS = $ 1.298 MILLION**
- **RETURN ON INVESTMENT: 100+ YEARS**

EXHIBIT H - FURNISHED TO COMMISSION STAFF

THE DOD BRAC 95 TENANT PROPOSAL ... ECONOMIC IMPACT

ECONOMIC IMPACT

SECRETARY PERRY ...COMBINED AFFECT OF ALL BRAC ACTIONS

IMPACTS OF LATEST PROPOSED ACTIONS

- **1504 JOBS** (INCLUDES 128 CONTRACTORS)
- **$95.9 MILLION LOCAL ANNUAL EXPENDITURES**
- **2.4% LOCAL WORKFORCE**

+

PREVIOUS BRAC ACTIONS:

BRAC 91 MOVE DESCOM TENANT
628 JOBS...
$40 MILLION
1+% LOCAL WORKFORCE

EXHIBIT I - FURNISHED TO COMMISSION STAFF

THE LETTERKENNY TENANT SUMMARY ASSESSMENT

TENANT REMOVAL MANDATE

ROI 100+ YRS!

MILITARY VALUE ...

- SEVERE MISSION DESTRUCTION

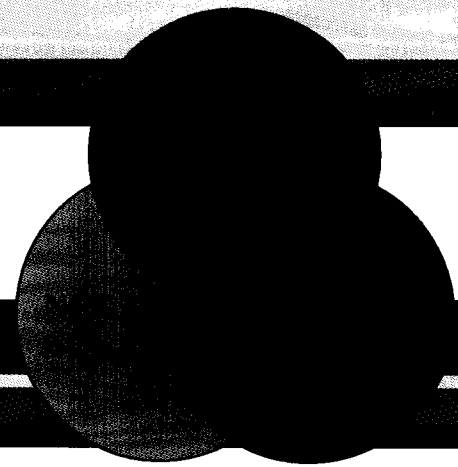
NET COST ...

• DDLP COSTS -GAO	=	$ 44.9 MILLION
• OTHER TENANTS	=	$ 54.3 MILLION
TENANT TOTAL	=	$ 99.2 MILLION

ECONOMIC IMPACT ... BRAC 91 = 628 JOBS LOST PLUS FOLLOWING CURRENT PROPOSAL IMPACTS:

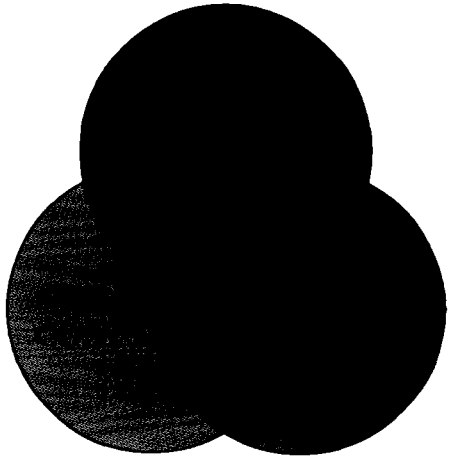
- 1,504 JOBS/39% DEPOT POPULATION/ 2.4% AREA EMPLOYMENT
- $ 95 MILLION ANNUALLY LOST TO LOCAL ECONOMY (SEVERAL HUNDRED MILLION WITH ECONOMIC MULTIPLIER AFFECT)

CONCLUSION USING BRAC DECISION CRITERIA ...



RETAIN ALL TENANTS AT LETTERKENNY

THE TENANT RECOMMENDATION



BASED ON LOGICAL DECISION TO RETAIN LETTERKENNY MAINTENANCE MISSION IN FINAL BRAC 95 LAW ...

"ALL TENANTS, INCLUDING SYSTEMS INTEGRATION AND MANAGEMENT ACTIVITY-EAST (SIMA-EAST) WILL REMAIN AT LETTERKENNY IN ORDER TO PROTECT MILITARY VALUE OF ASSIGNED TENANT MISSIONS, AVOID THE UNNECESSARY RELOCATION EXPENDITURES AND RETAIN TENANTS' FAIR SHARE OF DEPOT INFRASTRUCTURE COSTS. "

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

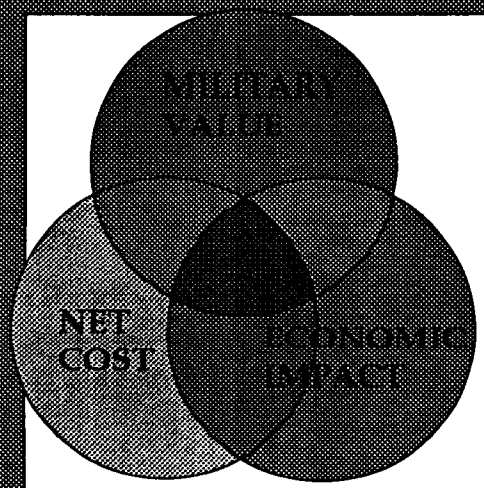


EXHIBIT INDEX

A-TENANT MANPOWER DATA
B- FACILITY MODERNIZATION INVESTMENT
C- DETAIL INFO ON TENANTS
MISSION / IMPACTS / COST DATA
D- TENANTS EXCLUDED FROM BRAC 95 LETTERKENNY PACKAGE
E- NET COST- DDLP BACKUP DATA
F- NET COST TENANTS-EXCLUDING DDLP
G- COSTS NOT INCLUDED IN NET COST DATA
H- TENANT REMOVAL MANDATE ROI
I- LOCAL ANNUAL EXPENDITURES
J- TENANT FAIR SHARE OF INFRASTRUCTURE COSTS / IMPACT ON LETTERKENNY RATES

BRAC 95 ... THE RIGHT DECISION
LETTERKENNY TENANTS

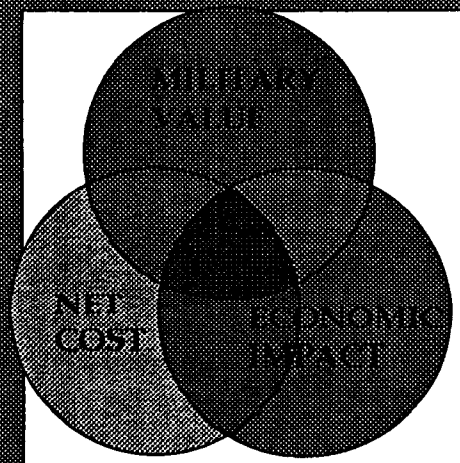


EXHIBIT A
TENANT
MANPOWER
DATA

TENANT	ORGANIC	CONTRACT	MILITARY	TOTAL
TENANT TO DISESTABLISH				
DLA SUPPLY DEPOT-DDLP	449		4	453
DISESTABLISH TOTAL	**449**	**0**	**4**	**453**
TENANTS TO RELOCATE				
SYSTMES INTEGRATION & MANAGEMENT ACTIVITY EAST	209	37		**246**
LOGISTICS SUPPORT ACTIVITY-MAJOR ITEMS MANAGEMENT CENTER (MIIC)	127	81	12	**220**
PUBLIC WORKS CENTER	183			**183**
DEFENSE MEGACENTER (DMC)-CHAMBERSBURG	149	10	15	**174**
TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT (TMDE) SUPPORT	58			**58**
DEFENSE FINANCE AND ACCOUTING SERVICE	78			**78**
TOTAL RELOCATION	**804**	**128**	**27**	**959**
TENANTS TO BE ELIMINATED				
TEST MEASUREMENT & DIAGNOSTIC EQUIPMENT -REGION 1	16			**16**
ARMY AUDIT AGENCY	13			**13**
HEALTH CLINIC	15			**15**
DEFENSE REUTILIZATION & MARKETING OFC (DRMO)	27			**27**
DEFENSE PRINTING	6			**6**
MANAGEMENT ENGINEERING ACTIVITY (MEA)	15			**15**
TOTAL ELIMINATION	**92**	**0**	**0**	**92**
GRAND TOTAL	**1345**	**128**	**31**	**1504**

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DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
200 ARMY PENTAGON
WASHINGTON DC 20310-0200

REPLY TO
ATTENTION OF

May 3, 1995

Mr. Edward A. Brown III
Defense Base Closure and
Realignment Commission
1700 North Moore Street
Suite 1425
Arlington, VA 22209

Please refer to this number
when responding 950421-10R1

Dear Mr. Brown:

The attached response is being provided to your request 950421-10, dated April 21, 1995, and provides comments on specifics of the briefing given by the Letterkenny Army Depot Coalition to the Commission staff on April 20, 1995.

Point of Contact for this action is Mr. Ron Hamner, (703) 693-0077.

MICHAEL G. JONES
COL, GS
Director, TABS

Attachment

LETTERKENNY ARMY DEPOT
LETTERKENNY ARMY DEPOT COALITION VISIT

We appreciate the opportunity to comment on the presentation by the Letterkenny Army Depot Coalition to the Commission staff on April 20, 1995.

The tenants reported as being "not included in DoD Letterkenny BRAC 95 proposal" were in fact included. The Defense Logistics Agency conducted their own BRAC analysis of their activities and provided their recommendations independently of the Army's recommendation. Therefore, the data and results associated with the DLA decision to disestablish its supply depot would not be reflected in Army data as either a cost or savings. The Coalition's contention that the Systems Integration & Management Activity - East and the Logistics Support Activity - Major Item Information Center (MIIC) likewise is in error. Both activities are relocating as a result of a prior commission decision. Therefore, it would be inappropriate to include additional costs in the latest reconsideration.

These are our comments on the specific areas of interest to you.

1991 GAO Report - The recommendation to realign the Depot Systems Command and Systems Integration and Management Activity was based on valid analysis of not only the activities themselves, but what the needs (requirement) of the Army were and what was the best economical solution that supported the Army requirement. The command structure is presently relocating to the Rock Island Arsenal.

DPAS Project Manager - Who will and will not relocate is speculative and often not decided until the last moment with any realignment or transfer of mission workload. DoD uses validated standard factors based on historical experience. This activity is moving into a geographical area that has considerable expertise in the automation arena.

DFAS Project Manager - There are other DFAS centers throughout the country. The Army's recommendation relocates this activity to "Base X" and allows the parent organization to decide where the activity will be best suited. Relocation of personnel and disruption are part of any realignment. By relocating to an existing activity, the shortfall in experience is often overcome by the personnel available at the gaining location.

CG IOC on SIMA-East move to Rock Island - It is true that SIMA East is not part of the BRAC 95 recommendation. SIMA East was affected by the BRAC 93 decision on Letterkenny. The Army is complying with the Commission and will locate SIMA-E to Rock Island. The Department of Army did review the issue with Army Materiel Command. Army is not aware of any document from MG Benchoff that objects to the Army decision or indicates a lack of support.

The contention of the Letterkenny Army Depot Coalition of a "Green verse Purple Mindset" or a position of "If a mission does not support the Army, get rid of it" is neither supportable nor a position the Army leadership would consider. We are faced with some very hard decisions to ensure we can continue to support the Army of the 21st Century. Many very good installations

have been evaluated during the BRAC 95 analysis and some outstanding installations and activities are either being closed or realigned as a result. The Army is eliminating excess capacity in its depot infrastructure, a difficult but necessary decision.

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DEFENSE BASE CLOSURE & REALIGNMENT COMMISSION
1700 NORTH MOORE STREET, SUITE 1425
ARLINGTON, VIRGINIA 22209
(703) 696-0504

MEMORANDUM OF MEETING

DATE: April 20, 1995

TIME: 10:30 a.m.

MEETING WITH: Staff of Rep. Bud Shuster (R-PA);

SUBJECT: Letterkenny Army Depot (Tenant Issues)

PARTICIPANTS:

Name/Title/Phone Number:

Mike Joyce; Office of Rep. Bud Shuster
John Redding; Letterkenny Army Depot (LEAD) Coalition
Jim Hafer; LEAD Coalition
Bud O'Mara; LEAD Coalition
Lou Farris; LEAD Coalition
Doug Tuskin; Letterkenny Army Depot

Commission Staff:

Jim Schufreider; Manager, House Liaison
Ed Brown, Army Team Leader
Bob Miller; Army DoD Analyst
Bob Cook; Interagency Team Leader

MEETING PURPOSE:

LEAD Coalition provided three briefings on impact of DoD recommendation to close Letterkenny Army Depot on tennant organizations. They were : General Overview, SIMA-East, and LOGSA-MIIC. Copies are attached. Additional copies were provided to The Army Basing Study Office for comment.

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