DCN 272

September 1994

HEADQUARTERS DEFENSE LOGISTICS AGENCY

COMMAND OVERVIEW BRIEFING

2ND QTR FY 94

SLIDE ON

GOOD MORNING (OR AFTERNOON).

Command Brief

WELCOME TO THE DEFENSE LOGISTICS AGENCY. I AM _____ FROM _____.

OUR COMMAND BRIEFING TODAY WILL ACQUAINT YOU WITH THE MISSION, ORGANIZATION, AND OPERATION OF THE DEFENSE LOGISTICS AGENCY. WE WILL SHOW YOU HOW OUR MISSION IS ACCOMPLISHED, TELL YOU ABOUT OUR KEY PROGRAMS, TOOLS, RESOURCES ... (PRESS)

DLA
(Around the
lock)

AND THE IMPORTANT ROLE THAT THE DEFENSE LOGISTICS AGENCY PLAYS IN OUR NATION'S DEFENSE. AS A DESIGNATED COMBAT SUPPORT AGENCY OF THE DEPARTMENT OF DEFENSE, WE ARE PART OF AN INTEGRATED MATERIEL MANAGEMENT SYSTEM PROVIDING SUPPORT TO THE MILITARY SERVICES, DoD COMPONENTS, FEDERAL CIVIL AGENCIES, AND FOREIGN GOVERNMENTS.

(PRESS)

DLA Mission	WE PROVIDE LOGISTICS SUPPORT IN THESE TWO BROAD, BUSINESS AREAS. **(PRESS)**
DoD Chart	AS AN AGENCY OF DoD, WE OPERATE UNDER THE OVERALL DIRECTION OF THE UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND TECHNOLOGY. WE WORK IN CONJUNCTION WITH THE MILITARY SERVICES, AS WELL AS THE JOINT STAFF. IN DOING SO, WE FULFILL OUR ROLE AS A COMBAT SUPPORT AGENCY BY ENHANCING THE READINESS OF THE OPERATING FORCES AND BY PARTICIPATING IN JOINT TRAINING EXERCISES. THE JCS REPORTS TO CONGRESS EVERY TWO YEARS ON DLA, AND DLA BRIEFS THE CHAIRMAN OF THE JOINT CHIEFS ANNUALLY. THE DASHED LINE ON THIS CHART INDICATES A CHANNEL OF REGULAR AND FREQUENT COMMUNICATION AND COORDINATION. **(PAUSE) (PRESS)**
Worldwide Facilities	WE CARRY OUT OUR WORLDWIDE LOGISTICS MISSION FROM FACILITIES LOCATED THROUGHOUT THE 48 CONTIGUOUS UNITED STATES, ALASKA, HAWAII, PUERTO RICO, AND CANADA. OUR OVERSEAS FACILITIES OPERATE FROM LOCATIONS THROUGHOUT THE REST OF THE WORLD. **(PRESS)**

House

(Mgmt Team)

DLA IS PRESENTLY HEADED BY VICE ADMIRAL STRAW AS DIRECTOR; AIR FORCE MAJOR GENERAL FARRELL SERVES AS THE PRINCIPAL DEPUTY DIRECTOR. AIR FORCE MAJOR GENERAL BABBIT IS THE DEPUTY DIRECTOR FOR MATERIEL MANAGEMENT; MR. THURBER SERVES AS THE DEPUTY DIRECTOR FOR CORPORATE ADMINISTRATION; AND RADM VINCENT SERVES AS THE DEPUTY DIRECTOR FOR ACQUISITION, THE SENIOR PROCUREMENT EXECUTIVE FOR DLA, AND COMMANDER OF THE DEFENSE CONTRACT MANAGEMENT COMMAND. OFFICERS ASSIGNED TO THESE POSITIONS ROTATE AMONG THE MILITARY SERVICES. **(PRESS)**

Field Activities (New Organization)

OUR MAJOR FIELD ACTIVITIES REPORT TO THE THREE DEPUTY DIRECTORS AND THE PRINCIPAL DEPUTY DIRECTOR AND ARE LOCATED THROUGHOUT THE UNITED STATES. THERE ARE SUBORDINATE ACTIVITIES LOCATED WORLDWIDE FOR FOUR OF OUR MAJOR FIELD ACTIVITIES. THESE ACTIVITIES PROVIDE DIRECT SUPPLY SUPPORT, CONTRACT MANAGEMENT, AND OTHER LOGISTICS SERVICES TO OUR CUSTOMERS.

THE SUPPLY CENTERS (ALSO REFERRED TO AS INVENTORY CONTROL POINTS (ICPs)) AND THE SERVICE CENTERS ARE NAMED ACCORDING TO THEIR MISSION, WHILE OUR DISTRIBUTION REGIONS, HQ DLA DETACHMENTS, AND DEFENSE CONTRACT MANAGEMENT DISTRICTS ARE NAMED ACCORDING TO THEIR GEOGRAPHIC LOCATIONS.

PART OF THE CONTRACT ADMINISTRATION SERVICES MISSION COVERS OVERSEAS OPERATIONS FOR BOTH U.S. AND FOREIGN CONTRACTORS. THIS SUPPORT IS MANAGED BY THE DEFENSE CONTRACT MANAGEMENT COMMAND INTERNATIONAL, LOCATED IN DAYTON, OH. **(PAUSE) (PRESS)**

Materiel Management Header	TURNING NOW TO THE **FIRST** OF OUR BUSINESS AREAS --- **MATERIEL MANAGEMENT** ---WE WILL DESCRIBE THE COMPONENTS OF OUR SUPPLY SUPPORT OPERATIONS AND OUR PERFORMANCE. **(PRESS)**
DoD Item Management	A KEY ELEMENT IN SUPPLY MANAGEMENT IS THE CONTROL OF NATIONAL STOCK NUMBERS --- OR NSNs. NSNs ARE CURRENTLY ASSIGNED TO OVER 5 MILLION DoD-MANAGED ITEMS USED BY THE SERVICES AND FEDERAL CIVIL AGENCIES. DLA IS A MAJOR PLAYER, MANAGING MORE THAN 3 MILLION ITEMS OR APPROXIMATELY 73% OF ALL DoD-MANAGED NSNs AS OF THE END OF JUNE 1994. **(PRESS)**
DoD Consumable Items	OUR MISSION IS KEYED TO THE MANAGEMENT OF CONSUMABLE ITEMS. THEY ARE SPARE PARTS, FOOD, CLOTHING, MEDICAL, AND GENERAL SUPPLIES CONSUMED IN USE. OF THE 5 MILLION TOTAL DoD-MANAGED ITEMS, 4.4 MILLION ARE CONSUMABLES. THE 3 PLUS MILLION ITEMS YOU SEE ON THIS CHART ASSIGNED TO DLA SHOULD GROW TO APPROXIMATELY 4 MILLION BY THE END OF FY 97, AS MANY OF THE SERVICE-MANAGED CONSUMABLES ARE TRANSFERRED TO DLA. NON-CONSUMABLE ITEMS CONSIST OF MAJOR END ITEMS, DEPOT REPARABLES AND SPECIAL MANAGEMENT ITEMS, INCLUDING CONVENTIONAL AMMUNITION. **(PRESS)**

DoD Item Use & Mgt

EACH OF THE MILITARY SERVICES USES MANY MORE NSNs THAN IT MANAGES. ON THIS CHART IS A CURRENT BREAKOUT OF WHAT EACH MILITARY SERVICE USES, THE PERCENTAGE IT MANAGES FOR ITSELF, AND THE MANAGEMENT SUPPORT IT RECEIVES FROM DLA AND OTHERS. THE CONCEPT USED THROUGHOUT IS THE SAME --- ONE ITEM, ONE MANAGER. **(PRESS)**

Supply Ctrs Locations Map)

OUR SUPPLY SUPPORT MISSION IS CARRIED OUT BY SUPPLY CENTERS, DEPOTS, AND SERVICE CENTERS. OUR MANAGING ACTIVITIES COVER CONSTRUCTION, ELECTRONICS, FUELS, PERSONNEL, INDUSTRIAL AND GENERAL. THEY'RE LOCATED IN OHIO, PENNSYLVANIA AND VIRGINIA.

(PRESS)

Supply Ctr Functions	OUR SUPPLY CENTERS GENERALLY PERFORM THESE THREE MAJOR FUNCTIONS --- SUPPLY OPERATIONS, CONTRACTING AND PRODUCTION, AND TECHNICAL OPERATIONS. **(PRESS)**
Commodity Business Units	THIS CHART GENERICALLY DEPICTS WHAT WE ARE TRYING TO DO AT THE CENTERS TO REDESIGN PROCESSES AND COMPRESS PROCESSING TIMEFRAMES. WE ARE CUTTING THROUGH THE TRADITIONAL STOVEPIPES, SUCH AS INVENTORY MANAGEMENT, ENGINEERING AND CONTRACTING, USING INSTEAD TEAMS WHICH FOCUS ON COMMODITIES. THE NET EFFECT SHOULD BE SHORTER CYCLE TIME AND IMPROVED CUSTOMER RESPONSE.
Sup Ctrs at a Glance	THIS CHART PORTRAYS A SUMMARY OF THE WORK ACCOMPLISHED BY OUR SUPPLY CENTERS ... **PAUSE** ... **(PRESS)**

Supply Center Workload by Service (Gross Reqs)	THIS CHART SHOWS THE NUMBER OF GROSS REQUISITIONS PROCESSED THROUGH JUNE OF FY 94. THE 17.4 MILLION REQUISITIONS RECEIVED FROM THE SERVICES AND OTHER CUSTOMERS WERE FOR STOCKED AND NON-STOCKED ITEMS, AS WELL AS NON-NSNs. **..PAUSE...(PRESS)**
DBOF SUPPLY BUSINESS AREA	THIS CHART REFLECTS OUR PROJECTED PEACETIME DEFENSE BUSINESS OPERATIONS FUND (DBOF), SUPPLY BUSINESS AREA SALES PROGRAM FOR FY 94 BY COMMODITY . . . OVERALL OUR FY 94 PEACETIME PROGRAM IS 150 MILLION DOLLARS LESS THAN OUR FY 93 SALES. **(PRESS)**
Depot Map & Distribution System	OUR DISTRIBUTION DEPOTS PLAY AN EQUALLY IMPORTANT ROLE IN CARRYING OUT THE AGENCY'S MATERIAL MANAGEMENT MISSION. AS PART OF DEFENSE MANAGEMENT REPORT DECISION 902, DLA TOOK OVER OPERATION OF THE DoD SUPPLY DISTRIBUTION MISSION. ALL OF THE DISTRIBUTION DEPOTS INVOLVED IN THE CONSOLIDATION ARE SHOWN ON THIS MAP. CONSOLIDATION OF ALL TRANSFERS TO DLA WERE COMPLETED IN 1992. **(PRESS)**

Rec, Store, & Dist Chart	THE DEPOTS RECEIVE, STORE, AND ISSUE THE ITEMS DOD MANAGES. THESE ITEMS ARE GENERALLY COMMON TO SERVICE NEEDS AND ARE POSITIONED IN LOCATIONS THAT MAXIMIZE OUR RESPONSIVENESS AT THE LEAST COST. **(PRESS)**
Depots at a Glance	THIS CHART REFLECTS MAJOR STATISTICS FOR OUR DEPOTS FOR FISCAL YEAR 1994.. **PAUSE ... (PRESS)**
Weapons Sys Support Header	ONE OF DLA'S MAJOR PROGRAMS DESIGNED TO IMPROVE SERVICE READINESS IS OUR WEAPONS SYSTEMS SUPPORT PROGRAM. IT IS AN EXAMPLE OF THE SPECIAL EMPHASIS AND HIGH PRIORITY DLA PLACES ON SERVICE READINESS. **(PRESS)**
Weapons Sys Support Prog	WE MAXIMIZE SUPPORT OF SERVICE DESIGNATED WEAPON SYSTEMS BASED ON THE WEAPON SYSTEMS CRITICALITY AND SERVICE ASSIGNED ESSENTIALITY CODING FOR EACH PART. HERE IS A BREAKOUT..BY SERVICE..OF THE 1,362 SYSTEMS WE CURRENTLY SUPPORT, AND THE TOTAL OF DIFFERENT NSNs IN THE PROGRAM APPLICABLE TO ONE OR MORE WEAPON SYSTEM. **(PRESS)**

4 Level "A"
Note:
4 CHARTS
USA, USN,
USAF, USMC

THE NEXT FOUR CHARTS SHOW OUR PERFORMANCE OF THE LEVEL "A" SYSTEMS. THESE ARE THE MOST CRITICAL WEAPON SYSTEMS AS DESIGNATED BY THE SERVICES. OUR READINESS SUPPORT OFFICE CLOSELY MONITORS THESE SYSTEMS AND TAKES CORRECTIVE ACTION, WHEN NECESSARY, TO INSURE THEY MAINTAIN A HIGH LEVEL OF SUPPLY AVAILABILITY.

_____ **(NOTE: THERE WILL BE 4 CHARTS, (1) USA - (PAUSE) (PRESS), (2) USMC- (PAUSE) (PRESS), (3) USN - (PAUSE) (PRESS), (4) USAF - (PAUSE) (PRESS)**

Service Ctrs Header	AS PART OF OUR SUPPLY MANAGEMENT MISSION AREA, WE PERFORM SEVERAL TECHNICAL AND LOGISTICS SERVICES.....**(PRESS)**
Service Ctrs Map	IS CARRIED OUT BY THESE SERVICE CENTERS. **(PAUSE) (PRESS)**
DLSC Cataloging Mission	OUR DEFENSE LOGISTICS SERVICES CENTER KNOWN AS DLSC, LOCATED IN BATTLE CREEK, MICHIGAN, MANAGES AND OPERATES THE FEDERAL CATALOG SYSTEM. THE CENTER ASSIGNS NATIONAL STOCK NUMBERS, AND KEEPS TRACK OF ITEM DESCRIPTIONS FOR MILLIONS OF ITEMS IN THE FEDERAL SUPPLY SYSTEM.
	IN THE PAST, THE CENTER PREPARED AND PRODUCED OVER 400 CATALOGING PUBLICATIONS IN VARIOUS FORMS. TODAY, THESE CATALOGS ARE PRODUCED ON A FEW COMPACT DISK-READ ONLY MEMORY (CD-ROM) PRODUCTS, WHICH ARE USED TO PURCHASE, STOCK, AND DISTRIBUTE GOVERNMENT SUPPLIES TO THE DEPARTMENT OF DEFENSE, CIVIL AGENCIES, AND FOREIGN GOVERNMENTS. **(PRESS)**

DRMS Integrated Management	THE DEFENSE REUTILIZATION AND MARKETING SERVICE, KNOWN AS DRMS, IS COLLOCATED WITH THE DEFENSE LOGISTICS SERVICES CENTER IN BATTLE CREEK, MICHIGAN. THIS ORGANIZATION IS RESPONSIBLE FOR THE OPERATION OF THE DoD **EXCESS** PERSONAL PROPERTY PROGRAM. THIS INCLUDES REUTILIZATION, TRANSFER, DONATION, AND SALE. DRMS ALSO OPERATES PROGRAMS SUCH AS PRECIOUS METALS RECOVERY AND DISPOSITION OF HAZARDOUS PROPERTY. ... **PAUSE ... (PRESS)**
Acquisition Value & Disp	SHOWN HERE ARE THE ACQUISITION VALUE OF RECEIPTS, AND THE ACQUISITION VALUE OF SUBSEQUENT REUTILIZATION, TRANSFER AND DONATION, AS WELL AS THE PROCEEDS DERIVED FROM THE SALES PROGRAM DURING FISCAL YEAR 1993. **PAUSE (PRESS)**

Hazardous Property Management

THE DLA HAZARDOUS PROPERTY DISPOSAL MISSION PROVIDES GUIDANCE FOR THE HANDLING, PROCESSING, AND DISPOSAL OF HAZAROUS PROPERTY IN ACCORDANCE WITH APPLICABLE ENVIRONMENTAL, SAFETY, AND OTHER PERTINENT LAWS AND REGULATIONS.

INTENSIVE EFFORTS ARE FIRST MADE TO FIND A BONAFIDE USER FOR EXCESS HAZARDOUS PROPERTY; EITHER THROUGH REUTILIZATION, DONATIONS, OR SALES. THESE EFFORTS CONSERVE NATURAL RESOURCES, REDUCE THE DOD WASTESTREAM, RECOUP TAXPAYER DOLLARS, AND REDUCE THE VOLUME OF WASTES BEING SENT TO CHEMICAL LANDFILLS.

HAZARDOUS WASTE (HW) DISPOSAL CONTRACTING SERVICES ARE PROVIDED FOR HAZARDOUS PROPERTY REGULATED BY FEDERAL OR STATE ENVIRONMENTAL AUTHORITIES UNDER THE RESOURCE CONSERVATION AND RECOVERY ACT AND/OR OTHER REGULATIONS. DISPOSAL RESPONSIBILITY FOR CERTAIN OTHER TYPES OF WASTE, SUCH AS RADIOACTIVE PROPERTY, CONTROLLED MEDICAL ITEMS, AND MUNICIPAL WASTE, REMAIN THE RESPONSIBILITY OF THE GENERATING ACTIVITY.

THE CONTRACTS ARE TAILORED TO CUSTOMER'S NEEDS TO PROVIDE THE BEST POSSIBLE SERVICE. LIABILITY RISKS ASSOCIATED WITH DISPOSING OF HW ARE MINIMIZED THROUGH A COMPREHENSIVE PROGRAM TO ASSURE THAT IT IS DISPOSED OF PROPERLY BY OUR CONTRACTORS. CENTRALIZED MANAGEMENT OF DOD HW DISPOSAL PROVIDES STANDARDIZED PROCEDURES FOR EFFICIENT AND EFFECTIVE DISPOSAL CONTRACTING PRACTICES; AND AN EXPERIENCED AND PROFESSIONAL STAFF. **(PRESS)**

Stockpile Center Mission	THE ASSISTANT SECRETARY OF DEFENSE FOR PRODUCTION AND LOGISTICS, AS THE NATIONAL STOCKPILE MANAGER, HAS THE RESPONSIBILITY TO MANAGE A TOTAL OF 92 STRATEGIC AND CRITICAL MATERIALS VALUED AT 6.1 BILLION DOLLARS, LOCATED AT 88 LOCATIONS THROUGHOUT THE COUNTRY. THE STOCKPILE OPERATION WITHIN DLA IS RESPONSIBLE FOR THIS VITAL MISSION IN SUPPORT OF OUR DEFENSE INDUSTRIAL BASE. **(PRESS)**
Stockpile Storage Facilities	HERE ARE EXAMPLES OF STORAGE REQUIREMENTS FOR VARIOUS TYPES OF STOCKPILED MATERIALS...**PAUSE**... .**(PRESS)**
CORP ADMIN HEADER	OUR SECOND BUSINESS AREA IS CORPORATE ADMINISTRATION. **(PRESS)**

Corporate Admin (org chart)

OUR CORPORATE ADMINISTRATION AREA ENCOMPASSES A NUMBER OF DIVERSE FUNCTIONS WHICH ARE FOCUSED ON PROVIDING SUPPORT SERVICES TO THE AGENCY'S BUSINESS AREAS, THE OFFICES OF THE CHIEF FINANCIAL OFFICER, THE GENERAL COUNSEL, AND THE MANAGEMENT TEAM. WITHIN CORPORATE ADMINISTRATION, THE EXECUTIVE DIRECTORATE OF PLANS AND POLICY INTEGRATION SERVES AS THE AGENCY'S CENTER OF EXPERTISE AND EXCELLENCE FOR CONTINGENCY AND WARTIME PLANNING, STRATEGIC PLANNING, POLICY INTEGRATION, CORPORATE RESEARCH AND ANALYSIS AND ECONOMIC ANALYSIS. THE EXECUTIVE DIRECTORATE OF HUMAN RESOURCES IS RESPONSIBLE FOR POLICY PERTAINING TO ALL MILITARY AND CIVILIAN PERSONNEL MATTERS, SUCH AS WORKFORCE EFFECTIVENESS AND DEVELOPMENT, POSITION CLASSIFICATION, PAY AND PERSONNEL MANAGEMENT, STAFFING, AND LABOR AND EMPLOYEE RELATIONS. SPECIAL STAFF OFFICES INCLUDE PUBLIC AFFAIRS, CONGRESSIONAL AFFAIRS, CORPORATE PERFORMANCE, AND EQUAL EMPLOYMENT OPPORTUNITY. OTHER OFFICES INCLUDE THE INFORMATION SERVICES OFFICE, WHICH PROVIDES EXPERTISE IN DEVELOPING REQUIREMENTS FOR INFORMATION SYSTEMS, AND THE ENVIRONMENT AND SAFETY OFFICE WHICH HANDLES ENVIRONMENTAL AND SAFETY ISSUES. ADDITIONAL OFFICES INCLUDE COMMAND SECURITY, A BUSINESS MANAGEMENT OFFICE, AND SPECIAL PROJECT OFFICES SUCH AS THE DLA BASE REALIGNMENT AND CLOSURE TEAM. **(PRESS).**

BRAC

THE BASE REALIGNMENT AND CLOSURE, OR BRAC PROCESS, IS ESTABLISHED BY PUBLIC LAW AND REQUIRES CONGRESS TO APPROVE OR DISAPPROVE ALL RECOMMENDATIONS PUT FORTH BY THE PRESIDENT. ONLY THE MILITARY SERVICES PARTICIPATED IN THE BRAC EVALUATION ACCOMPLISHED IN FISCAL YEARS 1988 AND 1991. THE DEFENSE LOGISTICS AGENCY'S ROLE WAS LIMITED TO PROVIDING INFORMATION TO THE SERVICES CONCERNING DLA TENANTS, SUCH AS DEFENSE REUTILIZATION AND MARKETING OFFICES AND DEFENSE NATIONAL STOCKPILE STORAGE SITES, LOCATED ON BASES RECOMMENDED FOR REALIGNMENT AND CLOSURE. DLA PARTICIPATED IN THE BRAC PROCESS IN FISCAL YEAR 1993 FOR THE FIRST TIME. DLA'S RECOMMENDATIONS TO THE SECRETARY OF DEFENSE FOR REALIGNMENT AND CLOSURE INVOLVED ALL OUR MAJOR BUSINESS AREAS. THE SECRETARY OF DEFENSE'S RECOMMENDATIONS, AS MODIFIED BY THE INDEPENDENT PRESIDENT'S BASE CLOSURE AND REALIGNMENT COMMISSION, WAS APPROVED BY THE PRESIDENT AND ACCEPTED BY CONGRESS. ESTIMATED SAVINGS FOR DLA OVER 20 YEARS IS OVER $650 MILLION; MULTIPLE INSTALLATIONS WERE IMPACTED. PRESIDENT CLINTON'S FIVE PART PROGRAM TO SPEED ECONOMIC RECOVERY FOR COMMUNITIES WHERE BASES ARE CLOSING INCLUDES A JOB CENTERED PROPERTY DISPOSAL PROCESS, FAST TRACK ENVIRONMENTAL CLEAN-UP EFFORTS, ESTABLISHMENT OF DOD TRANSITION COORDINATIONS TO ACT AS COMMUNITY ADVOCATES, EASY ACCESS TO TRANSITION AND REDEVELOPMENT HELP AND THE AVAILABILITY OF LARGER ECONOMIC PLANNING GRANTS FOR EACH COMMUNITY. THE MILITARY DEPARTMENTS AND DLA WILL

WORK WITHIN THE PROCEDURES ASSOCIATED WITH THIS FIVE POINT PROGRAM AS THEY IMPLEMENT THE RECOMMENDATIONS. PLANNING FOR DLA'S INVOLVEMENT IN THE BRAC PROCESS FOR 1995 HAS BEGUN. **(PRESS)**

ACQUISITION TITLE CHART

OUR OTHER BUSINESS AREA IS ACQUISITION. **(PRESS)**

ACQUISITION

AS THE DLA SENIOR PROCUREMENT EXECUTIVE, RADM VINCENT PROVIDES MANAGEMENT DIRECTION FOR THE AGENCY PROCUREMENT SYSTEM, INCLUDING IMPLEMENTATION OF UNIQUE PROCUREMENT POLICIES, REGULATIONS, AND STANDARDS AT ALL DLA CONTRACTING OFFICES, TO INCLUDE THE SUPPLY CENTERS.

RESPONSIBILITIES ALSO INCLUDE OVERSIGHT OF ALL ACQUISITION PROFESSIONALS COVERED BY THE DEFENSE ACQUISITION WORKFORCE IMPROVEMENT ACT. THE EXECUTIVE DIRECTORATE (PROCUREMENT) IS THE STAFF ADVISOR TO RADM VINCENT FOR THE DEVELOPMENT AND APPLICATION OF DLA PROCUREMENT POLICY, PLANS, PROGRAMS, AND SYSTEMS. **(PRESS)**

PROCUREMENT CONUS (MAP)	THE EXECUTIVE DIRECTOR EXERCISES STAFF SUPERVISION AND OVERSIGHT FOR THE WHOLESALE AND RETAIL PROCUREMENT MISSION AT THE DEFENSE SUPPLY CENTERS, THE DLA SERVICE CENTERS, THE DEFENSE DISTRIBUTION DEPOTS, AND ALL OTHER CONTRACTING OFFICES THROUGHOUT THE AGENCY. **(PRESS)**
PROCUREMENT AT A GLANCE	THESE CONTRACT OFFICES PROCURE FUEL, HARDWARE AND CONSTRUCTION ITEMS, FOOD, CLOTHING & TEXTILE, AND MEDICAL SUPPLIES WORLDWIDE FOR THE MILITARY SERVICES AND OTHER CUSTOMERS. IN FY94 THESE OFFICES ARE PROJECTING OBLIGATIONS OF $8.4 BILLION THROUGH 1.3 MILLION CONTRACT ACTIONS. **(PRESS)**
OBJECTIVES	THE VAST MAJORITY OF THESE PROCUREMENTS NOT ONLY SUPPORT OUR MATERIAL MANAGEMENT MISSION, BUT ALSO INCLUDE BASE SUPPORT AT VARIOUS DLA ACTIVITIES. THROUGH ACQUISITION EXCELLENCE AND CONTINUOUS PROCESS IMPROVEMENTS, THE PROCUREMENT MISSION CONTRIBUTES TO IMPROVED CUSTOMER SUPPORT, REDUCED COSTS TO OUR CUSTOMERS, HIGHER RETURN ON INVESTMENT, AND REDUCED INVENTORY LEVELS. THE DIRECTORATE IMPROVES INDUSTRIAL RESPONSE THROUGH MOBILIZATION PLANNING AND ADVANCEMENT OF MANUFACTURING TECHNOLOGIES. **(PRESS)**

CONTRACTING INITIATIVES	MAJOR INITIATIVES INCLUDE OUR BUY RESPONSE VICE INVENTORY PROGRAM, BEST VALUE BUYING, FLEXIBLE COMPUTER INTEGRATED MANUFACTURING, AND PROCUREMENT SYSTEMS IMPROVEMENT. THESE INITIATIVES FOSTER LONG-TERM CONTRACTS, DIRECT VENDOR DELIVERY, ELECTRONIC DATA INTERCHANGE, AND ELECTRONIC COMMERCE WHICH RESULT IN SHORTER LEAD TIMES AND IMPROVED QUALITY FOR OUR CUSTOMERS. **(PRESS)**
ACQUISITION ORG CHART #2	THE OTHER FUNCTION OF ACQUISITION INVOLVES THE DEFENSE CONTRACT MANAGEMENT COMMAND. **(PRESS)**
MISSION ELEMENTS	DCMC PROVIDES WORLDWIDE SERVICE TO DEFENSE, NASA, AND OTHER FEDERAL AND INTERNATIONAL CUSTOMERS. THE CONTRACT MANAGEMENT MISSION MAY BE SUMMARIZED BY THESE FOUR ELEMENTS. **(PRESS)**

DCMC SUPPORT

CONTRACT MANAGEMENT BECOMES INVOLVED IN TWO PHASES OF THE ACQUISITION CYCLE, PRE-AWARD AND POST-AWARD. BEFORE THE AWARD, WE SUPPORT THE BUYING ACTIVITIES WITH AN ASSESSMENT OF THE CONTRACTOR'S CAPABILITY TO CARRY OUT THE CONTRACT. DCMC ALSO EVALUATES CONTRACTOR COST PROPOSALS, ASSISTS IN NEGOTIATING CONTRACTS, AND PROVIDES SOURCE SELECTION SUPPORT IF REQUESTED.

AFTER AWARD, A CONTRACT IS ASSIGNED FOR ADMINISTRATION TO ONE OF OUR DCMC OFFICES IN THE FIELD. OUR PROFESSIONALS AT OR NEAR CONTRACTOR FACILITIES ENFORCE THE TERMS AND CONDITIONS OF THE CONTRACTS; PROVIDE THE PROGRAM MANAGER WITH TECHNICAL SUPPORT; ACCEPT THE PRODUCT ON BEHALF OF THE GOVERNMENT; AND COORDINATE WITH THE DEFENSE FINANCE AND ACCOUNTING SERVICE (DFAS) TO ENSURE CONTRACTOR PAYMENT. **(PRESS)**

DCMC CONUS MAP

THE DCMC HEADQUARTERS IS CO-LOCATED WITH HQ DLA AT CAMERON STATION. DCMC IS COMPRISED OF THREE DISTRICTS WHICH PROVIDE CONTRACT MANAGEMENT SUPPORT DOMESTICALLY, PLUS DCMC INTERNATIONAL, WHICH PROVIDES CONTRACT MANAGEMENT SUPPORT INTERNATIONALLY. **(PAUSE)** **(CONTINUE ON NEXT PAGE)**

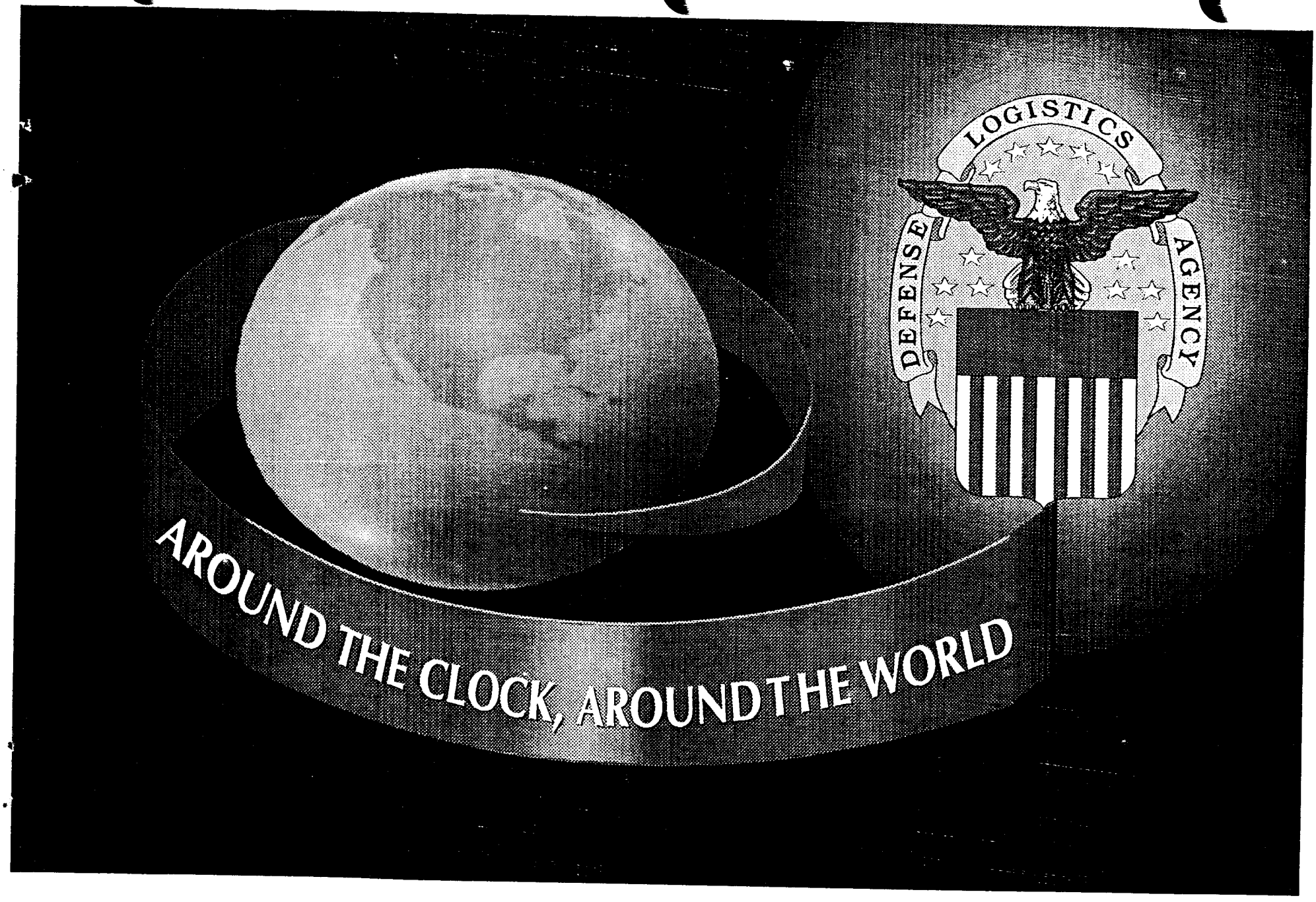
DCMC CONUS MAP (Cont from prev page)	THE DISTRICTS ARE ORGANIZED GEOGRAPHICALLY AND ENCOMPASS OFFICES KNOWN AS DEFENSE CONTRACT MANAGEMENT AREA OPERATIONS (DCMAOS) AND DEFENSE PLANT REPRESENTATIVE OFFICES (DPROS). DCMAOS HAVE COGNIZANCE OVER MANY CONTRACTORS IN A GIVEN GEOGRAPHICAL LOCATION, WHILE DPROS ARE LOCATED AT INDIVIDUAL MAJOR PRIME WEAPON SYSTEM CONTRACTORS. **(PRESS)**
DCMC AT A GLANCE	IN ORDER TO GIVE YOU A FEEL FOR THE MAGNITUDE OF THE DCMC BUSINESS - OUR AOs AND PROs CURRENTLY ADMINISTER 376,000 CONTRACTS WITH A FACE VALUE OF APPROXIMATELY $826 BILLION. THE DEFENSE INDUSTRIAL BASE INCLUDES MORE THAN 23,000 CONTRACTORS. THIS CONTRACT WORKLOAD IS MANAGED BY THE EFFORTS OF APPROXIMATELY 17,100 DCMC PERSONNEL. **(PRESS)**
DCMC GETS RESULTS	AT DCMC RESULTS ARE ACHIEVED BY HAVING THE RIGHT NUMBER OF PEOPLE, IN THE RIGHT PLACE, AT THE RIGHT TIME, DOING THE RIGHT THINGS. **(PRESS)**

Manpower

NOW LET'S TAKE A BRIEF LOOK AT THE MANPOWER ALLOCATED TO THE AGENCY. WE HAVE PROGRAMMED JUST OVER 57,000 PERSONNEL, OF WHICH NEARLY 1,500 ARE MILITARY. THE MILITARY PERSONNEL COME FROM EACH OF THE FOUR SERVICES AND ARE SPECIALISTS IN SUCH AREAS AS SUPPLY, COMMODITY MANAGEMENT, PROCUREMENT, TRANSPORTATION, CONTRACTING, TELECOMMUNICATIONS, AND QUALITY ASSURANCE. OUR CIVILIANS ARE ALSO EXPERIENCED SPECIALISTS IN A WIDE RANGE OF LOGISTICS FUNCTIONS. AS YOU CAN SEE FROM THIS CHART, THE MAJOR PART OF THE DLA WORKFORCE IS DEDICATED TO MISSION PERFORMANCE. **(PRESS)**

HATS

THIS CONCLUDES OUR BRIEFING. **(PRESS)**


DEFENSE LOGISTICS AGENCY
AROUND THE CLOCK, AROUND THE WORLD

DEFENSE LOGISTICS AGENCY

Table of Contents

General Information

Index	Contents
1	General DLA Briefing and BRAC 95 Process Brief
2	List of Acronyms
3	General Compliance Statement BRAC 1995
4	Example of Letters Requesting Information from DLA
5	Letter from Admiral Straw, dated 14 FEB 1995 concerning space offer by Air Force
6	Maps of (1) major base closings, (2) major base realignments, and (3) DoD recommended redirects.
7	Economic Impact Information
8	GAO Reports - 1995 BRAC Report, Defense Supply
9	POM Projected End Strength & Reduction FY 96 - 01
10	DLA Storage Management Briefing
11	DLA Military Construction Project FY 92 - FY 95
12	DLA Storage Space Utilization - 30 Sept. 1994
13	Environmental Clean-up on BRAC Decisions

ACRONYMS

DCMAO - Defense Contract Management Area Operations

DCMCI - Defense Contract Management Command International

DCMD - Defense Contract Management Districts

DCSC - Defense Construction Supply Center - Columbus, Ohio

DDR - Defense Distribution Region headquarters

DESC - Defense Electronics Supply Center - Dayton, Ohio

DFSC - Defense Fuel Supply Center - Alexandria, Virginia

DGSC - Defense General Supply Center - Richmond, Virginia

DISC - Defense Industrial Supply Center - Philadelphia, PA.

DLSC - Defense Logistics Services Center - Battle Creek, Mich.

DPRO - Defense Plant Representative Office

DPSC - Defense Personnel Support Center - Philadelphia, PA.

DRMS - Defense Reutilization and Marketing Service

ICP - Inventory Control Point

DLA Distribution Depots

DDCS - Defense Distribution Depot Charleston, S.C.

DDLP - Defense Distribution Depot Letterkenny, PA.

DDOC - Defense Distribution Depot Oakland, CA.

DDMC - Defense Distribution Depot McClellan Air Force Base, CA.

DDPP - Defense Distribution Depot Pensacola, FLA.

DDTU - Defense Distribution Depot Tooele, Utah

For other distribution depots see next page

Figure 6
DLA BRAC Categories

Command and Control		
Contract Management Districts		
DCMDN	Defense Contract Management District Northeast	Boston, MA
DCMDS	Defense Contract Management District South	Marietta, GA
DCMDW	Defense Contract Management District West	El Segundo, CA
DCMCI	Defense Contract Management Command International	Dayton, OH
Distribution Regions		
DDRE	Defense Distribution Region East	New Cumberland, PA
DDRW	Defense Distribution Region West	Stockton, CA
Reutilization & Marketing Operations		
DRMSE	Defense Reutilization & Marketing Service Operations East	Columbus, OH
DRMSW	Defense Reutilization & Marketing Service Operations West	Ogden, UT
Distribution Depots		
Stand-Alone Depots		
DDCO	Defense Depot Columbus	Columbus, OH
DDMT	Defense Depot Memphis	Memphis, TN
DDOU	Defense Depot Ogden	Ogden, UT
DDRV	Defense Depot Richmond	Richmond, VA
DDJC	Defense Depot San Joaquin	Tracy/Stockton, CA
DDSP	Defense Depot Susquehanna	New Cumberland-Mechanicsburg, PA
Collocated Depots		
DDAA	Defense Depot Anniston	Anniston, AL
DDAG	Defense Depot Albany	Albany, GA
DDBC	Defense Depot Barstow	Barstow, CA
DDCN	Defense Depot Cherry Point	Cherry Point, NC
DDCT	Defense Depot Corpus Christi	Corpus Christi, TX
DDHU	Defense Depot Hill	Ogden, UT
DDJF	Defense Depot Jacksonville	Jacksonville, FL
DDLP	Defense Depot Letterkenny	Chambersburg, PA
DDMC	Defense Depot McClellan	Sacramento, CA
DDNV	Defense Depot Norfolk	Norfolk, VA
DDOC	Defense Depot Oklahoma City	Oklahoma City, OK
DDPW	Defense Depot Puget Sound	Puget Sound, WA
DDRT	Defense Depot Red River	Texarkana, TX
DDSC	Defense Depot San Diego	San Diego, CA
DDST	Defense Depot San Antonio	San Antonio, TX
DDTP	Defense Depot Tobyhanna	Tobyhanna, PA
DDWG	Defense Depot Warner Robins	Warner Robins, GA
Inventory Control Points		
DCSC	Defense Construction Supply Center	Columbus, OH
DFSC	Defense Fuel Supply Center	Alexandria, VA
DGSC	Defense General Supply Center	Richmond, VA
DISC	Defense Industrial Supply Center	Philadelphia, PA
DPSC	Defense Personnel Support Center	Philadelphia, PA
Service/Support Activities		
DLSC	Defense Logistics Services Center	Battle Creek, MI
DRMS	Defense Reutilization and Marketing Service	Battle Creek, MI
DSDC	DLA Systems Design Center	Columbus, OH

Figure 4-5
DLA BRAC Categories

Regional Headquarters

DCMCI	Defense Contract Management Command International	Dayton, OH
DCMDC	Defense Contract Management District North Central	Chicago, IL
DCMDM	Defense Contract Management District Mid Atlantic	Philadelphia, PA
DCMDN	Defense Contract Management District Northeast	Boston, MA
DCMDS	Defense Contract Management District South	Marietta, GA
DCMDW	Defense Contract Management District West	El Segundo, CA
DDRC	Defense Distribution Region Central	Memphis, TN
DDRE	Defense Distribution Region East	New Cumberland, PA
DDRW	Defense Distribution Region West	Stockton, CA

Distribution Depots

DDAA	Defense Distribution Depot Anniston	Anniston, AL
DDAG	Defense Distribution Depot Albany	Albany, GA
DDBC	Defense Distribution Depot Barstow	Barstow, CA
DDCN	Defense Distribution Depot Cherry Point	Cherry Point, NC
DDCO	Defense Distribution Depot Columbus	Columbus, OH
DDCS	Defense Distribution Depot Charleston	Charleston, SC
DDCT	Defense Distribution Depot Corpus Christi	Corpus Christi, TX
DDDS	Defense Distribution Depot Sacramento	Sacramento, CA
DDSC	Defense Distribution Depot Sharpe	Lathrop, CA
DDHU	Defense Distribution Depot Hill	Hill Air Force Base, UT
DDJF	Defense Distribution Depot Jacksonville	Jacksonville, FL
DDLP	Defense Distribution Depot Letterkenny	Chambersburg, PA
DDMC	Defense Distribution Depot McClellan	Sacramento, CA
DDMP	Defense Distribution Depot Mechanicsburg	Mechanicsburg, PA
DDMT	Defense Distribution Depot Memphis	Memphis, TN
DDNP	Defense Distribution Depot New Cumberland	New Cumberland, PA
DDNV	Defense Distribution Depot Norfolk	Norfolk, VA
DDOC	Defense Distribution Depot Oakland	Oakland, CA
DDOO	Defense Distribution Depot Oklahoma City	Oklahoma City, OK
DDOU	Defense Distribution Depot Ogden	Ogden, UT
DDPF	Defense Distribution Depot Pensacola	Pensacola, FL
DDPW	Defense Distribution Depot Puget Sound	Puget Sound, WA
DDRT	Defense Distribution Depot Red River	Texarkana, TX
DDRV	Defense Distribution Depot Richmond	Richmond, VA
DDDC	Defense Distribution Depot San Diego	San Diego, CA
DDST	Defense Distribution Depot San Antonio	San Antonio, TX
DDTC	Defense Distribution Depot Tracy	Tracy, CA
DDTP	Defense Distribution Depot Tobyhanna	Tobyhanna, PA
DDTU	Defense Distribution Depot Tooele	Tooele Army Depot, UT
DDWG	Defense Distribution Depot Warner Robins	Warner Robins, GA

Inventory Control Points

DCSC	Defense Construction Supply Center	Columbus, OH
DESC	Defense Electronics Supply Center	Dayton, OH
DGSC	Defense General Supply Center	Richmond, VA
DISC	Defense Industrial Supply Center	Philadelphia, PA
DPSC	Defense Personnel Support Center	Philadelphia, PA

Service/Support Activities

DLSC	Defense Logistics Services Center	Battle Creek, MI
DRMS	Defense Reutilization and Marketing Service	Battle Creek, MI
DSAC	DLA Systems Automation Center	Columbus, OH
CFAC	DLA Clothing Factory	Philadelphia, PA

BRAC 1995

General Compliance
Defense Logistics Agency

Purpose

To describe the methodology the Defense Logistics Agency (DLA) used to develop its proposals; to review the consistency of the process; and determine whether the process supports the force structure and Department of Defense (DoD) criteria.

Determination

Based on a general review of DLA's methodology, process, policies, procedures, COBRA, and data call information for BRAC 1995, as described below, it appears that DLA has consistently complied with the applicable rules and regulations of the BRAC process and DoD policy memorandum. DLA's methodology used the eight selection criteria and DoD force structure information in identifying activities for closure and/or realignment in accordance with P.L 101-510, Sec 2903 (b) (2) (B). Further analysis will examine specific DLA closure/realignment recommendations within the context of this general compliance.

Process Review

The following information excerpted from DLA's Base Realignment and Closure Detailed Analysis outlines the process followed by DLA.

DLA used the Defense Base Closure and Realignment Act of 1990 (Public Law 101-510, Title XXIX, as amended), Section 2687 of Title 10, United States Code, and related policy guidance from the Office of the Secretary of Defense as the basis for its base realignment and closure process. To evaluate all DLA activities fairly and equitably, the DLA BRAC analysis process followed the requirements of applicable law and DoD policy guidance. In addition, audit and internal control plans were developed to document the collection and use of certified data in the analysis and decision process. DLA applied the various Business Area Concepts of Operations to reflect the impacts of the DoD Force Structure Plan on the Agency and identify current and future mission requirements. DLA used the projected requirements as a primary input to their 1995 BRAC process in assessing opportunities for base realignment and/or closure.

The Director, DLA established a DLA Base Realignment and Closure Executive Group comprised of appropriate senior executives from the Agency's business and staff areas. The DLA BRAC Executive Group established a DLA BRAC Working Group. The Working Group consisted of a core team of full-time technical experts as well as Headquarters and field experts.

The DoD IG validated the certified field data and the use of that data. Auditors from the General Accounting Office (GAO) provided oversight throughout the process.

The general steps in the BRAC 95 Selection process were as follows:

- Categorize Activities
- Collect Data
- Evaluate Excess Capacity
- Analyze Military Value
- Develop Alternatives
- Analyze Return on Investment
- Develop Recommendations
- Determine Impacts
- Finalize Recommendations

DLA followed the same selection criteria used in the previous BRAC rounds. This criteria consisted of military value, return on investment, and impacts (economic, community infrastructure, and environmental concerns). DLA used the latest version of the Cost of Base Realignment Actions (COBRA) model for determining return on investment.
DLA activities were grouped into categories and subcategories by similarity of missions, capabilities, or attributes.

To evaluate its infrastructure and activities for potential realignment or closures, the BRAC Executive Group aggregated activities into categories and subcategories. The categories were derived from the broad mission of the DLA: command an d control, distribution of material, contract management, inventory control, and logistics service and support functions. These categories were defined as follows:

- Command and Control
- Distribution Depots
- Inventory Control Points
- Service/Support Activities

Subcategories were defined within the Command and Control and Distribution Depot categories to ensure that all of these activities would be evaluated in a fair and consistence manner. See Figure 1 for a listing of all activities within each category. Activities identified for closure as a result of previous BRAC decisions were not evaluated.

Comprehensive data was collected from all DLA activities. This data covered costs, personnel, mission performance, technology infrastructure, facility condition, tenant activities, and services provided or received. The Norfolk Public Works Center (under contract) provided independent information on installation buildings and facilities.

Activities were evaluated by category to determine if excess capacity, i.e. physical space, remained based on resource levels anticipated in the DLA Program Objectives Memorandum (POM). A series of questions to determine physical space and throughput capacity were used to obtain this information from each location. The Military Value criteria were used to conduct a Military Value analysis of DLA activities. Evaluations were performed by applying DLA's Measures of Merit tailored to each category or subcategory. The Measures of Merit included Mission Scope, Mission Suitability, Operational Efficiencies, and Expandability. The Measures of Merit allocated points to each activity based on two different methodologies. The first methodology allocated points based upon the relationship of the responses received from the various activities within each category. The best answer for each question received 100 points. All other activities received a percentage of the available points. The second methodology also assigned the best answer 100 points, but the worst answer received zero points.

DLA used the results of its excess capacity and military value reviews (obtained through the questionnaires sent to the individual DLA activities) to identify activities that it might possibly realign or close and eliminated the remaining activities from further review. When determining how to rank the activities in each category, the activities were only identified by letters and or numbers hiding their specific identities.

Realignment and closure scenarios were developed based on military judgment, which integrated a knowledge of DLA's Strategic Plan, the Concepts of Operations, and an informed assessment of acceptable mission risk. The COBRA model was then used to calculate the return on investment for each scenario. Lastly, impact assessments were performed for selected scenarios.

Marilyn Wasleski/Interagency Issues Team/3/13/95

Figure 1

DLA BRAC 95 Detailed Analysis

~~Figure 6~~

DLA BRAC Categories

Command and Control		
Contract Management Districts		
DCMDN	Defense Contract Management District Northeast	Boston, MA
DCMDS	Defense Contract Management District South	Marietta, GA
DCMDW	Defense Contract Management District West	El Segundo, CA
DCMCI	Defense Contract Management Command International	Dayton, OH
Distribution Regions		
DDRE	Defense Distribution Region East	New Cumberland, PA
DDRW	Defense Distribution Region West	Stockton, CA
Reutilization & Marketing Operations		
DRMSE	Defense Reutilization & Marketing Service Operations East	Columbus, OH
DRMSW	Defense Reutilization & Marketing Service Operations West	Ogden, UT
Distribution Depots		
Stand-Alone Depots		
DDCO	Defense Depot Columbus	Columbus, OH
DDMT	Defense Depot Memphis	Memphis, TN
DDOU	Defense Depot Ogden	Ogden, UT
DDRV	Defense Depot Richmond	Richmond, VA
DDJC	Defense Depot San Joaquin	Tracy/Stockton, CA
DDSP	Defense Depot Susquehanna	New Cumberland-Mechanicsburg, PA
Collocated Depots		
DDAA	Defense Depot Anniston	Anniston, AL
DDAG	Defense Depot Albany	Albany, GA
DDBC	Defense Depot Barstow	Barstow, CA
DDCN	Defense Depot Cherry Point	Cherry Point, NC
DDCT	Defense Depot Corpus Christi	Corpus Christi, TX
DDHU	Defense Depot Hill	Ogden, UT
DDJF	Defense Depot Jacksonville	Jacksonville, FL
DDLP	Defense Depot Letterkenny	Chambersburg, PA
DDMC	Defense Depot McClellan	Sacramento, CA
DDNV	Defense Depot Norfolk	Norfolk, VA
DDOO	Defense Depot Oklahoma City	Oklahoma City, OK
DDPW	Defense Depot Puget Sound	Puget Sound, WA
DDRT	Defense Depot Red River	Texarkana, TX
DDDC	Defense Depot San Diego	San Diego, CA
DDST	Defense Depot San Antonio	San Antonio, TX
DDTP	Defense Depot Tobyhanna	Tobyhanna, PA
DDWG	Defense Depot Warner Robins	Warner Robins, GA
Inventory Control Points		
DCSC	Defense Construction Supply Center	Columbus, OH
DFSC	Defense Fuel Supply Center	Alexandria, VA
DGSC	Defense General Supply Center	Richmond, VA
DISC	Defense Industrial Supply Center	Philadelphia, PA
DPSC	Defense Personnel Support Center	Philadelphia, PA
Service/Support Activities		
DLSC	Defense Logistics Services Center	Battle Creek, MI
DRMS	Defense Reutilization and Marketing Service	Battle Creek, MI
DSDC	DLA Systems Design Center	Columbus, OH

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
1700 NORTH MOORE STREET SUITE 1425
ARLINGTON, VA 22209
703-696-0504

February 27, 1995

Major General Lawrence P. Farrell, USAF
Principal Deputy Director
Defense Logistics Agency
Cameron Station
Alexandria, VA 22304-6100

Dear General Farrell:

The Defense Base Closure and Realignment Commission will soon commence the independent review and analysis of the Department of Defense recommendations to close or realign military installations in the United States. As Interagency Issues Team Leader, I will present an analysis of the DLA portion of the DoD recommendations to the Commission. To do this, I will need copies of the enclosed list of documents and any additional documents you believe would be of value.

I will need these documents as soon as possible after March 1, 1995, and since this is an extensive list, it would be helpful if you would provide the documents incrementally as they become available.

If your staff has any questions about this request, they should contact Marilyn Wasleski or Ty Trippet of the Commission staff. I look forward to working with you in the weeks ahead.

Sincerely,

Robert Cook
Interagency Issues Team Leader

Enclosure

REQUEST FOR BRAC WORKING GROUP INFORMATION

1. Copies of minutes, memos, and charts developed for all decision briefings.
2. Copies of minutes and/or memos (including classified) of all BRAC meetings, plus one copy of the classified documents sanitized for public use.
3. Documentation for all closure/realignment alternatives to include COBRA runs, scenario descriptions, assumptions used, etc.
4. Copies of data call/responses, including documentation for any changes, in hard copy (certified) and on 3.5" disk (i.e., all Base Questionnaires and updated Capacity Analyses).
5. Any special studies done by anyone for the BRAC, to include results.
6. Internal Control Plan.
7. All internal DLA guidance memos.
8. All COBRA runs accomplished for Joint Cross-Service Study Group scenarios.
9. COBRA Screen 4 for all Installations.
10. Summaries of manpower data, by installation, used in all realignment and closure alternatives.
11. Breakout of Depot capabilities [capacity, facility type, unique capabilities (special equipment, facilities)].
12. List of installations impacted by environmental compliance issues, such as air quality nonattainment, water contamination, etc., and the environmental data associated with those issues.

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
1700 NORTH MOORE STREET SUITE 1425
ARLINGTON, VA 22209
703-696-0504

May 19, 1995

DRAFT

Major General George T. Babbitt, USAF
Principal Deputy Director
Defense Logistics Agency
Cameron Station
Alexandria, VA 22304-6100

Dear General Babbitt:

On May 10, 1995, the Defense Base Closure and Realignment Commission voted to add McClellan, Kelly, Hill, Robins, and Tinker Air Force Bases and the Tobyhanna Army Depot to the Secretary of Defense's list of installations to be considered for closure or realignment. In concert with the additions, the collocated Defense Distribution Depots at these installations will also be considered for closure.

To facilitate our analysis, please provide COBRA runs for complete closure of each of the Distribution Depots listed above.

If the current DoD recommendations are effected, DLA will incur a storage shortfall of approximately 21M square feet. While this risk appears acceptable, it may well be exacerbated beyond acceptability if one or more Air Logistics Centers (ALCs) should close. Please provide your views and options for such a contingency. Specifically, would the original DLA recommendation be changed if one or more ALCs were closed and exactly what would the change be.

Please provide to the Commission four copies of all certified data and three certified COBRA discs for each run.

If possible, please provide the requested data by June 1, 1995. The documents can be forwarded incrementally as they become available.

Thank you in advance for your assistance. I appreciate your time and responsiveness. If your staff has any questions about this request, they should contact Marilyn Wasleski or Ty Trippet of the Commission staff.

Sincerely,

Robert Cook
Interagency Issues Team Leader

DRAFT

DIRECTOR
DEFENSE LOGISTICS AGENCY
CAMERON STATION
ALEXANDRIA, VA 22304-6100

14 February 1995

Major General James R. Klugh, USA (Ret.)
Deputy Under Secretary of Defense
(Logistics)
3000 Defense Pentagon, Room 3E114
Washington, DC 20301-3000

Dear General Klugh,

The Defense Logistics Agency has been offered storage space at several Navy and Air Force bases/depots. These offers have been made in terms of available cubic feet of storage space and, in general, have been non-specific as to the actual buildings involved, condition of the buildings or tenant costs. As such, these notional space offers ***have not been included*** in DLA's BRAC analysis, COBRA runs or BRAC submittal to OSD.

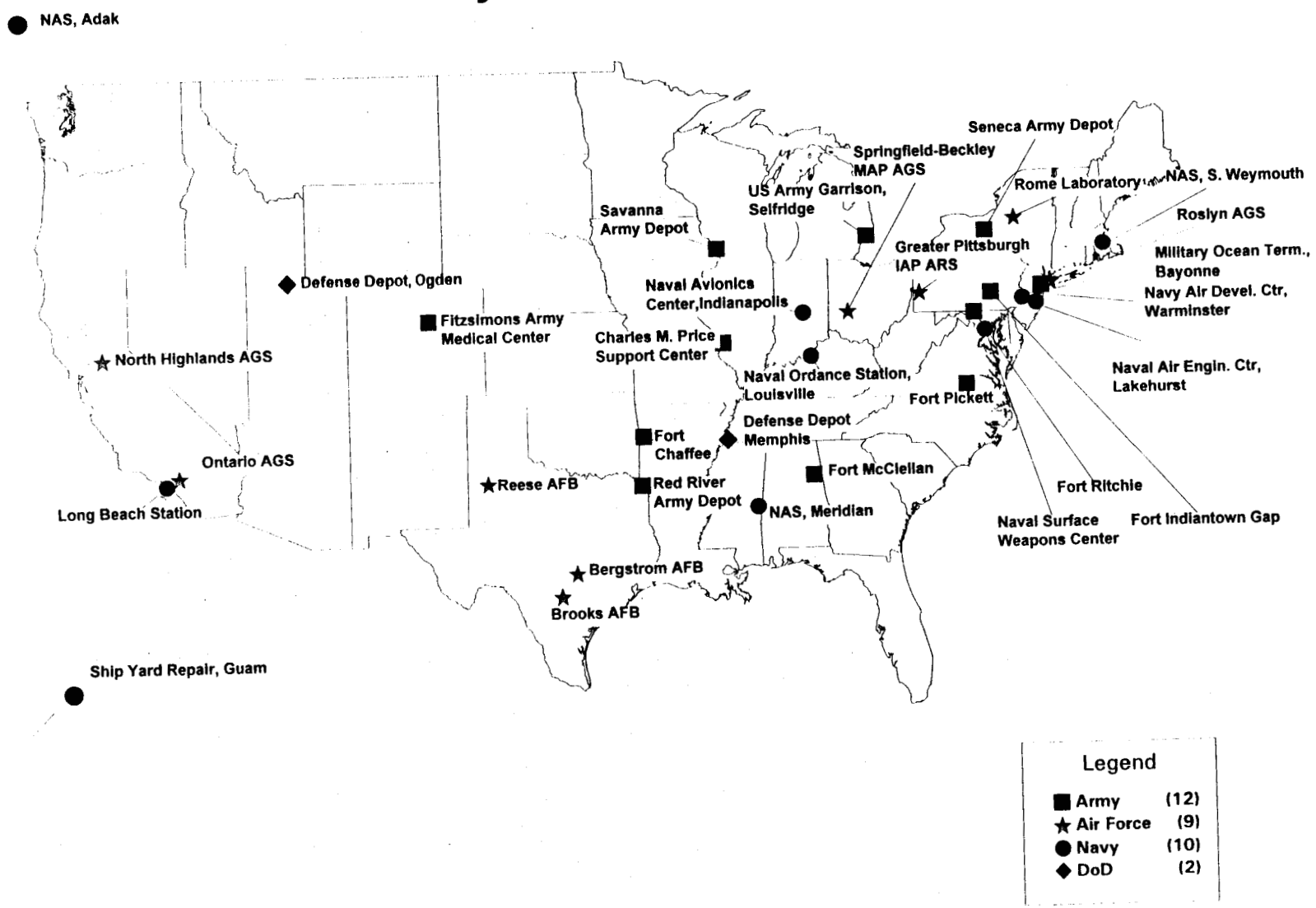
DLA has expressed interest in some of these non-definitized space offers solely as an insurance hedge in the wake of the aggressive storage space reduction plan that is inherent in DLA's BRAC 95 submission. As such, these offers of space to DLA should carry no weight in the determination of whether a base/depot remains open. DLA's concept of operation for storage depots remains that we leave bases that close their maintenance depots.

With my respect,

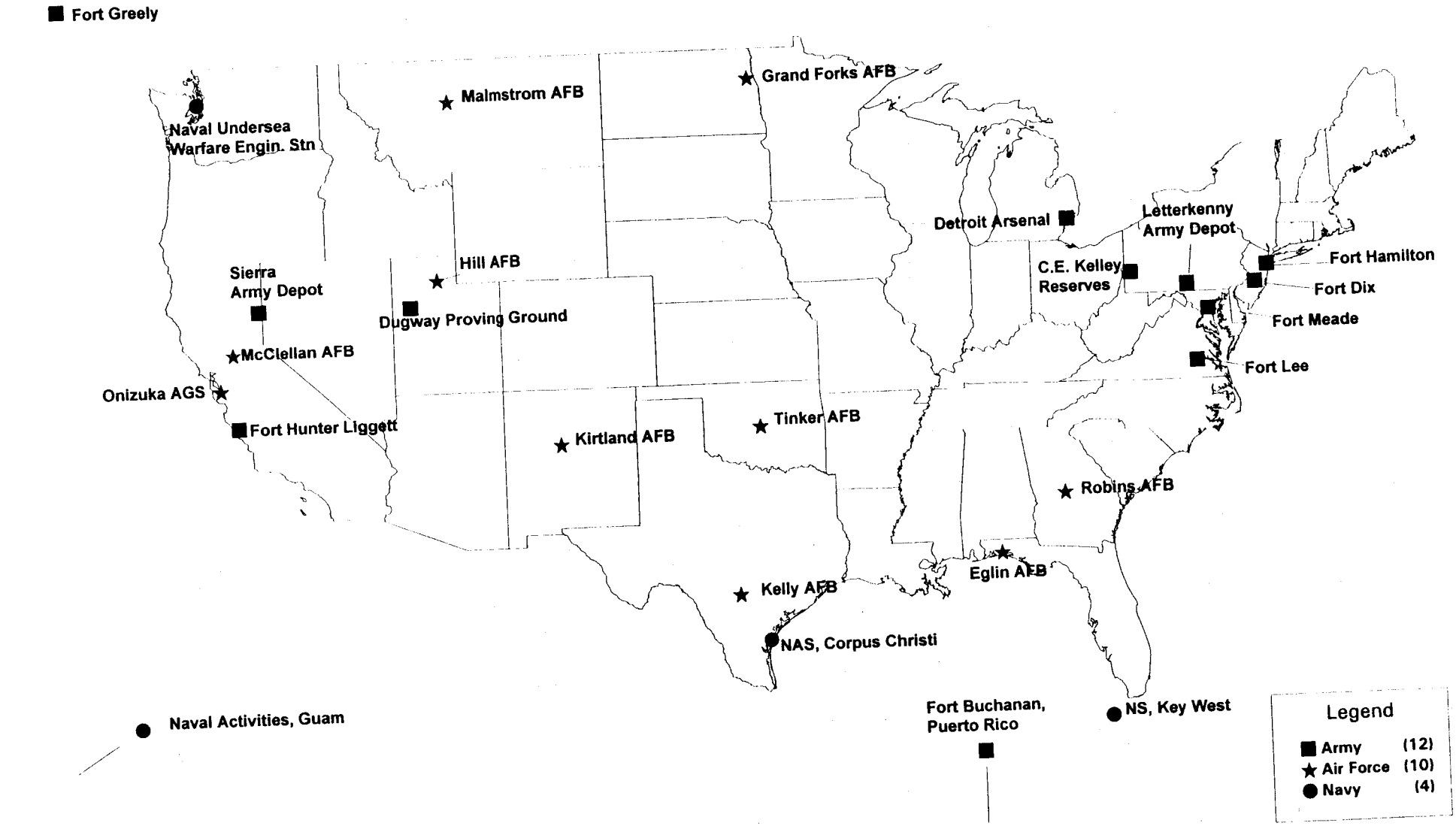
EDWARD M. STRAW
Vice Admiral, SC, USN

1 We haven't gone far enough. Let me give you some examples
2 that pop into my mind where there were some successes, at
3 least from the point of view of cross-servicing.
4 I believe that the Air Force is proposing to
5 transfer some of the functions of the Rome lab to Fort
6 Monmouth, an Army installation. The Air Force is also
7 planning to transfer some of the functions which were at the
8 Brooks Air Force Base currently in San Antonio, Texas, to the
9 Natick laboratories of the Army in Massachusetts.
10 We've always had a very good system for analysis to
11 allow medical facilities to be judged on a tri-service basis,
12 and some of the recommendations that are before your
13 Commission reflect the interservice planning for medical.
14 The Defense Logistics Agency was able to this time
15 take into use the logistics facilities capacity available in
16 the Air Force, I believe, especially at McClellan, so that
17 they were able to do some downsizing in the Defense Logistics
18 Agency and make use of Air Force logistics capacity.
19 And pilot training is another area where we have
20 made, and continue to make, progress.
21 So there are some positive steps here, but not as
22 far as potentially what can go.

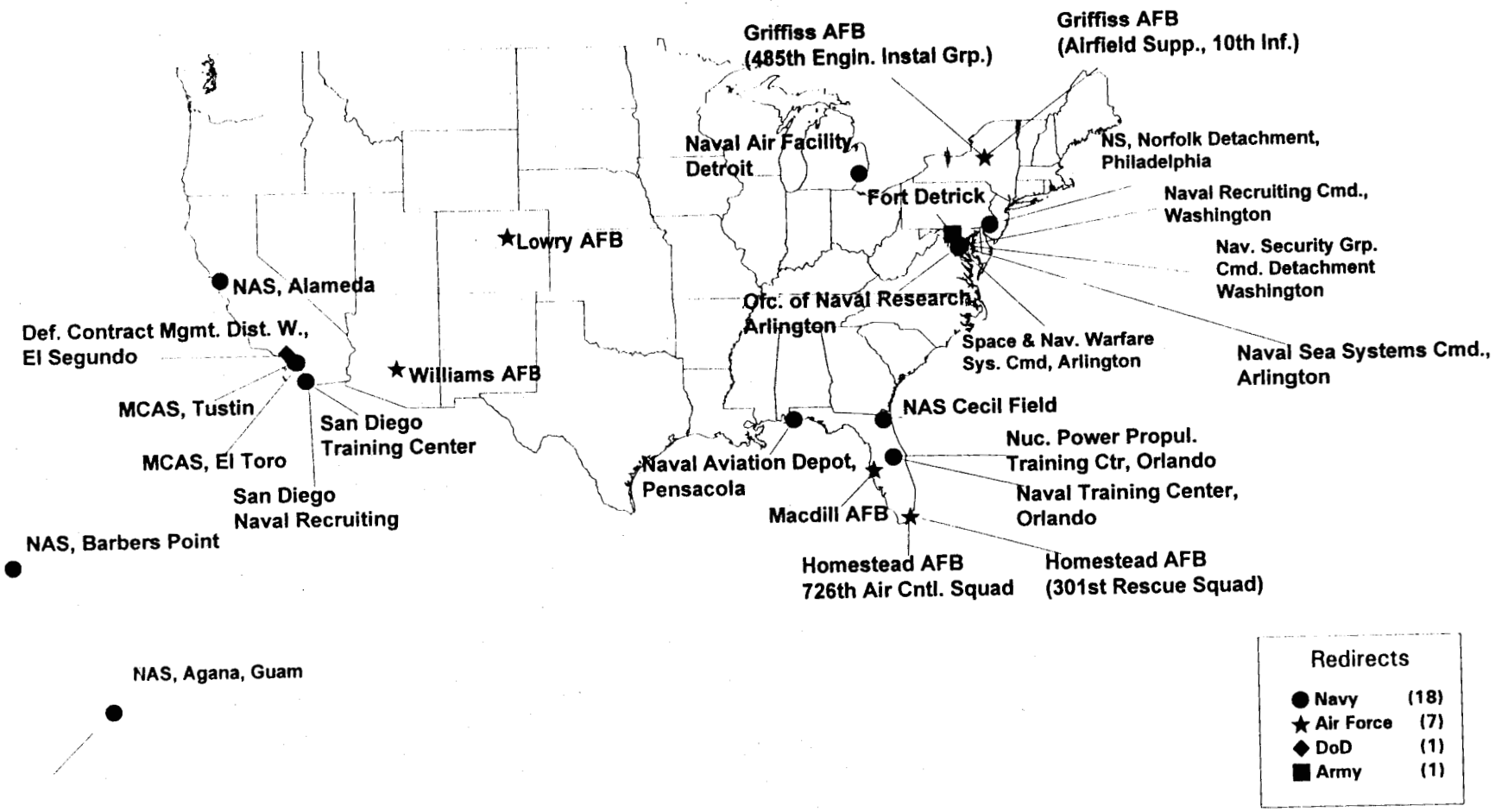
1995 DoD Recommendations
Major Base Closures



1995 DoD Recommendations
Major Base Realignments



1995 DoD Recommendations
Redirects



February 23, 1995

MEMORANDUM FOR: Service Team Leaders DFAS, DIS, DISA

FROM: Dave Henry, R&A, Economist

Subject: Installations in Economic Data Base

The economic data base has records fro 1,083 military installations: 144 for Air Force, 195 for Army, 8 for DFAS, 1 for DIS, 59 for DISA, 64 for DLA, and 612 for Navy. Attached is information on those installations by service.

Any questions, please drop by or call me at Commerce at 202-482-2566.

DFAS DIS DISA - #1

Installation:	Primary Function:	City:	Zip Code:	Region of Influence:
~~INFORMATION SYS SOFTWARE CMD (ISSC)~~	~~GENERAL~~	~~WASHINGTON~~		~~Washington, DC-MD-VA-WV PMSA~~
~~CONCEPTS ANALYSIS AGENCY (CAA)~~	~~GENERAL~~	~~WASHINGTON~~		~~Washington, DC-MD-VA-WV PMSA~~
~~RIO VISTA ARMY RESERVE CENTER~~	~~GENERAL~~	~~RIO VISTA~~		~~Vallejo-Fairfield-Napa, CA PMSA~~
DFAS, CLEVELAND	GENERAL	CLEVELAND	44199	*Cuyahoga, Geauga, Lake, & Medina Counties, OH
DFAS, COLUMBUS	GENERAL	LOCKBOURNE		Columbus, OH MSA
DFAS, DENVER	GENERAL	AURORA	80011	Denver, CO PMSA
DFAS, INDIANAPOLIS	GENERAL	INDIANAPOLIS	46216	*Boone, Hamilton, Hancock, Hendricks, Johnson, Marion, Mor
DFAS, JACKSON	GENERAL	FLOWOOD		Jackson, MS MSA
DFAS, KANSAS CITY	GENERAL	BELTON		Kansas City, MO-KS MSA
DFAS, SOUTHBRIDGE	GENERAL	WORCHESTER	1433	*Worcester County, MA
DFAS, YOUNGSTOWN	GENERAL	VIENNA		*Mahoning & Trumbull Counties, OH
FORT HOLABIRD IC&AD, DEFENSE INVESTIGATIVE SE	GENERAL	DUNDALK	21224	Baltimore, MD PMSA
DITSO COLUMBUS IPC	GENERAL	LOCKBOURNE		Columbus, OH MSA
DITSO KANSAS CITY IPC	GENERAL	KANSAS CITY		Kansas City, MO-KS MSA
DITSO DENVER IPC	GENERAL	AURORA	80011	Denver, CO PMSA
DITSO COLUMBUS ANNEX (DAYTON)	GENERAL	DAYTON		Dayton-Springfield, OH MSA
DITSO CLEVELAND IPC	GENERAL	CLEVELAND		*Cuyahoga, Geauga, Lake, & Medina Counties, OH
DITSO INDIANAPOLIS IPC	GENERAL	INDIANAPOLIS		*Boone, Hamilton, Hancock, Hendricks, Johnson, Marion, Mor
BUREAU OF NAVAL PERSONNEL (DISA)	GENERAL	ARLINGTON	22212	Washington, DC-MD-VA-WV PMSA
7TH COMMUNICATIONS GROUP, PENTAGON	GENERAL	ARLINGTON	20301	Washington, DC-MD-VA-WV PMSA
AFMPC RANDOLPH AFB	GENERAL	UNIVERSAL CITY	78150	San Antonio, TX MSA
AIPC CHAMBERSBURGH (DISA)	GENERAL	CHAMBERSBURGH		Franklin County, PA
AIPC HUNTSVILLE	GENERAL	HUNTSVILLE		*Madison County, AL
AIPC ROCK ISLAND	GENERAL	ROCK ISLAND	61299	Davenport-Moline-Rock Island, IA-IL MSA
ASO PHILADELPHIA (DISA)	GENERAL	PHILADELPHIA		Philadelphia, PA-NJ PMSA
FLEET INDUSTRIAL SUPPORT CENTER, SAN DIEGO	GENERAL	SAN DIEGO		San Diego, CA MSA
IPC RICHMOND (DISA)	GENERAL	RICHMOND		Richmond-Petersburg, VA MSA
MCAS, CHERRY POINT (DISA)	GENERAL	HAVELOCK	28533	*Craven & Carteret Counties, NC
FISC PUGET SOUND (DISA)	GENERAL	BREMERTON	98314	Bremerton, WA PMSA
IPC OGDEN (DISA)	GENERAL	OGDEN		Salt Lake City-Ogden, UT MSA
MCAS, EL TORO (DISA)	GENERAL	IRVINE	92709	Orange County, CA PMSA
IPC PHILADELPHIA (DISA)	GENERAL	PHILADELPHIA		Philadelphia, PA-NJ PMSA
CPSC SAN ANTONIO	GENERAL	SAN ANTONIO		San Antonio, TX MSA
IPC BATTLE CREEK	GENERAL	BATTLE CREEK		*Calhoun County, MI
EPMAC NEW ORLEANS	GENERAL	NEW ORLEANS		New Orleans, LA MSA
FACSO PORT HUENEME	GENERAL	PORT HUENEME	93043	Ventura, CA PMSA
NARDAC SAN FRANCISCO (DISA)	GENERAL	SAN FRANSISCO		San Francisco, CA PMSA
NAWC WD POINT MUGU (DISA)	GENERAL	POINT MAGU	93042	Ventura, CA PMSA
NAS, OCEANA (DISA)	GENERAL	VIRGINIA BEACH	23460	Norfolk-Virginia Beach-Newport News, VA-NC MSA
NCTS WASHINGTON	GENERAL	WASHINGTON		Washington, DC-MD-VA-WV PMSA
NAS, BRUNSWICK (DISA)	GENERAL	BRUNSWICK	4011	*Cumberland County, ME
NAVDAF CORPUS CHRISTI	GENERAL	CORPUS CHRISTI		Corpus Christi, TX MSA
NCCOSC SAN DIEGO (DISA)	GENERAL	SAN DIEGO	92152	San Diego, CA MSA
NAS, JACKSONVILLE (DISA)	GENERAL	JACKSONVILLE	32212	Jacksonville, FL MSA
NCTS SAN DIEGO (DISA)	GENERAL	SAN DIEGO	92132	San Diego, CA MSA
NCTS NEW ORLEANS (DISA)	GENERAL	NEW ORLEANS	70145	New Orleans, LA MSA
NAS, KEY [illegible] (DISA)	GENERAL	KEY [illegible]3	33040	Monroe County, FL
NCTAMS [illegible]C	GENERAL	PEAR[illegible]BOR	96786	Honolulu, HI MSA

DFAS DIS DISA ARMY DISA

Installation:	Primary Function:	City:	Zip Code:	Region of Influence:
NCTS JACKSONVILLE (DISA)	GENERAL	JACKSONVILLE		Jacksonville, FL MSA
NCTAMS LANT	GENERAL	NORFOLK	23511	Norfolk-Virginia Beach-Newport News, VA-NC MSA
NAWCAD PATUXENT RIVER (DISA)	GENERAL	PATUXENT RIVER	20670	St. Marys County, MD
NAS WHIDBEY ISLAND (DISA)	GENERAL	OAK HARBOR	98278	*Island County, WA
NAVY RECRUITING COMMAND (DISA)	GENERAL	ARLINGTON	22212	Washington, DC-MD-VA-WV PMSA
NAWC WD CHINA LAKE (DISA)	GENERAL	CHINA LAKE	93555	Bakersfield, CA MSA
NCTS PENSACOLA (DISA)	GENERAL	PENSACOLA		Pensacola, FL MSA
RASC CAMP LEJEUNE (DISA)	GENERAL	JACKSONVILLE	28542	Jacksonville, NC MSA
SPCC MECHANICSBURG (DISA)	GENERAL			Harrisburg-Lebanon-Carlisle, PA MSA
RPC WARNER-ROBINS AFB (DISA)	GENERAL	WARNER ROBINS	31098	Macon, GA MSA
RPC McCLELLAN AFB (DISA)	GENERAL	SACRAMENTO	95652	Sacramento, CA PMSA
RPC KELLY AFB (DISA)	GENERAL	SAN ANTONIO		San Antonio, TX MSA
NSC SAN DIEGO (DISA)	GENERAL	SAN DIEGO	92132	San Diego, CA MSA
NSC PEARL HARBOR (DISA)	GENERAL	PEARL HARBOR	96818	Honolulu, HI MSA
TRF KINGS BAY (DISA)	GENERAL	KINGS BAY	31547	Camden County, GA
RASC CAMP PENDLETON (DISA)	GENERAL	OCEANSIDE		San Diego, CA MSA
TINKER AFB (DISA)	GENERAL	MIDWEST CITY	73145	Oklahoma City, OK MSA
RPC GUNTER ANNEX (DISA)	GENERAL	MONTGOMERY	36114	Montgomery, AL MSA
NSC NORFOLK (DISA)	GENERAL	NORFOLK	23512	Norfolk-Virginia Beach-Newport News, VA-NC MSA
NSC CHARLESTON (DISA)	GENERAL	CHARLESTON	29408	Charleston-North Charleston, SC MSA
RPC HILL AFB (DISA)	GENERAL	CLEARFIELD	84056	Salt Lake City-Ogden, UT MSA
TRF BANGOR (DISA)	GENERAL	BANGOR		Bremerton, WA PMSA
RPC WRIGHT-PATTERSON (DISA)	GENERAL	FAIRBORN	45433	Dayton-Springfield, OH MSA
DEFENSE DISTRIBUTION DEPOT PENSACOLA	DEPOT	PENSACOLA	32508	Pensacola, FL MSA
DEFENSE DISTRIBUTION DEPOT OAKLAND	DEPOT	OAKLAND	94608	Oakland, CA PMSA
DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY	DEPOT	OKLAHOMA CITY	73145	Oklahoma City, OK MSA
DEFENSE DISTRIBUTION DEPOT MEMPHIS	DEPOT	MEMPHIS	38114	Memphis, TN-AR-MS MSA
DEFENSE DISTRIBUTION DEPOT NORFOLK	DEPOT	NORFOLK	23511	Norfolk-Virginia Beach-Newport News, VA-NC MSA
DEFENSE DISTRIBUTION DEPOT COLUMBUS	DEPOT	COLUMBUS	43216	Columbus, OH MSA
DEFENSE DISTRIBUTION DEPOT MCCLELLAN	DEPOT	SACRAMENTO	95652	Sacramento, CA PMSA
DEFENSE DISTRIBUTION DEPOT LETTERKENNY	DEPOT	CHAMBERSBURG	17201	Franklin County, PA
DEFENSE DISTRIBUTION DEPOT JACKSONVILLE	DEPOT	JACKSONVILLE	32212	Jacksonville, FL MSA
DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI	DEPOT	CORPUS CHRISTI	78530	Corpus Christi, TX MSA
DEFENSE DISTRIBUTION DEPOT OGDEN	DEPOT	OGDEN	84407	Salt Lake City-Ogden, UT MSA
DEFENSE DISTRIBUTION DEPOT CHERRY POINT	DEPOT	CHERRY POINT	28533	*Craven & Carteret Counties, NC
DEFENSE DISTRIBUTION DEPOT CHARLESTON	DEPOT	CHARLESTON	29408	Charleston-North Charleston, SC MSA
DEFENSE DISTRIBUTION DEPOT BARSTOW	DEPOT	BARSTOW	92310	Riverside-San Bernardino, CA PMSA
DEFENSE DISTRIBUTION DEPOT ANNISTON	DEPOT	ANNISTON	36204	Anniston, AL MSA
DEFENSE DISTRIBUTION DEPOT ALBANY	DEPOT	ALBANY	31704	Albany, GA MSA
DEFENSE CONTRACT MANAGEMENT DISTRICT WEST	GENERAL	EL SEGUNDO	90245	Los Angeles-Long Beach, CA PMSA
DEFENSE CONTRACT MANAGEMENT DISTRICT SOUTH	GENERAL	MARIETTA	30060	Atlanta, GA MSA
DEFENSE CONTRACT MANAGEMENT DISTRICT NORTH	GENERAL	BOSTON	2210	*Essex, Middlesex, Suffolk, Plymouth, Norfolk Counties, MA
DEFENSE CONTRACT MANAGEMENT DISTRICT MID-A	GENERAL	PHILADELPHIA	19101	Philadelphia, PA-NJ PMSA
DEFENSE CONTRACT MANAGEMENT COMMAND INTE	GENERAL	DAYTON	45444	Dayton-Springfield, OH MSA
DEFENSE CONSTRUCTION SUPPLY CENTER	DEPOT	COLUMBUS	43216	Columbus, OH MSA
DEFENSE DISTRIBUTION DEPOT PUGET SOUND	DEPOT	PUGET SOUND	98314	Bremerton, WA PMSA
DEFENSE [illegible]BUTION DEPOT SAN DIEGO	DEPOT	SAN [illegible]26	92132	San Diego, CA MSA
DEFENSE [illegible]RACT MANAGEMENT DISTRICT NORTH	GENERAL	CHIC[illegible]	60686	*Cook, DuPage, & McHenry Counties, IL

DLA/DIS[illegible] [illegible]PLIERS

SVCCD	State	Installation Name	Military I	Civilian/Contractor Indi	Military (Training) In
DLA	Alabama	DEFENSE DISTRIBUTION DEPOT ANNISTON	0.29	0.93344794402451	0.13
DLA	California	DEFENSE CONTRACT MANAGEMENT DISTRICT WEST	0.5	0.63	0.21
DLA	California	DEFENSE DISTRIBUTION DEPOT BARSTOW	0.5	1.89870773527873	0.21
DLA	California	DEFENSE DISTRIBUTION DEPOT MCCLELLAN	0.5	1.69193882139779	0.21
DLA	California	DEFENSE DISTRIBUTION DEPOT OAKLAND	0.5	1.87167543266514	0.21
DLA	California	DEFENSE DISTRIBUTION DEPOT SACRAMENTO	0.5	1.69193882139779	0.21
DLA	California	DEFENSE DISTRIBUTION DEPOT SAN DIEGO	0.41	1.89885436758998	0.16
DLA	California	DEFENSE DISTRIBUTION REGION WEST	0.41	1.33558499344514	0.16
DLA	California	DLA SYSTEMS DESIGN CENTER (TRACY)	0.41	0.55	0.16
DLA	California	SHARPE FACILITY	0.41	0.55	0.16
DLA	California	TRACY FACILITY	0.5	0.55	0.21
DLA	Florida	DEFENSE DISTRIBUTION DEPOT JACKSONVILLE	0.41	1.58121627932093	0.16
DLA	Florida	DEFENSE DISTRIBUTION DEPOT PENSACOLA	0.5	1.24674896362415	0.21
DLA	Georgia	DEFENSE CONTRACT MANAGEMENT DISTRICT SOUTH	0.29	0.63	0.13
DLA	Georgia	DEFENSE DISTRIBUTION DEPOT ALBANY	0.35	0.93169590447603	0.15
DLA	Georgia	DEFENSE DISTRIBUTION DEPOT WARNER ROBINS	0.35	1.20034704663609	0.15
DLA	Georgia	DLA SYSTEMS DESIGN CENTER (WARNER ROBINS)	0.5	0.44	0.21
DLA	Georgia	DEFENSE CONTRACT MANAGEMENT DISTRICT NORTH CENTRAL	0.5	0.63	0.21
DLA	Illinois	FORT HOLABIRD IC&AD, DEFENSE INVESTIGATIVE SERVICE	0.5	0.63	0.21
DIS	Maryland	DEFENSE CONTRACT MANAGEMENT DISTRICT NORTHEAST	0.5	0.63	0.13
DLA	Massachussetts	DEFENSE LOGISTICS SERVICES CENTER	0.29	0.43	0.13
DLA	Michigan	DEFENSE REUTILIZATION AND MARKETING SERVICE (HEADQUARTERS)	0.29	0.43	0.13
DLA	Michigan	DLA SYSTEMS DESIGN CENTER (BATTLE CREEK)	0.29	0.43	0.16
DLA	Michigan	DLA SYSTEMS DESIGN CENTER (KIRTLAND AFB)	0.41	0.55	0.13
DLA	New Mexico	DEFENSE DISTRIBUTION DEPOT CHERRY POINT	0.29	0.97570761425194	0.21
DLA	North Carolina	DEFENSE CONSTRUCTION SUPPLY CENTER	0.5	1.73966348585667	0.16
DLA	Ohio	DEFENSE CONTRACT MANAGEMENT COMMAND INTERNATIONAL	0.41	0.55	0.21
DLA	Ohio	DEFENSE DISTRIBUTION DEPOT COLUMBUS	0.5	1.73966348585667	0.16
DLA	Ohio	DEFENSE ELECTRONICS SUPPLY CENTER	0.41	1.57157060888671	0.21
DLA	Ohio	DEFENSE REUTILIZATION AND MARKETING SERVICE (OPERATIONS EAST)	0.5	0.63	0.21
DLA	Ohio	DLA SYSTEMS DESIGN CENTER	0.5	1.73966348585667	0.16
DLA	Ohio	DLA SYSTEMS DESIGN CENTER (DAYTON)	0.41	0.55	0.21
DLA	Ohio	DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY	0.5	1.59363560522665	0.21
DLA	Oklahoma	DEFENSE CONTRACT MANAGEMENT DISTRICT MID-ATLANTIC	0.5	0.63	0.13
DLA	Pennsylvania	DEFENSE DISTRIBUTION DEPOT LETTERKENNY	0.29	0.9859583198888	0.16
DLA	Pennsylvania	DEFENSE DISTRIBUTION DEPOT TOBYHANNA	0.41	1.46360263424568	0.16
DLA	Pennsylvania	DEFENSE DISTRIBUTION REGION EAST	0.41	1.29053629755729	0.21
DLA	Pennsylvania	DEFENSE INDUSTRIAL SUPPLY CENTER	0.5	2.18040569978705	0.21
DLA	Pennsylvania	DEFENSE LOGISTICS AGENCY CLOTHING FACTORY	0.5	0.63	0.21
DLA	Pennsylvania	DEFENSE PERSONNEL SUPPORT CENTER	0.5	0.63	0.13
DLA	Pennsylvania	DLA SYSTEMS DESIGN CENTER (LETTERKENNY)	0.29	0.43	0.16
DLA	Pennsylvania	DLA SYSTEMS DESIGN CENTER (NEW CUMBERLAND)	0.41	0.55	0.21
DLA	Pennsylvania	DLA SYSTEMS DESIGN CENTER (PHILADELPHIA)	0.5	0.63	

DLA/DIS[illegible]PLIERS

SVCCD	State	Installation Name	Military I	Civilian/Contractor Indi	Military (Training) In
DLA	Pennsylvania	MECHANICSBURG FACILITY	0.41	0.55	0.16
DLA	Pennsylvania	NEW CUMBERLAND FACILITY	0.41	0.55	0.16
DLA	South Carolina	DEFENSE DISTRIBUTION DEPOT CHARLESTON	0.41	1.36429898927823	0.16
DLA	Tennessee	DEFENSE DISTRIBUTION DEPOT MEMPHIS	0.5	1.58506612686811	0.21
DLA	Tennessee	DEFENSE DISTRIBUTION REGION CENTRAL	0.5	1.58506612686811	0.21
DLA	Tennessee	DLA SYSTEMS DESIGN CENTER (MEMPHIS)	0.5	0.63	0.21
DLA	Texas	DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI	0.41	1.24761954289362	0.16
DLA	Texas	DEFENSE DISTRIBUTION DEPOT RED RIVER	0.29	0.95216252555233	0.13
DLA	Texas	DEFENSE DISTRIBUTION DEPOT SAN ANTONIO	0.5	1.70036355263363	0.21
DLA	Utah	DEFENSE DISTRIBUTION DEPOT OGDEN	0.5	1.65649893041714	0.21
DLA	Utah	DEFENSE DISTRIBUTION DEPOT TOOELE	0.29	0.61365446088264	0.13
DLA	Utah	DEFENSE REUTILIZATION AND MARKETING SERVICE (OPERATIONS WEST)	0.5	0.63	0.21
DLA	Utah	DLA SYSTEMS DESIGN CENTER (OGDEN)	0.5	0.63	0.21
DLA	Utah	HILL FACILITY	0.5	0.63	0.21
DLA	Virginia	DEFENSE DISTRIBUTION DEPOT NORFOLK	0.5	1.70667598341823	0.21
DLA	Virginia	DEFENSE DISTRIBUTION DEPOT RICHMOND	0.5	1.59102209378629	0.21
DLA	Virginia	DEFENSE FUEL SUPPLY CENTER	0.5	2.20613776505959	0.21
DLA	Virginia	DEFENSE GENERAL SUPPLY CENTER	0.5	1.59102209378629	0.21
DLA	Virginia	DLA ADMINISTRATIVE SUPPORT CENTER	0.5	0.63	0.21
DLA	Virginia	DLA SYSTEMS DESIGN CENTER (FT. BELVOIR)	0.5	0.63	0.21
DLA	Virginia	DLA SYSTEMS DESIGN CENTER (RICHMOND)	0.5	0.63	0.21
DLA	Virginia	DEFENSE DISTRIBUTION DEPOT PUGET SOUND	0.35	1.0768212047654	0.15
DLA	Washington				

SVCCD	State	Installation Name	Economic Area
DLA	Alabama	DEFENSE DISTRIBUTION DEPOT ANNISTON	Anniston, AL MSA
DLA	California	DEFENSE CONTRACT MANAGEMENT DISTRICT WEST	Los Angeles-Long Beach, CA PMSA
DLA	California	DEFENSE DISTRIBUTION DEPOT BARSTOW	Riverside-San Bernardino, CA PMSA
DLA	California	DEFENSE DISTRIBUTION DEPOT MCCLELLAN	Sacramento, CA PMSA
DLA	California	DEFENSE DISTRIBUTION DEPOT OAKLAND	Oakland, CA PMSA
DLA	California	DEFENSE DISTRIBUTION DEPOT SACRAMENTO	Sacramento, CA PMSA
DLA	California	DEFENSE DISTRIBUTION DEPOT SAN DIEGO	San Diego, CA MSA
DLA	California	DEFENSE DISTRIBUTION REGION WEST	Stockton-Lodi, CA MSA
DLA	California	DLA SYSTEMS DESIGN CENTER (TRACY)	Stockton-Lodi, CA MSA
DLA	California	SHARPE FACILITY	Stockton-Lodi, CA MSA
DLA	California	TRACY FACILITY	Stockton-Lodi, CA MSA
DLA	Florida	DEFENSE DISTRIBUTION DEPOT JACKSONVILLE	Jacksonville, FL MSA
DLA	Florida	DEFENSE DISTRIBUTION DEPOT PENSACOLA	Pensacola, FL MSA
DLA	Georgia	DEFENSE CONTRACT MANAGEMENT DISTRICT SOUTH	Atlanta, GA MSA
DLA	Georgia	DEFENSE DISTRIBUTION DEPOT ALBANY	Albany, GA MSA
DLA	Georgia	DEFENSE DISTRIBUTION DEPOT WARNER ROBINS	Macon, GA MSA
DLA	Georgia	DLA SYSTEMS DESIGN CENTER (WARNER ROBINS)	Macon, GA MSA
DLA	Georgia	DEFENSE CONTRACT MANAGEMENT DISTRICT NORTH CENTRAL	*Cook, DuPage, & McHenry Counties, IL
DLA	Illinois	DEFENSE CONTRACT MANAGEMENT DISTRICT NORTHEAST	*Essex, Middlesex, Suffolk, Plymouth, Norfolk Counties, MA
DLA	Massachussetts	DEFENSE LOGISTICS SERVICES CENTER	*Calhoun County, MI
DLA	Michigan	DEFENSE REUTILIZATION AND MARKETING SERVICE (HEADQUART	*Calhoun County, MI
DLA	Michigan	DLA SYSTEMS DESIGN CENTER (BATTLE CREEK)	*Calhoun County, MI
DLA	Michigan	DLA SYSTEMS DESIGN CENTER (KIRTLAND AFB)	*Bernalillo County, NM
DLA	New Mexico	DEFENSE DISTRIBUTION DEPOT CHERRY POINT	*Craven & Carteret Counties, NC
DLA	North Carolina	DEFENSE CONSTRUCTION SUPPLY CENTER	Columbus, OH MSA
DLA	Ohio	DEFENSE CONTRACT MANAGEMENT COMMAND INTERNATIONAL	Dayton-Springfield, OH MSA
DLA	Ohio	DEFENSE DISTRIBUTION DEPOT COLUMBUS	Columbus, OH MSA
DLA	Ohio	DEFENSE ELECTRONICS SUPPLY CENTER	Dayton-Springfield, OH MSA
DLA	Ohio	DEFENSE REUTILIZATION AND MARKETING SERVICE (OPERATIONS	Columbus, OH MSA
DLA	Ohio	DLA SYSTEMS DESIGN CENTER	Columbus, OH MSA
DLA	Ohio	DLA SYSTEMS DESIGN CENTER (DAYTON)	Dayton-Springfield, OH MSA
DLA	Ohio	DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY	Oklahoma City, OK MSA
DLA	Oklahoma	DEFENSE CONTRACT MANAGEMENT DISTRICT MID-ATLANTIC	Philadelphia, PA-NJ PMSA
DLA	Pennsylvania	DEFENSE DISTRIBUTION DEPOT LETTERKENNY	Franklin County, PA
DLA	Pennsylvania	DEFENSE DISTRIBUTION DEPOT TOBYHANNA	Scranton-Wilkes-Barre-Hazelton, PA MSA
DLA	Pennsylvania	DEFENSE DISTRIBUTION REGION EAST	York, PA MSA
DLA	Pennsylvania	DEFENSE INDUSTRIAL SUPPLY CENTER	Philadelphia, PA-NJ PMSA
DLA	Pennsylvania	DEFENSE LOGISTICS AGENCY CLOTHING FACTORY	Philadelphia, PA-NJ PMSA
DLA	Pennsylvania	DEFENSE PERSONNEL SUPPORT CENTER	Philadelphia, PA-NJ PMSA
DLA	Pennsylvania	DLA SYSTEMS DESIGN CENTER (LETTERKENNY)	Franklin County, PA
DLA	Pennsylvania	DLA SYSTEMS DESIGN CENTER (NEW CUMBERLAND)	York, PA MSA
DLA	Pennsylvania	DLA SYSTEMS DESIGN CENTER (PHILADELPHIA)	Philadelphia, PA-NJ PMSA
DLA	Pennsylvania	MECHANICSBURG FACILITY	York, PA MSA

SVCCD	State	Installation Name	Economic Area
DLA	Pennsylvania	NEW CUMBERLAND FACILITY	Harrisburg-Lebanon-Carlisle, PA MSA
DLA	South Carolina	DEFENSE DISTRIBUTION DEPOT CHARLESTON	Charleston-North Charleston, SC MSA
DLA	Tennessee	DEFENSE DISTRIBUTION DEPOT MEMPHIS	Memphis, TN-AR-MS MSA
DLA	Tennessee	DEFENSE DISTRIBUTION REGION CENTRAL	Memphis, TN-AR-MS MSA
DLA	Tennessee	DLA SYSTEMS DESIGN CENTER (MEMPHIS)	Memphis, TN-AR-MS MSA
DLA	Texas	DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI	Corpus Christi, TX MSA
DLA	Texas	DEFENSE DISTRIBUTION DEPOT RED RIVER	Texarkana, TX-Texarkana, AR MSA
DLA	Texas	DEFENSE DISTRIBUTION DEPOT SAN ANTONIO	San Antonio, TX MSA
DLA	Utah	DEFENSE DISTRIBUTION DEPOT OGDEN	Salt Lake City-Ogden, UT MSA
DLA	Utah	DEFENSE DISTRIBUTION DEPOT TOOELE	Tooele County, UT
DLA	Utah	DEFENSE REUTILIZATION AND MARKETING SERVICE (OPERATIONS	Salt Lake City-Ogden, UT MSA
DLA	Utah	DLA SYSTEMS DESIGN CENTER (OGDEN)	Salt Lake City-Ogden, UT MSA
DLA	Utah	HILL FACILITY	Salt Lake City-Ogden, UT MSA
DLA	Virginia	DEFENSE DISTRIBUTION DEPOT NORFOLK	Norfolk-Virginia Beach-Newport News, VA-NC MSA
DLA	Virginia	DEFENSE DISTRIBUTION DEPOT RICHMOND	Richmond-Petersburg, VA MSA
DLA	Virginia	DEFENSE FUEL SUPPLY CENTER	Washington, DC-MD-VA-WV PMSA
DLA	Virginia	DEFENSE GENERAL SUPPLY CENTER	Richmond-Petersburg, VA MSA
DLA	Virginia	DLA ADMINISTRATIVE SUPPORT CENTER	Washington, DC-MD-VA-WV PMSA
DLA	Virginia	DLA SYSTEMS DESIGN CENTER (FT. BELVOIR)	Washington, DC-MD-VA-WV PMSA
DLA	Virginia	DLA SYSTEMS DESIGN CENTER (RICHMOND)	Richmond-Petersburg, VA MSA
DLA	Washington	DEFENSE DISTRIBUTION DEPOT PUGET SOUND	Bremerton, WA PMSA

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DC	NCTS WASHINGTON	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
FL	NCTS PENSACOLA (DISA)	Pensacola, FL MSA	173,617	0.00
FL	NAS, JACKSONVILLE (DISA)	Jacksonville, FL MSA	546,492	0.00
FL	NAS, KEY WEST (DISA)	Monroe County, FL	44,447	0.00
FL	NCTS JACKSONVILLE (DISA)	Jacksonville, FL MSA	546,492	0.00
GA	TRF KINGS BAY (DISA)	Camden County, GA	19,266	0.00
GA	RPC WARNER-ROBINS AFB (DISA)	Macon, GA MSA	157,770	0.00
HI	NSC PEARL HARBOR (DISA)	Honolulu, HI MSA	574,386	0.00
HI	NCTAMS EASTPAC	Honolulu, HI MSA	574,386	0.00
IL	AIPC ROCK ISLAND	Davenport-Moline-Rock Island, IA-IL MSA	203,970	0.00
IN	DITSO INDIANAPOLIS IPC	*Boone, Hamilton, Hancock, Hendricks,	821,900	0.00
LA	EPMAC NEW ORLEANS	New Orleans, LA MSA	692,157	0.00
LA	NCTS NEW ORLEANS (DISA)	New Orleans, LA MSA	692,157	0.00
MD	NAWCAD PATUXENT RIVER (DISA)	St. Marys County, MD	35,569	0.00
ME	NAS, BRUNSWICK (DISA)	*Cumberland County, ME	174,830	0.00
MI	IPC BATTLE CREEK	*Calhoun County, MI	72,959	0.00
MO	DITSO KANSAS CITY IPC	Kansas City, MO-KS MSA	989,833	0.00
NC	MCAS, CHERRY POINT (DISA)	*Craven & Carteret Counties, NC	74,265	0.00
NC	RASC CAMP LEJEUNE (DISA)	Jacksonville, NC MSA	78,852	0.00
OH	RPC WRIGHT-PATTERSON (DISA)	Dayton-Springfield, OH MSA	536,415	0.00
OH	DITSO COLUMBUS ANNEX	Dayton-Springfield, OH MSA	536,415	0.00
OH	DITSO CLEVELAND IPC	*Cuyahoga, Geauga, Lake, & Medina	1,080,847	0.00
OH	DITSO COLUMBUS IPC	Columbus, OH MSA	863,325	0.00
OK	TINKER AFB (DISA)	Oklahoma City, OK MSA	582,865	0.00
PA	ASO PHILADELPHIA (DISA)	Philadelphia, PA-NJ PMSA	2,604,793	0.00
PA	SPCC MECHANICSBURG (DISA)	Harrisburg-Lebanon-Carlisle, PA MSA	386,060	0.00
PA	AIPC CHAMBERSBURGH (DISA)	Franklin County, PA	62,117	0.00
PA	IPC PHILADELPHIA (DISA)	Philadelphia, PA-NJ PMSA	2,604,793	0.00
SC	NSC CHARLESTON (DISA)	Charleston-North Charleston, SC MSA	283,695	0.00
TX	NAVDAF CORPUS CHRISTI	Corpus Christi, TX MSA	181,234	0.00
TX	AFMPC RANDOLPH AFB	San Antonio, TX MSA	730,857	0.00
TX	RPC KELLY AFB (DISA)	San Antonio, TX MSA	730,857	0.00
TX	CPSC SAN ANTONIO	San Antonio, TX MSA	730,857	0.00
UT	IPC OGDEN (DISA)	Salt Lake City-Ogden, UT MSA	659,460	0.00
UT	RPC HILL AFB (DISA)	Salt Lake City-Ogden, UT MSA	659,460	0.00
VA	NAS, OCEANA (DISA)	Norfolk-Virginia Beach-Newport News, VA-	855,094	0.00
VA	NAVY RECRUITING COMMAND	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
VA	NSC NORFOLK (DISA)	Norfolk-Virginia Beach-Newport News, VA-	855,094	0.00
VA	NCTAMS LANT	Norfolk-Virginia Beach-Newport News, VA-	855,094	0.00
VA	IPC RICHMOND (DISA)	Richmond-Petersburg, VA MSA	571,530	0.00
VA	BUREAU OF NAVAL PERSONNEL	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
VA	7TH COMMUNICATIONS GROUP,	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
WA	TRF BANGOR (DISA)	Bremerton, WA PMSA	104,494	0.00
WA	NAS WHIDBEY ISLAND (DISA)	*Island County, WA	28,183	0.00
WA	FISC PUGET SOUND (DISA)	Bremerton, WA PMSA	104,494	0.00
				0.00
		DLA		0.00
				0.00
AL	DEFENSE DISTRIBUTION DEPOT	Anniston, AL MSA	62,049	1.68
CA	DLA SYSTEMS DESIGN CENTER	Stockton-Lodi, CA MSA	215,963	0.00
CA	SHARPE FACILITY	Stockton-Lodi, CA MSA	215,963	0.00
CA	TRACY FACILITY	Stockton-Lodi, CA MSA	215,963	0.15
CA	DEFENSE DISTRIBUTION DEPOT	Sacramento, CA PMSA	763,605	0.00
CA	DEFENSE DISTRIBUTION REGION	Stockton-Lodi, CA MSA	215,963	0.31
CA	DEFENSE DISTRIBUTION DEPOT	Sacramento, CA PMSA	763,605	0.00
CA	DEFENSE CONTRACT MANAGEMENT	Los Angeles-Long Beach, CA PMSA	4,989,503	0.00
CA	DEFENSE DISTRIBUTION DEPOT	Riverside-San Bernardino, CA PMSA	1,032,616	0.00
CA	DEFENSE DISTRIBUTION DEPOT SAN	San Diego, CA MSA	1,416,215	0.00
CA	DEFENSE DISTRIBUTION DEPOT	Oakland, CA PMSA	1,160,197	0.00
FL	DEFENSE DISTRIBUTION DEPOT	Pensacola, FL MSA	173,617	0.00
FL	DEFENSE DISTRIBUTION DEPOT	Jacksonville, FL MSA	546,492	0.00
GA	DEFENSE CONTRACT MANAGEMENT	Atlanta, GA MSA	1,923,937	-0.01
GA	DLA SYSTEMS DESIGN CENTER	Macon, GA MSA	157,770	0.00

GA	DEFENSE DISTRIBUTION DEPOT	Macon, GA MSA	157,770	0.00
GA	DEFENSE DISTRIBUTION DEPOT	Albany, GA MSA	61,611	0.00
IL	DEFENSE CONTRACT MANAGEMENT	*Cook, DuPage, & McHenry Counties, IL	3,654,586	0.00
MA	DEFENSE CONTRACT MANAGEMENT	*Essex, Middlesex, Suffolk, Plymouth,	2,373,945	0.00
MI	DEFENSE LOGISTICS SERVICES	*Calhoun County, MI	72,959	0.00
MI	DLA SYSTEMS DESIGN CENTER	*Calhoun County, MI	72,959	0.00
MI	DEFENSE REUTILIZATION AND	*Calhoun County, MI	72,959	0.19
NC	DEFENSE DISTRIBUTION DEPOT	*Craven & Carteret Counties, NC	74,265	0.00
NM	DLA SYSTEMS DESIGN CENTER	*Bernalillo County, NM	327,209	0.00
OH	DLA SYSTEMS DESIGN CENTER	Columbus, OH MSA	863,325	0.00
OH	DEFENSE DISTRIBUTION DEPOT	Columbus, OH MSA	863,325	-0.12
OH	DEFENSE REUTILIZATION AND	Columbus, OH MSA	863,325	0.00
OH	DEFENSE ELECTRONICS SUPPLY	Dayton-Springfield, OH MSA	536,415	0.00
OH	DEFENSE CONSTRUCTION SUPPLY	Columbus, OH MSA	863,325	-0.11
OH	DEFENSE CONTRACT MANAGEMENT	Dayton-Springfield, OH MSA	536,415	0.00
OH	DLA SYSTEMS DESIGN CENTER	Dayton-Springfield, OH MSA	536,415	0.00
OK	DEFENSE DISTRIBUTION DEPOT	Oklahoma City, OK MSA	582,865	0.00
PA	DLA SYSTEMS DESIGN CENTER	Franklin County, PA	62,117	0.00
PA	DEFENSE INDUSTRIAL SUPPLY	Philadelphia, PA-NJ PMSA	2,604,793	-0.05
PA	DEFENSE LOGISTICS AGENCY	Philadelphia, PA-NJ PMSA	2,604,793	0.00
PA	DLA SYSTEMS DESIGN CENTER	Philadelphia, PA-NJ PMSA	2,604,793	0.00
PA	DEFENSE PERSONNEL SUPPORT	Philadelphia, PA-NJ PMSA	2,604,793	0.00
PA	DLA SYSTEMS DESIGN CENTER	Harrisburg-Lebanon-Carlisle, PA MSA	386,060	0.00
PA	MECHANICSBURG FACILITY	York, PA MSA	190,101	0.00
PA	DEFENSE DISTRIBUTION REGION	Harrisburg-Lebanon-Carlisle, PA MSA	386,060	0.06
PA	DEFENSE CONTRACT MANAGEMENT	Philadelphia, PA-NJ PMSA	2,604,793	0.00
PA	DEFENSE DISTRIBUTION DEPOT	Scranton-Wilkes-Barre-Hazelton, PA MSA	319,940	0.00
PA	NEW CUMBERLAND FACILITY	Harrisburg-Lebanon-Carlisle, PA MSA	386,060	0.12
PA	DEFENSE DISTRIBUTION DEPOT	Franklin County, PA	62,117	-1.20
SC	DEFENSE DISTRIBUTION DEPOT	Charleston-North Charleston, SC MSA	283,695	0.00
TN	DEFENSE DISTRIBUTION REGION	Memphis, TN-AR-MS MSA	604,166	0.00
TN	DLA SYSTEMS DESIGN CENTER	Memphis, TN-AR-MS MSA	604,166	0.00
TN	DEFENSE DISTRIBUTION DEPOT	Memphis, TN-AR-MS MSA	604,166	-0.55
TX	DEFENSE DISTRIBUTION DEPOT SAN	San Antonio, TX MSA	730,857	0.00
TX	DEFENSE DISTRIBUTION DEPOT RED	Texarkana, TX-Texarkana, AR MSA	59,794	-2.68
TX	DEFENSE DISTRIBUTION DEPOT	Corpus Christi, TX MSA	181,234	0.00
UT	DEFENSE DISTRIBUTION DEPOT	Tooele County, UT	13,191	0.00
UT	DEFENSE DISTRIBUTION DEPOT	Salt Lake City-Ogden, UT MSA	659,460	-0.45
UT	DEFENSE REUTILIZATION AND	Salt Lake City-Ogden, UT MSA	659,460	0.00
UT	HILL FACILITY	Salt Lake City-Ogden, UT MSA	659,460	0.00
UT	DLA SYSTEMS DESIGN CENTER	Salt Lake City-Ogden, UT MSA	659,460	0.00
VA	DEFENSE FUEL SUPPLY CENTER	Washington, DC-MD-VA-WV PMSA	2,948,259	0.01
VA	DEFENSE DISTRIBUTION DEPOT	Richmond-Petersburg, VA MSA	571,530	0.00
VA	DLA SYSTEMS DESIGN CENTER	Richmond-Petersburg, VA MSA	571,530	0.00
VA	DEFENSE DISTRIBUTION DEPOT	Norfolk-Virginia Beach-Newport News, VA-	855,094	0.00
VA	DLA SYSTEMS DESIGN CENTER (FT.	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
VA	DEFENSE GENERAL SUPPLY CENTER	Richmond-Petersburg, VA MSA	571,530	0.16
VA	DLA ADMINISTRATIVE SUPPORT	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
WA	DEFENSE DISTRIBUTION DEPOT	Bremerton, WA PMSA	104,494	0.00
				0.00
		Navy		0.00
				0.00
AK	NRC ANCHORAGE	Anchorage, AK MSA	161,989	0.00
AK	NSGA ADAK	Aleutians West Census Area, AK	8,565	0.00
AK	NAF ADAK	Aleutians West Census Area, AK	8,565	-10.44
AL	NAVSTA MOBILE	Mobile, AL MSA	238,321	0.00
AL	NMCRC BESSEMER	Birmingham, AL MSA	489,089	0.00
AL	NRC HUNTSVILLE	*Madison County, AL	168,293	-0.02
AL	NRC TUSCALOOSA	Tuscaloosa, AL MSA	76,851	0.00
AL	NRC GADSDEN	Gadsden, AL MSA	44,518	0.00
AL	MCRC HUNTSVILLE	*Madison County, AL	168,293	0.00
AL	NRC MONTGOMERY	Montgomery, AL MSA	172,852	0.00
AL	MCRC MONTGOMERY	Montgomery, AL MSA	172,852	0.00

UT	DUGWAY PROVING GROUND	Tooele County, UT	13,191	-13.00
UT	FORT DOUGLAS	Salt Lake City-Ogden, UT MSA	659,460	0.00
UT	TOOELE ARMY DEPOT	Tooele County, UT	13,191	0.00
VA	FORT BELVOIR	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
VA	FORT A.P. HILL	Caroline County, VA	5,806	0.00
VA	USAOPTEC	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
VA	VINT HILL FARMS STATION	*Fauquier County	22,010	0.00
VA	CAMERON STATION	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
VA	ARMY CORPS OF ENGINEERS	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
VA	ARLINGTON HALL STATION	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
VA	FORT STORY	Norfolk-Virginia Beach-Newport News, VA-	855,094	0.00
VA	HARRY DIAMOND LABS.	*Prince William County, Manassas City &	104,685	0.00
VA	RADFORD ARMY AMMUNITION	*Radford city & Montgomery County, VA	48,114	0.00
VA	FORT PICKETT	*Nottoway & Dinwiddie Counties, VA	43,067	-0.84
VA	HQ, USAPERSCOM	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
VA	FORT MYER	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
VA	HQ, AMC	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
VA	FORT MONROE	Norfolk-Virginia Beach-Newport News, VA-	855,094	0.00
VA	FORT EUSTIS	Norfolk-Virginia Beach-Newport News, VA-	855,094	0.00
VA	BALLSTON-WEBB	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
VA	FORT LEE	Richmond-Petersburg, VA MSA	571,530	-0.06
VA	BAILEY'S X-ROAD	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
VA	FOREIGN SCI TECH	Charlottesville, VA MSA	87,434	0.00
VA	JAG SCHOOL	Charlottesville, VA MSA	87,434	0.00
VA	CRYSTAL CITY	Washington, DC-MD-VA-WV PMSA	2,948,259	0.00
WA	FORT LEWIS	Tacoma, WA MSA	283,216	0.07
WA	CAMP BONNEVILLE	Portland-Vancouver, OR-WA PMSA	938,898	0.00
WI	FORT MCCOY	Monroe County, WI	20,370	0.00
WI	CAMP WILLIAMS	Juneau County, WI	11,426	0.00
WI	BADGER ARMY AMMUNITION PLANT	Sauk County, WI	32,239	0.00
WV	VALLEY GROVE AREA MAINT SUP	Wheeling, WV-OH MSA	72,472	-0.01
				0.00
		DFAS		0.00
				0.00
				0.00
CO	DFAS, DENVER	Denver, CO PMSA	1,133,380	0.00
IN	DFAS, INDIANAPOLIS	*Boone, Hamilton, Hancock, Hendricks,	821,900	0.00
MA	DFAS, SOUTHBRIDGE	*Worcester County, MA	341,701	0.00
MO	DFAS, KANSAS CITY	Kansas City, MO-KS MSA	989,833	0.00
MS	DFAS, JACKSON	Jackson, MS MSA	233,405	0.00
OH	DFAS, COLUMBUS	Columbus, OH MSA	863,325	0.00
OH	DFAS, CLEVELAND	*Cuyahoga, Geauga, Lake, & Medina	1,080,847	0.00
OH	DFAS, YOUNGSTOWN	*Mahoning & Trumbull Counties, OH	240,626	0.00
				0.00
		DIS		0.00
				0.00
MD	FORT HOLABIRD IC&AD, DEFENSE	Baltimore, MD PMSA	1,357,930	0.00
				0.00
		DISA		0.00
				0.00
AL	RPC GUNTER ANNEX (DISA)	Montgomery, AL MSA	172,852	0.00
AL	AIPC HUNTSVILLE	*Madison County, AL	168,293	0.00
CA	RASC CAMP PENDLETON (DISA)	San Diego, CA MSA	1,416,215	0.00
CA	NAWC WD CHINA LAKE (DISA)	Bakersfield, CA MSA	260,665	0.00
CA	NARDAC SAN FRANCISCO (DISA)	San Francisco, CA PMSA	1,214,604	0.00
CA	NSC SAN DIEGO (DISA)	San Diego, CA MSA	1,416,215	0.00
CA	NCCOSC SAN DIEGO (DISA)	San Diego, CA MSA	1,416,215	0.00
CA	NAWC WD POINT MUGU (DISA)	Ventura, CA PMSA	332,643	0.00
CA	RPC McCLELLAN AFB (DISA)	Sacramento, CA PMSA	763,605	0.00
CA	MCAS, EL TORO (DISA)	Orange County, CA PMSA	1,520,879	0.00
CA	NCTS SAN DIEGO (DISA)	San Diego, CA MSA	1,416,215	0.00
CA	FACSO PORT HUENEME	Ventura, CA PMSA	332,643	0.00
CA	FLEET INDUSTRIAL SUPPORT	San Diego, CA MSA	1,416,215	0.00
CO	DITSO DENVER IPC	Denver, CO PMSA	1,133,380	0.00

As of: 07:57 15 March 1995

ECONOMIC IMPACT DATABASE

Installation: NEW CUMBERLAND FACILITY

tate: Pennsylvania Service: DLA

Report Note: . Comment:

Previous BRAC Actions: Year: N/A

Action: UNAFFECTED Mil: 0 Civ: 0 Contr: 0 Train: 0

BRAC95 Inputs:

urrent Base Pers.: ff: 7 Enl: 2 Civ: 2054 Contr: 0 Train: 0

Action: RECEIVING

	1994	1995	1996	1997	1998	1999	2000	2001
Military Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Military Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Contractor Personnel (OUT)	0	0	0	0	0	0	0	0
Military Training Status (OUT)	0	0	0	0	0	0	0	0
Military Personnel (IN)	0	0	0	0	0	0	0	0
Civilian Personnel (IN)	0	0	38	38	124	53	44	0
Contractor Personnel (IN)	0	0	0	0	0	0	0	0
Military Training Status (IN)	0	0	0	0	0	0	0	0

As of: 19:05 14 March 1995

ECONOMIC IMPACT DATABASE

Installation: DEFENSE DISTRIBUTION REGION EAST

tate: Pennsylvania Service: DLA

Report Note: Comment:

Previous BRAC Actions: Year: 93

Action: UNAFFECTED Mil: 56 Civ: 14 Contr: 0 Train: 0

BRAC95 Inputs:

urrent Base Pers.: ff: 5 Enl: 3 Civ: 800 Contr: 0 Train: 0

Action: RECEIVING

	1994	1995	1996	1997	1998	1999	2000	2001
Military Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Military Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Contractor Personnel (OUT)	0	0	0	0	0	0	0	0
Military Training Status (OUT)	0	0	0	0	0	0	0	0
Military Personnel (IN)	0	0	0	0	89	0	0	0
Civilian Personnel (IN)	0	0	0	0	0	0	0	0
Contractor Personnel (IN)	0	0	0	0	0	0	0	0
Military Training Status (IN)	0	0	0	0	0	0	0	0

As of: 19:07 14 March 1995

ECONOMIC IMPACT DATABASE

Installation: DEFENSE REUTILIZATION AND MARKETING SERVICE (HE

tate: Michigan Service: DLA

Report Note: Comment:

Previous BRAC Actions: Year: 93

Action: UNAFFECTED Mil: 0 Civ: 0 Contr: 0 Train: 0

BRAC95 Inputs:

urrent Base Pers.: ff: 4 Enl: 1 Civ: 373 Contr: 0 Train: 0

Action: RECEIVING

	1994	1995	1996	1997	1998	1999	2000	2001
Military Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Military Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Contractor Personnel (OUT)	0	0	0	0	0	0	0	0
Military Training Status (OUT)	0	0	0	0	0	0	0	0
Military Personnel (IN)	0	0	0	0	0	0	0	0
Civilian Personnel (IN)	0	0	0	0	97	0	0	0
Contractor Personnel (IN)	0	0	0	0	0	0	0	0
Military Training Status (IN)	0	0	0	0	0	0	0	0

As of: 19:06 14 March 1995

ECONOMIC IMPACT DATABASE

Installation: DEFENSE GENERAL SUPPLY CENTER

State: Virginia | Service: DLA

Report Note: | Comment:

Previous BRAC Actions: Year: N/A

Action: UNAFFECTED | Mil: 0 | Civ: 0 | Contr: 0 | Train: 0

BRAC95 Inputs:

Current Base Pers.: Off: 24 | Enl: 3 | Civ: 2198 | Contr: 87 | Train: 0

Action: RECEIVING

	1994	1995	1996	1997	1998	1999	2000	2001
Military Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Military Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Contractor Personnel (OUT)	0	0	0	0	0	0	0	0
Military Training Status (OUT)	0	0	0	0	0	0	0	0
Military Personnel (IN)	0	0	0	0	0	12	0	0
Civilian Personnel (IN)	0	0	0	0	24	323	0	0
Contractor Personnel (IN)	0	0	0	0	0	0	0	0
Military Training Status (IN)	0	0	0	0	0	0	0	0

As of: 19:05 14 March 1995

ECONOMIC IMPACT DATABASE

Installation: DEFENSE DISTRIBUTION REGION WEST

State: California Service: DLA

Report Note: Comment:

Previous BRAC Actions: Year: N/A

Action: UNAFFECTED Mil: 0 Civ: 0 Contr: 0 Train: 0

BRAC95 Inputs:

urrent Base Pers.: ff: 4 Enl: 0 Civ: 800 Contr: 0 Train: 0

Action: RECEIVING

	1994	1995	1996	1997	1998	1999	2000	2001
Military Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Military Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Contractor Personnel (OUT)	0	0	0	0	0	0	0	0
Military Training Status (OUT)	0	0	0	0	0	0	0	0
Military Personnel (IN)	0	0	0	0	2	0	0	0
Civilian Personnel (IN)	0	0	0	0	237	46	6	0
Contractor Personnel (IN)	0	0	0	0	0	0	0	0
Military Training Status (IN)	0	0	0	0	0	0	0	0

As of: 19:05 14 March 1995

ECONOMIC IMPACT DATABASE

Installation: DEFENSE FUEL SUPPLY CENTER

tate: Virginia Service: DLA

Report Note: Comment: PROXY FOR DCMC HQ FORT BELVOIR FOR DCMCI MOVE

Previous BRAC Actions: Year: N/A

Action: UNAFFECTED Mil: 0 Civ: 0 Contr: 0 Train: 0

BRAC95 Inputs:

urrent Base Pers.: ff: 20 Enl: 3 Civ: 487 Contr: 0 Train: 0

Action: RECEIVING

	1994	1995	1996	1997	1998	1999	2000	2001
Military Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Military Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Contractor Personnel (OUT)	0	0	0	0	0	0	0	0
Military Training Status (OUT)	0	0	0	0	0	0	0	0
Military Personnel (IN)	0	0	0	0	11	0	0	0
Civilian Personnel (IN)	0	0	0	0	41	0	0	0
Contractor Personnel (IN)	0	0	0	0	0	0	0	0
Military Training Status (IN)	0	0	0	0	0	0	0	0

As of: 19:02 14 March 1995

ECONOMIC IMPACT DATABASE

Installation: DEFENSE DISTRIBUTION DEPOT ANNISTON

tate: Alabama Service: DLA

Report Note: Comment:

Previous BRAC Actions: Year: 93

Action: UNAFFECTED Mil: 0 Civ: 0 Contr: 0 Train: 0

BRAC95 Inputs:

urrent Base Pers.: ff: 1 Enl: 0 Civ: 379 Contr: 0 Train: 0

Action: RECEIVING

	1994	1995	1996	1997	1998	1999	2000	2001
Military Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Military Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Contractor Personnel (OUT)	0	0	0	0	0	0	0	0
Military Training Status (OUT)	0	0	0	0	0	0	0	0
Military Personnel (IN)	0	0	0	0	0	0	0	0
Civilian Personnel (IN)	0	0	0	0	0	270	269	0
Contractor Personnel (IN)	0	0	0	0	0	0	0	0
Military Training Status (IN)	0	0	0	0	0	0	0	0

As of: 19:00 14 March 1995

ECONOMIC IMPACT DATABASE

Installation: DEFENSE CONTRACT MANAGEMENT DISTRICT NORTHE

tate: Massachussetts Service: DLA

Report Note: Comment:

Previous BRAC Actions: Year: N/A

Action: UNAFFECTED Mil: 0 Civ: 0 Contr: 0 Train: 0

BRAC95 Inputs:

urrent Base Pers.: ff: 7 Enl: 1 Civ: 319 Contr: 0 Train: 0

Action: RECEIVING

	1994	1995	1996	1997	1998	1999	2000	2001
Military Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Military Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Contractor Personnel (OUT)	0	0	0	0	0	0	0	0
Military Training Status (OUT)	0	0	0	0	0	0	0	0
Military Personnel (IN)	0	0	0	0	1	0	0	0
Civilian Personnel (IN)	0	0	0	0	20	0	0	0
Contractor Personnel (IN)	0	0	0	0	0	0	0	0
Military Training Status (IN)	0	0	0	0	0	0	0	0

As of: 08:24 15 March 1995

ECONOMIC IMPACT DATABASE

Installation: TRACY FACILITY

State: California Service: DLA

Report Note: Comment:

Previous BRAC Actions: Year: N/A

Action: UNAFFECTED Mil: 0 Civ: 0 Contr: 0 Train: 0

BRAC95 Inputs:

urrent Base Pers: ff: 4 Enl: 1 Civ: 1530 Contr: 0 Train: 0

Action: RECEIVING

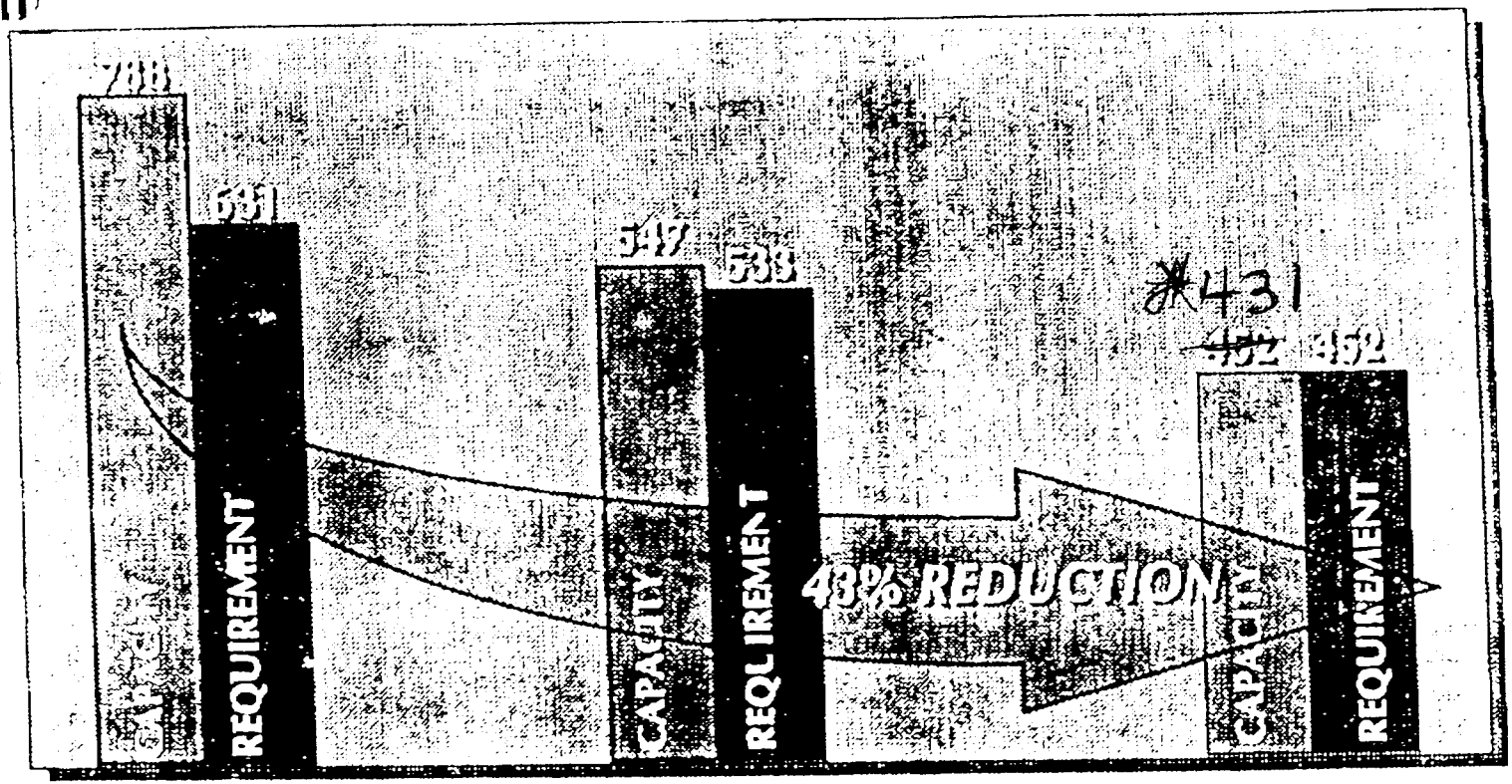
	1994	1995	1996	1997	1998	1999	2000	2001
Military Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Military Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Relocated (OUT)	0	0	0	0	0	0	0	0
Civilian Pers. Disestablished (OUT)	0	0	0	0	0	0	0	0
Contractor Personnel (OUT)	0	0	0	0	0	0	0	0
Military Training Status (OUT)	0	0	0	0	0	0	0	0
Military Personnel (IN)	0	0	0	0	0	0	0	0
Civilian Personnel (IN)	0	0	0	0	0	213	0	0
Contractor Personnel (IN)	0	0	0	0	0	0	0	0
Military Training Status (IN)	0	0	0	0	0	0	0	0

POM PROJECTED END STRENGTH AND REDUCTIONS
FY 96 - FY 01

Activity	FY 94	FY 95	FY 95	FY96	FY 96	FY97	FY 97	FY 98	FY 98	FY 99	FY 99	FY 00	FY 00	FY 01	FY 01		
	9/30/94	Reduction	E/S	Reduction	E/S	Reduction	E/S	Reduction	E/S	Reduction	E/S	Reduction	E/S	Reduction	E/S		
DCMDN		15		26		23		11		11		10		10			
DCMDS		12		21		18		9		9		8		8			
DCMDW		14		24		21		10		10		9		9			
DCMCI		4		6		5		3		3		2		2			
DCSC			1995	+1289	3284	-15	3269	-131	3138	-125	3013	121	2892	115	2777		
DESC			1711	1540	171	0	0	0	0	0	0	0	0	0	0		
DFSC			762	30	732	29	703	28	675	27	648	26	622	25	597		
DGSC			2152	86	2066	73	1983	79	1904	76	1828	74	1754	70	1684		
DISC	1880		1755	76	1679	55	1624	65	1559	62	1497	60	1437	58	1379		
DPSC	2152		1935	77	1858	235	1623	65	1558	62	1496	60	1436	57	1379		
[illegible]	[illegible]		353		35[illegible]		35[illegible]		337		337		327		327		
DRMS HQ	[illegible] + 129 = 502		475	4	471	18	471	0	453	0	453	13	440	0	440	FY94 = 373	HQ
DRMS OPS East			49	1	48	0	48	2	46	0	46	1	45	0	45		NSO 80
DRMS OPS West			67	1	66	0	66	3	63	0	63	2	61	0	61		BACKLOCK 21
DLSC			514	21	493	20	473	19	454	18	436	18	418	16	402		OGDEN 21
DSDC					1254	87	1167	39	1128	51	1076	43	1033	42	991		MEMP 4
																	CAMP SMITH 3
DDRE HQ	[illegible]		854	62	792	27	765	26	739	19	720	16	704	1	703		502
Albany, Ga			187	14	173	5	168	6	162	4	158	4	154	0	154		
Anniston, AL			378	27	351	12	339	12	327	8	319	7	312	1	311		
Charleston, SC			0	0	0	0	0	0	0	0	0	0	0	0	0		
Cherry Pt., NC			147	11	136	4	132	5	127	3	124	3	121	0	121		
Columbus, OH			461	32	428	15	413	14	399	10	389	9	380	1	379		
Jacksonville, FL			176	13	163	5	158	6	152	4	148	3	145	0	145		
Letterkenny, PA			453	33	420	14	406	14	392	10	382	8	374	1	373		
Memphis, TN			1184	86	1098	37	1061	37	1024	26	998	21	977		974		
Norfolk, VA			921	67	854	29	825	28	797	21	776	16	760	2	758		
Pensacola, FL			75	0	75	0	75	0	0	0	0	0	0	0	0		
Richmond, VA			745	54	691	24	667	22	645	17	628	14	614	1	613		
Tobyhanna, PA			270	20	250	8	242	8	234	6	228	5	223	1	222		
Susquehanna, PA			1894	137	1757	60	1697	58	1639	42	1597	35	1562	4	1558		
Warner Robins, GA			754	55	699	23	676	24	652	16	636	14	622	2	620		
DDRW HQ	[illegible]		899	65	834	28	806	29	777	20	757	17	740	1	739		
Barstow, CA			195	14	181	6	175	7	168	4	164	3	161	1	160		
Corpus Christi, TX			176	13	163	7	158	6	152	4	148	3	145	0	145		
McClellan, CA			506	47	469	16	453	16	437	11	426	9	417	1	416		
Oakland, CA			55	0	55	0	55	0	0	0	0	0	0	0	0		
Ogden, UT	1080		964	70	894	30	864	31	833	22	811	17	794	2	792		
-Hill			352	25	327	12	315	11	304	8	296	6	290	1	289		
-Tooele			0	0	0	0	0	0	0	0	0	0	0	0	0		
Oklahoma City, OK			730	53	677	23	654	23	631	17	614	13	601	1	600		
Puget Sound, WA			160	12	148	5	143	3	138	3	135	3	132	1	131		
Red River, TX			988	71	917	32	885	32	853	21	832	18	814	2	812		
San Antonio, TX			693	50	643	22	621	32	599	16	583	12	571	2	569		
San Diego, CA			419	30	389	14	375	13	362	9	353	8	345	1	344		
San Joaquin, CA			1473	107	1366	46	1320	48	1272	32	1240	27	1213	3	1210		

NOTE: DRMS HQ POM REDUCTION TO BE TAKEN EQUALLY FROM DRMS HQ, NSO, BACKLOCK, OGDEN, MEMP, CAMP SMITH

DLA Storage Space Capacity vs. Requirements



ACF (M²)

POST DMRD 902 1992	POST BRAC '93 Projected 1999	POST BRAC '95 Projected 2001

* Results in 21M ACF shortfall

Defense Contract Management District West - June 94

PLANT REPRESENTATIVE OFFICES

BOEING SEATTLE

THIOKOL, BRIGHAM CITY

LOCKHEED, SUNNYVALE
UNITED DEFENSE, SAN JOSE

ROCKWELL, CANOGA PARK
McDONNELL DOUGLAS, LB
HUGHES, LOS ANGELES
NORTHROP, PICO RIVERA
TRW, REDONDO BEACH
McDONNELL DOUGLAS, HB
HUGHES, FULLERTON

DISTRICT WEST HEADQUARTERS

McDONNELL DOUGLAS, MESA
HUGHES, TUCSON

HONEYWELL/ALLIANT, TECH SYSTEMS, MINNEAPOLIS

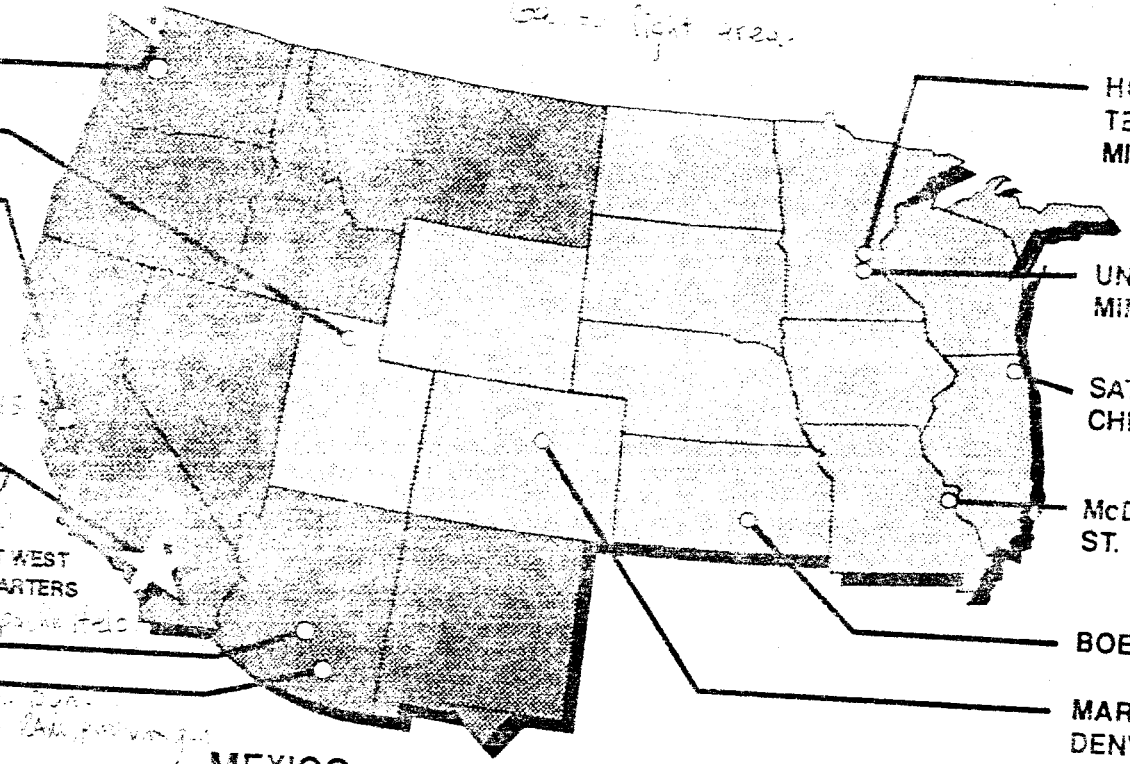
UNITED DEFENSE, MINNEAPOLIS

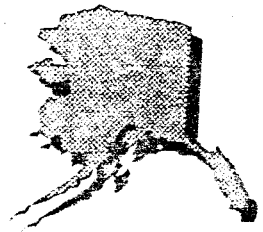
SATELLITE OFFICE, CHICAGO

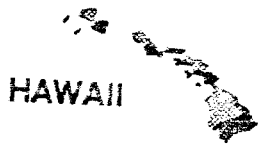
McDONNELL DOUG., ST. LOUIS

BOEING, WICHITA

MARTIN MARIETTA, DENVER







MANAGEMENT AREA OPERATIONS

CHICAGO, IL
DENVER, CO
EL SEGUNDO, CA
MILWAUKEE, WI
PHOENIX, AZ

SAN DIEGO, CA
SAN FRANCISCO, CA
SANTA ANA, CA
SEATTLE, WA

ST. LOUIS, MO
TWIN CITIES, MN
VAN NUYS, CA
WICHITA, KS

THE DEFENSE LOGISTICS AGENCY
BASE REALIGNMENTS AND CLOSURES TEAM
FAX TRANSMITTAL SHEET

TO Marilyn Wasleski FROM Tina Dorris

DEPT/AGENCY BRAC Commission PHONE # 703-274-7146

FAX # 696-0550 FAX # 703-274-3966

PHONE # _____ Autovon 284

TOTAL # OF PAGES INCLUDES HEADER 2

COMMENTS/REMARKS:

DLA/CHAT(BRAC) Fax:703-617-7259 May 1 '95 12:35 P.01/01

DLA MILITARY CONSTRUCTION PROJECTS
FY 92 -FY 95

FY	PLFA/SLFA	Location	ST/CY	Project Title	Programmed Amount ($ K)
92	DASC	FT BELVOIR	VA	HQ DLA BUILDING	27000.00
92	DCSC	COLUMBUS	OH	OPERATION CENTER	89000.00
92	DDRT	RED RIVER	TX	DISTRIBUTION CENTER	39000.00
92	DDJC	TRACY	CA	WATER WELLS	2000.00
92	DFSC	JACKSONVILLE	FL	FIRE PROTECTION SYS	2200.00
92	DFSC	DIEGO GARCIA	BI	FUEL TANK	16100.00
92	DFSC	CRANEY IS	VA	FUEL TANK	19800.00
92	DFSC	PENSACOLA	FL	REPL TANK	16000.00
93	NONE				
94	DASC	FT BELVOIR	VA	HQ DLA BUILDING	5200.00
94	DCSC	COLUMBUS	OH	CHILD DEVELOPMENT CTR	3100.00
94	DFSC	DIEGO GARCIA	BI	FUEL TANK	9558.00
4	DFSC	ROOSEVELT RDS	PR	FUEL TANK	5800.00
94	DFSC	PEARL HARBOR	HI	POL LABOR	2250.00
94	DGSC/DDRV	RICHMOND	VA	SHEDS FOR OIL STORAGE	9500.00
94	DGSC/DDRV	RICHMOND	VA	HAZMAT PROCESSING FAC	4800.00
94	DGSC/DDRV	RICHMOND	VA	ALTER HAZMAT BLDG 12	2900.00
94	DRMS	HILL AFB	UT	FIRE PROTECTION/PAVING	1700.00
94	DRMS	FAIRBANKS	AK	COVERED STORAGE	6500.00
94	DRMS	MARCH AFB	CA	DRMO RELOCATION	630.00
95	DASC	FT BELVOIR	VA	CHILD DEVELOPMENT CTR	4600
95	DCSC	COLUMBUS	OH	FIRE STATION	2200
95	DCMD	LONG BEACH	CA	ADMINISTRATION BUILDING	5100
95	DFSC	CRANEY ISLAND	VA	MAINTENANCE/OPERATION	3652

DOES NOT INCLUDE CONFORMING STORAGE FACILITIES

ATch 3

April 7, 1995

To: Commissioners
David Lyles
Charlie Smith
Madelyn Creedon
Ben Borden
R & A Team Leads

From: Deirdre Nurre, Interagency Environmental Analyst

Through: Bob Cook, Interagency Team Lead

RE: ENVIRONMENTAL CLEANUP IMPACTS ON BRAC DECISIONS

Attached is a draft point paper on Environmental Cleanup concepts which may assist Commission members and staff in evaluating environmental data about specific BRAC bases. Please note that the paper is in draft and is distributed for the use of Commission members and staff only.

If you need additional information regarding environmental issues, please contact me at extension 164.

DRAFT: ENVIRONMENTAL CLEANUP IMPACTS ON BRAC DECISIONS

The following points summarize the ideas discussed in this memo.

- Existence of environmental contamination may not necessarily hinder base closure or realignment.
- DoD conducts cleanups on open, closing and realigning bases under CERCLA and RCRA.
- DoD is liable for the most part for current and future cleanup costs.
- DoD's progress on base cleanups to date does not allow total cleanup costs to be accurately quantified.
- Environmental cleanups can be tailored to future land use.
- Defense Environmental Restoration Account (DERA) funds cleanup on bases remaining open while BRAC funds address cleanup on closing bases.
- Clean property on closing bases can be expeditiously identified and transferred.

BACKGROUND ON CERCLA AND RCRA:

Environmental cleanup at closing military installations is conducted under CERCLA (Superfund) authority and under RCRA authority.

In 1980, the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) was passed. CERCLA created a trust fund, known as the Superfund, to address the nation's most significant hazardous waste sites. Congress passed CERCLA in response to such dramatic contamination problems as Love Canal, NY, and Times Beach, MO. EPA was given authority to respond to hazardous waste problems using the Superfund, and recover costs from responsible parties to reimburse the Superfund. A list of the most serious sites, the National Priorities List (NPL) was established.

As passed in 1980, CERCLA did not specifically address the federal government's property. In the late 1970's DoD began discovering that it had the same impacts from historical mismanagement of chemical and other waste as private industry. Investigatory work was initiated by DoD in the late 1970's and early 1980's, without formal involvement by regulatory agencies such as EPA.

In 1986 CERCLA was amended by the Superfund Amendments and Reauthorization Act (SARA). Importantly for DoD, Section 120 was added, which states that federal agencies must comply with CERCLA in the same manner as everybody else. EPA was required to list federal facilities on the NPL, the authority for the selection of cleanup actions for federal facilities on the NPL was given to EPA, and Interagency Agreements between EPA and federal facilities on the NPL were required. In January, 1987 the President issued Executive Order 12580, which gave the Secretary of Defense the authority to respond to contamination on DoD property. As a rule, DoD pays for cleanups at federal facilities. EPA is prevented from spending money from the Superfund at a DoD facility, unless DoD agrees upfront to reimburse EPA.

Military installations can also perform cleanup activities under the Resource Conservation and Recovery Act (RCRA), which passed in 1976 and amended in 1984. RCRA is designed to provide "cradle-to-grave" control of hazardous waste by imposing management requirements on generators and transporters of hazardous wastes and owners and operators of treatment, storage and disposal facilities. RCRA covers federal and private sites, and applies mainly to active facilities. The military can perform cleanup under the Corrective Action portion of RCRA, which requires owners of facilities to take corrective action for all releases of hazardous waste from solid waste management units at the facility. Such units can be tanks, lagoons, waste piles, and other units found on many military installations. In general, the Corrective Action authority under RCRA is analogous to CERCLA. The military often has some discretion about whether to initiate a cleanup action under CERCLA or RCRA Corrective Action.

CERCLA LIABILITY:

Liability for military base cleanups differs from the far-reaching liability for environmental cleanup which exists for private Superfund sites. DoD has sole liability responsibility for property under its ownership, unless it can be demonstrated that a tenant or outside party caused contamination on the base. To further clarify liability, Congress has mandated that DoD provide indemnification from CERCLA liability for contamination caused by DoD to transferees of property at closing bases, so that future owners will bear no responsibility for cleanup of contamination caused by DoD which is discovered after transfer. Non-DoD tenants and owners of base property will be liable for any additional contamination they cause.

THE CERCLA PROCESS:

DoD follows a stipulated process for identifying, investigating, and cleaning up contamination. This process can be summarized by the following steps specified in CERCLA; the substantially equivalent steps in RCRA are identified in brackets:

1) **Preliminary Assessment/Site Inspection, PA/SI** - DoD searches for contaminated sites, and determines according to measurable criteria whether there are significant threats to public health

or the environment based on this preliminary information. If these threats exist, EPA adds the facility to the NPL. The relative ranking of facilities on the NPL has little or no meaning. From both DoD and EPA's perspective, if a facility is on the NPL, it is a priority. DoD has stated that non-NPL closing bases shall receive attention and funding equivalent to NPL closing bases, but evidence from closing bases has not yet demonstrated this commitment. It is not uncommon for a PA/SI to be completed, a facility listed on the NPL, and subsequently for numerous additional contaminated sites to be identified. For many DoD facilities much of this phase was completed in the late 70's and early 80's. [RCRA equivalent: RCRA Facility Assessment/Preliminary Assessment and Visual Site Inspection]

2) **Remedial Investigation/Feasibility Study (RI/FS)** - DoD investigates the extent of contamination and evaluates methods to clean it up. A proposed cleanup action goes through a public comment period. After public comment, a decision is made on the cleanup action to take. This decision includes the standards that the cleanup must meet, which must comply with State requirements. If the site is on the NPL, EPA makes the final decision on how the site is to be cleaned up. The majority of complex environmental problems at DoD facilities are in this stage. Until this stage is completed, estimates of cleanup costs cannot be made with confidence. [RCRA equivalent: RCRA Facility Investigation and Corrective Measures Study]

3) **Remedial Design/Remedial Action (RD/RA)** - The selected cleanup method, referred to as the remedial action, is designed and implemented. When the implemented action has achieved the selected cleanup standards, the action is complete. For facilities on the NPL, EPA must conclude that cleanup standards have been met prior to delisting the facility from the NPL. [RCRA equivalent: Corrective Measures Design, Corrective Measures Implementation]

It is important to recognize that if at any time during this process (as early as the PA/SI phase), it becomes clear that cleanup work should be initiated, DoD has the authority to take an expedited response without going through the entire process of seeking public comment and gaining regulatory agency concurrence. In fact, it is common for a facility to find that a public water supply is threatened, and take an expedited response (or, "removal") to attempt to prevent contamination of the water supply. EPA encourages these expedited responses by DoD as early in the process as possible, but retains its authority to select the final cleanup standards.

CLEANUP STANDARDS:

Depending on whether a base remains open for military use or is closed and ultimately re-used, cleanup standards are determined as case-by-case decisions. Cleanup levels are often expressed in terms of the ultimate use of the property (commercial, residential, recreational, etc.), and are based on numerical risk estimates.

Cleanup standards may cause cost of cleanup to vary substantially, as the following example indicates. If land is to be re-used for residential purposes, cleanup standards must be set at low concentrations to allow people (especially children) to come into extended, direct contact with soils. This would result in the most stringent standard and the most expensive cleanup. If land is to be used for commercial purposes, short-term exposure by workers to soils

must be considered. Additionally, in many cases, future land owners will want to construct new buildings on the property. The cleanup may need to address soils to a depth of 10 feet in order to protect individuals exposed to soils that are excavated for building foundations. Costs for this action could be significantly less than the residential scenario above. How cleanup standards are selected and the use of risk assessment to determine cleanup decisions are significant items in the current Congressional debate over Superfund reform.

FUNDING FEDERAL FACILITY CLEANUPS:

Federal facility cleanups for bases which are not closing are funded by the Defense Environmental Restoration Account (DERA), an account designated by a congressional appropriation. Compliance money, drawn from base operation and maintenance funds, pays for ongoing environmental compliance activities not related to cleanup. Once a base is approved for closure or realignment, base cleanup activities are paid from environmental restoration funds identified by the military services for each BRAC round and come from the BRAC account. Environmental restoration at BRAC installations may be forced to compete for BRAC funds with other closure-related needs, because although the BRAC account has a statutory floor for environmental expenditures, any expenditures above the floor are not set aside. DERA funds, on the other hand, are "fenced": that is, they are appropriated specifically for environmental restoration and are not available for other DoD uses.

CERCLA AND PROPERTY TRANSFER:

One of the most important requirements in CERCLA impacting closing bases is Section 120(h)(3), which requires that "all remedial action necessary to protect human health and the environment", be taken prior to the deed transfer of property to a party outside the federal government. This provision does not apply to non-deed transfers (leases) or intra-federal government transfers.

In 1992, CERCLA was amended to clarify that this milestone can be met when EPA concludes that the remedial action is in place, and operating pursuant to an approved remedial design. For example, when a ground water extraction and treatment system is necessary to clean up ground water contamination, the property could be transferred after the extraction and treatment system is in place and operating effectively. It is not necessary to wait until cleanup standards are met (which can be decades) prior to the transfer.

It must be noted that very little work at closing bases has reached the Remedial Design/Remedial Action phase, and it will be several years until many bases closed under Rounds I and II can transfer property that has ground water contamination. Typically, actions to address soil contamination will be implemented several years after actions cleaning up ground water. However, recent base cleanups designed to speed reuse have completed both soil and groundwater cleanup in a timely manner, and have allowed large tracts of property at Sacramento Army Depot and Fort Ord (both BRAC 91 closures) to be transferred for reuse.

IF PROPERTY IS CLEAN.....

Many bases, including those on the NPL, contain a significant amount of property which is uncontaminated. The Community Environmental Response Facilitation Act, or CERFA, mandated that the military work with EPA and the states to identify clean property on closing bases which could be readily transferred for reuse. The NPL lists many bases from "fenceline to fenceline", but a significant amount of uncontaminated property has been identified on NPL closing bases. In the future, EPA's nomination of military facilities to the NPL will in many cases forgo the fenceline-to-fenceline approach by listing only the contaminated areas of a base.

BRAC 1995 RECOMMENDATIONS ON THE NATIONAL PRIORITIES LIST (NPL)

The National Priorities List (NPL), sometimes called the Superfund list, contains sites where a release or potential release of hazardous substances poses significant potential risk to human health and the environment. Although thousands of sites across the nation may be eligible for the NPL, the Environmental Protection Agency (EPA) adds to the list only those sites which have been demonstrated to be high priority, based upon a score each site is given using EPA's Hazard Ranking System and upon priority sites identified by states. Most sites on the NPL are or were privately owned, but 154 NPL sites are federal facilities and 101 of these are DoD facilities. NPL federal facilities are cleaned up according to enforceable agreements between the military services, EPA, and the states.

Note that all BRAC 95 facilities will require environmental cleanup regardless of their NPL status, depending upon the degree of contamination. Non-NPL sites are cleaned up under CERCLA (Superfund) or RCRA laws, under agreements with state environmental agencies. EPA has the option of listing a facility on the NPL at any time, so it is possible that a non-NPL BRAC 95 facility may be listed on the NPL in the future.

A total of 17 installations identified in 1995 BRAC recommendations are currently listed on the NPL.

I. MAJOR BASE CLOSURES (6)

Savanna Army Depot Activity, IL
Seneca Army Depot, NY
Naval Air Facility, Adak, AK
Naval Air Station, South Weymouth, MA
Defense Distribution Depot Memphis, TN
Defense Distribution Depot Ogden, UT

II. MAJOR BASE REALIGNMENTS (7)

Fort Dix, NJ
Letterkenny Army Depot, PA
Naval Undersea Warfare Center, Keyport, WA
McClellan Air Force Base, CA
Robins Air Force Base, GA
Tinker Air Force Base, OK
Hill Air Force Base, UT

III. SMALLER BASE CLOSURES AND REALIGNMENTS (1)

Sudbury Training Annex, MA

IV. NPL BASES RECEIVING REDIRECTS FROM PRIOR ROUNDS (3)

Naval Air Station, Jacksonville, FL
Naval Undersea Warfare Center, Keyport, WA
Williams Air Force Base, AZ

BRAC 1995

Index

Defense Logistics Agency
(Information Obtained from DLA)

Base Realignment and Closure Detailed Analysis - February 1995

Listing of all COBRA Runs

Cobra Disks

Cobra Analysis - Defense Distribution Depots

Cobra Analysis - Inventory Control Point

Cobra Analysis - Defense Contract Management Districts (DCMDs)

Impact Plan DLA BRAC Charter, Internal Control Plan/Checklist, OSD Kick-off Memorandum, OSD Policy Memorandum

Internal Guidance Memos

Military Value - Point Distribution Methodology - DLA Installations

Military Value - Distribution Regions - Point Distribution Methodology - Distribution

Military Value - Collocated Depots - Point Distribution Methodology - Distribution

Military Value - Stand-Alone Depots - Point Distribution Methodology - Distribution

Storage Management Plan

Defense Logistics Agency
(Information Obtained from DLA) cont'd.

Strategic Analysis of Integrated Logistics Systems (SAILS)

Economic Impact Plan

13 January 1995 through 22 February 1994 - Meeting Minutes and Briefing Charts - Executive Group Meetings

4 February 1994 through 4 October 4, 1994 - Meeting Minutes and Briefing Charts - Executive Group Meetings, Meetings With the Director, Meeting with GAO

6 October 1994 through 30 November 1994 - Meeting Minutes and Briefing Charts - Executive Group Meetings, Meetings with the Director

5 December 1994 through 9 January 1995 - Meeting Minutes and Briefing Charts - Executive Group Meetings, Meetings with the Director

23, January 1995, 3 February 1995, 7 February 1995 - Meeting Minutes and Briefing Charts - Meetings with the Director

Defense Distribution Region East (DDRE) - Data Call - Volumes A, B, C, D, E, F, G , H, I , J, K, L, M, N

Defense Distribution Region West (DDRW) - Data Call - Volumes A, B, C, D, E, F, G, H, I, J, K , L, M , N

Inventory Control Point - Defense Industrial Supply Center (DISC) - Data Call - Volume A

Inventory Control Point - Defense General Supply Center (DGSC) - Data Call - Volume A, B, and C

Inventory Control Point - Defense Construction Supply Center (DCSC) - Data Call - Volume A

Defense Logistics Agency
(Information Obtained from DLA) cont'd.

Inventory Control Point - Defense Personnel Support Center (DPSC) - Data Call - Volume A

Inventory Control Point - Defense Fuel Supply Center (DFSC) - Data Call - Volume A

Defense Contract Management Districts (DCMDs) - Data Call, Volumes A, B, B(2), C, D

Defense Logistics Service Center (DLSC) - Data Call, Volume A

Defense Systems Design Center (DSDC) - Data Call - Volumes A, and B

Defense Reutilization and Marketing Service (DRMS) - Data Call - Volumes A and B

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

IN REPLY REFER TO CAAJ(BRAC)

28 FEB 1995

Honorable Alan Dixon
Chairman
Defense Base Closure and Realignment Commission
1700 North Moore Street, Suite 1425
Arlington, VA 22209

Dear Mr. Chairman:

This is in response to your 27 Feb 95 letter and telephone conversation between Mr. Cook of your office and Mr. Marshall of HQ DLA on 28 Feb 95. The attached certification is provided for the BRAC back-up information provided to you on 28 February 1995. That information consists of two copies of:

a. DLA BRAC Detailed Analysis (includes business area concepts of operation).

b. Internal Control Plan, Checklist, Charter, and OSD Policy Letters 1, 2, and 3.

c. Minutes/briefing charts of all BRAC Executive Group (BRACEG) meetings (through 9 Jan 95).

d. Minutes/briefing charts of all meetings with the Director (through 29 Dec 94).

e. Cost of Base Realignment Actions (COBRA) runs for DLA Inventory Control Points, Defense Contract Management Districts, and Distribution Depot recommendations.

f. Primary Level Field Activity (PLFA) Data Call Responses, less DGSC (Volume A), DISC, DPSC, DDRE (Volume F, G, H, L, M), DDRW (Volume J and N). Per referenced telecon, 3.5" disks will not be provided because they were not required from our PLFAs.

g. Storage Management Plan.

Military Value/point allocations methodology and rationale, Strategic Analysis of Integrated Logistics Systems model data, economic impact data, remaining minutes/briefing charts associated with BRACEG meetings and meetings with the Director, all internal DLA guidance memos, COBRA Screen 4 data for all installations and COBRA runs not applicable to our recommendations will be provided by 10 Mar 95.

28 FEB 1995

Certified data associated with the breakout of Depot capabilities and environmental compliance issues are reflected in parts V and IX of the PLFA data call responses. If more information is required in these areas, please advise.

I certify to the best of my knowledge and belief that the information provided is accurate and complete.

Sincerely,

M. V. McManamay

M. V. McMANAMAY
Team Chief
DLA BRAC

P. Farrell Jr.

LAWRENCE P. FARRELL, JR.
Major General, USAF
Principal Deputy Director

Received 2/28/95
Robert Cook
Interagency Issues Team Leader

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

IN REPLY REFER TO CAAJ(BRAC)

Honorable Alan Dixon
Chairman
Defense Base Closure and Realignment Commission
1700 North Moore Street, Suite 1425
Arlington, VA 22209

Dear Mr. Chairman:

This is in response to your 27 Feb 95 letter and telephone conversation between Mr. Cook of your office and Mr. Marshall of HQ DLA on 28 Feb 95. The attached certification is provided for the BRAC back-up information provided to you on 28 February 1995. That information consists of two copies of:

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b. Internal Control Plan, Checklist, Charter, and OSD Policy Letters 1, 2, and 3.

c. Minutes/briefing charts of all BRAC Executive Group (BRACEG) meetings (through 9 Jan 95) .

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e. Cost of Base Realignment Actions (COBRA) runs for DLA Inventory Control Points, Defense Contract Management Districts, and Distribution Depot recommendations.

f. Primary Level Field Activity (PLFA) Data Call Responses, less DGSC (Volume A), DISC, DPSC, DDRE (Volume F, G, H, L, M), DDRW (Volume J and N). Per referenced telecon, 3.5" disks will not be provided because they were not required from our PLFAs.

g. Storage Management Plan.

Military Value/point allocations methodology and rationale, Strategic Analysis of Integrated Logistics Systems model data, economic impact data, remaining minutes/briefing charts associated with BRACEG meetings and meetings with the Director, all internal DLA guidance memos, COBRA Screen 4 data for all installations and COBRA runs not applicable to our recommendations will be provided by 10 Mar 95.

Certified data associated with the breakout of Depot capabilities and environmental compliance issues are reflected in parts V and IX of the PLFA data call responses. If more information is required in these areas, please advise.

I certify to the best of my knowledge and belief that the information provided is accurate and complete.

Sincerely,

M. V. McManamay

M. V. McMANAMAY
Team Chief
DLA BRAC

Rec'd 2/28/95 @ 1615 HRS

LAWRENCE P. FARRELL, JR.
Major General, USAF
Principal Deputy Director

DEFENSE LOGISTICS AGENCY
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CAMERON STATION
ALEXANDRIA, VIRGINIA 22304-6100

IN REPLY REFER TO CAAJ(BRAC)

3 MAR 1995

Honorable Alan Dixon
Chairman
Defense Base Closure and Realignment Commission
1700 North Moore Street, Suite 1425
Arlington, VA 22209

Dear Mr. Chairman:

This is our second response to your 27 Feb 95 letter. This certification is for the additional BRAC backup information provided today. That information consists of two copies of:

a. Internal DLA Guidance Memorandums.

b. Remaining minutes/briefing charts of meetings with the Director (2 Jan 95, 3 Feb 95, 7 Feb 95).

c. Remaining Primary Level Field Activity (PLFA) Data Call Responses.

d. Economic impact data.

Military Value/point allocations methodology and rationale, Strategic Analysis of Integrated Logistics Systems model data, remaining minutes/briefing charts associated with BRAC Executive Group meetings, COBRA Screen 4 data for all activities involved in our recommendations (which includes summaries of manpower data reflected in your request # 10 on referenced letter), and a list of COBRA runs not applicable to our recommendations (in lieu of actual runs per discussion with Mr. Cook of the Commission staff on 1 Mar 95) will be provided by 10 Mar 95.

3 MAR 1995

I certify to the best of my knowledge and belief that the information provided is accurate and complete.

Sincerely,

M. V. McManamay

M. V. McMANAMAY
Team Chief
DLA BRAC

P. Farrell Jr.

LAWRENCE P. FARRELL, JR.
Major General, USAF
Principal Deputy Director

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

IN REPLY REFER TO CAAJ(BRAC)

10 MAR 1995

Honorable Alan Dixon
Chairman
Defense Base Closure and Realignment Commission
1700 North Moore Street, Suite 1425
Arlington, VA 22209

Dear Mr. Chairman:

This is our fourth shipment in response to your 27 Feb 95 letter. We hope to provide to you the remaining data by 15 Mar 95. Information enclosed consists of two copies of:

a. Remaining minutes/briefing charts of all BRAC Executive Group (BRACEG) meetings.

b. Strategic Analysis of Integrated Logistics Systems model data.

c. A list of all Cost of Base Realignment Action (COBRA) run recommendations. COBRA Screen 4 data for all activities involved in our recommendations was included in the disk provided to you via our 6 Mar 95 letter.

I certify to the best of my knowledge and belief that the information provided is accurate and complete.

Sincerely,

M. V. McManamay

M. V. McMANAMAY
Team Chief
DLA BRAC

3 Encl

Rec'd 3/10/95 at 1350

LAWRENCE P. FARRELL, JR.
Major General, USAF
Principal Deputy Director

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

IN REPLY REFER TO CAAJ(BRAC)

14 MAR 1995

Honorable Alan Dixon
Chairman
Defense Base Closure and Realignment Commission
1700 North Moore Street, Suite 1425
Arlington, VA 22209

Dear Mr. Chairman:

Enclosed is the remaining data to be provided in response to your 27 Feb 95 letter. Information enclosed consists of two copies of the Military Value/point allocations methodology and rationale for the Defense Contract Management Districts, Inventory Control Points, Distributions (Region, Stand-Alone, and Collocated), and Installations.

I certify to the best of my knowledge and belief that the information provided is accurate and complete.

Sincerely,

M. V. McManamay

M. V. McMANAMAY
Team Chief
DLA BRAC

1 Encl

Received at DRAC 3/15/95
Marilyn Woolsey

LAWRENCE P. FARRELL, JR.
Major General, USAF
Principal Deputy Director

Defense Logistics Agency

BRAC 95

Distribution

Military Value - Stand-Alone Depots

Point Distribution Methodology

RATIONALE FOR ASSIGNING POINTS TO MEASURES OF MERIT

DEFENSE DISTRIBUTION DEPOTS - STAND-ALONE CATEGORY

DoD developed eight criteria, four of which were military value oriented, to be used for analyzing activities in the BRAC 95 process. DLA developed four Measures of Merit to crosswalk back to these four military value criteria. They are Mission Scope, Mission Suitability, Operational Efficiencies, and Expandability. The Military Value analysis criteria including point values assigned to each measure of merit were developed by the DLA BRAC Working Group in conjunction with representatives from the Distribution Regions, and approved by the DLA BRAC Executive Group (EG) prior to any analysis of submitted data. The goal of point allocation in the Stand-Alone Depot Military Value analysis was to determine the military value of each depot and to "Rack and Stack" like depots in descending order based on the results of the analysis. The objective was to offer quantative results on the Stand-Alone Depots to assist the DLA BRAC Executive Group in making closure or realignment recommendations in the BRAC 95 process.

As a combat support agency, DLA must be manned and equipped to support peacetime operations in addition to the surge in business associated with mobilization to support wartime operations. The distribution system must be able to support the two Major Regional Conflicts (MRCs) as described in the Defense Guidance. In order to accomplish this task, the distribution system uses a command and control structure which consists of the HQ DLA Distribution Management Directorate located in Alexandria, Virginia; supplemented with the Defense Distribution Region East (DDRE), located in New Cumberland, Pennsylvania, and the Defense Distribution Region West (DDRW), located in Stockton, California. In addition, there is a distribution depot support network consisting of collocated and stand-alone depots which provide specialized distribution to fleet and maintenance activities, support to local geographical customers, and general worldwide distribution support. In wartime, the distribution system must have the capability to accept direct vendor delivery items from suppliers and forward those supplies to deployed and deploying units when the vendor is unable to complete delivery directly to the customer. Close proximity to Military ports of embarkation will be a necessity. The ability to support conflicts is enhanced by storing a concentration of high demand items in widespread use in high capacity (both for throughput and storage) distribution depots in geographic locations to support the current Defense Guidance and two MRCs. Therefore, material will be positioned in depots which have the capability to perform Containerization Consolidation Point (CCP) operations and Air Line of Communication (ALOC) operations. It will also be necessary to store war reserve material and slow-moving stock held for wartime or emergent requirements. While relatively inactive during peacetime, warehouse sites with this mission must have the throughput capacity to quickly issue material in response to mobilization requirements. These varied missions are outlined in our Concept of Operations for distribution.

Strategic location in relation to a variety of customers and the capability to process wartime requirements were considered to be of great importance. Therefore, Mission Scope was considered to be the second most important measure and was given a total of 290 points.

The Distribution Concept of Operations states that DLA wants to retain as few facilities as possible where we have the throughput and storage capacitities to perform our mission at the lowest cost to the customer. Since new military construction is not feasible in this era of force structure drawdown, we must capatilize on the condition, configuration, and size of our existing facilities. In view of this, Mission Suitability was considered to be the most important measure and was given 475 points.

To make this analysis as fair and unbiased as possible and because of the variances in cost structures, differences in commodities processed, and amount of workload at each location, we looked at the efficiency of a depot in relationship to its paid equivalents and square footage and then applied the point assignment strategy. Additionally, since many of the normalizers - people, transportation costs, etc. - can be readily changed based on the staffing patterns and workload assigned by Headquarters management, the Operational Efficiencies measure was given the lowest number of points, which was 100.

Due to the impact of the DoD Force Structure drawdowns and the resulting decline in distribution workload, the measure of Expandability was given only 135 points. However, it is important to note that emphasis was placed on the existing facilities we have today and their capability to assume more workload or an expanded mission without expensive military construction.

DISTRIBUTION STAND-ALONE DEPOT POINT VALUE METHODOLOGY

After point assignments were made to each Military Value question, methodology was developed to distribute the points to each activity within the category for comparison purposes. The following point assignment techniques were used.

o Assuming the highest value response is the best, the depot with the highest value gets 100 percent of the available points and the remaining depots get points based upon the relationship of their response to the highest value response. The exception to this rule is for a yes/no answer. If the correct/preferred answer is "yes", the total points allowed are allotted; a "no" response would be allotted zero points; and vice versa if "no" is the preferred answer. Building age and condition were done on an age per square foot and a comparative basis of upcoming building maintenance cyclic costs per square foot of building as detailed in an independent study performed by the Navy Norfolk Public Works Center. The building age and condition scoring methodology is described in more detail in the Facility Suitability Section of this paper.

I. MISSION SCOPE: (290 POINTS)

A. Relationship of Current and Future Missions to DoD and Operational Readiness of the Total Force (50 points)

o Since the implementation of DMRD 902, DLA has singular responsibility for the DoD wholesale and retail distribution mission performed in the continental United States. Therefore, this mission and its uniqueness to DLA was recognized.

1. Is the mission of the depot essential to DoD? (25 points)

2. Does any other DoD activity perform the same mission? (25 points)

o Within this element, "yes" was the preferred answer for question number one and "no" for question number two. All the Stand-Alone Depots perform worldwide distribution and have the singular responsibility for doing so; therefore, each depot was awarded the full 25 points for each question.

B. What Is the Strategic Location of the Depot to Perform Its' Current and Future Mission? (100 Points)

o The following series of questions placed the value of importance on a depot's current location in relationship to the customers it serves. In the Stand-Alone Depot

category, the primary mission of the depot is to provide distribution support worldwide to a variety of customers in a variety of locations. Therefore, the capability to support that segment of the customer population was deemed the most important and received the highest number of points. It is also important to note that customers within an immediate servicing area up to 300 miles (within one day's delivery time) was also considered, in most cases, to be a responsibility of a specific depot. Although to a less extent, this responsibility was recognized and points were given in relationship to that immediate customer base.

1. What percent of your total workload supports customers in the following geographic locations?

a. The local maintenance activity? (Since Stand-Alone Depots are not collocated with maintenance activities, no points were awarded in this area.)

b. Customers located on your installation? (15 points)

c. Customers outside your installation perimeter but within a 100 mile radius? (10 points)

d. Customers within a 101-300 mile radius? (5 points)

e. All others/those considered to be worldwide? (70 points)

C. Impact on Operational Readiness (140 Points)

o The capability of a Stand-Alone Depot to provide distribution support during two MRCs is considered to be of paramount importance. As outlined in our Distribution Concept of Operations, the majority of that support will come from, either directly or indirectly (using CCP and ALOC capabilities), our two large east/west coast depots with their vast storage and throughput capabilities and close proximity to military ports of embarkation.

1. Does the depot have a specified wartime/contingency role established in the approved Distribution Concept of Operations that supports contingencies, i.e. CCP/ALOC operations? 100 points)

2. What is the distance from the depot to an:

a. Aerial Port of Embarkation? (20 points)

b. Water Port of Embarkation? (20 points)

II. MISSION SUITABILITY (475 POINTS)

A. Facility Suitability (455 points)

o DLA's goal is to provide worldwide distribution at the lowest possible cost to the customer with no degradation in service. To accomplish this task, we must operate the fewest number of depots at locations where capability currently exists. The condition of buildings is of great importance when considering future occupancy. Facility deficiencies and cyclic requirements are significant factors when determining budget requirements. Permanent structures require less maintenance and have a much longer lifespan than temporary ones. On the other hand, the age of a facility can be mitigated by recent renovations which extend its useful life. Therefore, a large number of points was assigned to the condition of buildings at a given depot. Although there are a relatively small number of unique operational buildings, the likelihood of rebuilding such a facility is small. Unique and specialized buildings such as conforming hazardous facilities were recognized and given some points. However, the thrust of our point awards were directed to those large facilities with high throughput capabilities that can handle a large volume of workload and permit us to reduce infrastructure as a whole while still maintaining the capability to perform our mission. The following series of questions capitalize on those areas considered most important in achieving our distribution goal.

1. What is the average age of the distribution facilities at your depot? (20 points)

o The building age ranking was done on an average age per square foot criteria. All other factors being equal, new structures are more desirable than old structures. Age ranges for points were based on Office of Management and Budget (OMB) A-104 guidance which established the practical economic life of buildings.

2. What is the condition of the buildings occupied by the depot to perform the distribution mission? (100 points)

o The building condition analysis was done on a comparative basis of upcoming building maintenance cyclic costs per square foot of building. The square foot breakout was done to normalize for the relative size of the installation, and only considers the square footage used by the depot. This method favors activities with low projected future maintenance costs. A lower cost per square foot received a better score.

3. What percent of the distribution facilities at your depot fall into the following categories?

a. Permanent (15 points)

b. Semi-permanent (0 points)

c. Temporary (0 points)

o Permanent facilities, by definition, are designed to use efficient materials and systems (heating, cooling, electrical, etc.) with low maintenance and life cycle costs as a goal (reference MIL HDBK 1190). By comparison, semipermanent and temporary facilities have shorter practical economic life spans, and contain materials and systems selected only for a moderate degree of life cycle costs. Therefore, the desirability of permanent facilities is consistent with the Distribution Concept of Operations' idea of keeping facilities which will reduce costs. The ranking was done on a comparative basis of the percent of total square footage of permanent structures divided by the total square footage. Because of the above factors, only permanent buildings were awarded points.

4. Does the depot have any unique operational facilities required to support the current mission? (10 points)

o This was a yes/no question with yes being the preferred answer and the total number of points were awarded to those depots that have any unique operational facilities.

5. What is the total attainable cubic feet (ACF) of storage space stated in millions at the depot?

o This was considered one of the most important questions in the analysis. Because of the goal to retain as few depots as possible and still be able to perform our mission, those depots with a large amount of storage capacity needed to be recognized for this attribute and points awarded commensurate with the total amount of storage capacity available. Points were given in relationship from the largest depot in ACF to the smallest.

6. Are specialized storage facilities, e.g. hazardous, available at the depot? State in millions of ACF. (10 points)

o Although it is projected that the quantities of wholesale hazardous material we will be required to store in the future will be smaller than those on hand today, and that we will capitalize on the hazardous storage capability at the collocated depots where major customers are located, visibility and recognization of Stand-Alone Depots with this capability warranted some points. Total ACF for each location was confirmed utilizing the DD 805 Report for Storage Space.

7. What is the current throughput at the depot for a single 8-hour shift using current manning, workload mix, and facilitization? (150 points)

o Again, the importance of utilizing as few depots as possible and still maintaining the capability to perform our mission, either in peacetime or wartime, is of paramount importance. Throughput was derived using figures furnished by each depot in the data call and applying the point assignment technique for the best answer.

B. Location Suitability

o Location of a depot is considered important in terms of accessibility (availability and distance in miles) to various modes of transportation. Although all our depots have this capability, there is some variation in distances. This question provides some points to those depots that have an advantage over other depots in terms of distance.

1. What is the distance in miles from the depot to the following modes of transportation? (20 points)

a. Rail (0 points)

b. Water (10 points)

c. Surface (0 points)

d. Air (10 points)

o Rail received no points because of the infrequency of shipping stocks by this mode from the Stand-Alone Depots and the study which recommended the removal of direct rail access from all the Stand-Alone Depots. Additionally, all depots have an abundance of surface shipping capability directly from their transportaion terminals thus there would have been no discrimination of responses so no points were assigned to surface transportation. Although water and air are not primary modes of shipment, the following rationale is given for awarding a small number of points for each. High priority requisitions are satisfied by air if required to meet timeframes for delivery . Water is used for the majority of overseas shipments both directly and from containerized shipments arriving by surface to ports. Because distance traveled by surface from the depot to a commerical/military port is less from some depots, overall transportation costs are less. Points were assigned in relation to the depot with the shortest distance to either air or water transportation.

III. OPERATIONAL EFFICIENCIES (100 POINTS)

o The MASS data base was taken as a whole and given to the field activities to certify. They did this by checking the Trial Balance and the General Ledger Account, both of which are certified reports generated out of DBMS as the result of their own data inputs.

A. Operating Costs (70 points)

o Personnel costs, Base Operating Support costs and Real Property Maintenance costs are the staple measure of the costs involved in operating an activity. However, in order to establish a measure of efficiency, the magnitude of costs must be levelled. Since personnel numbers have been recognizably high in comparison to the swift decline in workload and no reduction-in-force authority was granted in time for actions to occur before our BRAC 95 data gathering process, personnel costs were not measured except from a BOS standpoint. BOS costs have been divided by the number of paid equivalents. RPM costs are divided by the number of square feet at the depot.

1. What are the depot's BOS costs per paid equivalent? (35 points)

oo BOS costs include operation of utilities, other engineering support, administrative, supply operations, maintenance of equipment, MWR, other base services, other personnel support, physical security, etc. Measuring BOS costs per paid equivalent accounts for any discrepancy in size of mission or staffing philosophies which affect costs. A larger mission workload generally equates to higher costs. A staffing philosophy that uses overtime to supplement workforce surges affects costs differently than actually staffing up to meet requirements.

2. What are the depot's Real Property Maintenance (P930) costs per square foot? (35 points)

oo This measure identifies building upkeep and provides an indication of recurring expenditures into the future associated with support of buildings. The costs are divided by square footage to account for any discrepancies in the size of depots or installations.

B. Transportation Costs (30 points)

o Second destination transportation costs vary from one depot to another dependent on type and quantity of commodity, mode of transportation, and the depot's ability to negotiate for better transportation rates. To normalize commodities and not give preferential treatment to those depots that process large volumes in lines but low volumes in tonnages and vice versa, points were awarded for transportation costs of both lines and tons. Additionally, since there are no real transportation costs for issues to on-base customers, those lines and tons were excluded from the equation.

1. What are the depot's actual second destination transportation costs by line for off base issues? (15 points)

2. What are the depot's actual second destination transportation costs by ton for off base issues? (15 points)

IV. EXPANDABILITY (135 POINTS)

o Physical constraints related to a depot in terms of availability of storage space to increase the storage capacity of the depot, influence to what extent a depot is capable of accommodating increased missions on a permanent basis. Whereas mobilization expansion at a depot can be accommodated by reassessing priorities, working overtime, and expanding work schedules. Also, mobilization expansion is considered a short term situation. Therefore, a larger number of points was assigned to the facility expansion area.

A. Facility/Installation Expansion (115 points)

1. What is the depot's excess storage capacity measured in millions of attainable cubic feet (ACF)? (85 points)

oo This element was considered of paramount importance since the closure and realignment of both Stand-Alone and Collocated Depots means that the requirement or goods to be stored will have to be moved from the closing/realigning depot to a depot that will be remaining open. Strict limitations on new military construction necessitate that storage capacity must already be available at those sites chosen as receivers. Therefore, the majority of the points in this measure was dedicated to excess storage capacity.

2. What are the total buildable acres at the depot? (25)

oo Those depots that had the greatest number of available acres with no restrictions received the majority of the points. Those depots that are collocated with an Inventory Control Point (ICP) received no points because the ICP, as the host, claimed all the available acreage for expansion of the ICP.

3. Are there any environmental, historical, etc. restrictions that limit the expansion capability of the depot? (5 points)

oo Those depots that had restrictions of any kind, i.e. air quality, did not qualify for any points for this question.

B. Mobilization Expansion (20 points)

1. What is the depot's maximum surge capability of the depot during mobilization with unlimited personnel resources for:

a. One single 8-hour shift? (10 points)

b. A second 8-hour shift? (10 points)

oo Although mobilization expansion requirements are generally of short duration, it was important to measure the maximum capability of the total distribution system. No restrictions were placed on personnel since the hiring of temporaries during wartime or contingency operations has not proven to be a problem historically and can be readily accomplished in a very short period of time.

Defense Logistics Agency

BRAC 95

Strategic Analysis of Integrated Logistics Systems (SAILS)

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Methodology for SAILS Application to BRAC

February 1995

FOR

DEPARTMENT OF DEFENSE
DEFENSE LOGISTICS AGENCY
CORPORATE ADMINISTRATION - DISTRIBUTION
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INSIGHT THROUGH ANALYSIS

DORO

Methodology for SAILS Application to BRAC

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Table of Contents

List of Tables iii

List of Figures iv

1. Introduction/Overview 1

2. Distribution Network Problem 3

3. General SAILS Model Data Requirements 4

4. DLA-Specific SAILS Application to BRAC 6

5. Summary 11

APPENDIX 1 -- Problem Formulation 12

APPENDIX 2 -- Product Groups 14

APPENDIX 3 -- Supplier Locations 21

APPENDIX 4 -- Customer Locations 26

List of Tables

1. Product Groups 7

2. DLA Depots 7

List of Figures

1. Distribution Problem.....3

Methodology for SAILS Application to BRAC

1. Introduction/Overview

As part of the Base Realignment and Closure (BRAC) analysis process, the distribution network of the Defense Logistics Agency (DLA) has been examined using a mathematical optimization model known as the Strategic Analysis of Integrated Logistics Systems (SAILS) model. The overall objective of this effort is to identify DLA's preferred network configuration (i.e. which depots are open versus closed) by examining the relative distribution system operating costs of various alternative network configurations.

The SAILS model was used to examine two major categories of operational costs within DLA's distribution system -- infrastructure costs and transportation costs. The infrastructure costs represent "overhead" required to maintain DLA's distribution system. (Direct labor costs associated with storage and issue operations were not included in this analysis because they were addressed in both Military Value and Cost of Base Realignment Actions (COBRA) model analyses.) The transportation costs are associated with the movement of materiel from suppliers to depots and from depots to customers.

For this analysis, the total relative system operating cost from each fixed configuration was calculated. This system cost was determined by first optimizing the workload flows for each configuration to produce a "best" system cost for that configuration. This was then used as a baseline for comparing configuration options. Since the objective of the effort was to identify the relative merits of closing each facility, the comparison of system costs between the examined configurations was a must. Only the 6 standalone depots (out of 23 total depots) and the collocated depots at Service maintenance activities which were identified as potential closures were considered in this analysis. DLA has pledged to maintain the same level of customer support and responsiveness to Service maintenance activities by not closing DLA's collocated supply depots as long as the maintenance mission remains.

Because the SAILS analysis addresses only relative operating costs, it is imperative that results from this analysis be used with other information in the development of closure recommendations. Operating cost information must be combined with closure cost information (as obtained from COBRA analysis) to more completely identify the costs associated with any closure or realignment decisions. Additionally, because the SAILS analysis focuses almost exclusively on operational costs and does not address other aspects of operations, some other approach must be used to address these other (less quantifiable) factors such as DLA's capability to dynamically respond to mobilization conditions. For this reason, military judgment is at the core of the BRAC process. The SAILS analysis provides an important operational cost perspective on DLA's distribution system, but it is only one part of the overall decision-making process.

This paper describes the basic methodology of the SAILS model as well as specific application considerations for this effort.

2. Distribution Network Problem

DLA's distribution system can be considered a multicommodity distribution network. The multicommodity distribution problem is an elaboration on the well-known transportation problem which attempts to determine a transportation plan (network flow) for a single commodity from a number of sources to a number of destinations. The multicommodity distribution problem expands on the basic transportation problem by incorporating intermediate storage facilities (distribution centers) as well as additional commodities for shipment. The problem can be further complicated by throughput limitations on these intermediate facilities. Figure 1 provides a simple graphical depiction of this distribution problem.

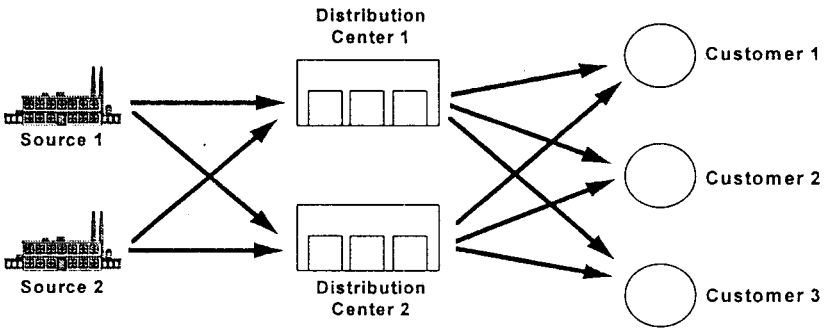


FIGURE 1. Distribution Problem

Associated with each of the transportation links (from source to distribution center or from distribution center to destination) is a shipping cost (or rate). There are also costs associated with distribution center operations (both fixed and variable). The objective of this problem is to find the network configuration and transportation flow which minimizes the overall system costs while satisfying any specified constraints (such as throughput capacity). That is, the objective is to minimize the sum of all the transportation costs plus the sum of depot costs (both fixed and variable). The constraints for this problem include conditions to ensure that suppliers do not exceed their production capacities, distribution centers do not exceed their throughput capabilities, customers are only assigned to open distribution centers, and all customer demand is satisfied. The solution of this problem will yield identification of which distribution centers will be used (and hence remain open), the customers served by each of the distribution centers, and the pattern of transportation flows for all commodities.

The SAILS model is a commercial software package that provides the capability to solve the multicommodity distribution problem in an efficient manner. A detailed mathematical formulation of the distribution network problem (as implemented within SAILS) can be found at Appendix 1.

3. General SAILS Model Data Requirements

There are substantial data requirements in order to operate the SAILS model. This section describes the general model data requirements to conduct this type of analysis. Some of the modeling parameters include:

3.1 Product Information.

Commodities identify distinct categories of products, typically with similar characteristics. The definition of commodities is useful for allowing the differentiation of various cost elements by commodity. For example, it may be more costly to transport one type of commodity versus another, and it may be desirable to address these differences in the analysis.

3.2 Geographic Location Information.

Distribution center geographic locations describe the basic infrastructure of the distribution network. These locations represent currently existing depots. The location information may be specified by zip code or latitude and longitude.

Supplier geographic locations describe the sources from which items are obtained.

Customer geographic locations represent the geographical areas from which demand arises which must be satisfied.

3.3 Cost Information.

Fixed costs represent the cost incurred by keeping a specific distribution center open. Fixed costs are expressed in terms of dollars.

Variable costs are associated with each unit of work processed by the distribution center. Because the default basic measure of work is weight, the variable cost information is expressed in terms of dollars per unit of weight (typically hundred-weight).

Transportation rates represent the costs for shipping items over each of the potential transportation links. Both inbound (from supplier to distribution center) and outbound (from distribution center to customer) rates are needed. Transportation rates are typically specified from one geographic location to another, and the distance between the two locations is generally a factor in the determination of the rate as is the weight of the materiel being shipped.

Penalty costs represent a variable cost incurred for exceeding a facility's throughput capacity. These costs may represent the use of overtime labor at increased rates or the construction of additional facilities. Setting the penalty costs to a high value has the

effect of making the throughput capacity constraints inelastic. The penalty costs are expressed in terms of dollars per unit of weight.

3.4 Workload Related Information.

Customer demand identifies the amount of a particular commodity needed by a particular customer. Customer demand has been expressed in terms of weight, although other measures such as volume or quantity may be used instead. However it is necessary to be consistent in using the same basis for measurement across data elements.

Throughput capacities represent the capability of distribution centers to process workload through them. The throughput capacities are generally expressed in terms of weight of materiel that can be processed over the specified time period.

4. DLA-Specific SAILS Application to BRAC

The previous section discussed generic data requirements which can be used with the SAILS model. This section will now focus on the specifics of the application of the SAILS model to the analysis of DLA's distribution system for the BRAC analysis process.

4.1 Fixed Configuration Approach

For this analysis, a modified approach was taken in using the optimization model. Rather than letting the model have free reign to determine which depots should remain open versus closed, each depot was fixed either open or closed during a specific run. The total system operating cost from each fixed configuration was obtained. This approach was taken for several reasons. First, because there were considered to be three distinct product categories (bin, covered bulk, open bulk) with associated distinct depot capabilities, the fixed configuration runs provided a means to combine the results of separate runs in some meaningful manner. Second, since the objective of the effort was to identify the relative merits of closing each facility, the comparison of system costs between runs for the examined configurations was appropriate. This approach was reasonable because only 6 of DLA's 23 depots were actually being considered for potential closure in this analysis. Therefore, there were only 21 possible configurations to be examined if only one and two depot closure combinations are considered.

4.2 Physical Storage Capacity

A potentially significant constraint on DLA's depot capabilities is the availability of adequate physical storage capacity, especially when considering the potential closure of several depots. It is not possible to address physical storage constraints directly in the SAILS model. As mentioned previously, physical storage was a factor used in the development of bulk throughput capacities. However, physical storage constraints are considered additionally in a feasibility analysis prior to execution of the SAILS model, so that any configurations which are infeasible from a physical storage perspective are identified.

4.3 Product Information

4.3.1 Commodities (or Product Groups)

Thirty-six product groups adapted from those used in the Department of Defense Materiel Distribution System (DODMDS) study in the 1970's have been used. These product groups are identified in Table 1. "Bundling" is used by the model to accomplish sourcing, and is done by product group. The need for bundling arises from the built-in sole sourcing constraints within the SAILS model. That is, the model forces a customer to satisfy all requirements for a specific product (bundle) from only one depot. Customers may draw different products from different depots, but all demand for a

specific product must be drawn from the same depot. Therefore, the decision to model product groups is one of introducing additional resolution and realism into the analysis.

For this analysis, each product group is further broken into bin, covered bulk and open bulk categories. This approach results in three separate model runs being required for analysis of any configuration. Appendix 2 identifies the mapping between Federal Supply Class (FSC) and Federal Supply Group (FSG) to the 36 modeled product groups.

Table 1 -- Product Groups

Arms - Parts	Miscellaneous Auto Parts	Miscellaneous Electrical
Missile Parts	Airplane Parts	Medical Equipment
Aircraft Structures	Turbochargers	Miscellaneous Medical
Ground Support	Air & Rocket Engines	Photographic Equipment
Ships & Boats	Fiber Optics	Photographic Supplies
Railway Equipment	Fibers & Agriculture	Chemicals, Paint
Railway Supplies	Unknown	House & Office
Wheeled Vehicles	Miscellaneous Shop Items	Clothing & Textiles
Tractors	Hardware	Subsistence
Tires (Non-Aircraft)	Construction	Miscellaneous
Tires (Aircraft)	Communications	Explosives
Engines	Batteries	Fire Control

4.4 Geographic Location Information

4.4.1 Depots

All 23 current DLA depots (which have not already been identified for closure) have been represented in this analysis (see Table 2). However, as mentioned previously, the focus of this analysis will be on the 6 standalone depots not collocated with Service maintenance activities (standalone depots are identified by an asterisk in Table 2).

Table 2 -- DLA Depots

Susquehanna, PA *	Tobyhanna, PA	Warner Robbins, GA
Richmond, VA *	Letterkenny, PA	Anniston, AL
Columbus, OH *	Norfolk, VA	Jacksonville, FL
Memphis, TN *	Cherry Point, NC	Hill, UT
Ogden, UT *	Red River, TX	McClellan, CA
San Joaquin, CA *	Oklahoma City, OK	Barstow, CA
	San Antonio, TX	Puget Sound, WA
	Corpus Christi, TX	San Diego, CA
	Albany, GA	

4.4.2 Suppliers

Suppliers have been modeled using a "Super Source" representation of the top several hundred (approximately 500) zip codes based on weight of materiel supplied. Because of practical considerations and limitations on the capability to model the suppliers in detail, the suppliers have been modeled as a single source. There would be no requirement to model the suppliers at all except to address inbound (first destination) transportation costs. In the "Super Source" approach, transportation rates by product group to each depot are developed through mathematical modeling of the historical distributions of shipment sizes and corresponding transportation rates. The developers of SAILS recommend the use of the "Super Source" approach as a valid analytical alternative in situations where supplier selection issues are not addressed (as is our case). Supplier locations represented in this application are identified in Appendix 3.

4.4.3 Customers

Customers have been modeled within the top 300 customer locations (after aggregation) by a 3-digit zip code. Customers not represented by these modeled locations have been mapped to the nearest (by distance) modeled customer so that the workload generated by their demands may be included in the analysis. Customers represented in this application are identified in Appendix 4.

4.5 Cost Information

4.5.1 Infrastructure Costs

Two distinct types of infrastructure costs associated with depot operations were addressed. Fixed costs represent the cost of keeping the depot open. Variable costs are associated with each unit of work, with further conversion required to express these costs based on weight.

4.5.1.1 Fixed Costs

Fixed infrastructure costs were identified for the standalone depots. No infrastructure costs were identified for depots collocated with Service maintenance activities because of the premise that DLA would maintain a presence at remaining Service locations. This allowed the model to maximize utilization of collocated depots' excess capacity.

4.5.1.2 Variable Costs

Variable infrastructure costs were identified for the standalone depots. Direct labor associated with storage and issue operations was not included as part of variable costs because of the difficulty in removing biases in historical data resulting from differing commodity mixes. The variable costs were "unitized" by dividing the total annual variable cost by the workload volume (in terms of weight).

4.5.3 Transportation Rates

Three basic sources for transportation rates have been used: United Parcel Service (UPS) rates for both first and second destination costs for "bin" products, the Yellow-500 tariffs (class 50) for first destination costs from suppliers to the depots, and MTMC's negotiated Guaranteed Traffic Program rates for second destination costs for "bulk" products.

4.5.4 Penalty Costs

Penalty costs are used by the model to represent additional costs which may be incurred for exceeding the capacity of a particular distribution center. These costs are used as a way of discouraging the assignment of workload above the throughput capacity while at the same time allowing these capacities to remain somewhat elastic, as might be the case in the real world. Penalty costs were established at uniform levels which were significantly higher than depot variable costs, but not so high as to make the throughput capacities totally inelastic.

4.6 Workload Related Information

4.6.2 Customer Demand

The most recent year's worth of data available (3Q FY93 through 2Q FY94) was used for receipt and issue workloads. Data represented both DLA and Service managed items. The workload for the collocated depots was ignored, with the assumption being that all customers of the collocated depot will be serviced from wherever the maintenance mission may be relocated.

Additionally, the customer demand was reduced using an overall scaling factor to represent the expected decline in depot workload through FY01 resulting from force structure reductions as well as initiatives to increase DLA's reliance on Direct Vendor Deliveries.

4.6.2 Throughput Capacities

Bin throughput capacities were developed based on engineering analysis of depot facility and mechanization constraints. The engineering analysis resulted in throughput capacities measured in terms of lines per day. These capacities were converted to pounds per year through application of a DLA-wide average weight per line issued.

Bulk throughput capacities were computed using a different approach. Based on feedback from depot personnel, a method which multiplied attainable storage space (cube) by the inventory turnover ratio for current inventories was employed. The only area to be investigated for collocated depots was their excess throughput capacity, where the throughput capacity was based on the projected vacant storage space for each location.

For this analysis, as Service maintenance activities were identified for potential closure, the corresponding DLA collocated supply depot was closed within the model. Collocated depot excess throughput capacities were recomputed assuming that the inventory at this closing location was redistributed to the remaining collocated depots (following application of appropriate inventory reduction factors).

5. Summary

The SAILS model was utilized for the development of relative system operating costs as described in this paper. Scenarios and configurations of interest were identified by the DLA BRAC Team. The results of the SAILS analysis were provided to the BRAC Team to be combined with closure cost information and military value analysis for the development of DLA's closure recommendations.

APPENDIX 1 -- Problem Formulation

APPENDIX 1 -- Problem Formulation

$$\text{Minimize}_{x\geq 0; y,z=0,1} \ \Sigma_{ijkl}\, c_{ijlkl}\, x_{ijkl} + \Sigma_k\, [f_k z_k + v_k\, \Sigma_{il}\, D_{il}\, y_{kl}]$$

subject to

$$\Sigma_{kl}\, x_{ijkl} \leq S_{ij}, \qquad \text{all } ij$$
$$\Sigma_j\, x_{ijkl} = D_{il} y_{kl}, \qquad \text{all } ikl$$
$$\Sigma_k\, y_{kl} = 1, \qquad \text{all } l$$
$$\underline{V}_k z_k \leq \Sigma_{il}\, D_{il} y_{kl} \leq V_k z_k, \qquad \text{all } k$$

Linear configuration constraints on y and/or z.

where

- i index for commodities,
- j index for plants,
- k index for possible distribution center sites,
- l index for customer zones
- S_{ij} supply for commodity i at plant j,
- D_{il} demand for commodity i in customer zone l,
- $\underline{V}_k$ minimum allowed total annual throughput for a distribution center at site k,
- V_k maximum allowed total annual throughput for a distribution center at site k,
- f_k fixed portion of annual costs for a distribution center at site k,
- v_k variable unit cost of throughput for a distribution center at site k,
- c_{ijkl} average unit cost of producing and shipping commodity i from plant j through distribution center k to customer zone l,
- x_{ijkl} a variable denoting the amount of commodity i shipped from plant j through distribution center k to customer zone l,
- y_{kl} a 0-1 variable that will be 1 if distribution center k serves customer zone l, and 0 otherwise,
- z_k a 0-1 variable that will be 1 if a distribution center is acquired at site k, and 0 otherwise.

APPENDIX 2 - Product Groups

Product Group Name	Group Code	FSC/FSG
ARMS - PARTS	104	1001
		1005
		1010
		1015
		1020
		1025
		1030
		1035
		1040
		1045
		1055
		1075
		1080
		1083
		1090
		1095
		1190
		1210
		1220
		1240
		1250
		1260
		1265
		1270
		1280
		1285
		1287
		1290
MISSILE PARTS	144	1420
		1430
		1440
		1450
		1820
		1830

Product Group Name	Group Code	FSC/FSG
AIRCRAFT STRUCTURES	157	1530
		1531
		1560
		1610
		1615
		1620
		1630
		1650
		1660
		1670
		1680
		1688
GROUND SUPPORT	174	1710
		1720
		1730
		1740
SHIPS & BOATS	204	19
		20
RAILWAY EQUIPMENT	221	2230
		2240
RAILWAY SUPPLIES	224	2250
WHEELED VEHICLES	231	2340
TRACTORS	244	24
		38
TIRES (NON-AIR)	264	2610
		2630
TIRES (AIRCRAFT)	265	2620
ENGINES	281	2815
		2820
		2825
		2830
		2835
		2850
		2895

Product Group Name	Group Code	FSC/FSG
MISC AUTO PARTS	297	25
		30
		2640
		2805
		2910
		2920
		2930
		2940
		2990
AIRPLANE PARTS	300	2810
		2915
		2925
		2935
		2945
		2995
TURBOCHARGER	301	2950
AIR & ROCKET ENGINES	302	2840
		2845
FIBER OPTICS	303	6005
		6006
		6007
		6010
		6015
		6020
		6021
		6025
		6026
		6029
		6030
		6032
		6033
		6035
		6050
		6060
		6070
		6080
		6099
FIBERS & AGRICULTURE	304	9420
		9440

Product Group Name	Group Code	FSC/FSG
UNKNOWN	305	777
		1370
		1377
		1386
		1387
		1398
EXPLOSIVES	306	1375
FIRE CONTROL	307	1230
MISC SHOP ITEMS	497	32
		34
		35
		36
		37
		39
		41
		42
		43
		44
		45
		46
		49
HARDWARE	537	31
		40
		47
		48
		51
		52
		53
CONSTRUCTION	544	54
		55
		56
		93
		95
		96
COMMUNICATIONS	587	58
		59
		66
		70

Product Group Name	Group Code	FSC/FSG
BATTERIES	615	6116
		6117
		6135
		6140
		6145
MISC ELECTRICAL	617	62
		63
		6105
		6110
		6115
		6120
		6125
		6130
		6150
		6151
		6160
MEDICAL EQUIPMENT	651	6515
		6520
		6525
		6540
		6545
		6550
MISC MEDICAL	654	6505
		6508
		6510
		6530
		6532
PHOTO EQUIP	671	6710
		6720
		6730
		6740
		6780
PHOTO SUPPLIES	674	6750
		6760
		6770

Product Group Name	Group Code	FSC/FSG
CHEMICALS, PAINT	684	68
		80
		91
		7930
HOUSE & OFFICE	714	71
		73
		74
		75
		76
		81
		7240
		7910
		7920
CLOTHING & TEXTILES	844	83
		84
		7210
		7220
		7230
		7290
SUBSISTENCE	894	85
		87
		89
MISCELLANEOUS	994	69
		77
		78
		88
		99

APPENDIX 3 -- Supplier Locations

Supplier Locations

Location Name	Zip Code	Location Name	Zip Code	Location Name	Zip Code
LAJAS	667	WRIGHTSVILLE	8077	SYGAN	15017
SAN LORENZO	754	WILDWOOD GABLES	8260	SOMERSET	15501
PLAZA LAS AMERIC	918	VINELAND (S)	8360	BEDFORD	15522
WESTHAMPTON	1027	YORK ESTATES	8520	VALLEY BRICK	15668
WEST MANSFIELD	2048	USPS ZIP AREA 08	8543	STRANGFORD	15717
WEYBOSSET HILL	2903	TRENTON HIGHLAND	8619	EBENSBURG	15931
RIVERSIDE	2915	SLACKWOOD	8638	MILLERSTOWN	16662
GOSLING MEADOWS	3804	USPS ZIP AREA 08	8855	HYDE	16843
SOUTH SANFORD	4073	OSTRANDER	8863	LITTLE GERMANY	17024
WILLIMANTIC	4443	RAVEN ROCK	8869	WINDSOR PARK	17055
WARREN STATION	4864	USPS ZIP AREA 08	8875	RUDYTOWN	17070
SPRAGUES MILL	4928	SOMERVILLE	8876	NEW KINGSTOWN	17072
STEELES	6040	USPS ZIP AREA 08	8903	CHAMBERSBURG	17201
WYNDWOOD	6067	36TH STREET	10011	TEXAS	17307
ELMWOOD	6110	HUBERT STREET ST	10013	YORK HAVEN	17370
USPS ZIP AREA 06	6143	MURRAY HILL	10016	YORK	17405
ESSEX	6426	NEW YORK TRUCK C	10018	SUNBURY	17801
WOODBRIDGE	6525	37TH STREET	10036	USPS ZIP AREA 18	18103
WHISCONIER	6804	TREMONT	10457	ZEHNERS	18252
WINNEPAUK	6851	WASHINGTON HEIGH	10940	POCONO PINES	18350
WEST CALDWELL	7004	UPPER NYACK	10960	SWIFTWATER	18370
NORTH CALDWELL	7006	POMONA	10970	WHITES CROSSING	18407
UNDERCLIFF	7020	WEST POINT MILIT	10996	TOBYHANNA SIGNAL	18466
GARWOOD	7027	KENSINGTON	11022	WARSAW	18512
WOODCLIFF	7047	THE TERRACE	11050	MONTGOMERYVILLE	18936
TROY HILLS	7054	QUEENSBRIDGE	11101	WRIGHTSTOWN	18940
WALLINGTON	7057	PRATT	11205	YORK ROAD	18974
RUTHERFORD JUNCT	7070	METROPOLITAN	11206	WOODRIDGE FARMS	19006
SOUTH PLAINFIELD	7080	WILLIAMSBURG	11211	YELLOWWOOD	19007
UNIONBURY	7083	REGO PARK	11374	TORRESDALE MANOR	19020
WEST HOBOKEN	7087	NEWTOWN CREEK	11379	CROYDON	19021
WOODBRIDGE	7095	CENTRAL	11435	ZEBLEYS CORNER	19061
OAK ISLAND LANDB	7105	STEWART MANOR	11530	PENN VALLEY	19072
LYONS FARMS	7205	OCEANSIDE	11572	WILLOWBURN	19085
FRANKLIN LAKES	7417	VILLAGE OF THE B	11787	913TH TAG FB6637	19090
WAYNE TOWNSHIP	7470	HAUPPAUGE	11788	WYNCOTE HILLS	19095
SOUTH PATERSON	7503	PLAINVIEW	11803	USPS ZIP AREA 19	19101
EAST	7514	WEST SYRACUSE	13088	ROCKLEDGE	19111
ENGLEWOOD CLIFFS	7632	SOUTH OTSELIC	13155	58 & WOODLAND	19112
ROCKLEIGH	7647	STATION G	14213	TORRESDALE	19114
TENAFLY	7670	WEST AMHERST	14228	SOMERTON	19116
FORT MONMOUTH	7703	VETERANS HEIGHTS	14304	OLNEY	19120
WEST END	7740	CANANDAIGUA	14424	NORTH PHILADELPH	19132
MORGANVILLE	7751	WALLINGTON	14551	TRENTON AVENUE	19134
HANOVER NECK	7936	USPS ZIP AREA 14	14607	BRIDESBURG	19137
SEDGEFIELD	7950	USPS ZIP AREA 14	14650	WYOMING AVENUE	19140
WILLIAMSTOWN JUN	8009	WEST ELLICOTT	14701	YOUNGSBURG	19320
WALL ROPE WORKS	8075	STEAM VALLEY	14760	WASHINGTON PARK	19406

Supplier Locations (continued)

Location Name	Zip Code	Location Name	Zip Code	Location Name	Zip Code
YERKES	19426	USPS ZIP AREA 28	28221	TREVECCA COLLEGE	37210
USPS ZIP AREA 19	19482	WOMACK ARMY HOSP	28307	WILLIAM NORTHERN	37388
WINDSOR CASTLE	19526	WARDS	28431	VOSE	37701
WEST LEESPORT	19533	JACKSONVILLE	28540	WHITE OAK	37766
NORTHMONT	19604	NAVAL HOSPITAL	28542	USPS ZIP AREA 37	37815
USPS ZIP AREA 19	19612	ZEPHYR	28621	VERDUN	37841
USPS ZIP AREA 19	19898	BRYSON CITY	28713	SEVIERVILLE	37862
WASHINGTON SECTI	20500	WAYNESVILLE	28786	NORTH YARD	38107
REDLAND	20855	ASHEVILLE	28802	PARKWAY VILLAGE	38118
PHILLIPS ARMY AI	21005	LEXINGTON	29072	CORINTH	38834
BELCAMP	21017	WHIPPER BARONY	29405	GOLDEN	38847
RASPEBURG	21206	SSCR CHARLESTON	29408	IUKA	38852
CUMBERLAND	21502	USPS ZIP AREA 29	29650	NOGAN	39204
FREDERICK	21701	PEACHTREE CORNER	30092	UNITED STATES PR	40121
TURNPIKE	22031	KENNESAW	30144	USPS ZIP AREA 40	40217
WAKEFIELD CHAPEL	22037	LAWRENCEVILLE	30245	WORTHINGTON HILL	40222
HEATHSVILLE	22473	THOMASVILLE	30315	VETERANS ADMINIS	40511
MONTROSS	22520	CUMBERLAND CENTE	30339	USPS ZIP AREA 40	40512
DOWNTOWN	22902	SOUTH BASE	31098	SUGARTIT	41042
SCOTCHTOWN	23005	WALDEN	31206	JOHNS HILL	41076
YELLOW TAVERN	23060	DARIEN	31305	WILLIAMSTOWN	41097
NORTHSIDE STATIO	23222	UNITED STATES PR	31314	USPS ZIP AREA 42	42102
SOUTHSIDE STATIO	23224	STAFFORD	31547	FORT CAMPBELL	42223
WILLOW LAWN	23230	RAMSEY	31704	YAMACRAW	42647
USPS ZIP AREA 23	23261	WHITESVILLE	31833	DUBLIN	43017
DEFENSE GENERAL	23297	OCHILLEE	31905	MUDSOCK	43026
WOODHURST	23452	PICKETTVILLE	32205	MARYSVILLE	43040
NORFOLK	23501	USPS ZIP AREA 32	32404	NEWARK	43055
VIRGINIA PLACE	23508	USPS ZIP AREA 32	32606	STATION F	43206
WILLOUGHBY SPIT	23511	EASTGATE	32792	STATION G	43207
USPS ZIP AREA 23	23512	USPS ZIP AREA 32	32859	HOMEDALE	43214
US NAVAL SHIPYAR	23709	PATRICK AIR FORC	32925	COLUMBUS	43216
LAWRENCEVILLE	23868	RINKER	33010	SHEPARD	43219
USPS ZIP AREA 24	24506	USPS ZIP AREA 33	33016	WESTLAND SHOPPIN	43228
USPS ZIP AREA 26	26102	USPS ZIP AREA 33	33126	EASTLAND	43232
ELIZABETH	26143	SOLEO	35072	MARION	43302
VALLEYVIEW	27106	WILLIAMS	35173	BELLEFONTAINE	43311
WADEVILLE	27306	WHO'D A THOUGHT	35201	LUGBILL ADDITION	43502
WHITES CHAPEL	27316	CENTRE	35960	WEST TOLEDO	43612
USPS ZIP AREA 27	27331	MONTGOMERY	36104	STEUBENVILLE	43952
SILK HOPE	27344	WEST SIDE	36108	ELYRIA	44035
STATION C	27603	USPS ZIP AREA 36	36124	TWINSBURG HEIGHT	44087
WELLONS VILLAGE	27703	ANNISTON	36201	WEST PARK	44111
USPS ZIP AREA 27	27835	WHITE CROSSROADS	36274	NELA PARK GENERA	44112
WILSON	27893	USPS ZIP AREA 36	36604	RIVER EDGE	44135
UNION	27910	SELMA	36701	WESTLAKE	44145
STONY POINT	28086	BRENTWOOD	37027	MEDINA	44256
WILKINSON BOULEV	28208	NORTHEAST	37207	RAVENNA	44266

Supplier Locations (continued)

Location Name	Zip Code	Location Name	Zip Code	Location Name	Zip Code
USPS ZIP AREA 44	44316	ELK GROVE VILLAG	60007	DANVILLE	72833
WESTVIEW	44706	ROLLING MEADOWS	60008	TINKER AIR FORCE	73145
WACO	44707	WEST DEERFIELD T	60015	RIDLEY	73503
WEST POINT	44833	NORTHBROOK WEST	60062	USPS ZIP AREA 74	74119
CINCINNATI	45202	VETERANS ADMINIS	60064	MIAMI	74354
DAYTON	45401	WHEELERVILLE	60069	NORTHAVEN	75229
USPS ZIP AREA 45	45414	BUFFALO GROVE	60089	USPS ZIP AREA 75	75236
USPS ZIP AREA 45	45444	USPS ZIP AREA 60	60123	USPS ZIP AREA 75	75607
SPRINGFIELD	45501	WOODFIELD MALL	60173	USPS ZIP AREA 75	75703
NEW KNOXVILLE	45871	USPS ZIP AREA 60	60202	GREAT SOUTHWEST	76005
USPS ZIP AREA 46	46218	LINCOLNSHIRE	60417	USPS ZIP AREA 76	76092
NEW AUGUSTA	46268	USPS ZIP AREA 60	60433	USPS ZIP AREA 76	76109
BUFFINGTON	46406	UNIVERSITY PARK	60466	WESTWORTH VILLAG	76114
PACKMAN	46515	USPS ZIP AREA 60	60505	GLENCREST	76119
USPS ZIP AREA 46	46546	15TH AND PEORIA	60606	WEST FORT HOOD	76544
USPS ZIP AREA 46	46803	37TH STREET YARD	60609	MEDIO	77020
SPEED	47172	WESTERN AVENUE	60612	USPS ZIP AREA 77	77064
USPS ZIP AREA 47	47202	WEST PULLMAN	60628	USPS ZIP AREA 77	77077
VINCENNES	47591	FORTY SEVENTH ST	60632	USPS ZIP AREA 77	77210
USPS ZIP AREA 47	47733	NOTTINGHAM PARK	60638	ADDICKS BARKER	77218
UNITED STATES AR	48045	MARS	60639	USPS ZIP AREA 77	77252
PORT HURON	48060	PORTAGE PARK	60641	USPS ZIP AREA 77	77305
USPS ZIP AREA 48	48066	ROCK ISLAND ARSE	61299	PEARLAND IMPORT-	77581
SCIO	48130	PONTIAC	61764	KERRVILLE	78028
SHERWOOD GARDENS	48150	WORCHESTER	62040	USPS ZIP AREA 78	78044
HARPER	48213	USPS ZIP AREA 62	62222	GUILBEAU	78204
USPS ZIP AREA 48	48216	USPS ZIP AREA 63	63109	TEXAS AIR NATION	78241
ROYAL OAK TOWNSH	48220	WEBSTER PARK	63119	USPS ZIP AREA 78	78295
USPS ZIP AREA 48	48341	USPS ZIP AREA 63	63120	WHITE	79901
PHOENIX	48342	SOUTHWEST	63139	USPS ZIP AREA 79	79916
WOLVERINE LAKE	48390	USPS ZIP AREA 63	63164	TERMINAL ANNEX	80217
ROGERSVILLE	48458	WALDO	64108	UNITED STATES PR	80913
HOWELL	48843	NORIA	66025	ROCKRIMMON	80919
VALLEY FARMS	48906	JAYHAWK	66046	VINELAND	81001
USPS ZIP AREA 49	49001	OLATHE	66061	SUNSET	81005
HASTINGS	49058	ROSEDALE	66103	MORGAN	84050
GRAYLING	49738	ZARAH	66215	UTAH TEST AND TR	84056
WAUBEEK	52214	MARSHALL AIRFIEL	66442	TOOELE	84074
WAYNE	53010	WICHITA UNIVERSI	67201	USPS ZIP AREA 84	84104
VILLARD	53209	USPS ZIP AREA 68	68103	USPS ZIP AREA 84	84123
USPS ZIP AREA 53	53744	LEXINGTON	68850	WILLIAMS AIR FOR	85240
TWO RIVERS	54241	WASHINGTON PLACE	70123	YESO	85282
USPS ZIP AREA 54	54602	USPS ZIP AREA 70	70174	USPS ZIP AREA 85	85734
SPARTA	54656	USPS ZIP AREA 70	70181	WEST BELEN JUNCT	87002
OSHKOSH	54901	USPS ZIP AREA 70	70184	USPS ZIP AREA 89	89115
USPS ZIP AREA 54	54903	ENERGY	70598	WEST ADAMS	90016
MINNEAPOLIS	55440	WHITE HALL	71602	VERNONDALE	90058
SPROLE	59255	WYNNE	72396	REYES	90220

Supplier Locations (continued)

Location Name	Zip Code	Location Name	Zip Code	Location Name	Zip Code
USPS ZIP AREA 90	90224	VICTORIA	92346	SHARPE ARMY FIEL	95331
VINVALE	90241	MESA CENTER	92627	WEST COAST AIR F	95652
USPS ZIP AREA 90	90248	XALISCO	92647	PLACERVILLE	95667
WORKMAN	90280	LEMON HEIGHTS	92705	USPS ZIP AREA 95	95813
USPS ZIP AREA 90	90509	VENTA	92714	RED BLUFF	96080
VETERANS ADMINIS	90822	SUNKIST	92806	USPS ZIP AREA 96	96860
SYLMAR	91342	WHITE HILLS JUNC	93436	USPS ZIP AREA 96	96863
VALENCIA	91355	USPS ZIP AREA 94	94120	WILSON	97208
CLAREMONT	91711	SNOBOY	94538	USPS ZIP AREA 97	97282
SAVOY	91722	CHABOT COLLEGE	94545	WILDCAT LAKE	98310
USPS ZIP AREA 91	91790	NAPA	94558	TRIDENT REFIT FA	98314
STUART	92055	USPS ZIP AREA 94	94606	WEGOE	98433
USPS ZIP AREA 92	92132	STATION B	94607	VANCOUVER JUNCTI	98660
SSCR SAN DIEGO	92136	WEST OAKLAND	94625	YAKIMA VALLEY CO	98902
USPS ZIP AREA 92	92173	USPS ZIP AREA 94	94710	TRENTWOOD	99215
MOJAVE	92311	USPS ZIP AREA 94	94949		

APPENDIX 4 -- Customer Locations

Customer Locations

Location Name	Zip Code	Location Name	Zip Code	Location Name	Zip Code
JAYUYA	664	WEST HILLS	15231	ROLLING MEADOWS	30905
FORT BUCHANAN	934	EBENSBURG	15931	SOUTH BASE	31098
439TH WESTOVER A	1022	WINDSOR PARK	17055	WALDEN	31206
USPFO FORT DEVEN	1433	CHAMBERSBURG	17201	UNITED STATES PR	31314
EAST BOLTON	1510	TOBYHANNA SIGNAL	18466	LANE	31409
WEST NATICK	1760	913TH TAG FB6637	19090	STAFFORD	31547
MASSACHUSETTS IN	2139	58 & WOODLAND	19112	USPS ZIP AREA 31	31699
USPFO ARNG AVIAT	2542	WILMINGTON MANOR	19720	RAMSEY	31704
WILKINS FOUR COR	2762	POSTLES CORNER	19902	OCHILLEE	31905
NAVAL WAR COLLEG	2841	NATIONAL AIRPORT	20041	STARKE	32091
INDIA POINT	2906	STERLING	20164	NAVAL SUPPLY CEN	32212
GOSLING MEADOWS	3804	WOODYARD	20331	TYNDALL AIR FORC	32403
NAVAL AIR STATIO	4011	PATUXENT RIVER	20670	WARRINGTON NAVAL	32508
UNITED STATES PR	4333	PORTLAND	20755	NAVAL TRAINING S	32813
BANGOR	4401	USPS ZIP AREA 20	20886	PATRICK AIR FORC	32925
MORRIS CORNER	4751	CAPITOL VIEW PAR	20910	KEY WEST	33040
NOURSES CORNER	5446	USPS ZIP AREA 21	21077	VENETIAN ISLANDS	33139
WINDSOR LOCKS	6096	STONY BEACH	21226	MACDILL FIELD	33608
SUBMARINE BASE	6349	NAVAL ACADEMY	21402	WHO'D A THOUGHT	35201
PLANTSVILLE	6479	FREDERICK	21701	MARSHALL SPACE F	35812
PAMRAPO	7002	WOODLAWN VILLAGE	22060	CENTRE	35960
UNION SQUARE	7201	THE PLAINS	22171	UNITED STATES PR	36193
FORT MONMOUTH	7703	WAKEFIELD	22304	ANNISTON	36201
VICTORY GARDENS	7801	BOWLING GREEN	22427	MARS HILL	36362
WEST CAPE MAY	8204	WHITEOAK SWAMP	23150	FULTON ROAD	36605
VINELAND (S)	8360	DEFENSE GENERAL	23297	SELMA	36701
NEW JERSEY AIR N	8641	WEST MUNDEN	23324	UNITED STATES PR	37204
WOODMERE	8733	OCEANA GARDENS	23460	WILLIAM NORTHERN	37388
REPLACE 09X	11101	USPS ZIP AREA 23	23512	WINDY HILL	37620
3RD CGD GOVERNOR	10004	FORT EUSTIS	23604	HUNTSVILLE	37756
TODT HILL	10304	US NAVAL SHIPYAR	23709	WILLIAMS CHAPEL	38054
VAN CORTLANDTVIL	10566	MOUNT MINNIS	23801	LAMAR	38114
WEST POINT MILIT	10996	USPS ZIP AREA 27	27331	UNITED STATES PR	39208
USPS ZIP AREA 11	11001	SEYMOUR JOHNSON	27531	NAVAL JET AIRBAS	39309
NEW LOTS	11208	UNITED STATES PR	27607	WALLIS	39407
ROSEDALE	11422	WHITESTON	27919	GULFPORT	39501
SOUTH VALLEY STR	11581	WILKINSON BOULEV	28208	COLUMBUS	39701
NORTH BELLMORE	11710	WOMACK ARMY HOSP	28307	UNITED STATES PR	40121
WATERVLIET ARSEN	12189	YADKIN JUNCTION	28401	PARKWOOD	40214
WINONA LAKE	12550	NAVAL HOSPITAL	28542	RICHMOND	40475
PLATTSBURGH AIR	12903	WATEREE RIVER	29044	VETERANS ADMINIS	40511
HAWKINS CORNERS	13441	SHAW HEIGHTS	29152	FRANKFORT	40601
FORT DRUM	13602	FORT JACKSON	29207	FORT CAMPBELL	42223
VETERANS HEIGHTS	14304	SSCR CHARLESTON	29408	NEWARK	43055
YALE	14541	PARRIS ISLAND	29905	COLUMBUS	43216
UNITED STATES PR	14623	PLAZA	30050	RIVER EDGE	44135
UNITED STATES AR	15071	UNITED STATES PR	30316	REMINGTON	45242
STORAGE	15108	TRIPLETT	30660	WRIGHT-PATTERSON	45433

Customer Locations (continued)

Location Name	Zip Code	Location Name	Zip Code	Location Name	Zip Code
SPRINGFIELD	45501	UNITED STATES PR	71360	HOLLOMAN AIR FOR	88330
UNITED STATES PR	46241	POLK ARMY AIR FI	71459	NELLIS AIR FORCE	89191
WAYNEDALE	46809	USPS ZIP AREA 71	71611	FALLON	89406
GRISSOM AIR FORC	46971	LITTLE ROCK AIR	72099	PEAVINE	89502
NAVAL WEAPONS SU	47522	UNITED STATES PR	72118	CARSON CITY	89701
UNITED STATES AR	48045	USPS ZIP AREA 72	72905	WESTCHESTER	90045
ROMULUS	48174	NORMAN	73069	MANUEL	90745
USPS ZIP AREA 48	48913	TINKER AIR FORCE	73145	VETERANS ADMINIS	90822
SUNRISE HEIGHTS	49015	RIDLEY	73503	SOUTH EL MONTE	91733
GRAYLING	49738	USPS ZIP AREA 73	73706	STUART	92055
RAILO SPUR	49843	TULSA INTERNATIO	74115	SSCR SAN DIEGO	92136
UNITED STATES PR	50131	MCALESTER	74501	MARINE CORPS BAS	92278
USPS ZIP AREA 50	50321	TEXAS AIR NATION	75211	MOJAVE	92311
WISCONSIN AIR NA	53207	USPS ZIP AREA 75	75505	NORTON AIR FORCE	92409
SUMMIT	53704	CARSWELL AIR FOR	76127	RIVERSIDE MUNICI	92518
SPARTA	54656	SHEPPARD AIRPORT	76311	MARINE CORPS AIR	92709
UNITED STATES AR	55111	WEST FORT HOOD	76544	NAVAL CONSTRUCTI	93043
PIKE LAKE	55811	GOODFELLOW AIR F	76908	WESTHAVEN STATIO	93245
LITTLE FALLS	56345	TEXAS AIR NATION	77034	USPS ZIP AREA 93	93403
SKYWAY	57706	RANDOLPH FIELD	78150	SILT	93523
GRAND FORKS AIR	58205	WILFORD HALL USA	78236	ORD	93941
DEVILS LAKE	58301	KINGSVILLE	78363	BRISBANE	94005
USPS ZIP AREA 58	58704	NAVAL AIR STATIO	78419	BAYVIEW	94124
MALMSTROM AIR FO	59402	WESTFIELD	78763	NAVAL STATION MA	94592
UNITED STATES PR	59624	USPS ZIP AREA 78	78843	WEST OAKLAND	94625
NAVAL TRAINING S	60088	REESE AIR FORCE	79489	STONY POINT	94928
928TH TACTICAL A	60666	DYESS AIR FORCE	79607	USPS ZIP AREA 95	95203
ROCK ISLAND ARSE	61299	USPS ZIP AREA 79	79916	YARMOUTH	95376
TUSCARORA	61607	FITZSIMONS ARMY	80045	WEST COAST AIR F	95652
WORCHESTER	62040	LOWRY AIR FORCE	80230	USPS ZIP AREA 95	95813
SCOTT AIR FORCE	62225	GOLDEN	80401	SUNSET	95903
USPS ZIP AREA 62	62702	UNITED STATES AI	80840	SIERRA ARMY DEPO	96113
WESTLAKE PARK	63044	UNITED STATES PR	80913	WAIPAHU	96797
USPS ZIP AREA 63	63103	WYOMING AIR NATI	82005	USPS ZIP AREA 96	96860
TRUMAN CORNERS	64030	MOUNTAIN HOME AI	83648	WILSON CORNER	97015
8TH MARINE CORPS	64106	BOISE	83707	USPS ZIP AREA 97	97218
WEST JOPLIN	64801	UTAH TEST AND TR	84056	USPS ZIP AREA 98	98001
USPS ZIP AREA 65	65109	UTAH AIR NATIONA	84116	UNITED STATES AR	98134
WHITEMAN AIR FOR	65305	DEFENSE DEPOT OG	84407	WHIDBEY ISLAND N	98278
UNITED STATES AR	65473	UNITED STATES PR	85008	TRIDENT REFIT FA	98314
OAK MILLS	66027	VELDA ROSE ESTAT	85205	WEGOE	98433
MARSHALL AIRFIEL	66442	LUKE AIR FORCE B	85309	REPLACE 987	98686
TOPEKA	66601	FORT HUACHUCA	85613	YAKIMA MUNICIPAL	98901
MCCONNELL AIR FO	67221	VANDENBURG VILLA	85707	WASHINGTON AIR N	99011
OFFUTT WEST	68113	USPS ZIP AREA 87	87117	WHITNEY	99506
USPS ZIP AREA 68	68508	USPS ZIP AREA 87	87502	USPS ZIP AREA 99	99619
SSCR NEW ORLEANS	70142	WHITE SANDS PROV	88002	LADD	99703
BARKSDALE AIR FO	71110	CLOVIS	88101		

Strategic Analysis of Integrated Logistics Systems (SAILS) Model Output
(Thousands of Dollars)

Baseline - Total System (Workload Shift)						Total Relative Operating Cost
Columbus	Memphis	Ogden	Richmond	San Joaquin	Susquehanna	272,065

Configuration Total System						Total Relative Operating Cost
*******	Memphis	Ogden	Richmond	San Joaquin	Susquehanna	265,407
Columbus	*******	Ogden	Richmond	San Joaquin	Susquehanna	263,319
Columbus	Memphis	*******	Richmond	San Joaquin	Susquehanna	263,244
Columbus	Memphis	Ogden	*******	San Joaquin	Susquehanna	267,986
Columbus	Memphis	Ogden	Richmond	*******	Susquehanna	258,169
Columbus	Memphis	Ogden	Richmond	San Joaquin	*******	283,375
Columbus	*******	*******	Richmond	San Joaquin	Susquehanna	250,846
Columbus	*******	Ogden	*******	San Joaquin	Susquehanna	261,263
Columbus	Memphis	*******	*******	San Joaquin	Susquehanna	255,539

*******	Depot X is closed
Depot Y	Depot Y is opened

Assumptions:

Realignment of Columbus
Closure of Red River and Letterkenny

Strategic Analysis of Integrated Logistics Systems (SAILS) Model Output
(Thousands of Dollars)

Baseline - Total System (Workload Shift)						Total Relative Operating Cost	Fixed Costs	Variable Costs	Penalty Costs	Replenishment Transp Costs	Outbound Transp Costs	Other Costs
Columbus	Memphis	Ogden	Richmond	San Joaquin	Susquehanna	272,065	92,164	10,012	263	79,820	89,806	0

Configuration Total System						Total Relative Operating Cost	Fixed Costs	Variable Costs	Penalty Costs	Replenishment Transp Costs	Outbound Transp Costs	Other Costs
*******	Memphis	Ogden	Richmond	San Joaquin	Susquehanna	265,407	85,506	10,012	263	79,820	89,806	0
Columbus	*******	Ogden	Richmond	San Joaquin	Susquehanna	263,319	79,484	10,718	363	84,903	87,851	0
Columbus	Memphis	*******	Richmond	San Joaquin	Susquehanna	263,244	80,088	10,894	270	84,617	87,375	0
Columbus	Memphis	Ogden	*******	San Joaquin	Susquehanna	267,986	80,710	11,017	494	87,461	88,304	0
Columbus	Memphis	Ogden	Richmond	*******	Susquehanna	258,169	71,491	15,262	230	81,760	89,426	0
Columbus	Memphis	Ogden	Richmond	San Joaquin	*******	283,375	63,539	19,982	9,969	98,646	91,239	0
Columbus	*******	*******	Richmond	San Joaquin	Susquehanna	250,846	67,408	10,708	362	84,932	87,436	0
Columbus	*******	Ogden	*******	San Joaquin	Susquehanna	261,263	68,030	10,800	4,698	91,243	86,492	0
Columbus	Memphis	*******	*******	San Joaquin	Susquehanna	255,539	68,634	10,874	1,646	87,072	87,313	0

*******	Depot X is closed
Depot Y	Depot Y is opened

Assumptions:

Realignment of Columbus

Closure of Red River and Letterkenny

Defense Logistics Agency

BRAC 95

Economic Impact Data

ECONOMIC IMPACT DATA

One of the BRAC requirements is to assess the economic impact attributable to a BRAC action. Local employment impacts of base realignment and closure actions can be grouped into two categories. The first category includes direct employment changes which result from reducing (or expanding) on-base military, civilian and contractor personnel. These employment data are measured directly. The second category includes off-base jobs lost (or added) as a result of secondary local economic activity associated with the military action, particularly purchases by DoD personnel in the local economy and direct base purchases of goods and services.

The attached reports are the actual outputs relating to the DLA decisions. One two-page report is required for each activity impacted, be it positively or negatively. The reports are generated by the model that OSD provided.

The inputs to the model are the estimated direct position reductions and transfers identified in a COBRA scenario. The model then calculates indirect positions reduced, relative to the number of direct positions impacted. The potential employment impact within the area of the activity is based upon the total direct and indirect positions eliminated or transferred, divided by the current number of employed personnel in that area.

The top half of the first page of the two page report provides the details of the BRAC95 and other pending actions for previous BRACs for the specific activity under consideration. The bottom half of the first page depicts the employment data and the average per capita income for that economic area over the 1984 to 1993 time frame. Page two is divided into three parts. The first part depicts other BRAC actions within the area excluding the specific activity being considered. Part two illustrates pending actions from prior BRACs again excluding the specific activity under consideration. The final segment provides the aggregate of all BRAC actions within that economic area including the specific activity being considered.

As of: 15:23 23 February 1995

Economic Impact Data

Activity: DEFENSE CONSTRUCTION SUPPLY CENTER
Economic Area: Columbus, OH MSA

Impact of Proposed BRAC-95 Action at DEFENSE CONSTRUCTION SUPPLY CENTER:

Total Population of Columbus, OH MSA (1992):	**1,394,100**
Total Employment of Columbus, OH MSA, BEA (1992):	**863,325**
Total Personal Income of Columbus, OH MSA (1992 actual):	**$27,845,228,000**
BRAC 95 Total Direct and Indirect Job Change:	**(981)**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**(0.1%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	(358)	0	0	(358)
BRAC 95 Direct Job Change Summary at DEFENSE CONSTRUCTION SUPPLY CENTER:										
	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	(358)	0	0	(358)
	TOT	0	0	0	0	0	(358)	0	0	(358)
									Indirect Job Change:	(623)
									Total Direct and Indirect Job Change:	(981)

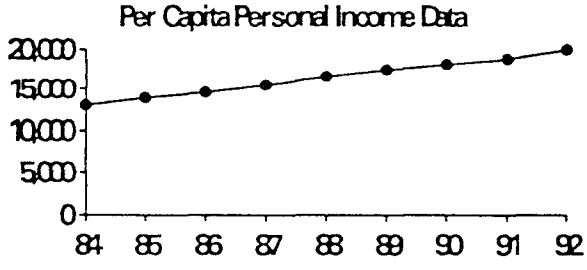
Other Pending BRAC Actions at DEFENSE CONSTRUCTION SUPPLY CENTER (Previous Rounds):

	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	1,440	0	0	0	0	1,440

Columbus, OH MSA Profile:

Civilian Employment, BLS (1993): 719,438

Average Per Capita Income (1992): $19,974



Annualized Change in Civilian Employment (1984-1993

Employment:	16,576
Percentage:	2.6%
U.S. Average Change:	1.5%

Annualized Change in Per Capita Personal Income (1984-1992

Dollars:	$877
Percentage:	5.6%
U.S. Average Change:	5.3%

Unemployment Rates for Columbus, OH MSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	7.8%	6.7%	6.1%	5.4%	4.9%	4.8%	4.4%	4.6%	5.3%	4.9%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:23 23 February 1995

Economic Impact Data

Activity: DEFENSE CONSTRUCTION SUPPLY CENTER
Economic Area: Columbus, OH MSA

Cumulative BRAC Impacts Affecting Columbus, OH MSA:

Cumulative Total Direct and Indirect Job Change:	**(1,181)**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**(0.1%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE CONSTRUCTION SUPPLY CENTER)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	(2)	0	0	0	0	(2)
	CIV	0	0	(181)	(182)	0	0	0	0	(363)
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE CONSTRUCTION SUPPLY CENTER)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	(72)	0	0	0	0	0	(72)
	CIV	(230)	0	(1,635)	0	0	0	0	0	(1,865)
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	(1,440)	0	0	0	0	(1,440)
Cumulative Direct Job Change in Columbus, OH MSA Statistical Area (Including DEFENSE CONSTRUCTION SUPPLY CENTER)										
	MIL	0	0	(72)	(2)	0	0	0	0	(74)
	CIV	(230)	0	(1,816)	(182)	0	(358)	0	0	(2,586)
	TOT	(230)	0	(1,888)	(184)	0	(358)	0	0	(2,660)

Cumulative Indirect Job Change:	39
Cumulative Total Direct and Indirect Job Change:	(1,181)

As of: 15:24 23 February 1995

Economic Impact Data

Activity: DEFENSE CONTRACT MANAGEMENT DISTRICT NORTHEAST
Economic Area: *Essex, Middlesex, Suffolk, Plymouth, Norfolk Counties, MA

Impact of Proposed BRAC-95 Action at DEFENSE CONTRACT MANAGEMENT DISTRICT NO

Total Population of *Essex, Middlesex, Suffolk, Plymouth, Norfolk Counties, MA (1992):	**3,764,300**
Total Employment of *Essex, Middlesex, Suffolk, Plymouth, Norfolk Counties, MA, BEA (1	**2,373,945**
Total Personal Income of *Essex, Middlesex, Suffolk, Plymouth, Norfolk Counties, MA (199	**$97,532,128,000**
BRAC 95 Total Direct and Indirect Job Change:	**34**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**0.0%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	1	0	0	0	1
	CIV	0	0	0	0	0	0	0	0	0
Other Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	20	0	0	0	20

BRAC 95 Direct Job Change Summary at DEFENSE CONTRACT MANAGEMENT DISTRICT NORTHEAST:

MIL	0	0	0	0	1	0	0	0	1
CIV	0	0	0	0	20	0	0	0	20
TOT	0	0	0	0	21	0	0	0	21

Indirect Job Change: 13

Total Direct and Indirect Job Change: 34

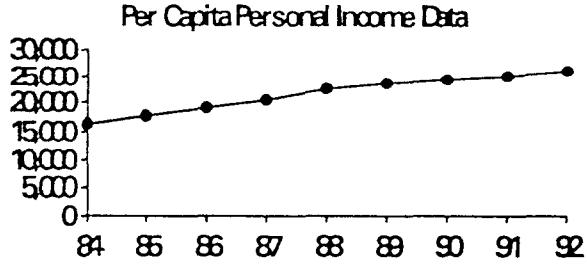
Other Pending BRAC Actions at DEFENSE CONTRACT MANAGEMENT DISTRICT NORTHEAST (Previous

MIL	0	0	0	0	0	0	0	0	0
CIV	0	0	0	0	0	0	0	0	0

*Essex, Middlesex, Suffolk, Plymouth, Norfolk Counties,

Civilian Employment, BLS (1993): 1,902,937

Average Per Capita Income (1992): $25,910



Annualized Change in Civilian Employment (1984-1993		Annualized Change in Per Capita Personal Income (1984-1992	
Employment:	(836)	Dollars:	$1,191
Percentage:	0.0%	Percentage:	5.9%
U.S. Average Change:	1.5%	U.S. Average Change:	5.3%

Unemployment Rates for *Essex, Middlesex, Suffolk, Plymouth, Norfolk Counties, MA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	4.3%	3.6%	3.5%	3.0%	3.0%	3.7%	5.5%	8.3%	7.9%	6.3%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:24 23 February 1995

Economic Impact Data

Activity: DEFENSE CONTRACT MANAGEMENT DISTRIC
Economic Area: *Essex, Middlesex, Suffolk, Plymouth, Norfolk Counties,

Cumulative BRAC Impacts Affecting *Essex, Middlesex, Suffolk, Plymouth, Norfolk Counties, MA:

Cumulative Total Direct and Indirect Job Change:	**(1,459)**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**(0.1%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE CONTRACT MANAGEMENT DISTRICT NORTHEAST)										
Army:	MIL	0	0	0	0	2	0	0	0	2
	CIV	0	0	(35)	(3)	160	0	0	0	122
Navy:	MIL	0	0	0	0	(9)	(628)	0	0	(637)
	CIV	0	0	0	0	0	(299)	0	0	(299)
Air Force:	MIL	0	0	0	6	0	0	0	0	6
	CIV	0	0	0	585	0	0	0	0	585
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE CONTRACT MANAGEMENT DISTRICT NORTHEAST)										
Army:	MIL	(2)	(6)	0	0	0	0	0	0	(8)
	CIV	(217)	(519)	0	0	0	0	0	0	(736)
Navy:	MIL	0	(10)	0	0	0	0	0	0	(10)
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in *Essex, Middlesex, Suffolk, Plymouth, Norfolk Counties, MA Statistical Area (Including DEFENSE CONTRACT MANAGEMENT DISTRICT NORTHEAST)										
	MIL	(2)	(16)	0	6	(6)	(628)	0	0	(646)
	CIV	(217)	(519)	(35)	582	180	(299)	0	0	(308)
	TOT	(219)	(535)	(35)	588	174	(927)	0	0	(954)

Cumulative Indirect Job Change:	(505)
Cumulative Total Direct and Indirect Job Change:	(1,459)

As of: 15:24 23 February 1995

Economic Impact Data

Activity: DEFENSE CONTRACT MANAGEMENT DISTRICT SOUTH
Economic Area: Atlanta, GA MSA

Impact of Proposed BRAC-95 Action at DEFENSE CONTRACT MANAGEMENT DISTRICT SO

Total Population of Atlanta, GA MSA (1992):	**3,143,000**
Total Employment of Atlanta, GA MSA, BEA (1992):	**1,923,937**
Total Personal Income of Atlanta, GA MSA (1992 actual):	**$68,667,765,000**
BRAC 95 Total Direct and Indirect Job Change:	**(275)**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**0.0%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	(3)	0	0	0	(3)
	CIV	0	0	0	0	(40)	0	0	0	(40)
Other Jobs:	MIL	0	0	0	0	(2)	0	0	0	(2)
	CIV	0	0	0	0	(124)	0	0	0	(124)
BRAC 95 Direct Job Change Summary at DEFENSE CONTRACT MANAGEMENT DISTRICT SOUTH:										
	MIL	0	0	0	0	(5)	0	0	0	(5)
	CIV	0	0	0	0	(164)	0	0	0	(164)
	TOT	0	0	0	0	(169)	0	0	0	(169)
								Indirect Job Change:		(106)
								Total Direct and Indirect Job Change:		(275)

Other Pending BRAC Actions at DEFENSE CONTRACT MANAGEMENT DISTRICT SOUTH (Previous Round

	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0

Atlanta, GA MSA Profile:

Civilian Employment, BLS (1993): 1,681,250

Average Per Capita Income (1992): $21,849

Annualized Change in Civilian Employment (1984-1993		Annualized Change in Per Capita Personal Income (1984-1992	
Employment:	50,456	Dollars:	$914
Percentage:	3.6%	Percentage:	5.2%
U.S. Average Change:	1.5%	U.S. Average Change:	5.3%

Unemployment Rates for Atlanta, GA MSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	4.9%	5.1%	4.7%	4.7%	5.2%	5.2%	5.2%	4.8%	6.6%	5.2%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:24 23 February 1995

Economic Impact Data

Activity: DEFENSE CONTRACT MANAGEMENT DISTRIC
Economic Area: Atlanta, GA MSA

Cumulative BRAC Impacts Affecting Atlanta, GA MSA:

Cumulative Total Direct and Indirect Job Change:	**508**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**0.0%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE CONTRACT MANAGEMENT DISTRICT SOUTH)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	0	0	0	0	319	0	0	319
	CIV	0	0	0	0	0	7	0	0	7
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	58	0	0	0	0	58
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE CONTRACT MANAGEMENT DISTRICT SOUTH)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	123	0	8	0	0	0	0	0	131
	CIV	0	0	1	0	0	0	0	0	1
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in Atlanta, GA MSA Statistical Area (Including DEFENSE CONTRACT MANAGEMENT DISTRICT SOUTH)										
	MIL	123	0	8	0	(5)	319	0	0	445
	CIV	0	0	1	58	(164)	7	0	0	(98)
	TOT	123	0	9	58	(169)	326	0	0	347

Cumulative Indirect Job Change:	161
Cumulative Total Direct and Indirect Job Change:	**508**

As of: 15:24 23 February 1995

Economic Impact Data

Activity: DEFENSE CONTRACT MANAGEMENT DISTRICT WEST
Economic Area: Los Angeles-Long Beach, CA PMSA

Impact of Proposed BRAC-95 Action at DEFENSE CONTRACT MANAGEMENT DISTRICT WE

Total Population of Los Angeles-Long Beach, CA PMSA (1992):	**9,053,600**
Total Employment of Los Angeles-Long Beach, CA PMSA, BEA (1992):	**4,989,503**
Total Personal Income of Los Angeles-Long Beach, CA PMSA (1992 actual):	**$194,053,969,000**
BRAC 95 Total Direct and Indirect Job Change:	**36**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**0.0%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	2	0	0	0	2
	CIV	0	0	0	0	0	0	0	0	0
Other Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	20	0	0	0	20

BRAC 95 Direct Job Change Summary at DEFENSE CONTRACT MANAGEMENT DISTRICT WEST:

MIL	0	0	0	0	2	0	0	0	2
CIV	0	0	0	0	20	0	0	0	20
TOT	0	0	0	0	22	0	0	0	22

Indirect Job Change: 14

Total Direct and Indirect Job Change: 36

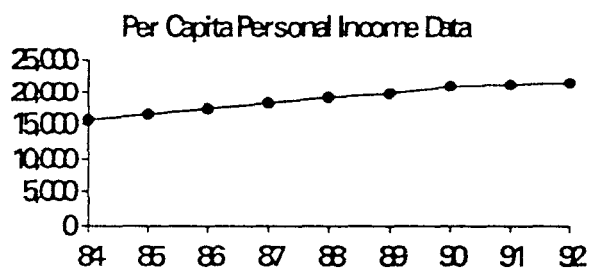
Other Pending BRAC Actions at DEFENSE CONTRACT MANAGEMENT DISTRICT WEST (Previous Rounds

MIL	0	0	0	0	0	0	0	0	0
CIV	0	0	0	0	0	0	0	0	0

Los Angeles-Long Beach, CA PMSA Profile:

Civilian Employment, BLS (1993): 3,984,000

Average Per Capita Income (1992): $21,434



Annualized Change in Civilian Employment (1984-1993		Annualized Change in Per Capita Personal Income (1984-1992	
Employment:	45,889	Dollars:	$732
Percentage:	1.3%	Percentage:	4.1%
U.S. Average Change:	1.5%	U.S. Average Change:	5.3%

Unemployment Rates for Los Angeles-Long Beach, CA PMSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	7.9%	7.0%	6.7%	5.9%	4.9%	4.6%	5.8%	8.0%	9.6%	9.7%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:24 23 February 1995

Economic Impact Data

Activity: DEFENSE CONTRACT MANAGEMENT DISTRIC
Economic Area: Los Angeles-Long Beach, CA PMSA

Cumulative BRAC Impacts Affecting Los Angeles-Long Beach, CA PMSA:

Cumulative Total Direct and Indirect Job Change:	**(19,966)**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**(0.4%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE CONTRACT MANAGEMENT DISTRICT WEST)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	0	(8)	(273)	0	0	0	0	(281)
	CIV	0	0	(64)	(3,713)	0	0	0	0	(3,777)
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE CONTRACT MANAGEMENT DISTRICT WEST)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	(3,142)	(677)	(334)	0	0	0	0	0	(4,153)
	CIV	(286)	0	0	0	0	0	0	0	(286)
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in Los Angeles-Long Beach, CA PMSA Statistical Area (Including DEFENSE CONTRACT MANAGEMENT DISTRICT WEST)										
	MIL	(3,142)	(677)	(342)	(273)	2	0	0	0	(4,432)
	CIV	(286)	0	(64)	(3,713)	20	0	0	0	(4,043)
	TOT	(3,428)	(677)	(406)	(3,986)	22	0	0	0	(8,475)

Cumulative Indirect Job Change:	(11,491)
Cumulative Total Direct and Indirect Job Change:	(19,966)

As of: 15:24 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION DEPOT ANNISTON
Economic Area: Anniston, AL MSA

Impact of Proposed BRAC-95 Action at DEFENSE DISTRIBUTION DEPOT ANNISTON:

Total Population of Anniston, AL MSA (1992):	**116,400**
Total Employment of Anniston, AL MSA, BEA (1992):	**62,049**
Total Personal Income of Anniston, AL MSA (1992 actual):	**$1,764,458,000**
BRAC 95 Total Direct and Indirect Job Change:	**1,042**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**1.7%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	270	269	0	539

BRAC 95 Direct Job Change Summary at DEFENSE DISTRIBUTION DEPOT ANNISTON:

MIL	0	0	0	0	0	0	0	0	0
CIV	0	0	0	0	0	270	269	0	539
TOT	0	0	0	0	0	270	269	0	539

Indirect Job Change: 503

Total Direct and Indirect Job Change: 1,042

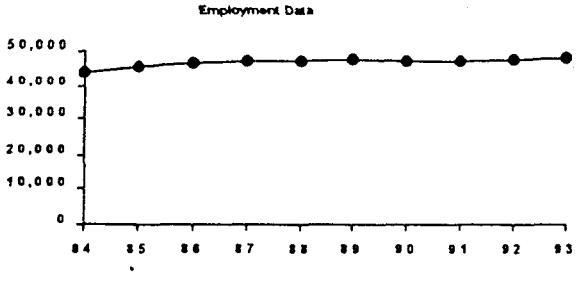
Other Pending BRAC Actions at DEFENSE DISTRIBUTION DEPOT ANNISTON (Previous Rounds):

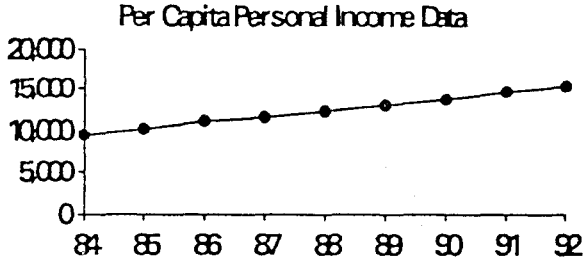
MIL	0	0	0	0	0	0	0	0	0
CIV	0	0	0	0	0	0	0	0	0

Anniston, AL MSA Profile:

Civilian Employment, BLS (1993): 48,264

Average Per Capita Income (1992): $15,158





Annualized Change in Civilian Employment (1984-1993

Employment:	442
Percentage:	1.0%
U.S. Average Change:	1.5%

Annualized Change in Per Capita Personal Income (1984-1992

Dollars:	$695
Percentage:	5.9%
U.S. Average Change:	5.3%

Unemployment Rates for Anniston, AL MSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	10.9%	8.9%	9.6%	7.8%	7.4%	7.0%	7.0%	7.3%	8.3%	8.5%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:24 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION DEPOT ANNISTON
Economic Area: Anniston, AL MSA

Cumulative BRAC Impacts Affecting Anniston, AL MSA:

Cumulative Total Direct and Indirect Job Change:	**(9,118)**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**(14.7%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION DEPOT ANNISTON)										
Army:	MIL	0	0	0	(289)	(5,778)	0	0	0	(6,067)
	CIV	0	0	0	(144)	(1,824)	0	0	0	(1,968)
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION DEPOT ANNISTON)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	67	(179)	(32)	(32)	0	0	0	0	(176)
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in Anniston, AL MSA Statistical Area (Including DEFENSE DISTRIBUTION DEPOT ANNISTON)										
	MIL	0	0	0	(289)	(5,778)	0	0	0	(6,067)
	CIV	67	(179)	(32)	(176)	(1,824)	270	269	0	(1,605)
	TOT	67	(179)	(32)	(465)	(7,602)	270	269	0	(7,672)

Cumulative Indirect Job Change:	(1,446)
Cumulative Total Direct and Indirect Job Change:	(9,118)

As of: 15:25 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION DEPOT COLUMBUS
Economic Area: Columbus, OH MSA

Impact of Proposed BRAC-95 Action at DEFENSE DISTRIBUTION DEPOT COLUMBUS:

Total Population of Columbus, OH MSA (1992):	**1,394,100**
Total Employment of Columbus, OH MSA, BEA (1992):	**863,325**
Total Personal Income of Columbus, OH MSA (1992 actual):	**$27,845,228,000**
BRAC 95 Total Direct and Indirect Job Change:	**(997)**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**(0.1%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	(38)	(38)	0	0	0	0	(76)
Other Jobs:	MIL	0	0	0	(2)	0	0	0	0	(2)
	CIV	0	0	(143)	(144)	0	0	0	0	(287)
BRAC 95 Direct Job Change Summary at DEFENSE DISTRIBUTION DEPOT COLUMBUS:										
	MIL	0	0	0	(2)	0	0	0	0	(2)
	CIV	0	0	(181)	(182)	0	0	0	0	(363)
	TOT	0	0	(181)	(184)	0	0	0	0	(365)
									Indirect Job Change:	(632)
									Total Direct and Indirect Job Change:	(997)

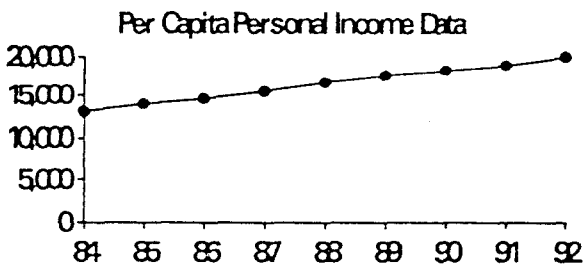
Other Pending BRAC Actions at DEFENSE DISTRIBUTION DEPOT COLUMBUS (Previous Rounds):

	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0

Columbus, OH MSA Profile:

Civilian Employment, BLS (1993): 719,438

Average Per Capita Income (1992): $19,974



Annualized Change in Civilian Employment (1984-1993

Employment:	16,576
Percentage:	2.6%
U.S. Average Change:	1.5%

Annualized Change in Per Capita Personal Income (1984-1992

Dollars:	$877
Percentage:	5.6%
U.S. Average Change:	5.3%

Unemployment Rates for Columbus, OH MSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	7.8%	6.7%	6.1%	5.4%	4.9%	4.8%	4.4%	4.6%	5.3%	4.9%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:25 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION DEPOT COLUMBUS
Economic Area: Columbus, OH MSA

Cumulative BRAC Impacts Affecting Columbus, OH MSA:

Cumulative Total Direct and Indirect Job Change:	**(1,181)**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**(0.1%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION DEPOT COLUMBUS)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	(358)	0	0	(358) - DESC Eliminated
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION DEPOT COLUMBUS)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	(72)	0	0	0	0	0	(72)
	CIV	(230)	0	(1,635)	0	0	0	0	0	(1,865)
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in Columbus, OH MSA Statistical Area (Including DEFENSE DISTRIBUTION DEPOT COLUMBUS)										
	MIL	0	0	(72)	(2)	0	0	0	0	(74)
	CIV	(230)	0	(1,816)	(182)	0	(358)	0	0	(2,586)
	TOT	(230)	0	(1,888)	(184)	0	(358)	0	0	(2,660)

Cumulative Indirect Job Change:	39
Cumulative Total Direct and Indirect Job Change:	(1,181)

As of: 15:26 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION DEPOT LETTERKENNY
Economic Area: Franklin County, PA

Impact of Proposed BRAC-95 Action at DEFENSE DISTRIBUTION DEPOT LETTERKENNY:

Total Population of Franklin County, PA (1992):	**124,300**
Total Employment of Franklin County, PA, BEA (1992):	**62,117**
Total Personal Income of Franklin County, PA (1992 actual):	**$2,208,872,000**
BRAC 95 Total Direct and Indirect Job Change:	**(748)**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**(1.2%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	(105)	(95)	0	(200)
Other Jobs:	MIL	0	0	0	0	0	(2)	(2)	0	(4)
	CIV	0	0	0	0	0	(61)	(113)	0	(174)
BRAC 95 Direct Job Change Summary at DEFENSE DISTRIBUTION DEPOT LETTERKENNY:										
	MIL	0	0	0	0	0	(2)	(2)	0	(4)
	CIV	0	0	0	0	0	(166)	(208)	0	(374)
	TOT	0	0	0	0	0	(168)	(210)	0	(378)
								Indirect Job Change:		(370)
								Total Direct and Indirect Job Change:		(748)

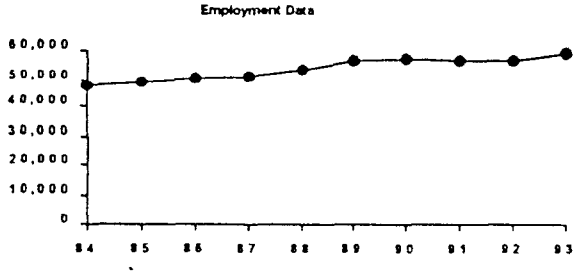
Other Pending BRAC Actions at DEFENSE DISTRIBUTION DEPOT LETTERKENNY (Previous Rounds):

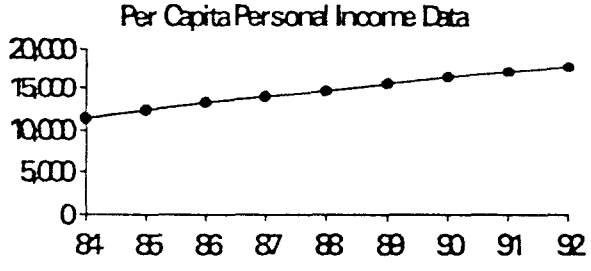
	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0

Franklin County, PA Profile:

Civilian Employment, BLS (1993): 59,407

Average Per Capita Income (1992): $17,771





Annualized Change in Civilian Employment (1984-1993

Employment:	1,295
Percentage:	2.5%
U.S. Average Change:	1.5%

Annualized Change in Per Capita Personal Income (1984-1992

Dollars:	$797
Percentage:	5.7%
U.S. Average Change:	5.3%

Unemployment Rates for Franklin County, PA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	9.7%	7.0%	6.3%	4.7%	4.1%	3.6%	5.2%	6.6%	6.3%	5.8%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:26 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION DEPOT LETTERKEN
Economic Area: Franklin County, PA

Cumulative BRAC Impacts Affecting Franklin County, PA:

Cumulative Total Direct and Indirect Job Change:	**(5,271)**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**(8.5%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION DEPOT LETTERKENNY)										
Army:	MIL	0	0	0	(3)	(24)	(8)	0	0	(35)
	CIV	0	0	0	(556)	(710)	(789)	0	0	(2,055)
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION DEPOT LETTERKENNY)										
Army:	MIL	0	(19)	(19)	0	0	0	0	0	(38)
	CIV	(112)	(93)	(60)	73	17	0	0	0	(175)
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in Franklin County, PA Statistical Area (Including DEFENSE DISTRIBUTION DEPOT LETTERKENNY)										
	MIL	0	(19)	(19)	(3)	(24)	(10)	(2)	0	(77)
	CIV	(112)	(93)	(60)	(483)	(693)	(955)	(208)	0	(2,604)
	TOT	(112)	(112)	(79)	(486)	(717)	(965)	(210)	0	(2,681)

Cumulative Indirect Job Change:	(2,590)
Cumulative Total Direct and Indirect Job Change:	(5,271)

As of: 15:26 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION DEPOT MEMPHIS
Economic Area: Memphis, TN-AR-MS MSA

Impact of Proposed BRAC-95 Action at DEFENSE DISTRIBUTION DEPOT MEMPHIS:

Total Population of Memphis, TN-AR-MS MSA (1992):	**1,033,700**
Total Employment of Memphis, TN-AR-MS MSA, BEA (1992):	**604,166**
Total Personal Income of Memphis, TN-AR-MS MSA (1992 actual):	**$20,176,939,000**
BRAC 95 Total Direct and Indirect Job Change:	**(3,349)**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**(0.6%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	(200)	(534)	0	0	0	(734)
Other Jobs:	MIL	0	0	(1)	(5)	(5)	0	0	0	(11)
	CIV	0	0	(100)	(200)	(255)	0	0	0	(555)
BRAC 95 Direct Job Change Summary at DEFENSE DISTRIBUTION DEPOT MEMPHIS:										
	MIL	0	0	(1)	(5)	(5)	0	0	0	(11)
	CIV	0	0	(100)	(400)	(789)	0	0	0	(1,289)
	TOT	0	0	(101)	(405)	(794)	0	0	0	(1,300)
									Indirect Job Change:	(2,049)
									Total Direct and Indirect Job Change:	(3,349)

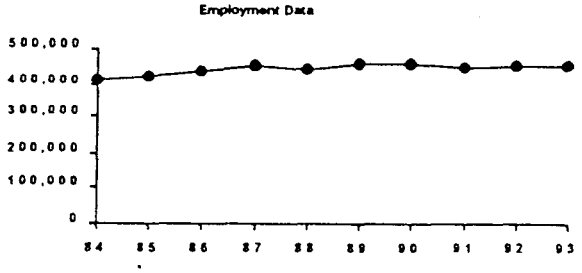
Other Pending BRAC Actions at DEFENSE DISTRIBUTION DEPOT MEMPHIS (Previous Rounds):

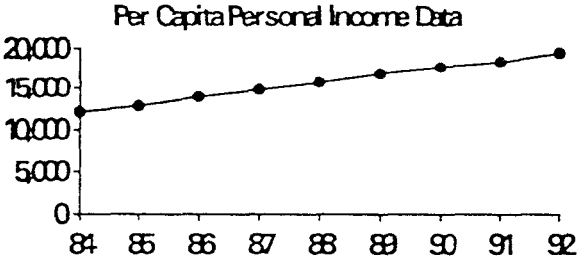
	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0

Memphis, TN-AR-MS MSA Profile:

Civilian Employment, BLS (1993): 458,613

Average Per Capita Income (1992): $19,517





Annualized Change in Civilian Employment (1984-1993		Annualized Change in Per Capita Personal Income (1984-1992	
Employment:	4,875	Dollars:	$932
Percentage:	1.2%	Percentage:	6.2%
U.S. Average Change:	1.5%	U.S. Average Change:	5.3%

Unemployment Rates for Memphis, TN-AR-MS MSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	7.3%	6.7%	6.8%	5.8%	5.2%	4.7%	4.7%	5.8%	5.8%	5.4%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:27 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION DEPOT MEMPHIS
Economic Area: Memphis, TN-AR-MS MSA

Cumulative BRAC Impacts Affecting Memphis, TN-AR-MS MSA:

Cumulative Total Direct and Indirect Job Change:	**(9,030)**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**(1.5%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION DEPOT MEMPHIS)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	0	0	216	0	16	1	0	233
	CIV	0	0	0	135	0	108	50	0	293
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION DEPOT MEMPHIS)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	(377)	(113)	(1,776)	(4,390)	1,011	57	0	0	(5,588)
	CIV	(241)	10	(210)	(283)	1,113	45	0	0	434
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in Memphis, TN-AR-MS MSA Statistical Area (Including DEFENSE DISTRIBUTION DEPOT MEMPHIS)										
	MIL	(377)	(113)	(1,777)	(4,179)	1,006	73	1	0	(5,366)
	CIV	(241)	10	(310)	(548)	324	153	50	0	(562)
	TOT	(618)	(103)	(2,087)	(4,727)	1,330	226	51	0	(5,928)

Cumulative Indirect Job Change:	(3,102)
Cumulative Total Direct and Indirect Job Change:	(9,030)

As of: 15:27 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION DEPOT OGDEN
Economic Area: Salt Lake City-Ogden, UT MSA

Impact of Proposed BRAC-95 Action at DEFENSE DISTRIBUTION DEPOT OGDEN:

Total Population of Salt Lake City-Ogden, UT MSA (1992):	**1,128,100**
Total Employment of Salt Lake City-Ogden, UT MSA, BEA (1992):	**659,460**
Total Personal Income of Salt Lake City-Ogden, UT MSA (1992 actual):	**$19,025,222,000**
BRAC 95 Total Direct and Indirect Job Change:	**(2,947)**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**(0.4%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	(2)	0	0	0	(2)
	CIV	0	0	0	(47)	(342)	(320)	0	0	(709)
Other Jobs:	MIL	0	0	0	(2)	(2)	(2)	0	0	(6)
	CIV	0	0	0	(202)	(183)	(11)	0	0	(396)
BRAC 95 Direct Job Change Summary at DEFENSE DISTRIBUTION DEPOT OGDEN:										
	MIL	0	0	0	(2)	(4)	(2)	0	0	(8)
	CIV	0	0	0	(249)	(525)	(331)	0	0	(1,105)
	TOT	0	0	0	(251)	(529)	(333)	0	0	(1,113)
									Indirect Job Change:	(1,834)
									Total Direct and Indirect Job Change:	(2,947)

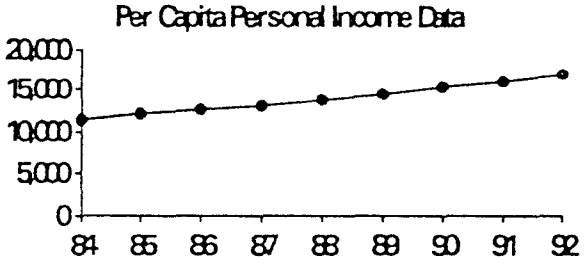
Other Pending BRAC Actions at DEFENSE DISTRIBUTION DEPOT OGDEN (Previous Rounds):

	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0

Salt Lake City-Ogden, UT MSA Profile:

Civilian Employment, BLS (1993): 566,518

Average Per Capita Income (1992): $16,865



Annualized Change in Civilian Employment (1984-1993		Annualized Change in Per Capita Personal Income (1984-1992	
Employment:	14,859	Dollars:	$682
Percentage:	3.1%	Percentage:	5.0%
U.S. Average Change:	1.5%	U.S. Average Change:	5.3%

Unemployment Rates for Salt Lake City-Ogden, UT MSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	5.9%	5.3%	5.4%	5.7%	4.6%	4.5%	4.1%	4.6%	4.7%	3.6%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:27 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION DEPOT OGDEN
Economic Area: Salt Lake City-Ogden, UT MSA

Cumulative BRAC Impacts Affecting Salt Lake City-Ogden, UT MSA:

Cumulative Total Direct and Indirect Job Change:	**(2,026)**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**(0.3%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION DEPOT OGDEN)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	(254)	0	0	0	0	(254)
	CIV	0	0	0	(82)	0	0	0	0	(82)
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION DEPOT OGDEN)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	(10)	0	0	0	0	0	0	(10)
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	4	251	0	0	0	0	0	0	255
	CIV	0	383	51	0	0	0	0	0	434
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in Salt Lake City-Ogden, UT MSA Statistical Area (Including DEFENSE DISTRIBUTION DEPOT OGDEN)										
	MIL	4	241	0	(256)	(4)	(2)	0	0	(17)
	CIV	0	383	51	(331)	(525)	(331)	0	0	(753)
	TOT	4	624	51	(587)	(529)	(333)	0	0	(770)

Cumulative Indirect Job Change:	(1,256)
Cumulative Total Direct and Indirect Job Change:	(2,026)

As of: 15:28 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION DEPOT RED RIVER
Economic Area: Texarkana, TX-Texarkana, AR MSA

Impact of Proposed BRAC-95 Action at DEFENSE DISTRIBUTION DEPOT RED RIVER:

Total Population of Texarkana, TX-Texarkana, AR MSA (1992):	**120,900**
Total Employment of Texarkana, TX-Texarkana, AR MSA, BEA (1992):	**59,794**
Total Personal Income of Texarkana, TX-Texarkana, AR MSA (1992 actual):	**$1,908,721,000**
BRAC 95 Total Direct and Indirect Job Change:	**(1,602)**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**(2.7%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	(218)	(224)	0	(442)
Other Jobs:	MIL	0	0	0	0	0	0	(1)	0	(1)
	CIV	0	0	0	0	0	(188)	(190)	0	(378)
BRAC 95 Direct Job Change Summary at DEFENSE DISTRIBUTION DEPOT RED RIVER:										
	MIL	0	0	0	0	0	0	(1)	0	(1)
	CIV	0	0	0	0	0	(406)	(414)	0	(820)
	TOT	0	0	0	0	0	(406)	(415)	0	(821)
								Indirect Job Change:		(781)
								Total Direct and Indirect Job Change:		(1,602)

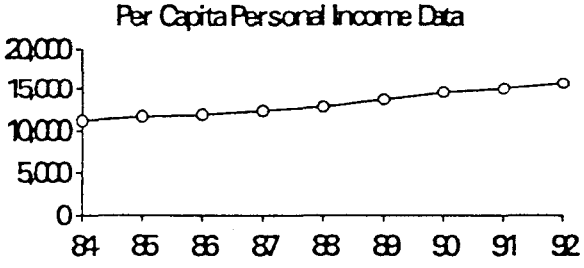
Other Pending BRAC Actions at DEFENSE DISTRIBUTION DEPOT RED RIVER (Previous Rounds):

	MIL	1	0	0	0	0	0	0	0	1
	CIV	59	59	59	59	0	0	0	0	236

Texarkana, TX-Texarkana, AR MSA Profile:[1]

Civilian Employment, BLS (1993): 52,006

Average Per Capita Income (1992): $15,784



Annualized Change in Civilian Employment (1984-1993

Employment:	67
Percentage:	0.1%
U.S. Average Change:	1.5%

Annualized Change in Per Capita Personal Income (1984-1992

Dollars:	$591
Percentage:	4.6%
U.S. Average Change:	5.3%

Unemployment Rates for Texarkana, TX-Texarkana, AR MSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	7.2%	8.5%	9.1%	8.3%	8.0%	7.2%	6.4%	7.5%	8.1%	8.2%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:28 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION DEPOT RED RIVER
Economic Area: Texarkana, TX-Texarkana, AR MSA

Cumulative BRAC Impacts Affecting Texarkana, TX-Texarkana, AR MSA:

Cumulative Total Direct and Indirect Job Change:	**(4,583)**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**(7.7%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION DEPOT RED RIVER)										
Army:	MIL	0	0	(2)	0	(5)	(7)	0	0	(14)
	CIV	0	0	0	(40)	(1,381)	(956)	0	0	(2,377)
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION DEPOT RED RIVER)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	123	103	102	102	39	39	0	0	508
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	(1)	0	0	0	0	0	0	0	(1)
	CIV	(59)	(59)	(59)	(59)	0	0	0	0	(236)
Cumulative Direct Job Change in Texarkana, TX-Texarkana, AR MSA Statistical Area (Including DEFENSE DISTRIBUTION DEPOT RED RIVER)										
	MIL	0	0	(2)	0	(5)	(7)	(1)	0	(15)
	CIV	123	103	102	62	(1,342)	(1,323)	(414)	0	(2,689)
	TOT	123	103	100	62	(1,347)	(1,330)	(415)	0	(2,704)

Cumulative Indirect Job Change:	(2,116)
Cumulative Total Direct and Indirect Job Change:	(4,583)

As of: 15:43 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION REGION EAST
Economic Area: Harrisburg-Lebanon-Carlisle, PA MSA

Impact of Proposed BRAC-95 Action at DEFENSE DISTRIBUTION REGION EAST:

Total Population of Harrisburg-Lebanon-Carlisle, PA MSA (1992):	**601,300**
Total Employment of Harrisburg-Lebanon-Carlisle, PA MSA, BEA (1992):	**386,060**
Total Personal Income of Harrisburg-Lebanon-Carlisle, PA MSA (1992 actual):	**$12,393,644,000**
BRAC 95 Total Direct and Indirect Job Change:	**219**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**0.1%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	89	0	0	0	89
BRAC 95 Direct Job Change Summary at DEFENSE DISTRIBUTION REGION EAST:										
	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	89	0	0	0	89
	TOT	0	0	0	0	89	0	0	0	89
								Indirect Job Change:		130
								Total Direct and Indirect Job Change:		219

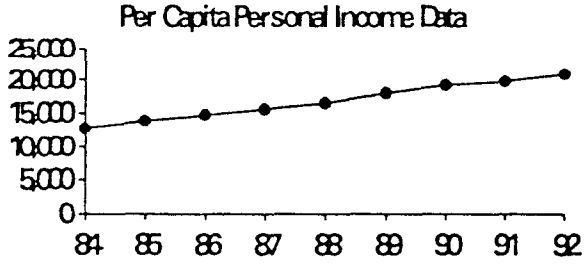
Other Pending BRAC Actions at DEFENSE DISTRIBUTION REGION EAST (Previous Rounds):

	MIL	0	56	0	0	0	0	0	0	56
	CIV	0	14	0	0	0	0	0	0	14

Harrisburg-Lebanon-Carlisle, PA MSA Profile:

Civilian Employment, BLS (1993): 313,825

Average Per Capita Income (1992): $20,609



Annualized Change in Civilian Employment (1984-1993

Employment:	4,825
Percentage:	1.7%
U.S. Average Change:	1.5%

Annualized Change in Per Capita Personal Income (1984-1992

Dollars:	$974
Percentage:	6.1%
U.S. Average Change:	5.3%

Unemployment Rates for Harrisburg-Lebanon-Carlisle, PA MSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	6.1%	5.6%	5.0%	4.1%	4.0%	3.8%	4.3%	5.3%	5.4%	5.1%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:43 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION REGION EAST
Economic Area: Harrisburg-Lebanon-Carlisle, PA MSA

Cumulative BRAC Impacts Affecting Harrisburg-Lebanon-Carlisle, PA MSA:

Cumulative Total Direct and Indirect Job Change:	**719**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**0.2%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION REGION EAST)										
Army:	MIL	0	0	0	0	(136)	0	0	0	(136)
	CIV	0	0	0	0	(385)	0	0	0	(385)
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	38	38	124	53	44	0	297
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION REGION EAST)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	2	48	1	0	0	0	0	0	51
	CIV	63	340	13	0	0	0	0	0	416
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	(56)	0	0	0	0	0	0	(56)
	CIV	0	(14)	0	0	0	0	0	0	(14)
Cumulative Direct Job Change in Harrisburg-Lebanon-Carlisle, PA MSA Statistical Area (Including DEFENSE DISTRIBUTION REGION EAST)										
	MIL	2	48	1	0	(136)	0	0	0	(85)
	CIV	63	340	51	38	(172)	53	44	0	417
	TOT	65	388	52	38	(308)	53	44	0	332

Cumulative Indirect Job Change:	317
Cumulative Total Direct and Indirect Job Change:	719

As of: 15:43 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION REGION WEST
Economic Area: Stockton-Lodi, CA MSA

Impact of Proposed BRAC-95 Action at DEFENSE DISTRIBUTION REGION WEST:

Total Population of Stockton-Lodi, CA MSA (1992):	**504,100**
Total Employment of Stockton-Lodi, CA MSA, BEA (1992):	**215,963**
Total Personal Income of Stockton-Lodi, CA MSA (1992 actual):	**$8,540,531,000**
BRAC 95 Total Direct and Indirect Job Change:	**678**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**0.3%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	2	0	0	0	2
	CIV	0	0	0	0	0	0	0	0	0
Other Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	237	46	6	0	289
BRAC 95 Direct Job Change Summary at DEFENSE DISTRIBUTION REGION WEST:										
	MIL	0	0	0	0	2	0	0	0	2
	CIV	0	0	0	0	237	46	6	0	289
	TOT	0	0	0	0	239	46	6	0	291
								Indirect Job Change:		387
								Total Direct and Indirect Job Change:		678

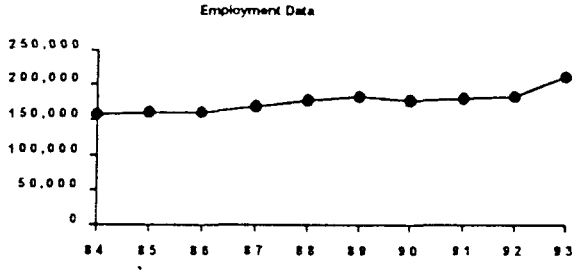
Other Pending BRAC Actions at DEFENSE DISTRIBUTION REGION WEST (Previous Rounds):

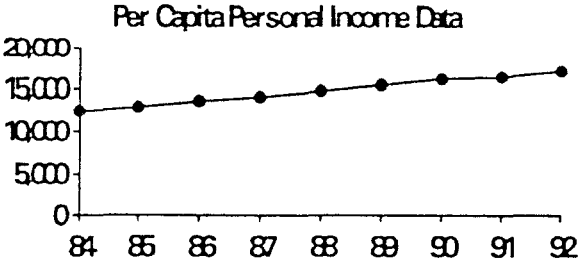
	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0

Stockton-Lodi, CA MSA Profile:

Civilian Employment, BLS (1993): 208,820

Average Per Capita Income (1992): $16,942





Annualized Change in Civilian Employment (1984-1993		Annualized Change in Per Capita Personal Income (1984-1992	
Employment:	5,667	Dollars:	$568
Percentage:	3.3%	Percentage:	4.0%
U.S. Average Change:	1.5%	U.S. Average Change:	5.3%

Unemployment Rates for Stockton-Lodi, CA MSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	13.1%	12.6%	11.6%	9.9%	9.8%	9.4%	9.9%	12.0%	14.3%	13.3%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:43 23 February 1995

Economic Impact Data

Activity: DEFENSE DISTRIBUTION REGION WEST
Economic Area: Stockton-Lodi, CA MSA

Cumulative BRAC Impacts Affecting Stockton-Lodi, CA MSA:

Cumulative Total Direct and Indirect Job Change:	**1,328**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**0.6%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION REGION WEST)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	0	(7)	0	0	0	0	0	(7)
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	213	0	0	213
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE DISTRIBUTION REGION WEST)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	201	0	0	0	0	0	0	201
	CIV	0	10	5	0	15	0	0	0	30
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in Stockton-Lodi, CA MSA Statistical Area (Including DEFENSE DISTRIBUTION REGION WEST)										
	MIL	0	201	(7)	0	2	0	0	0	196
	CIV	0	10	5	0	252	259	6	0	532
	TOT	0	211	(2)	0	254	259	6	0	728

Cumulative Indirect Job Change:	600
Cumulative Total Direct and Indirect Job Change:	1,328

As of: 15:43 23 February 1995

Economic Impact Data

Activity: DEFENSE FUEL SUPPLY CENTER
Economic Area: Washington, DC-MD-VA-WV PMSA

Impact of Proposed BRAC-95 Action at DEFENSE FUEL SUPPLY CENTER:

Total Population of Washington, DC-MD-VA-WV PMSA (1992):	**4,360,300**
Total Employment of Washington, DC-MD-VA-WV PMSA, BEA (1992):	**2,948,259**
Total Personal Income of Washington, DC-MD-VA-WV PMSA (1992 actual):	**$116,931,989,000**
BRAC 95 Total Direct and Indirect Job Change:	**148**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**0.0%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	11	0	0	0	11
	CIV	0	0	0	0	0	0	0	0	0
Other Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	41	0	0	0	41
BRAC 95 Direct Job Change Summary at DEFENSE FUEL SUPPLY CENTER:										
	MIL	0	0	0	0	11	0	0	0	11
	CIV	0	0	0	0	41	0	0	0	41
	TOT	0	0	0	0	52	0	0	0	52
								Indirect Job Change:		96
								Total Direct and Indirect Job Change:		148

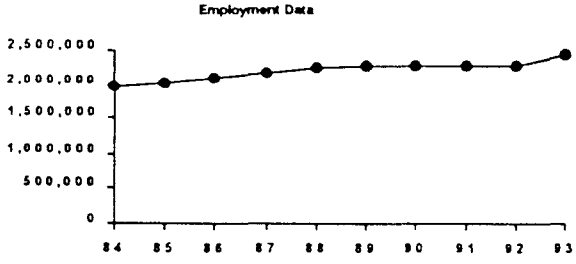
Other Pending BRAC Actions at DEFENSE FUEL SUPPLY CENTER (Previous Rounds):

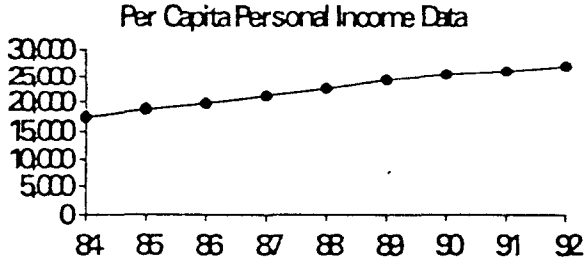
	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0

Washington, DC-MD-VA-WV PMSA Profile:

Civilian Employment, BLS (1993): 2,434,076

Average Per Capita Income (1992): $26,817





Annualized Change in Civilian Employment (1984-1993

Employment:	52,735
Percentage:	2.5%
U.S. Average Change:	1.5%

Annualized Change in Per Capita Personal Income (1984-1992

Dollars:	$1,184
Percentage:	5.6%
U.S. Average Change:	5.3%

Unemployment Rates for Washington, DC-MD-VA-WV PMSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	4.3%	4.0%	3.5%	3.2%	3.0%	2.8%	3.5%	4.7%	5.2%	4.5%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:44 23 February 1995

Economic Impact Data

Activity: DEFENSE FUEL SUPPLY CENTER
Economic Area: Washington, DC-MD-VA-WV PMSA

Cumulative BRAC Impacts Affecting Washington, DC-MD-VA-WV PMSA:

Cumulative Total Direct and Indirect Job Change:	**(16,821)**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**(0.6%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE FUEL SUPPLY CENTER)										
Army:	MIL	0	0	0	0	193	602	0	0	795
	CIV	0	0	(9)	0	0	334	0	0	325
Navy:	MIL	0	0	33	(149)	(53)	(91)	0	0	(260)
	CIV	0	0	(119)	(637)	(358)	(55)	0	0	(1,169)
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE FUEL SUPPLY CENTER)										
Army:	MIL	42	(123)	(253)	(87)	0	0	0	0	(421)
	CIV	59	(275)	(589)	(430)	(158)	0	0	0	(1,393)
Navy:	MIL	40	(54)	(582)	(845)	(1,027)	0	0	0	(2,468)
	CIV	(27)	(468)	212	(4,510)	(1,288)	0	0	0	(6,081)
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in Washington, DC-MD-VA-WV PMSA Statistical Area (Including DEFENSE FUEL SUPPLY CENTER)										
	MIL	82	(177)	(802)	(1,081)	(876)	511	0	0	(2,343)
	CIV	32	(743)	(505)	(5,577)	(1,763)	279	0	0	(8,277)
	TOT	114	(920)	(1,307)	(6,658)	(2,639)	790	0	0	(10,620)

Cumulative Indirect Job Change:	(6,237)
Cumulative Total Direct and Indirect Job Change:	(16,821)

As of: 15:44 23 February 1995

Economic Impact Data

Activity: DEFENSE GENERAL SUPPLY CENTER
Economic Area: Richmond-Petersburg, VA MSA

Impact of Proposed BRAC-95 Action at DEFENSE GENERAL SUPPLY CENTER:

Total Population of Richmond-Petersburg, VA MSA (1992):	**896,200**
Total Employment of Richmond-Petersburg, VA MSA, BEA (1992):	**571,530**
Total Personal Income of Richmond-Petersburg, VA MSA (1992 actual):	**$19,985,306,000**
BRAC 95 Total Direct and Indirect Job Change:	**917**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**0.2%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	0	12	0	0	12
	CIV	0	0	0	0	0	0	0	0	0
Other Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	24	323	0	0	347

BRAC 95 Direct Job Change Summary at DEFENSE GENERAL SUPPLY CENTER:

MIL	0	0	0	0	0	12	0	0	12
CIV	0	0	0	0	24	323	0	0	347
TOT	0	0	0	0	24	335	0	0	359

Indirect Job Change: 558

Total Direct and Indirect Job Change: 917

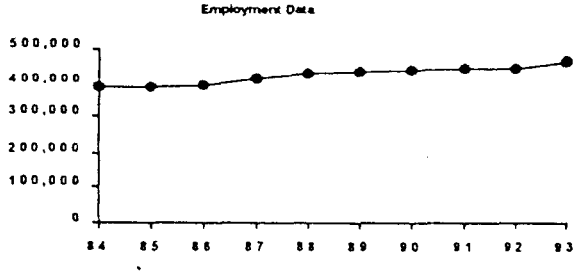
Other Pending BRAC Actions at DEFENSE GENERAL SUPPLY CENTER (Previous Rounds):

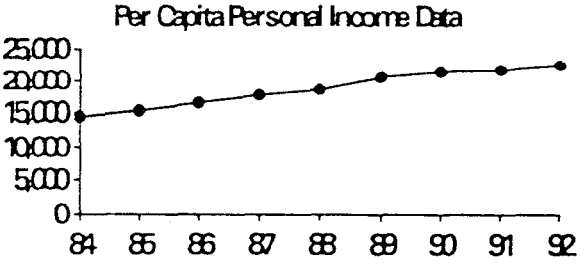
MIL	0	0	0	0	0	0	0	0	0
CIV	0	0	0	0	0	0	0	0	0

Richmond-Petersburg, VA MSA Profile:

Civilian Employment, BLS (1993): 466,868

Average Per Capita Income (1992): $22,303





Annualized Change in Civilian Employment (1984-1993

Employment:	8,840
Percentage:	2.1%
U.S. Average Change:	1.5%

Annualized Change in Per Capita Personal Income (1984-1992

Dollars:	$976
Percentage:	5.6%
U.S. Average Change:	5.3%

Unemployment Rates for Richmond-Petersburg, VA MSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	4.5%	4.6%	4.2%	3.7%	3.4%	3.6%	3.9%	5.4%	6.2%	4.8%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:44 23 February 1995

Economic Impact Data

Activity: DEFENSE GENERAL SUPPLY CENTER
Economic Area: Richmond-Petersburg, VA MSA

Cumulative BRAC Impacts Affecting Richmond-Petersburg, VA MSA:

Cumulative Total Direct and Indirect Job Change:	**610**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**0.1%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE GENERAL SUPPLY CENTER)										
Army:	MIL	0	0	(99)	0	0	0	0	0	(99)
	CIV	0	0	(106)	0	0	0	0	0	(106)
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE GENERAL SUPPLY CENTER)										
Army:	MIL	0	2	0	0	0	0	0	0	2
	CIV	1	6	0	0	0	0	0	0	7
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in Richmond-Petersburg, VA MSA Statistical Area (Including DEFENSE GENERAL SUPPLY CENTER)										
	MIL	0	2	(99)	0	0	12	0	0	(85)
	CIV	1	6	(106)	0	24	323	0	0	248
	TOT	1	8	(205)	0	24	335	0	0	163

Cumulative Indirect Job Change:	447
Cumulative Total Direct and Indirect Job Change:	610

As of: 15:44 23 February 1995

Economic Impact Data

Activity: DEFENSE INDUSTRIAL SUPPLY CENTER
Economic Area: Philadelphia, PA-NJ PMSA

Impact of Proposed BRAC-95 Action at DEFENSE INDUSTRIAL SUPPLY CENTER:

Total Population of Philadelphia, PA-NJ PMSA (1992):	**4,943,700**
Total Employment of Philadelphia, PA-NJ PMSA, BEA (1992):	**2,604,793**
Total Personal Income of Philadelphia, PA-NJ PMSA (1992 actual):	**$115,670,197,000**
BRAC 95 Total Direct and Indirect Job Change:	**(1,198)**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**0.0%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	0	(12)	0	0	(12)
	CIV	0	0	0	0	0	(323)	0	0	(323)
Other Jobs:	MIL	0	0	0	0	0	(4)	0	0	(4)
	CIV	0	0	0	0	0	(46)	0	0	(46)
BRAC 95 Direct Job Change Summary at DEFENSE INDUSTRIAL SUPPLY CENTER:										
	MIL	0	0	0	0	0	(16)	0	0	(16)
	CIV	0	0	0	0	0	(369)	0	0	(369)
	TOT	0	0	0	0	0	(385)	0	0	(385)
									Indirect Job Change:	(813)
									Total Direct and Indirect Job Change:	(1,198)

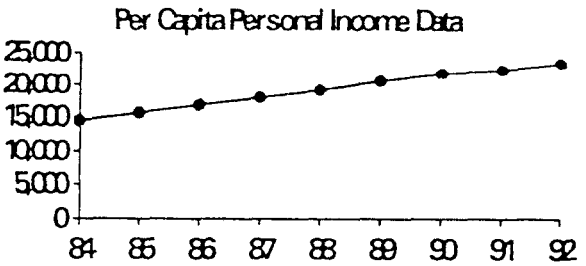
Other Pending BRAC Actions at DEFENSE INDUSTRIAL SUPPLY CENTER (Previous Rounds):

MIL	0	0	0	0	0	0	0	0	0
CIV	0	0	0	0	0	0	0	0	0

Philadelphia, PA-NJ PMSA Profile:

Civilian Employment, BLS (1993): 2,286,678

Average Per Capita Income (1992): $23,397



Annualized Change in Civilian Employment (1984-1993

Employment:	17,200
Percentage:	0.8%
U.S. Average Change:	1.5%

Annualized Change in Per Capita Personal Income (1984-1992

Dollars:	$1,099
Percentage:	6.1%
U.S. Average Change:	5.3%

Unemployment Rates for Philadelphia, PA-NJ PMSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	6.8%	5.9%	5.3%	4.4%	4.1%	3.8%	4.6%	6.4%	7.4%	6.8%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:44 23 February 1995

Economic Impact Data

Activity: DEFENSE INDUSTRIAL SUPPLY CENTER
Economic Area: Philadelphia, PA-NJ PMSA

Cumulative BRAC Impacts Affecting Philadelphia, PA-NJ PMSA:

Cumulative Total Direct and Indirect Job Change:	**(31,744)**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**(1.2%)**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE INDUSTRIAL SUPPLY CENTER)										
Army:	MIL	0	0	0	0	(310)	0	0	0	(310)
	CIV	0	0	0	0	(429)	0	0	0	(429)
Navy:	MIL	0	0	(16)	0	(14)	0	0	0	(30)
	CIV	0	0	(36)	(49)	(289)	0	0	0	(374)
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE INDUSTRIAL SUPPLY CENTER)										
Army:	MIL	0	36	0	0	0	0	0	0	36
	CIV	(173)	1	0	0	0	0	0	0	(172)
Navy:	MIL	(53)	(370)	(526)	(23)	0	0	0	0	(972)
	CIV	(637)	(4,241)	(3,143)	(571)	0	0	0	0	(8,592)
Air Force:	MIL	375	764	2	0	0	0	0	0	1,141
	CIV	1	0	0	0	0	0	0	0	1
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in Philadelphia, PA-NJ PMSA Statistical Area (Including DEFENSE INDUSTRIAL SUPPLY CENTER)										
	MIL	322	430	(540)	(23)	(324)	(16)	0	0	(151)
	CIV	(809)	(4,240)	(3,179)	(620)	(718)	(369)	0	0	(9,935)
	TOT	(487)	(3,810)	(3,719)	(643)	(1,042)	(385)	0	0	(10,086)

Cumulative Indirect Job Change:	(20,151)
Cumulative Total Direct and Indirect Job Change:	(31,744)

As of: 15:45 23 February 1995

Economic Impact Data

Activity: DEFENSE REUTILIZATION AND MARKETING SERVICE (HEADQUARTERS)
Economic Area: *Calhoun County, MI

Impact of Proposed BRAC-95 Action at DEFENSE REUTILIZATION AND MARKETING SERVI

Total Population of *Calhoun County, MI (1992):	**138,400**
Total Employment of *Calhoun County, MI, BEA (1992):	**72,959**
Total Personal Income of *Calhoun County, MI (1992 actual):	**$2,475,355,000**
BRAC 95 Total Direct and Indirect Job Change:	**139**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**0.2%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	97	0	0	0	97

BRAC 95 Direct Job Change Summary at DEFENSE REUTILIZATION AND MARKETING SERVICE (HEADQUAR

MIL	0	0	0	0	0	0	0	0	0
CIV	0	0	0	0	97	0	0	0	97
TOT	0	0	0	0	97	0	0	0	97

Indirect Job Change: 42

Total Direct and Indirect Job Change: 139

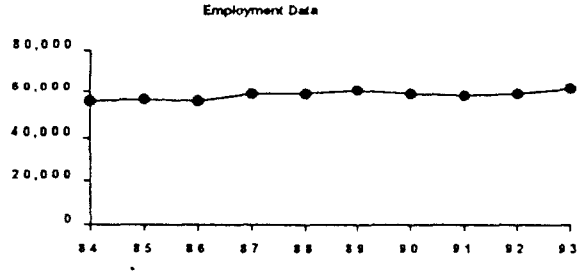
Other Pending BRAC Actions at DEFENSE REUTILIZATION AND MARKETING SERVICE (HEADQUARTE

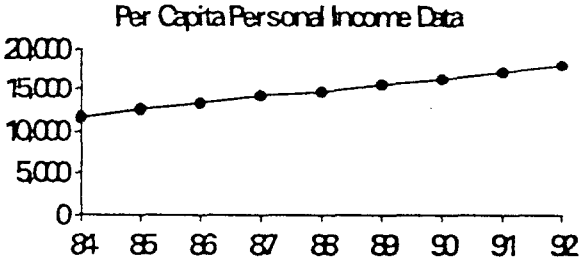
MIL	0	0	0	0	0	0	0	0	0
CIV	0	0	0	0	0	0	0	0	0

*Calhoun County, MI Profile:

Civilian Employment, BLS (1993): 62,314

Average Per Capita Income (1992): $17,888





Annualized Change in Civilian Employment (1984-1993		Annualized Change in Per Capita Personal Income (1984-1992	
Employment:	699	Dollars:	$781
Percentage:	1.2%	Percentage:	5.5%
U.S. Average Change:	1.5%	U.S. Average Change:	5.3%

Unemployment Rates for *Calhoun County, MI and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	11.1%	10.5%	9.0%	7.8%	7.3%	7.3%	7.6%	8.4%	7.6%	6.3%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 15:45 23 February 1995

Economic Impact Data

Activity: DEFENSE REUTILIZATION AND MARKETING S
Economic Area: *Calhoun County, MI

Cumulative BRAC Impacts Affecting *Calhoun County, MI:

Cumulative Total Direct and Indirect Job Change:	**139**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**0.2%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding DEFENSE REUTILIZATION AND MARKETING SERVICE (HEADQUARTERS))										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding DEFENSE REUTILIZATION AND MARKETING SERVICE (HEADQUARTERS))										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in *Calhoun County, MI Statistical Area (Including DEFENSE REUTILIZATION AND MARKETING SERVICE (HEADQUARTERS))										
	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	97	0	0	0	97
	TOT	0	0	0	0	97	0	0	0	97

Cumulative Indirect Job Change:	42
Cumulative Total Direct and Indirect Job Change:	139

As of: 20:54 23 February 1995

Economic Impact Data

Activity: NEW CUMBERLAND FACILITY
Economic Area: Harrisburg-Lebanon-Carlisle, PA MSA

Impact of Proposed BRAC-95 Action at NEW CUMBERLAND FACILITY:

Total Population of Harrisburg-Lebanon-Carlisle, PA MSA (1992):	**601,300**
Total Employment of Harrisburg-Lebanon-Carlisle, PA MSA, BEA (1992):	**386,060**
Total Personal Income of Harrisburg-Lebanon-Carlisle, PA MSA (1992 actual):	**$12,393,644,000**
BRAC 95 Total Direct and Indirect Job Change:	**460**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**0.1%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	38	38	124	53	44	0	297
BRAC 95 Direct Job Change Summary at NEW CUMBERLAND FACILITY:										
	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	38	38	124	53	44	0	297
	TOT	0	0	38	38	124	53	44	0	297
							Indirect Job Change:			163
							Total Direct and Indirect Job Change:			460

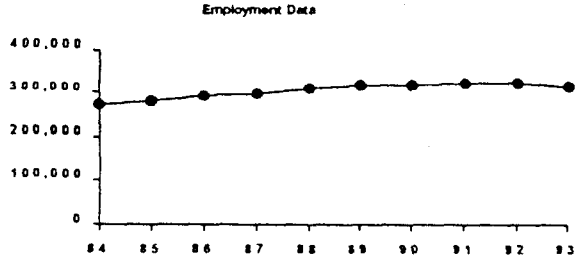
Other Pending BRAC Actions at NEW CUMBERLAND FACILITY (Previous Rounds):

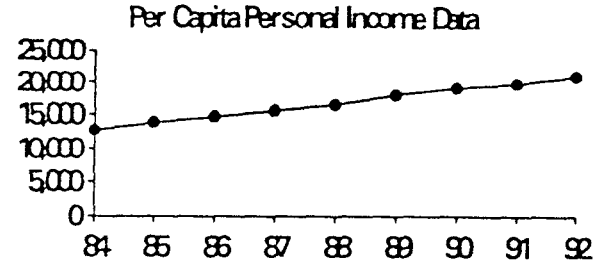
MIL	0	0	0	0	0	0	0	0	0
CIV	0	0	0	0	0	0	0	0	0

Harrisburg-Lebanon-Carlisle, PA MSA Profile:

Civilian Employment, BLS (1993): 313,825

Average Per Capita Income (1992): $20,609





Annualized Change in Civilian Employment (1984-1993		Annualized Change in Per Capita Personal Income (1984-1992	
Employment:	4,825	Dollars:	$974
Percentage:	1.7%	Percentage:	6.1%
U.S. Average Change:	1.5%	U.S. Average Change:	5.3%

Unemployment Rates for Harrisburg-Lebanon-Carlisle, PA MSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	6.1%	5.6%	5.0%	4.1%	4.0%	3.8%	4.3%	5.3%	5.4%	5.1%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 20:54 23 February 1995

Economic Impact Data

Activity: NEW CUMBERLAND FACILITY
Economic Area: Harrisburg-Lebanon-Carlisle, PA MSA

Cumulative BRAC Impacts Affecting Harrisburg-Lebanon-Carlisle, PA MSA:

Cumulative Total Direct and Indirect Job Change:	**719**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**0.2%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding NEW CUMBERLAND FACILITY)										
Army:	MIL	0	0	0	0	(136)	0	0	0	(136)
	CIV	0	0	0	0	(385)	0	0	0	(385)
Navy:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	89	0	0	0	89
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding NEW CUMBERLAND FACILITY)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	2	48	1	0	0	0	0	0	51
	CIV	63	340	13	0	0	0	0	0	416
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in Harrisburg-Lebanon-Carlisle, PA MSA Statistical Area (Including NEW CUMBERLAND FACILITY)										
	MIL	2	48	1	0	(136)	0	0	0	(85)
	CIV	63	340	51	38	(172)	53	44	0	417
	TOT	65	388	52	38	(308)	53	44	0	332

Cumulative Indirect Job Change:	317
Cumulative Total Direct and Indirect Job Change:	719

As of: 20:56 23 February 1995

Economic Impact Data

Activity: TRACY FACILITY
Economic Area: Stockton-Lodi, CA MSA

Impact of Proposed BRAC-95 Action at TRACY FACILITY:

Total Population of Stockton-Lodi, CA MSA (1992):	**504,100**
Total Employment of Stockton-Lodi, CA MSA, BEA (1992):	**215,963**
Total Personal Income of Stockton-Lodi, CA MSA (1992 actual):	**$8,540,531,000**
BRAC 95 Total Direct and Indirect Job Change:	**330**
BRAC 95 Potential Total Job Change Over Closure Period (% of 1992 Total Employment)	**0.2%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Relocated Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other Jobs:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	213	0	0	213
BRAC 95 Direct Job Change Summary at TRACY FACILITY:										
	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	213	0	0	213
	TOT	0	0	0	0	0	213	0	0	213
								Indirect Job Change:		117
								Total Direct and Indirect Job Change:		330

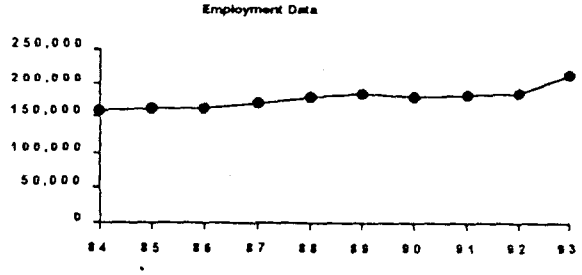
Other Pending BRAC Actions at TRACY FACILITY (Previous Rounds):

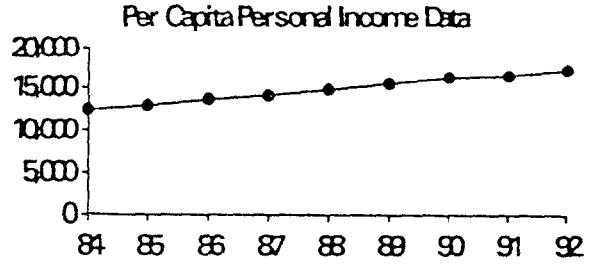
	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0

Stockton-Lodi, CA MSA Profile:

Civilian Employment, BLS (1993): 208,820

Average Per Capita Income (1992): $16,942





Annualized Change in Civilian Employment (1984-1993

Employment:	5,667
Percentage:	3.3%
U.S. Average Change:	1.5%

Annualized Change in Per Capita Personal Income (1984-1992

Dollars:	$568
Percentage:	4.0%
U.S. Average Change:	5.3%

Unemployment Rates for Stockton-Lodi, CA MSA and the US (1984 - 1993):

	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993
Local	13.1%	12.6%	11.6%	9.9%	9.8%	9.4%	9.9%	12.0%	14.3%	13.3%
U.S.	7.5%	7.2%	7.0%	6.2%	5.5%	5.3%	5.5%	6.7%	7.4%	6.8%

1 Note: Bureau of Labor Statistics employment data for 1993, which has been adjusted to incorporate revised methodologies and 1993 Bureau of the Census metropolitan area definitions are not fully compatible with 1984 - 1992 data.

As of: 20:56 23 February 1995

Economic Impact Data

Activity: TRACY FACILITY
Economic Area: Stockton-Lodi, CA MSA

Cumulative BRAC Impacts Affecting Stockton-Lodi, CA MSA:

Cumulative Total Direct and Indirect Job Change:	**1,328**
Potential Cumulative Total Job Change Over Closure Period (% of 1992 Total Employ	**0.6%**

		1994	1995	1996	1997	1998	1999	2000	2001	Total
Other Proposed BRAC 95 Direct Job Changes in Economic Area (Excluding TRACY FACILITY)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	0	(7)	0	0	0	0	0	(7)
	CIV	0	0	0	0	0	0	0	0	0
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	2	0	0	0	2
	CIV	0	0	0	0	237	46	6	0	289
Other Pending Prior BRAC Direct Job Changes in Economic Area (Excluding TRACY FACILITY)										
Army:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Navy:	MIL	0	201	0	0	0	0	0	0	201
	CIV	0	10	5	0	15	0	0	0	30
Air Force:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Other:	MIL	0	0	0	0	0	0	0	0	0
	CIV	0	0	0	0	0	0	0	0	0
Cumulative Direct Job Change in Stockton-Lodi, CA MSA Statistical Area (Including TRACY FACILITY)										
	MIL	0	201	(7)	0	2	0	0	0	196
	CIV	0	10	5	0	252	259	6	0	532
	TOT	0	211	(2)	0	254	259	6	0	728

Cumulative Indirect Job Change:	600
Cumulative Total Direct and Indirect Job Change:	1,328

Defense Logistics Agency

BRAC 95

DLA Installations

Military Value

Point Distribution Methodology

DLA INSTALLATION MILITARY VALUE POINT ALLOCATION

I. The Installation Military Value analysis was accomplished to determine the value of the installations DLA manages and as a complement to the activity Military Value analyses. DLA operates these installations through permits from the Military Services. By law, DLA cannot own any real property. Six DLA activities act as installation hosts. This analytical process was designed to treat all of the bases and the DLA activities who operate them fairly and equitably. Our efforts centered on closing bases and optimizing efficiencies at remaining bases. To do this, we needed to understand the value of our installations. In our BRAC 93 effort, only activity Military Value analyses were used to compare activities in categories against other activities. In BRAC 95, we added this analysis to provide another measure to compare installations. This analysis measures the worth of an installation not only to DLA but to the whole Department.

Unless multiple activities have exactly the same answers, each activity will receive a score based upon its position among the other activities. This precludes activities that have different answers from earning the same point values. For any given set of answers, the activity with the best answer gets all the allotted points. Other activities get a portion of the points based on where their answer is in relation to the best answer. In this method all sites are compared to the "benchmark site" and if answers are clustered, all sites will get a similar number of points. One exception exists to this rationale. One question requires a "Yes/No" answer. If the correct answer is "yes," zero points are allotted. For a "no" answer, the total points allowed are allotted.

Mission Scope and Expandability are considered the most important measures of merit in the Military Value analysis of installations. Each is assigned a total of 300 points. Both the Mission Suitability and Operational Efficiencies measures of merit were assigned 200 points as they are considered equally important.

II. RATIONALE FOR ASSIGNING POINTS TO SUBCRITERIA FOR DLA INSTALLATION MILITARY VALUE.

A. MISSION SCOPE (300 POINTS). This category measures the scope of operations on the installation. Total points allotted for this measure are generally comparable to those allotted in the activity category Military Value analyses; however, the increased importance of the Expandability measure made the allotment of more than 300 points here inappropriate. This measure specifically relates to DoD Base Closure Selection Criteria #1--the current and future mission requirements and the impact on operational readiness of DoD's total force.

1. SIGNIFICANT MISSIONS (150 POINTS). This category measures the worth of an installation by scope and breadth of all the activities supported. It measures the worth of an activity not only to DLA but the whole department. This element measures the number of organizations of the Federal Government with over 300 assigned personnel that are located on a DLA installation (includes both the host and tenants). The personnel assigned threshold was

decided at 300 so as to be in synch with the BRAC law which applies at installations with at least 300 authorized civilian personnel. These large organizations have an impact on installation operations and a number of them on the same installation create a large governmental footprint that helps with costs, overhead, enhances space utilization, etc. In addition, since the host pays to move tenants if the host is relocated and the base closes, costs associated with a closure recommendation would be much higher.

2. DLA TENANTS (100 POINTS). Identifies the number of personnel assigned to DLA tenant organizations that are located on the installation. This reflects the magnitude of the DLA footprint at the installation and the associated DLA mission disruptions that would occur if the host were disestablished. Since the installation is managed by DLA, having DLA tenants is considered more important than having other tenants.

3. NON-DLA TENANTS (50 POINTS). Identifies the number of personnel assigned to non-DLA organizations located on the installation. The magnitude of the non-DLA tenants also impacts the operation of the installation; however, from a DLA perspective they are not considered as important as DLA tenants and thus only 50 points were allocated.

B. MISSION SUITABILITY (200 POINTS). The subelements within this measure are similar to those in the activity category analysis; however, a subelement was separately analyzed for increased visibility and consideration. Total points allotted for this measure are generally comparable to those allotted in the activity category Military Value analyses. This measure specifically relates to DoD Base Closure Selection Criteria #2--the availability and condition of land, facilities, and associated airspace at both the existing and potential receiving locations.

1. AGE OF BUILDINGS (50 POINTS). The building age ranking was a weighted average of the ages of all installation buildings normalized by square footage. All other factors being equal, new structures are more desirable than older structures because they are presumed to have fewer maintenance and repair requirements. The lower the weighted average age, the more points received. The age of each building on a DLA installation provides us data that is an indicator of the cost to operate and maintain buildings. The desirability to keep our most modern facilities is specifically stated in our distribution concept of operations and generally consistent with the other business area concepts. Only 50 points were allotted because the condition of buildings, even if they are old, is more important.

2. CONDITION OF BUILDINGS (75 POINTS). The facility condition of the installation has an important link with the Military Value of the installation and DoD Base Closure Selection Criteria #2. The condition of the buildings on an installation is an important determinant of future costs, and received the same number of points as the condition of infrastructure noted below. The condition was determined by the cost of building deficiencies and cyclic maintenance requirements, normalized by square footage occupied. This method favors activities with low projected future maintenance costs. A lower cost per square foot received a better score.

3. CONDITION OF INFRASTRUCTURE (75 POINTS). The condition of the installation infrastructure (electric, sewage, water, etc.) is as important as building condition The infrastructure condition was determined by the cost of infrastructure deficiencies and cyclic maintenance requirements normalized by the total square footage of buildings supported by the infrastructure.

C. OPERATIONAL EFFICIENCIES (200 POINTS). (P900 SERIES) Base operating support (BOS) costs are those costs which are incurred to support the infrastructure of an installation or activity. However, in order to establish a comparable measure of efficiency, the magnitude of costs must be leveled. Therefore, BOS costs have been divided by either the number of employees or square feet. BOS costs are assigned 200 points.

1. BOS COSTS PER BASE EMPLOYEE (100 POINTS). Measuring BOS costs per employee accounts for a difference in size of mission or staffing philosophies which affect costs. A larger mission workload generally equates to higher costs. A staffing philosophy that uses overtime to supplement the workforce affects costs differently than actually staffing up to meet these requirements. The lowest cost per person received the maximum points.

2. REAL PROPERTY MAINTENANCE COST PER SQUARE FOOT (100 POINTS). Identifies building upkeep and provides an indication of recurring expenditures associated with support of old buildings. Total BOS costs are divided by square footage to account for any discrepancies in size of buildings.

D. EXPANDABILITY (300 POINTS). This measures the ability of the installation to expand. This measure is considered much more important in the installation analysis because the ability to expand both in peacetime and in contingencies must have a greater priority in this era of downsizing, thus, the number of points allotted for the measure is significantly higher than any activity analysis. This measure specifically relates to DoD Base Closure Selection Criteria #3--the ability to accommodate contingency, mobilization, and future total force requirements at both the existing and potential receiving locations and partially relates to DoD Base Closure Selection Criteria #2--"the availability and condition of land...."

1. ADDITIONAL PERSONNEL IN ADMINISTRATIVE SPACE (100 POINTS). Ranking was based on the number of additional administrative people who could be accommodated in the existing administrative space if the utilization rate were 130 net square feet per person. The number of additional personnel able to be accommodated in the present administrative space would determine the potential of expandability without use of additional space and minimal additional new construction costs. This question was assigned one third the value of the questions in the Expandability measure.

2. BUILDABLE ACRES (100 POINTS). The number of total buildable acres would determine the potential of expandability of an installation by building on land that is available and conducive for construction. A larger amount of total buildable acres would result in higher assigned points. This question was assigned one third the value of the questions in the Expandability measure.

3. ANY ENVIRONMENTAL, HISTORICAL, OR OTHER INHIBITING FACTORS THAT LIMIT THE DEPOTS CAPACITY TO EXPAND (20 POINTS). This is a "Yes/No" answer. If there were any inhibiting factors, zero points were allotted. Since no significant inhibiting factors were expected (based on BRAC 93 data), only 20 points were allotted. Nevertheless, inhibiting factors must be considered if applicable activities are being considered receivers in BRAC scenarios.

4. EXPANDABILITY OF EXISTING INFRASTRUCTURE (80 POINTS). Infrastructure is important when considering the ability to expand. The expandability of the three infrastructure elements--electric, sewer, and water--was considered and the most constraining element was used for the point allocation. The average usage of the three elements for three years was divided into the maximum capacity of each element. The result was used to determine the most constraining element.

Defense Logistics Agency

BRAC 95

Distribution

Military Value - Distribution Regions

Point Distribution Methodology

RATIONALE FOR ASSIGNING POINTS TO MEASURES OF MERIT

DEFENSE DISTRIBUTION REGIONS

DoD developed eight criteria, four of which were military value oriented, to be used for analyzing activities in the BRAC 95 process. DLA developed four Measures of Merit to crosswalk back to these four military value criteria. They are Mission Scope, Mission Suitability, Operational Efficiencies, and Expandability. The Military Value analysis criteria including point values assigned to each measure of merit were developed by the DLA BRAC Working Group in conjunction with representatives from the Distribution Regions and approved by the DLA BRAC Executive Group (EG). prior to any analysis of submitted data. The goal of point allocation in the Region Military Value analysis was to determine the need for the Region command and control structure.

As a combat support agency, DLA must be manned and equipped to support peacetime operations in addition to the surge in business associated with mobilization to support wartime operations. The distribution system must be able to support the two Major Regional Conflicts (MRCs) as described in the Defense Guidance. In order to accomplish this task, the distribution system uses a command and control structure which consists of the HQ DLA Distribution Management Directorate supplemented with the Defense Distribution Region East (DDRE), located in New Cumberland, Pennsylvania, and the Defense Distribution Region West (DDRW), located in Stockton, California. Both Regions are collocated with Stand-Aone depots on DLA-operated bases. The current boundary for the two Regions is the Mississipi River. The primary function of the Regions is to assure effective and efficient distribution by providing command and control which includes management support and oversight to the subordinate depots in their respective regions. The degree of depot oversight required depends on the relative dispersion of the subordinate operating entities and the complexity of the missions assigned.

Span of control and breadth of responsibility play key roles in determining the essentiality of a Region Headquarters. Therefore, Mission Scope was deemed to be the most important measure of merit in the Distribution Region Military Value analysis and was assigned 400 points, the highest number of points assigned in this category..

Location for effective management as well as access to subordinate depots and facility condition are of great importance. Therefore, the Mission Suitability measure was given 300 points.

Because of the emphasis placed on efficient operations and management, Operational Efficiencies was considered to be next in importance and was assigned 200 points.

Due to the impact of the DoD Force Structure drawdowns and the resulting decline in distribution workload , coupled with management initiatives to streamline Region Headquarters, Expandability was assigned 100 points.

DISTRIBUTION REGION VALUE POINT DISTRIBUTION METHODOLOGY

After point assignments were made to each Military Value question, a methodology was developed to distribute the points to each activity within the category for comparison purposes. The following point assignment techniques were used:

o Assuming that the highest value response is the best, the Region with the highest value gets 100 percent of the available points and the remaining Region gets points based upon the relationship of its response to the highest value response. The exception to this rule is for a yes/no answer. If the correct/preferred answer is "yes", the total points allowed are allotted; a "no" response would be allotted zero points; and vice versa if "no" is the preferred answer. Building age and condition were done on an age per square foot and a comparative basis of upcoming building maintenance cyclic costs per square foot of building. The building scoring methodology is described in more detail in the Facility Suitability Section of this paper.

I. MISSION SCOPE (400 POINTS)

A. Relationship of Current and Future Mission to DoD and Operational Readiness of the Total Force (275 points)

The essentiality of the mission to DoD was considered to be more important than the diversity of the mission. Therefore, it was assigned more points .

1. Is the mission of the Region Headquarters essential to DoD? (100 points)

2. Does any other DoD activity perform the same mission? (100 points)

3. Does the Region Headquarters perform any unique missions (not performed by the other Region)? (25 points)

4. How much time is spent in liaison with both DLA and Service ICPs? (50 points)

o Within this element, the essentiality of the Region Headquarters' mission to DoD was judged to be of paramount importance. Since the implementation of DMRD 902, DLA is the only Agency or Service that performs the DoD distribution mission. Except for the Headquarters Distribution Management Directorate, the Region Headquarters are the only activities performing oversight to the distribution depots. As a result, 100 points was assigned to both questions. Since any unique missions would have to continue to be performed even if one of the Regions were eliminated, the mission(s) was recognized but only 25 points was assigned. Because liaison with the ICPs is a major responsibility and

open communication can enhance distribution performance, 50 points was assigned to this question.

B. MISSION DIVERSITY (125 POINTS)

o Region boundaries were initially designed to achieve a reasonable balance of workload or span of control. The eight elements used to evaluate mission diversity all relate to judging, quantitatively, the requirements for establishing and maintaining a Distribution Region Headquarters, e.g. the number of depots provided oversight. During the assessment of the requirement for a Region Headquarters, each of these elements is considered in determining whether a balance in workload is achievable. Points were assigned in increments of five with the items having the most impact on a decision being assigned the highest points.

1. How many depots report to the Region HQ? (20 points)

2. What is the number of paid equivalents in the depots that receive support services from the Region HQ? (10)

3. What is the total volume of business (lines in and out) performed by the depots in your Region? (20 points)

4. What is the total number of NSNs stored at the depots in your Region? (10 points)

5. What is the total number of attainable cubic feet of storage space at the depots in your Region? (15 points)

6. What is the total dollar value of the inventory stored at the depots in your Region? (10 points)

7. What is the total number of manhours expended in negotiation of agreements, e.g. labor, ISA, etc. for the depots within your Region? (15 points)

8. What is the total number of manhours expended in support of non-DoD activities? (25 points)

II. MISSION SUITABILITY (300 points)

A. Location Suitability (175 points)

o The synergy gained from shared overhead and on-sitie communication by having a Region collocated with the largest stand-alone depot was considered to be of paramount importance and therefore carried a large number of points. Location of a HQ is considered important in terms of accessibility (miles and length of time) to locations for which oversight is provided. Therefore, questions 2 and 3 below carried the same weight in point values.

1. From a mission perspective, what are the advantages of having the Region HQ located in its present location? (125 points)

2. Does the location of the Region HQ provide ready access to air, bus, and train modes of transportation? (25 points total)

3. What is the distance from the Region HQ to each depot within its boundaries? (25 points)

B. Facility Suitability (125 points)

o The condition of a building is of paramount importance when considering future occupancy. Facility deficiencies and cyclic requirements are significant factors when determining budget requirements. On the other hand, the age of a facility can be mitigated by recent renovations which would extend its useful life. Therefore, the largest number of points were assigned to condition of building.

1. What is the age of the buildings occupied by the Region HQ? (25 points)

oo The building age ranking was done on an average age per square foot criteria. All other factors being equal, new structures are more desirable than old structures. Age ranges for points were based on Office of Management and Budget (OMB) A-104 guidance which established the practical economic life of buildings.

2. What is the condition of the buildings occupied by the Region HQ? (100 points)

oo The building condition analysis was done on a comparative basis of upcoming building maintenance cyclic costs per square foot of building. The square foot breakout was done to normalize for the relative size of the installation, and only considers the square footage used by the Region. This method favors activities with low projected future maintenance costs. A lower cost per square foot received a better score.

III. OPERATIONAL EFFICIENCIES (200 POINTS)

o Base Operating Support costs, Real Property Maintenance costs, and personnel costs are the staple measure of the costs involved in operating an activity. However, in order to establish a measure of efficiency, the magnitude of costs must be levelled. Therefore, BOS costs have been divided by the number of paid equivalents. RPM costs are divided by the number of square feet. Personnel costs were normalized again by using the number of paid equivalents and the numerator being a particular type of cost, e.g. direct, indirect, General and Administrative. Because of the affect reimbursable missions can have on the spread of cost, it was included but given a low number of points. This was due to the uncertainity of the missions and who will be performing them in the future.

A. BOS Costs (70 points)

1. What are the BOS costs per paid equivalent? (30)

oo Measuring BOS costs per paid equivalent accounts for any discrepancy in size of mission or staffing philosophies which affect costs. A larger mission workload generally equates to higher costs. A staffing philosophy that uses overtime to supplement workload affects costs differently than actually staffing up to meet requirements.

2. What are the Real Property Maintenance (P930) costs per square foot? (40 points)

oo This measure identifies building upkeep and provides an indication of recurring expenditures into the future associated with support of buildings. The costs are divided by square footage to account for any discrepancies in size of buildings. The question was assigned the highest weight in this section since it provides a picture of future costs which will probably continue if an installation is not closed.

B. Personnel Costs (120 points)

1. What is the ratio of Region HQ costs to total costs? (50 points)

oo Measuring HQ costs against total activity cost provides a picture of which HQ performs its mission of command and control and support at the least cost. This question was considered to be the most important in this area and was assigned the highest point value.

2. What are the Region HQ total general and administrative costs per paid equivalent at the depots under their purview? (30 points)

oo General and administrative costs can be broadly interpreted as pure overhead while direct costs are the result of mission requirements. The goal of all activities is to lower this segment of costs.

3. What are the Region HQ direct costs per paid equivalent at the depots? (10 points)

oo Since direct costs are minimal and are directly related to mission performance, this question was not weighted as heavily as the other questions in this area.

4. What are the Region HQ total indirect costs per paid equivalent at the depots? (30 points)

oo Indirect costs, while not pure overhead, have only a tangential relationship to the direct output. As a goal, these costs should be decreased whenever possible . Since this is an indication of how efficiently the Regions are providing functional oversight, it was considered as important as question number 2 above.

C. Mission Costs (10 points)

1. What is the total dollar value of the reimbursable missions performed by the Region HQ? (10 points)

oo As mentioned earlier, although reimbursable missions help distribute overhead costs, they could be discontinued or moved to other locations; therefore, this question was given a low point allocation.

IV. EXPANDABILITY (100 points)

o Physical constraints related to an installation and availability of space to increase the capacity of the installation influence to what extent a Region HQ is capable of accommodating increased missions on a permanent basis with the accompanying requirement for additional personnel. Whereas mobilization expansion at a Region HQ can be accommodated by reassessing priorities, working overtime, and expanding work schedules. Also, mobilization expansion is considered a short term situation. Therefore, a larger number of points were assigned to the facility expansion area.

A. Facility/Installation Expansion (80 points)

1. How many additional personnel can the Region HQ accommodate in the present space? (40 points)

2. Is there any excess space that would permit expansion capability at the Region HQ (in square feet) ? (40 points)

oo The above questions were posed to determine the expandability of a current HQ without accretion of additional space and attributable costs.

B. Mobilization Expansion (20 points)

1. Does the Region HQ have the capability to assume additional workload/taskings (e.g. surge capabilities to support wartime or contingency operations)? (20 points)

oo The Region HQ performs operational oversight and command and control of subordinate activities. A minimum amount of expansion capability is required at the Region HQ since operational involvement in surge actions is predominantly a function of the subordinate activities. Any requirement for mobilization expansion at the Region HQ can be accommodated by reassessing priorities, working overtime, expanding work schedules and hiring temporary employees. Mobilization expansion at the Region HQ is considered a short term situation which requires minimal expansion. Therefore, this element was assigned a fewer number of points.

Defense Logistics Agency

BRAC 95

Distribution

Military Value - Collocated Depots

Point Distribution Methodology

RATIONALE FOR ASSIGNING POINTS TO MEASURES OF MERIT

DEFENSE DISTRIBUTION DEPOTS - COLLOCATED CATEGORY

DoD developed eight criteria, four of which were military value oriented, to be used for analyzing activities in the BRAC 95 process. DLA developed four Measures of Merit to crosswalk back to these four military value criteria. They are Mission Scope, Mission Suitability, Operational Efficiencies, and Expandability. The Military Value analysis criteria including point values assigned to each measure of merit were developed by the DLA BRAC Working Group, in conjunction with representatives from the Distribution Regions, and approved by the DLA BRAC Executive Group (EG) prior to any analysis of submitted data. The goal of point allocation in the Collocated Depot Military Value analysis was to determine the military value of each depot and to "Rack and Stack" like depots in descending order based on the results of the analysis. The objective was to offer quantative results on the Collocated Depots to assist the DLA BRAC Executive Group in making closure or realignment recommendations in the BRAC 95 process.

As a combat support agency, DLA must be manned and equipped to support peacetime operations in addition to the surge in business associated with mobilization to support wartime operations. The distribution system must be able to support the two Major Regional Conflicts (MRCs) as described in the Defense Guidance. In order to accomplish this task, the distribution system uses a command and control structure which consists of the HQ DLA Distribution Management Directorate located in Alexandria, Virginia; supplemented with the Defense Distribution Region East (DDRE), located in New Cumberland, Pennsylvania, and the Defense Distribution Region West (DDRW), located in Stockton, California. In addition, there is a distribution depot support network consisting of collocated and stand-alone depots which provide specialized distribution to fleet and maintenance activities, support to local geographical customers, and general worldwide distribution support. In wartime, the distribution system must have the capability to accept direct vendor delivery items from suppliers and forward those supplies to deployed and deploying units when the vendor is unable to complete delivery directly to the customer. Close proximity to Military ports of embarkation will be a necessity. The ability to support conflicts is enhanced by storing a concentration of high demand items in widespread use in high capacity (both for throughput and storage) distribution depots in geographic locations to support the current Defense Guidance and two MRCs. Therefore, material will be positioned in depots which have the capability to perform Containerization Consolidation Point (CCP) operations and Air Line of Communication (ALOC) operations. It will also be necessary to store war reserve material and slow-moving stock held for wartime or emergent requirements. While relatively inactive during peacetime, warehouse sites with this mission must have the throughput capacity to quickly issue material in response to mobilization requirements. These varied missions are outlined in our Concept of Operations for distribution.

Strategic location in relation to a variety of customers and the capability to process wartime requirements were considered of great importance. Therefore, Mission Scope was considered to be the second most important measure and was given a total of 295 points.

The Distribution Concept of Operations states that DLA wants to retain as few facilities as possible where we have the throughput and storage capacitities to perform our mission at the lowest cost to the customer. Since new military construction is not feasible in this era of force structure drawdown, we must capatilize on the condition, configuration, and size of our existing facilities. In view of this, Mission Suitability was considered to be the most important measure and was given 445 points.

To make this analysis as fair and unbiased as possible and because of the variances in cost structures, differences in commodities processed, and amount of workload at each location, we looked at the efficiency of a depot in relationship to its paid equivalents and square footage and then applied the point assignment strategy. Additionally, since many of the normalizers - people, transportation costs, etc. - can be readily changed based on the staffing patterns and workload assigned by Headquarters management, the Operational Efficiencies measure was given the lowest number of points, which was120.

Due to the impact of the DoD Force Structure drawdowns and the resulting decline in distribution workload, the measure of Expandability was given only 140 points. However, it is important to note that emphasis was placed on the existing facilities we have today and their capability to assume more workload or an expanded mission without expensive military construction.

DISTRIBUTION COLLOCATED DEPOT POINT VALUE DISTRIBUTION METHODOLOGY

After point assignments were made to each Military Value question, methodology was developed to distribute the points to each activity within the category for comparison purposes. The following point assignment techniques were used.

o Assuming the highest value response is the best, the depot with the highest value gets 100 percent of the available points and the remaining depots get points based upon the relationship of its response to the highest value response. The exception to this rule is for a yes/no answer. If the correct/preferred answer is "yes", the total points allowed are allotted; a "no" response would be allotted zero points; and vice versa if "no" is the preferred answer. Building age and condition were done on an age per square foot and a comparative basis of upcoming building maintenance cyclic costs per square foot of building as detailed in an independent study performed by the Navy's Norfolk Public Works Center. The building scoring methodology is described in more detail in the Facility Suitability Section of this paper.

I. MISSION SCOPE: (295 POINTS)

A. Relationship of Current and Future Missions to DoD and Operational Readiness of the Total Force (90 points)

o Since the implementation of DMRD 902, DLA has singular responsibility for the DoD wholesale and retail distribution mission performed in the continental United States. Therefore, this mission and its uniqueness to DLA was recognized.

1. Is the mission of the depot essential to DoD? (65 points)

2. Does any other DoD activity perform the same mission? (25 points)

o Within this element, "yes" was the preferred answer. The Collocated Depots perform distribution for their primary customer (either maintenance or fleet) in addition to supporting customers within their geographical area; therefore, each depot was awarded the full 65 points for question one. Since DLA has the singular responsibility under DMRD 902, "no" was the preferred answer for question number two; each depot was awarded the 25 points.

B. What Is the Strategic Location of the Depot to Perform Its' Current and Future Mission? (185 Points)

o This following series of questions placed the value of importance on a depot's current location in relationship to the customers it serves. In the Collocated Depot category, the primary mission of the depot is to provide distribution support to their collocated maintenance or fleet customer. Therefore, the capability to support that segment of the customer population was deemed the most important and received the highest number of points. It is also important to note that customers within an immediate servicing area up to 300 miles (within one day's delivery time) was also considered, in most cases, to be a responsibility of a specific depot. Although to a less extent, this responsibility was recognized and points were given in relationship to that immediate customer base.

1. What percent of your total workload supports customers in the following geographic locations?

a. The local maintenance/fleet activity? (100 points)

b. Customers located on your installation? (25 points)

c. Customers outside your installation perimeter but within a 100 mile radius? (20 points)

d. Customers within a 101-300 mile radius? (10 points)

e. All others/those considered to be worldwide? (5 points)

oo It is important to note that the maintenance/fleet customer is the primary reason for maintaining a depot in that particular location as long as the maintenance/fleet customer stays. However, the more distribution support the collocated depot can provide in their geographical location is an advantage and a wedge to reduce infrastructure in locations where DLA does not have to maintain a presence.

2. Does the nature of the commodities stored at the depot require a particular type of transportation for stock movement, i.e., on-base rail? (25 points)

ooSome of the commodities stored at the Collocated Depots must be moved by rail, especially during mobilization. Since all depots do not have this capability, it is important to recognize the depots that do and also consider the capability when determining an appropriate receiver as a result of closure or realignment.

C. Operational Readiness (20 Points)

o The capability of a Collocated Depot to provide distribution and contingency support to its collocated Service maintenance/fleet customer enhances that Service's capability to support its assigned wartime mission. Although much of the material is mobilized and shipped directly from the location, some must be sent to ports of embarkation for deployment to overseas locations. Therefore, the shorter the distance to the ports the more that capability can be enhanced..

1. What is the distance from the depot to an:

a. Aerial Port of Embarkation? (10 points)

b. Water Port of Embarkation? (10 points)

II. MISSION SUITABILITY (445 POINTS)

A. Facility Suitability (400 points)

o DLA's goal is to provide worldwide distribution at the lowest possible cost to the customer with no degradation in service. To accomplish this task, we must operate the fewest number of depots at locations where capability currently exists. The condition of buildings is of great importance when considering future occupancy. Facility deficiencies and cyclic requirements are significant factors when determining budget requirements. Permanent structures require less maintenance and have a much longer lifespan than temporary ones. On the other hand, the age of a facility can be mitigated by recent renovations which extend its useful life. Therefore, a large number of points was assigned to the condition of buildings at a given depot. Although there are a relatively small number of unique operational buildings, the likelihood of rebuilding such a facility is small. Unique and specialized buildings such as conforming hazardous facilities were recognized and given some points. However, the thrust of our point awards were directed to those large facilities with high throughput capabilities that can handle a large volume of workload and permit us to reduce infrastructure as a whole while still maintaining the capability to perform our mission. The following series of questions capitalize on those areas considered most important to achieve our distribution goal.

1. What is the average age of the distribution facilities at your depot? (20 points)

o The building age ranking was done on an average age per square foot criteria. All other factors being equal, new structures are more desirable than old structures. Age ranges for points were based on Office of Management and Budget (OMB) A-104 guidance which established the practical economic life of buildings.

2. What is the condition of the buildings occupied by the depot to perform the distribution mission? (100 points)

o The building condition analysis was done on a comparative basis of upcoming building maintenance cyclic costs per square foot of building. The square foot breakout was done to normalize for the relative size of the installation, and only considers the square footage used by the depot. This method favors activities with low projected future maintenance costs. A lower cost per square foot received a better score.

3. What percent of the distribution facilities at your depot fall into the following categories?

a. Permanent (15 points)

b. Semi-permanent (0 points)

c. Temporary (0 points)

o Permanent facilities, by definition, are designed to use efficient materials and systems (heating, cooling, electrical, etc.) with low maintenance and life cycle costs as a goal (reference MIL HDBK 1190). By comparison, semipermanent and temporary facilities have shorter practical economic life spans, and contain materials and systems selected only for a moderate degree of life cycle costs. Therefore, the desirability of permanent facilities is consistent with the Distribution Concept of Operations' idea of keeping facilities which will reduce costs. The ranking was done on a comparative basis of the percent of total square footage of permanent structures divided by the total square footage. Because of the above factors, only permanent buildings were awarded points.

4. Does the depot have any unique operational facilities? (25 points)

o This was a yes/no question with yes being the preferred answer and the total number of points were awarded to those depots that have any unique operational facilities. Most often those facilities are in support of the specialized mission performed by the Collocated Depot and may not be at many other installations. However, when the Service analyzes their maintenance/fleet activities for closure or realignment, a like facility is considered as the receiving location for that mission or the mission is anticipated to be contracted out to private enterprise. Therefore, only 25 points was awarded in this area.

5. What is the total attainable cubic feet (ACF) of storage space stated in millions at the depot? (100 points)

o This was considered one of the most important questions in the analysis. Because of the goal to retain as few depots as possible and still be able to perform our mission, those depots with a large amount of storage capacity needed to be recognized for this attribute

and points awarded commensurate with the total amount of storage capacity available. Points were given in relationship from the largest depot in ACF to the smallest.

6. Does the depot have any specialized storage facilities listed in the categories below? State in millions of ACF. (40 points)

a. Hazardous (25 points)

b. Freeze/chill (5 points)

c. Hardstand for outside storage (10)

o Although it is projected that the quantities of material requiring specialized storage will be smaller than those on hand today, DLA will capitalize on the hazardous and specialized storage capability at the Collocated Depots.

7. What is the current throughput at the depot for a single 8-hour shift using current manning, workload mix, and facilitization? (100 points)

o Again, the importance of utilizing as few depots as possible and still maintaining the capability to perform our mission, either in peacetime or wartime, is of paramount importance. Throughput was derived using figures furnished by each depot in the data call and applying the point assignment technique for the best answer.

B. Location Suitability

o Location of a depot is considered important in terms of accessibility (availability and distance in miles) to various modes of transportation. Although all our depots have this capability, there is some variation in distances. This question provides some points to those depots that have an advantage over other depots in terms of distance.

1. What is the distance in miles from the depot to the following modes of transportation? (45 points)

a. Rail (15 points)

b. Water (15 points)

c. Surface (0 points)

d. Air (15 points)

o Unlike the Stand-Alone Depot category, rail received 15 points in the collocated category because of the nature of some of the commodities stored at the Collocated

Depots. The preferred method of shipment of some commodities is by rail and few locations have the direct collocated capability required. Relationship in distance to rail can be very important when considering the realignment of a mission. Additionally, all depots have an abundance of surface shipping capability directly from their transportaion terminals thus there would have been no discrimination of responses so no points were assigned to surface transportation. Although water and air are not primary modes of shipment, the following rationale is given for awarding a small number of points for each. High priority requisitions are satisfied by air if required to meet timeframes for delivery . Water is used for the majority of overseas shipments both directly and from containerized shipments arriving by surface to ports. Because distance traveled by surface from the depot to a commerical/military port is less from some depots, overall transportation costs are less. Points were assigned in relation to the depot with the shortest distance to either air or water transportation.

III. OPERATIONAL EFFICIENCIES (120 POINTS)

o The MASS data base was taken as a whole and given to the field activities to certify. They did this by checking the Trial Balance and the General Ledger Account, both of which are certified reports generated out of DBMS as the result of their own data inputs.

A. Operating Costs (90 points)

o Personnel costs, Base Operating Support costs and Real Property Maintenance costs are the staple measure of the costs involved in operating an activity. However, in order to establish a measure of efficiency, the magnitude of costs must be levelled. Since personnel numbers have been recognizably high in comparison to the swift decline in workload and no reduction-in-force authority was granted in time for actions to occur before out BRAC 95 data gathering process, personnel costs were not measured except from a BOS standpoint. BOS costs have been divided by the number of paid equivalents. RPM costs are divided by the number of square feet at the depot.

1. What are the depot's BOS costs per paid equivalent? (45 points)

oo BOS costs include operation of utilities, other engineering support, administrative, supply operations, maintenance of equipment, MWR, other base services, other personnel support, physical security, etc. Measuring BOS costs per paid equivalent accounts for any discrepancy in size of mission or staffing philosophies which affect costs. A larger mission workload generally equates to higher costs. A staffing philosophy that uses overtime to supplement workforce surges affects costs differently than actually staffing up to meet requirements.

2. What are the depot's Real Property Maintenance (P930) costs per square foot? (45 points)

oo This measure identifies building upkeep and provides an indication of recurring expenditures into the future associated with support of buildings. The costs are divided by square footage to account for any discrepancies in size of buildings or depots.

B. Transportation Costs (30 points)

o Second destination transportation costs vary from one depot to another dependent on type and quantity of commodity, mode of transportation, and the depot's ability to negotiate for better transportation rates. To normalize commodities and not give preferential treatment to those depots that process large volumes in lines but low volumes in tonnages and vice versa, points were awarded for transportation costs of both lines and tons. Additionally, since there are no real transportation costs for issues to on base customers, those lines and tons were excluded from the equation.

1. What are the depot's actual second destination transportation costs by line for off base issues? (15 points)

2. What are the depot's actual second destination transportation costs by ton for off base issues? (15 points)

IV. EXPANDABILITY (140 POINTS)

o Physical constraints related to a depot in terms of availability of storage space to increase the storage capacity of the depot, influence to what extent a depot is capable of accommodating increased missions on a permanent basis. Whereas mobilization expansion at a depot can be accommodated by reassessing priorities, working overtime, and expanding work schedules. Also, mobilization expansion is considered a short term situation. Therefore, a larger number of points was assigned to the facility expansion area.

A. Facility/Installation Expansion (120 points)

1. What is the depot's excess storage capacity measured in millions of attainable cubic feet (ACF)? (90 points)

oo This element was considered of paramount importance since the closure and realignment of both Stand-Alone and Collocated Depots means that the requirement or goods to be stored will have to be moved from the closing/realigning depot to a depot that will be remaining open. Strict limitations on new military construction necessitate that storage capacity must already be available at those sites chosen as receivers. DLA's goal is to maximize use of a facility at locations where they must be located. Therefore, the majority of the points in this measure was dedicated to excess storage capacity.

2. What are the total buildable acres at the depot? (25)

oo Those depots that had the greatest number of available acres with no restrictions received the majority of the points.

3. Are there any environmental, historical, etc. restrictions that limit the expansion capability of the depot? (5)

oo Those depots that had restrictions of any kind, i.e. air quality, did not qualify for any points for this question.

B. Mobilization Expansion (20 points)

1. What is the maximum surge capability of the depot during mobilization with unlimited personnel resources for:

a. One single 8-hour shift? (10 points)

b. A second 8-hour shift? (10 points)

oo Although mobilization expansion requirements are generally of short duration, it was important to measure the maximum capability of the total distribution system. No restrictions were placed on personnel since the hiring of temporaries during wartime or contingency operations has not proven to be a problem historically and can be readily accomplished in a very short period of time.

Defense Logistics Agency

BRAC 95

Listing of all COBRA Runs

DCMD Runs

Disestablish one DCMD

DCMDS disestablished (no moves)

DCMD1

DCMDS to DCMDW and DCMDN

DCMD2
DCMD8
DCMD22
DCMD31
DCMD31A
DCMD31B
DCMD31C

DCMDN to None

DCMD3

DCMDN to DCMDS and DCMDW

DCMD4
DCMD9
DCMD21
DCMD30
DCMD30A
DCMD30B

DCMDW to DCMDS and DCMDN

DCMD11
DCMD23
DCMD32
DCMD32A
DCMD32B

Disestablish two DCMDs

DCMDS and DCMDW to DCMDN

DCMD16
DCMD27

DCMDN and DCMDW to DCMDS

DCMD17
DCMD28

DCMDN and DCMDS to DCMDW

DCMD18
DCMD29

Relocate DCMCI

DCMCI to DCMDS and DCMDW

DCMD37

DCMCI to DCMDN and DCMDW

DCMD38

DCMCI to DCMDS and DCMDN

DCMD39

DCMCI to DCMAO, WRIGHT-PAT

DCMD48
DCMD56
DCMD57

DCMCI to DLA HQ

DCMD62
DCMD62A
DCMD62B

DCMCI to DCMDS

DCMD5
DCMD10
DCMD49

DCMCI to None

DCMD33

Relocate DCMCI (runs to be added to DCMD runs)

DCMCI (DCMDN and DCMDW at DCMDS) to DCMDS

DCMD35

DCMCI (DCMDS and DCMDN at DCMDW) to DCMDW

DCMD36

DCMCI (DCMDS and DCMDW at DCMDN) to DCMDN

DCMD19

DCMCI (DCMDS at DCMDN) to DCMDN

DCMD46
DCMD47

DCMCI (DCMDS at DCMDN and DCMDW) to DCMDN

DCMD54
DCMD55

Continued: Relocate DCMCI (runs to be added to DCMD runs)

DCMCI (DCMDS and DCMDW at DCMDN) to DCMDN	DCMCI (DCMDS at DCMDN and DCMDW) to DCMDN and DCMDW
DCMD34	DCMD24

Redirect DCMDW

DCMDW to LONG BEACH	DCMDW to L.A. AFS	DCMDW to L.A. AFS & LONG BEACH
DCMD63 DCMD63B DCMD63C	DCMD64	DCMD65 DCMD66

Combination Runs

DCMDN and DCMCI to DCMDS and DCMDW	DCMDW, DCMDN, and DCMCI to DCMDS	DCMDS, DCMDW and DCMCI to DCMDN	DCMDS and DCMCI to DCMDN and DCMDW
DCMD13	DCMD6 DCMD15	DCMD7 DCMD14	DCMD12

ICP Runs

Disestablish one ICP

DGSC to DPSC

ICP1
ICP6

DGSC(LOSE) (IPE moves) to DPSC & XDGSC

ICP12
ICP12-END
ICP12-MID

DGSC to DCSC

ICP8

DISC to ASO COMPOUND

ICP5

DISC to DPSC SO PHIL

ICP9

DISC to DGSC

ICP11

Disestablish one ICP, DCSC Loses Personnel

DISC & DCSC to DGSC

ICP17
ICP17A

DGSC (LOSE) & DCSC to XDGSC, DISC, & DPSC

ICP18
ICP18A

DGSC & DCSC to DISC & DPSC

ICP21

DGSC (LOSE) (IPE moves) & DCSC to DISC, DPSC, & XDGSC

ICP24
ICP24A
ICP24B

DGSC (IPE moves) & DCSC to DISC & DPSC

ICP27
ICP27A
ICP27B

Disestablish two ICPs

DGSC(LOSE) & DISC to DCSC & XDGSC

ICP13

DGSC (LOSE) & DISC to DCSC, DPSC, & XDGSC

ICP19
ICP19A

DGSC & DISC to DCSC & DPSC

ICP3

DISC & DPSC to DCSC & DGSC

ICP2
ICP7
ICP16
ICP20
ICP20A
ICP26
ICP26A
ICP26B

Other Combinations

DISC, DPSC, & DCSC to DGSC & DPSC-N

ICP22
ICP22A
ICP22B

DISC, DPSC (IPE moves), & DCSC to DGSC & DPSC-N

ICP23
ICP23A
ICP23B

DGSC (LOSE), DISC, & DPSC to DPSC-N, DCSC, &XDGSC

ICP25
ICP25A
ICP25B

DPSC ASO & DISC ASO to DPSC SO PHIL

ICP4

DISC ASSUMES ASO

ICP10

Depot Runs

DDLP to DDSP

DEPOTA
DEPOTL-L3

Disestablish DDJF

DEPOT P-P3

DDJF to DDSP & DDNV

DEPOT E

DDLP to DDAA & DDSP

DEPOT Y-Y2

DDCO to DDSP

DEPOT K
DEPOT V-V2

DDCO to DDSP

DEPOTB
DEPOTM-M5

DDRV to DDSP & XDEPOT

DEPOT H
DEPOT S-S3
DEPOT SA-SA2
DEPOT SNW

DDOU to DDJC & XDEPOT

DEPOT QA-QA2

DDMT to DDSP & XDEPOT

DEPOT RA-RA2

DDLP to DDAA & DDSP

DEPOT J-J2
DEPOT U-U3

DDRT & DDRWRT to DDAA, DDSP, & DDRW

DEPOT X-X3

DDST & DDRWST to XDEPOT, DDJC, & DDRW

DEPOTC
DEPOTN-N3

DDRT & DDRWRT to DDAA, DDSP, & DDRW

DEPOTD
DEPOTO-O5

DDOU (LOSE) & DDRWOU to DDJC, DDRW, XDDHU, & XDEPOT

DEPOT F
DEPOT Q-Q6
DEPOT QNW

DDMT (LOSE) & DDREMT to DDSP, DDRE, XDEPOT, XDDMT, DRMS HQ, DGSC

DEPOT G
DEPOT R-R4
DEPOT RNW

DDMC & DDRWMC to XDEPOT, DDJC, & DDRW

DEPOT I
DEPOT T-T2

DDJC (LOSE) & DDRW to DDOU, XDEPOT, & XDDJC

DEPOT W-W2

Other Runs

DLSC to DCSC

DLSC1

DLSC to ASO

DLSC2

DRMSE to DRMSHQ

DRMS1

NSO to DRMSHQ

DRMSHQ3

DRMSW to DRMSHQ

DRMS2

DRMSHQ to DCSC

DRMSHQ1

NSO & DRMSHQ TO DCSC

DRMSHQ2

DSDC1
DSDC-AP, DSDC-E, DSDC-HAE, DSDC-HAF, DSDC-HED, DSDC-N, DSDC-NS, DSDC-H, DSDC-W, DSDC-QD, DSDC-S, DSDC-SMA, DSDC-SWB, DSDC-V, DSDC-G, DSDC-K

to:
DCSC HQ

DSDC2
DSDC-SMA, DSDC-AP, DSDC-SWB, DSDC-HAE, DSDC-HAF, DSDC-HED

to:
DSDC-H, DSDC-S, DSDC-HQ

Adder Runs

Run Number	Combines
DCMD25AD	DCMD22, DCMD24
DCMD26AD	DCMD16, DCMD19
DCMD40AD	DCMD27, DCMD34
DCMD41AD	DCMD28, DCMD35
DCMD42AD	DCMD29, DCMD36
DCMD43AD	DCMD30, DCMD37
DCMD44AD	DCMD31, DCMD38
DCMD45AD	DCMD32, DCMD39
DCMD50AD	DCMD31, DCMD46
DCMD51AD	DCMD31, DCMD47
DCMD52AD	DCMD31, DCMD48
DCMD53AD	DCMD31, DCMD49
DCMD58AD	DCMD31, DCMD54
DCMD59AD	DCMD31, DCMD55
DCMD60AD	DCMD31, DCMD56
DCMD61AD	DCMD31, DCMD57
ICP14AD	DEPOTS, ICP12
ICP15AD	DEPOTS, ICP13

Note: Run DCMD20 was initially identified, but was never run

Defense Logistics Agency

BRAC 95

Internal Guidance Memos

DEPARTMENT OF DEFENSE

DEFENSE LOGISTICS AGENCY

DLA STORAGE SPACE UTILIZATION

30 SEPTEMBER 1994

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DEFENSE LOGISTICS AGENCY STORAGE SITES

	Page
1. DLA Storage Space Data - Worldwide	1
2. DLA Storage Space Data - CONUS	2
3. DLA Storage Space Data - Overseas (Germany)	3
4. DLA Storage Space Data - DDRE & DDRW - Total	4
5. Defense Distribution Region East - Total	5
a. Defense Depot Albany	6
b. Defense Depot Anniston	7
c. Defense Depot Charleston	8
d. Defense Depot Cherry Point	9
e. Defense Depot Columbus	10
1. Piketon Site	11
f. Defense Depot Jacksonville	12
g. Defense Depot Letterkenny	13
h. Defense Depot Memphis	14
1. Granite City Site	15
i. Defense Depot Norfolk	16
1. Sewells Point Site	17
2. South Annex Site	18
j. Defense Depot Pensacola	19
k. Defense Depot Richmond	20
l. Defense Depot Susquehanna	21
1. Mechanicsburg Depot	22
2. New Cumberland Depot	23
m. Defense Depot Tobyhanna	24
n. Defense Depot Warner Robins	25
6. Defense Distribution Region West - Total	26
a. Defense Depot Barstow	27
b. Defense Depot Corpus Christi	28
c. Defense Depot Hill	29
d. Defense Depot McClellan	30
e. Defense Depot Oakland	31
1. Alameda Site	32
f. Defense Depot Ogden	33
g. Defense Depot Oklahoma City	34
1. Atchison Site	35
2. Forbes AFB Site	36
h. Defense Depot Puget Sound	37
i. Defense Depot Red River	38
1. Granite City Site	39
2. Savanna Site	40
j. Defense Depot Sacramento	41
k. Defense Depot San Antonio	42
l. Defense Depot San Diego	43
1. Broadway Site	44
2. Long Beach Site	45
3. Naval Station Site	46
4. North Island Site	47
m. Defense Depot San Joaquin	48
1. Sharpe Depot	49
2. Tracy Depot	50
3. Rough & Ready Island	51
n. Defense Depot Tooele	52
7. Defense Electronics Supply Center	53
8. Defense Personnel Support Center	
b. Supply Support Facility Philadelphia	54
c. Supply Support Facility Bremerhaven	55
d. Supply Support Facility Germersheim	56
e. Supply Support Facility Kaiserslautern	57

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE ====	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE LOGISTICS AGENCY WORLDWIDE TOTAL		CITY NAME: ALEXANDRIA	STATE/COUNTRY VA USA
OUTGRANTED TO: SEE INDIVIDUAL SITES	OUTGRANTED SF: 1203K COVERED 486K OPEN	INGRANTED FROM: ALL SERVICES		INGRANTED SF: 60012K COVERED 50001K OPEN	LEASED FROM: DOE	LEASED SF: 474K	ANNUAL LEASING COST: $400K
POC: RAY MICHEL	DSN: 695-5214	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	105334	47635	35274	9108	3383	480	199	5996	3202	57		46607	12875
2. TOTAL SF THIS PERIOD	41238	18183	13424	3475	1097	289	1	3311	1440	18		13141	13341
3. UNUSABLE SF	2335	786	436	4				47	1062				17
4. SF IN STANDBY	102		89							13		2352	10779
5. OUTGRANTED SF (NON-DOD)	125	125											
6. OUTGRANTED SF (DOD)	1078	765	268	20	13				12			486	
7. TOTAL SF OUTGRANTED (5 + 6)	1203	890	268	20	13	0	0	0	12	0		486	0
8. TOTAL INGRANTED SF (8A+8B)	60486	29332	18882	6684	1193	150	175	2225	1845	0		33974	16027
A. INGRANTED SF	60012	28858	18882	6684	1193	150	175	2225	1845			33974	16027
B. LEASED SF	474	474											
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	98084	45839	31513	10135	2277	439	176	5489	2211	5		44277	18572
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	52796	29849	14966	4182	1138	206	71	1836	547	1		16828	5471
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	2324	1331	879	85	10	16			3				
12. NSF IN RACK AREA	7169	4001	2321	401	239	24	2	161	20			46	8
13. NSF IN BULK AREA	35795	10658	13347	5467	890	193	103	3492	1641	4		27403	13093
14. TOTAL NSF (11 + 12 + 13)	45288	15990	16547	5953	1139	233	105	3653	1664	4		27449	13101
15. TCF IN BIN AREA	38350	26172	10740	1169	116	113			40				
16. TCF IN RACK AREA	133748	79989	40284	6778	3710	378	25	2299	285			550	135
17. TCF IN BULK AREA	522240	159105	198472	76076	14385	4680	1597	48495	19391	39		285251	135352
18. TOTAL TCF (15 + 16 + 17)	694338	265266	249496	84023	18211	5171	1622	50794	19716	39		285801	135487
19. ACF IN BIN AREA	34405	24258	8954	994	67	109			23				
20. ACF IN RACK AREA	123306	76449	35391	6306	2387	376	21	2113	263			550	135
21. ACF IN BULK AREA	466481	142941	172896	70612	12135	3600	1369	44086	18818	24		285251	135352
22. TOTAL ACF (19 + 20 + 21)	624192	243648	217241	77912	14589	4085	1390	46199	19104	24		285801	135487
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	32929	11502	11693	4443	837	175	89	2910	1279	1	227	14813	6244
24. TOTAL CF OCCUPIED	455621	179311	152126	59303	9062	3153	1258	37149	14250	9	2745	148188	64606
25. TOTAL VACANT SF	12359	4488	4854	1510	302	58	16	743	385	3		12636	6857
26. VACANT CF IN BIN AREA	12510	7684	4270	440	31	76			9				
27. VACANT CF IN RACK AREA	34836	20910	11281	1154	957	179	6	250	99			200	
28. VACANT CF IN BULK AREA	121225	35626	49674	17014	4539	677	126	8808	4746	15		137413	70881
29. TOTAL VACANT CF (26+27+28)	168571	64220	65225	18608	5527	932	132	9058	4854	15		137613	70881
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE ====	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE LOGISTICS AGENCY CONUS TOTAL		CITY NAME: ALEXANDRIA	STATE/COUNTRY VA USA
OUTGRANTED TO: SEE INDIVIDUAL SITES	OUTGRANTED SF: 1203K COVERED 486K OPEN	INGRANTED FROM: ALL SERVICES		INGRANTED SF: 60012K COVERED 50001K OPEN	LEASED FROM: DOE	LEASED SF: 474K	ANNUAL LEASING COST: $400K
POC: RAY MICHEL	DSN: 695-5214	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	104611	47608	35274	8599	3383	293	199	5996	3202	57		46607	12875
2. TOTAL SF THIS PERIOD	40515	18156	13424	2966	1097	102	1	3311	1440	18		13141	13341
3. UNUSABLE SF	2335	786	436	4				47	1062				17
4. SF IN STANDBY	102		89							13		2352	10779
5. OUTGRANTED SF (NON-DOD)	125	125											
6. OUTGRANTED SF (DOD)	1078	765	268	20	13				12			486	
7. TOTAL SF OUTGRANTED (5 + 6)	1203	890	268	20	13	0	0	0	12	0		486	0
8. TOTAL INGRANTED SF (8A+8B)	60486	29332	18882	6684	1193	150	175	2225	1845	0		33974	16027
A. INGRANTED SF	60012	28858	18882	6684	1193	150	175	2225	1845			33974	16027
B. LEASED SF	474	474											
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	97361	45812	31513	9626	2277	252	176	5489	2211	5		44277	18572
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	52455	29827	14966	3959	1138	110	71	1836	547	1		16828	5471
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	2324	1331	879	85	10	16			3				
12. NSF IN RACK AREA	7169	4001	2321	401	239	24	2	161	20			46	8
13. NSF IN BULK AREA	35413	10653	13347	5181	890	102	103	3492	1641	4		27403	13093
14. TOTAL NSF (11 + 12 + 13)	44906	15985	16547	5667	1139	142	105	3653	1664	4		27449	13101
15. TCF IN BIN AREA	38350	26172	10740	1169	116	113			40				
16. TCF IN RACK AREA	133748	79989	40284	6778	3710	378	25	2299	285			550	135
17. TCF IN BULK AREA	513557	159089	198472	70488	14385	1601	1597	48495	19391	39		285251	135352
18. TOTAL TCF (15 + 16 + 17)	685655	265250	249496	78435	18211	2092	1622	50794	19716	39		285801	135487
19. ACF IN BIN AREA	34405	24258	8954	994	67	109			23				
20. ACF IN RACK AREA	123306	76449	35391	6306	2387	376	21	2113	263			550	135
21. ACF IN BULK AREA	459849	142925	172896	66168	12135	1428	1369	44086	18818	24		285251	135352
22. TOTAL ACF (19 + 20 + 21)	617560	243632	217241	73468	14589	1913	1390	46199	19104	24		285801	135487
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	32609	11497	11693	4202	837	101	89	2910	1279	1	227	14813	6244
24. TOTAL CF OCCUPIED	450139	179295	152126	55526	9062	1464	1258	37149	14250	9	2745	148188	64606
25. TOTAL VACANT SF	12297	4488	4854	1465	302	41	16	743	385	3		12636	6857
26. VACANT CF IN BIN AREA	12510	7684	4270	440	31	76			9				
27. VACANT CF IN RACK AREA	34836	20910	11281	1154	957	179	6	250	99			200	
28. VACANT CF IN BULK AREA	120075	35626	49674	16347	4539	194	126	8808	4746	15		137413	70881
29. TOTAL VACANT CF (26+27+28)	167421	64220	65225	17941	5527	449	132	9058	4854	15		137613	70881
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 80

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE ====	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE LOGISTICS AGENCY OCONUS TOTAL		CITY NAME:	STATE/COUNTRY GERMANY
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM:		INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: RAY MICHEL	DSN: 695-5214	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	723	27		509		187							
2. TOTAL SF THIS PERIOD	723	27		509		187							
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	723	27	0	509	0	187	0	0	0	0		0	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	341	22		223		96							
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	0												
12. NSF IN RACK AREA	0												
13. NSF IN BULK AREA	382	5		286		91							
14. TOTAL NSF (11 + 12 + 13)	382	5	0	286	0	91	0	0	0	0		0	0
15. TCF IN BIN AREA	0												
16. TCF IN RACK AREA	0												
17. TCF IN BULK AREA	8683	16		5588		3079							
18. TOTAL TCF (15 + 16 + 17)	8683	16	0	5588	0	3079	0	0	0	0		0	0
19. ACF IN BIN AREA	0												
20. ACF IN RACK AREA	0												
21. ACF IN BULK AREA	6632	16		4444		2172							
22. TOTAL ACF (19 + 20 + 21)	6632	16	0	4444	0	2172	0	0	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	320	5		241		74							
24. TOTAL CF OCCUPIED	5482	16		3777		1689							
25. TOTAL VACANT SF	62	0	0	45	0	17	0	0	0	0		0	0
26. VACANT CF IN BIN AREA	0												
27. VACANT CF IN RACK AREA	0												
28. VACANT CF IN BULK AREA	1150			667		483							
29. TOTAL VACANT CF (26+27+28)	1150	0	0	667	0	483	0	0	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE ====	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE LOGISTICS AGENCY REGION TOTAL		CITY NAME: ALEXANDRIA	STATE/COUNTRY VA USA
OUTGRANTED TO: SEE INDIVIDUAL SITES	OUTGRANTED SF: 789K COVERED 486K OPEN	INGRANTED FROM: ALL SERVICES		INGRANTED SF: 60012K COVERED 50001K OPEN	LEASED FROM: DOE	LEASED SF: 474K	ANNUAL LEASING COST: $400K
POC: RAY MICHEL	DSN: 695-5214	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	102041	45045	35274	8599	3376	293	199	5996	3202	57		46607	12871
2. TOTAL SF THIS PERIOD	37945	15593	13424	2966	1090	102	1	3311	1440	18		13141	13337
3. UNUSABLE SF	2313	764	436	4				47	1062				17
4. SF IN STANDBY	102		89							13		2352	10779
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	789	476	268	20	13				12			486	
7. TOTAL SF OUTGRANTED (5 + 6)	789	476	268	20	13	0	0	0	12	0		486	0
8. TOTAL INGRANTED SF (8A+8B)	60486	29332	18882	6684	1193	150	175	2225	1845	0		33974	16027
A. INGRANTED SF	60012	28858	18882	6684	1193	150	175	2225	1845			33974	16027
B. LEASED SF	474	474											
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	95227	43685	31513	9626	2270	252	176	5489	2211	5		44277	18568
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	52380	29752	14966	3959	1138	110	71	1836	547	1		16828	5471
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	2324	1331	879	85	10	16			3				
12. NSF IN RACK AREA	7169	4001	2321	401	239	24	2	161	20			46	8
13. NSF IN BULK AREA	33354	8601	13347	5181	883	102	103	3492	1641	4		27403	13089
14. TOTAL NSF (11 + 12 + 13)	42847	13933	16547	5667	1132	142	105	3653	1664	4		27449	13097
15. TCF IN BIN AREA	38350	26172	10740	1169	116	113			40				
16. TCF IN RACK AREA	133748	79989	40284	6778	3710	378	25	2299	285			550	135
17. TCF IN BULK AREA	492967	139199	198472	70488	13685	1601	1597	48495	19391	39		285251	135312
18. TOTAL TCF (15 + 16 + 17)	665065	245360	249496	78435	17511	2092	1622	50794	19716	39		285801	135447
19. ACF IN BIN AREA	34405	24258	8954	994	67	109			23				
20. ACF IN RACK AREA	123306	76449	35391	6306	2387	376	21	2113	263			550	135
21. ACF IN BULK AREA	439259	123035	172896	66168	11435	1428	1369	44086	18818	24		285251	135312
22. TOTAL ACF (19 + 20 + 21)	596970	223742	217241	73468	13889	1913	1390	46199	19104	24		285801	135447
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	32134	11029	11693	4202	830	101	89	2910	1279	1	227	14813	6244
24. TOTAL CF OCCUPIED	445389	174615	152126	55526	8992	1464	1258	37149	14250	9	2745	148188	64606
25. TOTAL VACANT SF	10713	2904	4854	1465	302	41	16	743	385	3		12636	6853
26. VACANT CF IN BIN AREA	12510	7684	4270	440	31	76			9				
27. VACANT CF IN RACK AREA	34836	20910	11281	1154	957	179	6	250	99			200	
28. VACANT CF IN BULK AREA	104235	20416	49674	16347	3909	194	126	8808	4746	15		137413	70841
29. TOTAL VACANT CF (26+27+28)	151581	49010	65225	17941	4897	449	132	9058	4854	15		137613	70841
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE ====	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DISTRIBUTION REGION EAST DDRE TOTAL		CITY NAME: NEW CUMBERLAND		STATE/COUNTRY PA USA
OUTGRANTED TO: SEE INDIVIDUAL SITES	OUTGRANTED SF: 505K COVERED 486K OPEN		INGRANTED FROM: ALL SERVICES	INGRANTED SF: 29214K COVERED 14287K OPEN	LEASED FROM: DOE	LEASED SF: 474K	ANNUAL LEASING COST: $400K	
POC: BRENDA PERRY	DSN: 977-8529	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE	

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	50422	27103	11711	4930	1063	180	135	4006	1291	3		23063	570
2. TOTAL SF THIS PERIOD	20958	11482	5253	1024	541	33		2304	320	1		9280	134
3. UNUSABLE SF	763	571	126	4				47	15				
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	505	385	90	13	5				12			486	
7. TOTAL SF OUTGRANTED (5 + 6)	505	385	90	13	5	0	0	0	12	0		486	0
8. TOTAL INGRANTED SF (8A+8B)	29688	15211	6550	4582	594	103	111	1483	1054	0		13646	641
A. INGRANTED SF	29214	14737	6550	4582	594	103	111	1483	1054			13646	641
B. LEASED SF	474	474											
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	49378	25737	11587	5589	1130	136	111	3740	1347	1		22440	775
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	27190	17272	5424	2301	590	64	37	1231	271			8677	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	864	642	162	59	1								
12. NSF IN RACK AREA	3448	2150	885	141	114	17	2	133	6			8	
13. NSF IN BULK AREA	17876	5673	5116	3088	425	55	72	2376	1070	1		13755	775
14. TOTAL NSF (11 + 12 + 13)	22188	8465	6163	3288	540	72	74	2509	1076	1		13763	775
15. TCF IN BIN AREA	14865	11844	2215	790	16								
16. TCF IN RACK AREA	61284	40641	14008	2339	2058	287	23	1839	89			64	
17. TCF IN BULK AREA	272074	94233	76405	46521	7389	958	1070	32321	13168	9		136798	8419
18. TOTAL TCF (15 + 16 + 17)	348223	146718	92628	49650	9463	1245	1093	34160	13257	9		136862	8419
19. ACF IN BIN AREA	12324	10155	1455	710	4								
20. ACF IN RACK AREA	53185	37378	10659	2207	839	285	19	1717	81			64	
21. ACF IN BULK AREA	236549	78626	64193	42937	6096	785	907	30311	12685	9		136798	8419
22. TOTAL ACF (19 + 20 + 21)	302058	126159	76307	45854	6939	1070	926	32028	12766	9		136862	8419
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	17810	6910	4896	2713	357	51	64	2049	769	1	189	7522	539
24. TOTAL CF OCCUPIED	238086	102181	57451	37424	4305	856	867	26038	8955	9	2368	73651	6055
25. TOTAL VACANT SF	4378	1555	1267	575	183	21	10	460	307	0		6241	236
26. VACANT CF IN BIN AREA	3647	2853	484	310									
27. VACANT CF IN RACK AREA	12721	8944	2507	566	409	151	5	120	19				
28. VACANT CF IN BULK AREA	47604	12064	15975	7553	2225	63	54	5878	3792			63211	2364
29. TOTAL VACANT CF (26+27+28)	63972	23861	18966	8429	2634	214	59	5998	3811	0		63211	2364
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE ADUQ	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT ALBANY - DDAG	CITY NAME: ALBANY	STATE/COUNTRY GA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: US MARINE CORPS	INGRANTED SF: 1891K COVERED 1183K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: MICHAEL ORTEGA	DSN: 567-5850	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	1891	766	848	202	71				4			1183	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	1891	686	848	202	151	0	0	4	0	0		1183	0
A. INGRANTED SF	1891	686	848	202	151			4				1183	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	1891	686	848	202	151	0	0	4	0	0		1183	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	911	411	351	82	66			1				1183	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	10	10											
12. NSF IN RACK AREA	65	32	16	4	13								
13. NSF IN BULK AREA	905	233	481	116	72			3					
14. TOTAL NSF (11 + 12 + 13)	980	275	497	120	85	0	0	3	0	0		0	0
15. TCF IN BIN AREA	204	204											
16. TCF IN RACK AREA	1348	665	333	77	273								
17. TCF IN BULK AREA	18827	4961	10111	2432	1296			27					
18. TOTAL TCF (15 + 16 + 17)	20379	5830	10444	2509	1569	0	0	27	0	0		0	0
19. ACF IN BIN AREA	68	68											
20. ACF IN RACK AREA	1027	506	254	59	208								
21. ACF IN BULK AREA	14347	3737	7704	1853	1026			27					
22. TOTAL ACF (19 + 20 + 21)	15442	4311	7958	1912	1234	0	0	27	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	554	212	250	65	27								
24. TOTAL CF OCCUPIED	8808	3343	4000	1033	432								
25. TOTAL VACANT SF	426	63	247	55	58	0	0	3	0	0		0	0
26. VACANT CF IN BIN AREA	14	14											
27. VACANT CF IN RACK AREA	359	88	225	6	40								
28. VACANT CF IN BULK AREA	6261	866	3733	873	762			27					
29. TOTAL VACANT CF (26+27+28)	6634	968	3958	879	802	0	0	27	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

WRONG PLACEMENT IN JUNE 94 REPORT IN 1.J (CAT AS SHED BY DDRE)NOT 8.J
8.C DECREASED 80 HEATED, MOVE TO HAZ 8.F COL (INCORRECT PLACEMENT)

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE AKWQ	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT ANNISTON (DDAA)	CITY NAME: ANNISTON	STATE/COUNTRY AL USA
OUTGRANTED TO: CENTER OF MILITARY HISTORY	OUTGRANTED SF: 13K COVERED	INGRANTED FROM: ANNISTON ARMY DEPOT	INGRANTED SF: 2690K COVERED 4053K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: GARY L VICE	DSN: 571-6218	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	2721	459	917	793	63			20	469			3513	36
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	13			13									
7. TOTAL SF OUTGRANTED (5 + 6)	13	0	0	13	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	2690	459	865	793	86	0	0	20	467	0		3812	241
A. INGRANTED SF	2690	459	865	793	86			20	467			3812	241
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	2677	459	865	780	86	0	0	20	467	0		3812	241
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	1153	437	317	227	38			20	114				
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	18	16	1	1									
12. NSF IN RACK AREA	78	1	69	5	3								
13. NSF IN BULK AREA	1428	5	478	547	45				353			3812	241
14. TOTAL NSF (11 + 12 + 13)	1524	22	548	553	48	0	0	0	353	0		3812	241
15. TCF IN BIN AREA	336	306	15	15									
16. TCF IN RACK AREA	1463	10	1352	61	40								
17. TCF IN BULK AREA	19594	43	7797	7017	609				4128			38120	2409
18. TOTAL TCF (15 + 16 + 17)	21393	359	9164	7093	649	0	0	0	4128	0		38120	2409
19. ACF IN BIN AREA	233	216	9	8									
20. ACF IN RACK AREA	1199	10	1089	61	39								
21. ACF IN BULK AREA	17533	43	6280	6641	505				4064			38120	2409
22. TOTAL ACF (19 + 20 + 21)	18965	269	7378	6710	544	0	0	0	4064	0		38120	2409
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1139	10	436	432	34				227			2924	5
24. TOTAL CF OCCUPIED	12178	100	5131	4627	300				2020			29242	45
25. TOTAL VACANT SF	385	12	112	121	14	0	0	0	126	0		888	236
26. VACANT CF IN BIN AREA	150	147	1	2									
27. VACANT CF IN RACK AREA	358	4	339	2	13								
28. VACANT CF IN BULK AREA	6279	18	1907	2079	231				2044			8878	2364
29. TOTAL VACANT CF (26+27+28)	6787	169	2247	2083	244	0	0	0	2044	0		8878	2364
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

1. COVERED SPACE - 13K GROSS SQUARE FEET (GSF)/5K NET SQUARE FEET (NSF) RETURNED TO HOST.
2. OTHER ADJUSTMENTS MADE AS RESULT OF SCRUB TEAM VALIDATING STORAGE SPACE.
   a. SHARED BLDG WITH HOST (TS-292)- DELETED 18K GSF/12K NSF (NOT DDAA SPACE).
   b. ADDITIONAL GAINS AND DELETIONS WERE MADE ON NET SQUARE FOOTAGE DUE TO REMEASURE, RETURNING SUPPORT SPACE TO STORAGE AND VICE-VERSA.
3. a. OPEN IMPROVED SPACE -AN ADDITIONAL 299K SF WAS PREPARED BY HOST FOR DDAA.
   b. OPEN UNIMPROVED - 241K SHOWN AS AVAILABLE SPACE PER INSTRUCTIONS AT STORAGE SPACE MANAGEMENT WORKSHOP 2-4 AUG. 94.

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE DKGU	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT CHARLESTON (DDCS)	CITY NAME: CHARLESTON	STATE/COUNTRY SC USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: US NAVY	INGRANTED SF: 1044K COVERED 513K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: RICK FITZGERALD	DSN: 563-3825	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	1044	109	722	60	42	3	27	40	41			513	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	1044	109	722	60	42	3	27	40	41	0		513	0
A. INGRANTED SF	1044	109	722	60	42	3	27	40	41			513	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	1044	109	722	60	42	3	27	40	41	0		513	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	419	46	297	24	20	1	9	9	13			154	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	80		78	2									
12. NSF IN RACK AREA	196	2	160	9	22		1	2					
13. NSF IN BULK AREA	349	61	187	25	0	2	17	29	28			359	
14. TOTAL NSF (11 + 12 + 13)	625	63	425	36	22	2	18	31	28	0		359	0
15. TCF IN BIN AREA	1105		1057	48									
16. TCF IN RACK AREA	3906	25	2926	398	508		16	33					
17. TCF IN BULK AREA	6213	875	3528	560	0	32	278	531	409			3590	
18. TOTAL TCF (15 + 16 + 17)	11224	900	7511	1006	508	32	294	564	409	0		3590	0
19. ACF IN BIN AREA	394		363	31									
20. ACF IN RACK AREA	1721	9	1307	357	11		12	25					
21. ACF IN BULK AREA	1490	160	720	121	0	22	115	160	192			3590	
22. TOTAL ACF (19 + 20 + 21)	3605	169	2390	509	11	22	127	185	192	0		3590	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	418	42	273	21	22	2	12	22	24			200	
24. TOTAL CF OCCUPIED	2448	99	1577	235	11	22	127	185	192			2000	
25. TOTAL VACANT SF	207	21	152	15	0	0	6	9	4	0		159	0
26. VACANT CF IN BIN AREA	0												
27. VACANT CF IN RACK AREA	1012		812	200									
28. VACANT CF IN BULK AREA	145	70	1	74								1590	
29. TOTAL VACANT CF (26+27+28)	1157	70	813	274	0	0	0	0	0	0		1590	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE DNNL	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT CHERRY POINT (DDCN)	CITY NAME: CHERRY POINT	STATE/COUNTRY NC US
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: USMC	INGRANTED SF: 630K COVERED 246K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: MARILYN LUTHERAN	DSN: 582-3702	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	635	377	258									246	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	630	372	258	0	0	0	0	0	0	0		246	0
A. INGRANTED SF	630	372	258									246	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	630	372	258	0	0	0	0	0	0	0		246	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	419	241	178									246	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	22	10	12										
12. NSF IN RACK AREA	72	47	25										
13. NSF IN BULK AREA	117	74	43										
14. TOTAL NSF (11 + 12 + 13)	211	131	80	0	0	0	0	0	0	0		0	0
15. TCF IN BIN AREA	451	119	332										
16. TCF IN RACK AREA	1121	556	565										
17. TCF IN BULK AREA	1769	1220	549										
18. TOTAL TCF (15 + 16 + 17)	3341	1895	1446	0	0	0	0	0	0	0		0	0
19. ACF IN BIN AREA	431	99	332										
20. ACF IN RACK AREA	1109	549	560										
21. ACF IN BULK AREA	1699	1180	519										
22. TOTAL ACF (19 + 20 + 21)	3239	1828	1411	0	0	0	0	0	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	157	105	52										
24. TOTAL CF OCCUPIED	2440	1555	885										
25. TOTAL VACANT SF	54	26	28	0	0	0	0	0	0	0		0	0
26. VACANT CF IN BIN AREA	290	59	231										
27. VACANT CF IN RACK AREA	307	121	186										
28. VACANT CF IN BULK AREA	202	93	109										
29. TOTAL VACANT CF (26+27+28)	799	273	526	0	0	0	0	0	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

DECREASED BY 5K IN COL. "C" DUE TO THE REMEASUREMENT OF WAREHOUSES.

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE EFGV	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT COLUMBUS (DDCO)		CITY NAME: COLUMBUS	STATE/COUNTRY OH USA
OUTGRANTED TO: MCRTC, 4THMARDIV 83RD ARCOM	OUTGRANTED SF: 2K COVERED 4K COVERED	INGRANTED FROM:		INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: E. H. DALTON	DSN: 850-1559	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	4842	2780	731	733	14			584				1463	
2. TOTAL SF THIS PERIOD	4839	2778	655	824				582				1463	
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	6		6										
7. TOTAL SF OUTGRANTED (5 + 6)	6	0	6	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	4833	2778	649	824	0	0	0	582	0	0		1463	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	2452	1742	217	284				209				658	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	70	70											
12. NSF IN RACK AREA	433	412						21					
13. NSF IN BULK AREA	1878	554	432	540				352				805	
14. TOTAL NSF (11 + 12 + 13)	2381	1036	432	540	0	0	0	373	0	0		805	0
15. TCF IN BIN AREA	984	984											
16. TCF IN RACK AREA	6024	5768						256					
17. TCF IN BULK AREA	23842	6880	5184	7560				4218				8050	
18. TOTAL TCF (15 + 16 + 17)	30850	13632	5184	7560	0	0	0	4474	0	0		8050	0
19. ACF IN BIN AREA	645	645											
20. ACF IN RACK AREA	5657	5401						256					
21. ACF IN BULK AREA	22341	6641	5001	6481				4218				8050	
22. TOTAL ACF (19 + 20 + 21)	28643	12687	5001	6481	0	0	0	4474	0	0		8050	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1910	846	346	402				316				342	
24. TOTAL CF OCCUPIED	23281	10507	4152	4824				3798				3420	
25. TOTAL VACANT SF	471	190	86	138	0	0	0	57	0	0		463	0
26. VACANT CF IN BIN AREA	224	224											
27. VACANT CF IN RACK AREA	1227	1227											
28. VACANT CF IN BULK AREA	3911	612	959	1656				684				4630	
29. TOTAL VACANT CF (26+27+28)	5362	2063	959	1656	0	0	0	684	0	0		4630	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

CHANGES FROM PREVIOUS 805 DUE TO DDRE REVIEW/VALIDATION
VISIT OF 15-19 AUGUST 1994
13,260 GSF OF UNHEATED SPACE USED FOR HAZMAT NON-CONFORMING STORAGE.

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE TFSW	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT PIKETON (DDCO)		CITY NAME: PIKETON		STATE/COUNTRY OH USA
OUTGRANTED TO: USAF	OUTGRANTED SF: 152K COVERED	INGRANTED FROM:		INGRANTED SF:	LEASED FROM: DOE	LEASED SF: 474K	ANNUAL LEASING COST: $400K	
POC: E. H. DALTON	DSN: 850-1559	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE	

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	474	474											
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	152	152											
7. TOTAL SF OUTGRANTED (5 + 6)	152	152	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	474	474	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	474	474											
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	322	322	0	0	0	0	0	0	0	0		0	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	153	153											
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	1	1											
12. NSF IN RACK AREA	0												
13. NSF IN BULK AREA	168	168											
14. TOTAL NSF (11 + 12 + 13)	169	169	0	0	0	0	0	0	0	0		0	0
15. TCF IN BIN AREA	19	19											
16. TCF IN RACK AREA	0												
17. TCF IN BULK AREA	7686	7686											
18. TOTAL TCF (15 + 16 + 17)	7705	7705	0	0	0	0	0	0	0	0		0	0
19. ACF IN BIN AREA	8	8											
20. ACF IN RACK AREA	0												
21. ACF IN BULK AREA	2517	2517											
22. TOTAL ACF (19 + 20 + 21)	2525	2525	0	0	0	0	0	0	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	161	161											
24. TOTAL CF OCCUPIED	2399	2399											
25. TOTAL VACANT SF	8	8	0	0	0	0	0	0	0	0		0	0
26. VACANT CF IN BIN AREA	1	1											
27. VACANT CF IN RACK AREA	0												
28. VACANT CF IN BULK AREA	125	125											
29. TOTAL VACANT CF (26+27+28)	126	126	0	0	0	0	0	0	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

THIS REPORT VALIDATED BY THE DDRE STG SPACE TEAM, 15-19 AUG 94.

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE LSGF	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT JACKSONVILLE(DDJF)	CITY NAME: JACKSONVILLE	STATE/COUNTRY FL USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: NAVY (NAS)	INGRANTED SF: 1024K COVERED 278K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: CHUCK CHANCEY	DSN: N/A	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	913	63	777		59			14				201	36
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	1024	140	777	0	59	2	3	39	4	0		242	36
A. INGRANTED SF	1024	140	777		59	2	3	39	4			242	36
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	1024	140	777	0	59	2	3	39	4	0		242	36
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	641	124	465		29			21	2				
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	65		65										
12. NSF IN RACK AREA	139	14	120		5								
13. NSF IN BULK AREA	179	2	127		25	2	3	18	2			242	36
14. TOTAL NSF (11 + 12 + 13)	383	16	312	0	30	2	3	18	2	0		242	36
15. TCF IN BIN AREA	708		708										
16. TCF IN RACK AREA	2646	407	2148		91								
17. TCF IN BULK AREA	2235	25	1542		363	16	29	240	20			2425	360
18. TOTAL TCF (15 + 16 + 17)	5589	432	4398	0	454	16	29	240	20	0		2425	360
19. ACF IN BIN AREA	708		708										
20. ACF IN RACK AREA	2031	407	1552		72								
21. ACF IN BULK AREA	2197	25	1542		325	16	29	240	20			2425	360
22. TOTAL ACF (19 + 20 + 21)	4936	432	3802	0	397	16	29	240	20	0		2425	360
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	269	15	213		21	1	3	15	1			135	36
24. TOTAL CF OCCUPIED	3444	387	2517		286	13	25	202	14			1442	360
25. TOTAL VACANT SF	114	1	99	0	9	1	0	3	1	0		107	0
26. VACANT CF IN BIN AREA	245		245										
27. VACANT CF IN RACK AREA	435	41	376		18								
28. VACANT CF IN BULK AREA	812	4	664		93	3	4	38	6			983	
29. TOTAL VACANT CF (26+27+28)	1492	45	1285	0	111	3	4	38	6	0		983	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

COMMERCIAL NUMBER FOR POC: (904)779-3082
ADDITIONAL SPACE ACQUIRED FROM FISC ON 31 JUL 94 WHICH CAUSED INCREASES IN GSF, NSF, TCF & ACF.

(DD FORM 805

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE NDAM	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT LETTERKENNY(DDLP)		CITY NAME: CHAMBERSBURG		STATE/COUNTRY PA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: US ARMY		INGRANTED SF: 3489K COVERED 4428K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:	
POC: MODESTA KERLIN	DSN: 570-8069	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE	

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	3488	375	415	1484	65			607	542			4207	221
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	4			4									
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	3489	375	415	1485	65	0	0	607	542	0		4207	221
A. INGRANTED SF	3489	375	415	1485	65			607	542			4207	221
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	3485	375	415	1481	65	0	0	607	542	0		4207	221
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	1453	357	108	772	40			68	108			1590	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	59	4		55									
12. NSF IN RACK AREA	100	10	4	80	5				1				
13. NSF IN BULK AREA	1873	4	303	574	20			539	433			2617	221
14. TOTAL NSF (11 + 12 + 13)	2032	18	307	709	25	0	0	539	434	0		2617	221
15. TCF IN BIN AREA	770	49		721									
16. TCF IN RACK AREA	1316	127	37	1038	101				13				
17. TCF IN BULK AREA	23184	57	4194	7514	295			6470	4654			26171	2210
18. TOTAL TCF (15 + 16 + 17)	25270	233	4231	9273	396	0	0	6470	4667	0		26171	2210
19. ACF IN BIN AREA	711	46		665									
20. ACF IN RACK AREA	1280	127	37	1038	65				13				
21. ACF IN BULK AREA	23159	57	4194	7514	270			6470	4654			26171	2210
22. TOTAL ACF (19 + 20 + 21)	25150	230	4231	9217	335	0	0	6470	4667	0		26171	2210
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1515	9	250	542	18			386	310			869	221
24. TOTAL CF OCCUPIED	18754	114	3443	7056	242			4179	3720			8690	2210
25. TOTAL VACANT SF	517	9	57	167	7	0	0	153	124	0		1748	0
26. VACANT CF IN BIN AREA	333	27		306									
27. VACANT CF IN RACK AREA	373	83	2	256	32								
28. VACANT CF IN BULK AREA	5690	6	786	1599	61			2291	947			17481	
29. TOTAL VACANT CF (26+27+28)	6396	116	788	2161	93	0	0	2291	947	0		17481	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

ADJUSTMENTS MADE AFTER DDRE SCRUB TEAM VALIDATED STORAGE SPACE.

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-30	INSTALLATION CODE PYKE	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT MEMPHIS (DDMT)		CITY NAME: MEMPHIS	STATE/COUNTRY TN USA
OUTGRANTED TO: DRMO	OUTGRANTED SF: 88K COVERED 439K OPEN	INGRANTED FROM:		INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: BILL GRAY	DSN: 683-6004	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	5604	3065	1395		212	10		796	126			4947	134
2. TOTAL SF THIS PERIOD	5459	2847	1494		209	10		802	97			4947	134
3. UNUSABLE SF	12								12				
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	88		73		3				12			439	
7. TOTAL SF OUTGRANTED (5 + 6)	88	0	73	0	3	0	0	0	12	0		439	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	5359	2847	1421	0	206	10	0	802	73	0		4508	134
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	2976	1864	643		141	6		304	18			2773	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	136	130	6										
12. NSF IN RACK AREA	401	269	35		33	1		63					
13. NSF IN BULK AREA	1846	584	737		32	3		435	55			1735	134
14. TOTAL NSF (11 + 12 + 13)	2383	983	778	0	65	4	0	498	55	0		1735	134
15. TCF IN BIN AREA	2466	2363	103										
16. TCF IN RACK AREA	6852	4960	447		462	9		974					
17. TCF IN BULK AREA	32158	10700	12685		1280	29		6419	1045			17350	2010
18. TOTAL TCF (15 + 16 + 17)	41476	18023	13235	0	1742	38	0	7393	1045	0		17350	2010
19. ACF IN BIN AREA	1848	1805	43										
20. ACF IN RACK AREA	5794	4545	364		3	9		873					
21. ACF IN BULK AREA	26338	8399	10204		955	29		5908	843			17350	2010
22. TOTAL ACF (19 + 20 + 21)	33980	14749	10611	0	958	38	0	6781	843	0		17350	2010
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1991	781	685		48	4		447	26			755	134
24. TOTAL CF OCCUPIED	28373	11702	9340		817	34		6079	401			6489	2010
25. TOTAL VACANT SF	392	202	93	0	17	0	0	51	29	0		980	0
26. VACANT CF IN BIN AREA	653	646	7										
27. VACANT CF IN RACK AREA	1303	1068	80		81	1		73					
28. VACANT CF IN BULK AREA	3651	1333	1184		60	3		629	442			10861	
29. TOTAL VACANT CF (26+27+28)	5607	3047	1271	0	141	4	0	702	442	0		10861	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

ADJUSTMENTS MADE AFTER DDRE SCRUB TEAM VALIDATED STORAGE SPACE.
TOTAL BIN LOCS - 435,722; TOTAL OCCUPIED - 348,578
TOTAL RACK LOCS - 84,706; TOTAL OCCUPIED - 67,765

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE JHFR	DOD COMPONENT DLA	NAME OF INSTALLATION: CHARLES MELVIN PRICE SPT CTR DEFENSE DEPOT MEMPHIS (DDMT)	CITY NAME: GRANITE CITY	STATE/COUNTRY IL USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: US ARMY	INGRANTED SF: 125K COVERED	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: Bill Gray	DSN: 683-6004	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	125		85					40					
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	125	0	85	0	0	0	0	40	0	0		0	0
A. INGRANTED SF	125		85					40					
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	125	0	85	0	0	0	0	40	0	0		0	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	39		28					11					
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	0												
12. NSF IN RACK AREA	29		29										
13. NSF IN BULK AREA	57		28					29					
14. TOTAL NSF (11 + 12 + 13)	86	0	57	0	0	0	0	29	0	0		0	0
15. TCF IN BIN AREA	0												
16. TCF IN RACK AREA	470		470										
17. TCF IN BULK AREA	891		421					470					
18. TOTAL TCF (15 + 16 + 17)	1361	0	891	0	0	0	0	470	0	0		0	0
19. ACF IN BIN AREA	0												
20. ACF IN RACK AREA	376		376										
21. ACF IN BULK AREA	776		365					411					
22. TOTAL ACF (19 + 20 + 21)	1152	0	741	0	0	0	0	411	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	86		57					29					
24. TOTAL CF OCCUPIED	1032		684					348					
25. TOTAL VACANT SF	0	0	0	0	0	0	0	0	0	0		0	0
26. VACANT CF IN BIN AREA	0												
27. VACANT CF IN RACK AREA	14		14										
28. VACANT CF IN BULK AREA	106		43					63					
29. TOTAL VACANT CF (26+27+28)	120	0	57	0	0	0	0	63	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE SBDG	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT NORFOLK (DDNV) TOTAL		CITY NAME: NORFOLK	STATE/COUNTRY VA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: US NAVY		INGRANTED SF: 6306K COVERED 525K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: TIM GREEN	DSN: 464-2739	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	6411	3407	2402	53	87	40	107	315				525	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	45		45										
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	6306	3413	2384	49	73	25	76	286	0	0		525	0
A. INGRANTED SF	6306	3413	2384	49	73	25	76	286				525	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	6261	3413	2339	49	73	25	76	286	0	0		525	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	3831	2316	1344	15	27	13	25	91				189	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	162	162											
12. NSF IN RACK AREA	401	208	166		10	12		5				8	
13. NSF IN BULK AREA	1867	727	829	34	36		51	190				328	
14. TOTAL NSF (11 + 12 + 13)	2430	1097	995	34	46	12	51	195	0	0		336	0
15. TCF IN BIN AREA	1171	1171											
16. TCF IN RACK AREA	6477	4016	1922		247	224		68				64	
17. TCF IN BULK AREA	24539	9471	10430	447	459		760	2972				2525	
18. TOTAL TCF (15 + 16 + 17)	32187	14658	12352	447	706	224	760	3040	0	0		2589	0
19. ACF IN BIN AREA	1171	1171											
20. ACF IN RACK AREA	6101	3784	1791		247	224		55				64	
21. ACF IN BULK AREA	22240	8387	9567	379	337		760	2810				2525	
22. TOTAL ACF (19 + 20 + 21)	29512	13342	11358	379	584	224	760	2865	0	0		2589	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1998	965	751	32	33	4	47	166			127	280	
24. TOTAL CF OCCUPIED	19377	9933	6224	349	236	80	710	1845			1371	2200	
25. TOTAL VACANT SF	432	132	244	2	13	8	4	29	0	0		56	0
26. VACANT CF IN BIN AREA	181	181											
27. VACANT CF IN RACK AREA	1652	1074	279		137	144		18					
28. VACANT CF IN BULK AREA	8302	2154	4855	30	211		50	1002				389	
29. TOTAL VACANT CF (26+27+28)	10135	3409	5134	30	348	144	50	1020	0	0		389	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

SEE INDIVIDUAL REPORTS.

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE SBDG	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT NORFOLK-DDNV SEWELLS POINT SITE		CITY NAME: NORFOLK		STATE/COUNTRY VA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: NAVY		INGRANTED SF: 5977K COVERED 410K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:	
POC: TIM GREEN	DSN: 564-2739	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE	

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	5854	3407	1876	53	56	40	107	315				410	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	45		45										
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	5977	3413	2086	49	42	25	76	286	0	0		410	0
A. INGRANTED SF	5977	3413	2086	49	42	25	76	286				410	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	5932	3413	2041	49	42	25	76	286	0	0		410	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	3754	2316	1273	15	21	13	25	91				135	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	162	162											
12. NSF IN RACK AREA	398	208	163		10	12		5				8	
13. NSF IN BULK AREA	1618	727	605	34	11		51	190				267	
14. TOTAL NSF (11 + 12 + 13)	2178	1097	768	34	21	12	51	195	0	0		275	0
15. TCF IN BIN AREA	1171	1171											
16. TCF IN RACK AREA	6440	4016	1885		247	224		68				64	
17. TCF IN BULK AREA	21111	9471	7300	447	161		760	2972				2136	
18. TOTAL TCF (15 + 16 + 17)	28722	14658	9185	447	408	224	760	3040	0	0		2200	0
19. ACF IN BIN AREA	1171	1171											
20. ACF IN RACK AREA	6069	3784	1759		247	224		55				64	
21. ACF IN BULK AREA	19358	8387	6884	379	138		760	2810				2136	
22. TOTAL ACF (19 + 20 + 21)	26598	13342	8643	379	385	224	760	2865	0	0		2200	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1915	965	688	32	13	4	47	166			127	260	
24. TOTAL CF OCCUPIED	18972	9933	5912	349	143	80	710	1845			1371	2080	
25. TOTAL VACANT SF	263	132	80	2	8	8	4	29	0	0		15	0
26. VACANT CF IN BIN AREA	181	181											
27. VACANT CF IN RACK AREA	1620	1074	247		137	144		18					
28. VACANT CF IN BULK AREA	5825	2154	2484	30	105		50	1002				120	
29. TOTAL VACANT CF (26+27+28)	7626	3409	2731	30	242	144	50	1020	0	0		120	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

INCREASE DUE TO REMEASUREMENT OF STORAGE SPACE AFTER PREPARING PLANOGRAPHS.

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE SBDG	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT NORFOLK-DDNV SOUTH ANNEX SITE	CITY NAME: NORFOLK	STATE/COUNTRY VA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: NAVY	INGRANTED SF: 329K COVERED 115K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: TIM GREEN	DSN: 564-2739	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	557	0	526	0	31	0	0	0				115	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0		0		0	0
8. TOTAL INGRANTED SF (8A+8B)	329	0	298	0	31	0	0	0		0		115	0
A. INGRANTED SF	329		298		31							115	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	329	0	298	0	31	0	0	0		0		115	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	77		71		6							54	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	0												
12. NSF IN RACK AREA	3		3										
13. NSF IN BULK AREA	249		224	0	25							61	
14. TOTAL NSF (11 + 12 + 13)	252	0	227	0	25	0	0	0		0		61	0
15. TCF IN BIN AREA	0												
16. TCF IN RACK AREA	37		37										
17. TCF IN BULK AREA	3428		3130		298							389	
18. TOTAL TCF (15 + 16 + 17)	3465	0	3167	0	298	0	0	0		0		389	0
19. ACF IN BIN AREA	0												
20. ACF IN RACK AREA	32		32										
21. ACF IN BULK AREA	2882		2683		199							389	
22. TOTAL ACF (19 + 20 + 21)	2914	0	2715	0	199	0	0	0		0		389	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	83		63		20							20	
24. TOTAL CF OCCUPIED	405		312		93							120	
25. TOTAL VACANT SF	169	0	164	0	5	0	0	0		0		41	0
26. VACANT CF IN BIN AREA	0												
27. VACANT CF IN RACK AREA	32		32		0								
28. VACANT CF IN BULK AREA	2477		2371		106							269	
29. TOTAL VACANT CF (26+27+28)	2509	0	2403	0	106	0	0	0		0		269	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

DECREASE IN GSF LINE 8, COL. D, DUE TO REWAREHOUSING PROJECT OF GETTING OUT OF SOUTH ANNEX SITE.

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE TAXU	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT PENSACOLA (DDPF)		CITY NAME: PENSACOLA	STATE/COUNTRY FL USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: US NAVY		INGRANTED SF: 653K COVERED 218K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: BARBARA SEWARD	DSN: 922-8767	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	656	521	103		25			7				218	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	653	521	103	0	20	0	0	9	0	0		218	0
A. INGRANTED SF	653	521	103		20			9				218	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	653	521	103	0	20	0	0	9	0	0		218	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	441	360	66		13			2				60	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	17	17											
12. NSF IN RACK AREA	74	70	4										
13. NSF IN BULK AREA	121	74	33		7			7				158	
14. TOTAL NSF (11 + 12 + 13)	212	161	37	0	7	0	0	7	0	0		158	0
15. TCF IN BIN AREA	140	140											
16. TCF IN RACK AREA	1347	1109	238										
17. TCF IN BULK AREA	1346	844	243		188			71				1580	
18. TOTAL TCF (15 + 16 + 17)	2833	2093	481	0	188	0	0	71	0	0		1580	0
19. ACF IN BIN AREA	140	140											
20. ACF IN RACK AREA	1347	1109	238										
21. ACF IN BULK AREA	1346	844	243		188			71				1580	
22. TOTAL ACF (19 + 20 + 21)	2833	2093	481	0	188	0	0	71	0	0		1580	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	134	109	16		2			7				158	
24. TOTAL CF OCCUPIED	2000	1706	181		42			71				1580	
25. TOTAL VACANT SF	78	52	21	0	5	0	0	0	0	0		0	0
26. VACANT CF IN BIN AREA	45	45											
27. VACANT CF IN RACK AREA	239	89	150										
28. VACANT CF IN BULK AREA	549	253	150		146							0	
29. TOTAL VACANT CF (26+27+28)	833	387	300	0	146	0	0	0	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

HAZARDOUS WHSE. DECREASED BY 5K, SHEDS INCREASED BY 2K DUE TO REMEASUREMENT.

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE UXEL	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT RICHMOND (DDRV)		CITY NAME: RICHMOND		STATE/COUNTRY VA USA
OUTGRANTED TO: COMMISSARY	OUTGRANTED SF: 56K COVERED		INGRANTED FROM:	INGRANTED SF:	LEASED FROM:	LEASED SF:		ANNUAL LEASING COST:
POC: JIM TUCKER	DSN: 695-3444	COVERED GENERAL PURPOSE STORAGE						OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	5320	1707	2623		332	22		562	74			1308	
2. TOTAL SF THIS PERIOD	5320	1707	2623		332	22		562	74			1308	
3. UNUSABLE SF	81		81										
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	56	56											
7. TOTAL SF OUTGRANTED (5 + 6)	56	56	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	5183	1651	2542	0	332	22	0	562	74	0		1308	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	3042	1426	1189		158	16		251	2			590	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	35	34			1								
12. NSF IN RACK AREA	425	126	249		9	2		39					
13. NSF IN BULK AREA	1681	65	1104		164	4		272	72			718	
14. TOTAL NSF (11 + 12 + 13)	2141	225	1353	0	174	6	0	311	72	0		718	0
15. TCF IN BIN AREA	705	689			16								
16. TCF IN RACK AREA	6540	2436	3467		151	22		464					
17. TCF IN BULK AREA	22891	774	15095		2594	43		3261	1124			7180	
18. TOTAL TCF (15 + 16 + 17)	30136	3899	18562	0	2761	65	0	3725	1124	0		7180	0
19. ACF IN BIN AREA	662	658			4								
20. ACF IN RACK AREA	5845	2339	2988		34	20		464					
21. ACF IN BULK AREA	20777	774	13253		2326	39		3261	1124			7180	
22. TOTAL ACF (19 + 20 + 21)	27284	3771	16241	0	2364	59	0	3725	1124	0		7180	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1972	185	1285		129	6		306	61			586	
24. TOTAL CF OCCUPIED	24973	3101	15425		1753	59		3665	970			5860	
25. TOTAL VACANT SF	169	40	68	0	45	0	0	5	11	0		132	0
26. VACANT CF IN BIN AREA	67	67											
27. VACANT CF IN RACK AREA	358	285	23		27			23					
28. VACANT CF IN BULK AREA	1886	318	793		584			37	154			1320	
29. TOTAL VACANT CF (26+27+28)	2311	670	816	0	611	0	0	60	154	0		1320	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

217K RACK LOCATIONS; 604K BIN LOCATIONS
GROSS SPACE REQUIRED ADJUSTMENT TO INCLUDE OFFICE SPACE AS SUPPORT.
WHSE 61 HAS 83K USED TO SUPPORT NORFOLK TRANSFER & IS BEING MODIFIED TO INCLUDE RACK STORAGE.
CONSTRUCTION OF OIL STG. SHEDS & PROCESSING FACILITY/WHSE 12 CONVERSON IS BEING WORKED.

(DD FORM

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE ====	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SUSQUEHANNA (DDSP) TOTAL		CITY NAME: NEW CUMBERLAND AND MECHANICSBURG		STATE/COUNTRY PA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: US NAVY		INGRANTED SF: 5772K COVERED 1102K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:	
POC: CAROL MELVIN	DSN: 977-8416	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE	

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	10692	8755	342	919		40		606	27	3		2561	103
2. TOTAL SF THIS PERIOD	5340	4150	481	200		1		358	149	1		1562	
3. UNUSABLE SF	621	571						47	3				
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	5772	4453	0	1293	0	8	4	14	0	0		999	103
A. INGRANTED SF	5772	4453		1293		8	4	14				999	103
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	10491	8032	481	1493	0	9	4	325	146	1		2561	103
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	6225	5278	166	671		4	3	89	14			878	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	170	169		1									
12. NSF IN RACK AREA	532	510	8	6		1		2	5				
13. NSF IN BULK AREA	3564	2075	307	815		4	1	234	127	1		1683	103
14. TOTAL NSF (11 + 12 + 13)	4266	2754	315	822	0	5	1	236	132	1		1683	103
15. TCF IN BIN AREA	5055	5049		6									
16. TCF IN RACK AREA	12368	12047	103	105		11		26	76				
17. TCF IN BULK AREA	53983	31489	4266	13132		44	3	3252	1788	9		16830	1030
18. TOTAL TCF (15 + 16 + 17)	71406	48585	4369	13243	0	55	3	3278	1864	9		16830	1030
19. ACF IN BIN AREA	5038	5032		6									
20. ACF IN RACK AREA	11844	11531	103	105		11		26	68				
21. ACF IN BULK AREA	52690	30383	4248	12963		44	3	3252	1788	9		16830	1030
22. TOTAL ACF (19 + 20 + 21)	69572	46946	4351	13074	0	55	3	3278	1856	9		16830	1030
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	3556	2284	260	781		4	1	105	120	1		401	103
24. TOTAL CF OCCUPIED	59234	38999	3600	12299		51	3	2635	1638	9		4010	1030
25. TOTAL VACANT SF	710	470	55	41	0	1	0	131	12	0		1282	0
26. VACANT CF IN BIN AREA	1411	1409		2									
27. VACANT CF IN RACK AREA	3058	2971	21	41		2		4	19				
28. VACANT CF IN BULK AREA	5869	3567	730	732		2		639	199			12820	
29. TOTAL VACANT CF (26+27+28)	10338	7947	751	775	0	4	0	643	218	0		12820	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

SEE INDIVIDUAL REPORTS

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE PVRY	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SUSQUEHANNA (DDSP) MECHANICSBURG SITE	CITY NAME: MECHANICSBURG	STATE/COUNTRY PA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: US NAVY	INGRANTED SF: 5772K COVERED 1102K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: CAROL MELVIN	DSN: 977-8416	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	5364	4590		720		40		14				999	103
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	252	252											
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	5772	4453	0	1293	0	8	4	14	0	0		999	103
A. INGRANTED SF	5772	4453		1293		8	4	14				999	103
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	5520	4201	0	1293	0	8	4	14	0	0		999	103
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	3153	2564		581		4	3	1				878	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	110	109		1									
12. NSF IN RACK AREA	188	184		3		1							
13. NSF IN BULK AREA	2069	1344		708		3	1	13				121	103
14. TOTAL NSF (11 + 12 + 13)	2367	1637	0	712	0	4	1	13	0	0		121	103
15. TCF IN BIN AREA	2768	2762		6									
16. TCF IN RACK AREA	3081	3010		60		11							
17. TCF IN BULK AREA	32496	20648		11642		39	3	164				1210	1030
18. TOTAL TCF (15 + 16 + 17)	38345	26420	0	11708	0	50	3	164	0	0		1210	1030
19. ACF IN BIN AREA	2755	2749		6									
20. ACF IN RACK AREA	3047	2976		60		11							
21. ACF IN BULK AREA	31820	20141		11473		39	3	164				1210	1030
22. TOTAL ACF (19 + 20 + 21)	37622	25866	0	11539	0	50	3	164	0	0		1210	1030
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	2046	1359		677		3	1	6				121	103
24. TOTAL CF OCCUPIED	32227	21251		10846		46	3	81				1210	1030
25. TOTAL VACANT SF	321	278	0	35	0	1	0	7	0	0		0	0
26. VACANT CF IN BIN AREA	1181	1179		2									
27. VACANT CF IN RACK AREA	848	814		32		2							
28. VACANT CF IN BULK AREA	3366	2622		659		2		83					
29. TOTAL VACANT CF (26+27+28)	5395	4615	0	693	0	4	0	83	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE RCPI	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SUSQUEHANNA (DDSP) NEW CUMBERLAND SITE		CITY NAME: NEW CUMBERLAND	STATE/COUNTRY PA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM:	INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:	
POC: CAROL MELVIN	DSN: 977-8416	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE	

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	5328	4165	342	199				592	27	3		1562	
2. TOTAL SF THIS PERIOD	5340	4150	481	200		1		358	149	1		1562	
3. UNUSABLE SF	369	319						47	3				
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	4971	3831	481	200	0	1	0	311	146	1		1562	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	3072	2714	166	90				88	14				
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	60	60											
12. NSF IN RACK AREA	344	326	8	3				2	5				
13. NSF IN BULK AREA	1495	731	307	107		1		221	127	1		1562	
14. TOTAL NSF (11 + 12 + 13)	1899	1117	315	110	0	1	0	223	132	1		1562	0
15. TCF IN BIN AREA	2287	2287											
16. TCF IN RACK AREA	9287	9037	103	45				26	76				
17. TCF IN BULK AREA	21487	10841	4266	1490		5		3088	1788	9		15620	
18. TOTAL TCF (15 + 16 + 17)	33061	22165	4369	1535	0	5	0	3114	1864	9		15620	0
19. ACF IN BIN AREA	2283	2283											
20. ACF IN RACK AREA	8797	8555	103	45				26	68				
21. ACF IN BULK AREA	20870	10242	4248	1490		5		3088	1788	9		15620	
22. TOTAL ACF (19 + 20 + 21)	31950	21080	4351	1535	0	5	0	3114	1856	9		15620	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1510	925	260	104		1		99	120	1		280	
24. TOTAL CF OCCUPIED	27007	17748	3600	1453		5		2554	1638	9		2800	
25. TOTAL VACANT SF	389	192	55	6	0	0	0	124	12	0		1282	0
26. VACANT CF IN BIN AREA	230	230											
27. VACANT CF IN RACK AREA	2210	2157	21	9				4	19				
28. VACANT CF IN BULK AREA	2503	945	730	73				556	199			12820	
29. TOTAL VACANT CF (26+27+28)	4943	3332	751	82	0	0	0	560	218	0		12820	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

INCREASE IN GSF DUE TO THE OMISSION OF TRAILER STG. ON PREVIOUS REPORT; ALSO REMEASURED/RECLASSIFIED SOME STG. SPACE.

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE WXVE	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT TOBYHANNA (DDTP)	CITY NAME: TOBYHANNA	STATE/COUNTRY PA USA
OUTGRANTED TO: DRMO	OUTGRANTED SF: 47K OPEN	INGRANTED FROM: US ARMY	INGRANTED SF: 2043K COVERED 1055K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: ROBERT LANGE	DSN: 795-7718	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	2043	1161	7	686	24	61		96	8			1684	40
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0											47	
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		47	0
8. TOTAL INGRANTED SF (8A+8B)	2043	1141	7	700	29	61	0	105	0	0		1015	40
A. INGRANTED SF	2043	1141	7	700	29	61		105				1015	40
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	2043	1141	7	700	29	61	0	105	0	0		968	40
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	869	600	5	226	12	21		5					
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	13	13											
12. NSF IN RACK AREA	71	29		37	5								
13. NSF IN BULK AREA	1090	499	2	437	12	40		100				968	40
14. TOTAL NSF (11 + 12 + 13)	1174	541	2	474	17	40	0	100	0	0		968	40
15. TCF IN BIN AREA	247	247											
16. TCF IN RACK AREA	1244	513		660	71								
17. TCF IN BULK AREA	20114	9843	19	7859	168	794		1431				9680	400
18. TOTAL TCF (15 + 16 + 17)	21605	10603	19	8519	239	794	0	1431	0	0		9680	400
19. ACF IN BIN AREA	214	214											
20. ACF IN RACK AREA	758	125		587	46								
21. ACF IN BULK AREA	15890	6794	12	6985	47	635		1417				9680	400
22. TOTAL ACF (19 + 20 + 21)	16862	7133	12	7572	93	635	0	1417	0	0		9680	400
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1029	455	2	438	9	29		96			62	641	40
24. TOTAL CF OCCUPIED	15419	6661	10	7001	35	580		1132			997	6410	400
25. TOTAL VACANT SF	145	86	0	36	8	11	0	4	0	0		327	0
26. VACANT CF IN BIN AREA	19	19											
27. VACANT CF IN RACK AREA	96	13		61	22								
28. VACANT CF IN BULK AREA	1328	440	2	510	36	55		285				3270	0
29. TOTAL VACANT CF (26+27+28)	1443	472	2	571	58	55	0	285	0	0		3270	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

CHANGES IN SECTION "A" DUE TO RECLASSIFYING SOME BLDGS/SPACE & MAJOR REWAREHOUSING.
DECREASE IN COL "M" DUE TO NEW CONSTRUCTION.
RAMP/DOCK STORAGE OF VEHICLES (NONCONFORMING STG) IN COL "L".

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE WHHZ	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT WARNER ROBINS (DDWG)	CITY NAME: WARNER ROBINS	STATE/COUNTRY GA USA
OUTGRANTED TO: DRMO USAF	OUTGRANTED SF: 100K COVERED 90K COVERED	INGRANTED FROM: USAF	INGRANTED SF: 3547K COVERED 686K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: JIMMY REYNOLDS	DSN: 468-3085	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	3563	3084	86		69	4	1	319				494	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	190	177	11		2								
7. TOTAL SF OUTGRANTED (5 + 6)	190	177	11	0	2	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	3547	3068	86	0	69	4	1	319	0	0		686	0
A. INGRANTED SF	3547	3068	86		69	4	1	319				686	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	3357	2891	75	0	67	4	1	319	0	0		686	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	2166	1917	50		46	3		150				356	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	6	6											
12. NSF IN RACK AREA	432	420			9	1	1	1					
13. NSF IN BULK AREA	753	548	25		12			168				330	
14. TOTAL NSF (11 + 12 + 13)	1191	974	25	0	21	1	1	169	0	0		330	0
15. TCF IN BIN AREA	504	504											
16. TCF IN RACK AREA	8162	8002			114	21	7	18					
17. TCF IN BULK AREA	12802	9365	341		137			2959				3297	
18. TOTAL TCF (15 + 16 + 17)	21468	17871	341	0	251	21	7	2977	0	0		3297	0
19. ACF IN BIN AREA	53	53											
20. ACF IN RACK AREA	7096	6936			114	21	7	18					
21. ACF IN BULK AREA	11209	8685	341		117			2066				3297	
22. TOTAL ACF (19 + 20 + 21)	18358	15674	341	0	231	21	7	2084	0	0		3297	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	921	731	20		14	1	1	154				231	
24. TOTAL CF OCCUPIED	13926	11575	282		151	17	2	1899				2308	
25. TOTAL VACANT SF	270	243	5	0	7	0	0	15	0	0		99	0
26. VACANT CF IN BIN AREA	14	14											
27. VACANT CF IN RACK AREA	1930	1880			39	4	5	2					
28. VACANT CF IN BULK AREA	2488	2205	59		41			183				989	
29. TOTAL VACANT CF (26+27+28)	4432	4099	59	0	80	4	5	185	0	0		989	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

1. LINE 6: COL "C" DECREASE- SPACE BELONGS TO AIR FORCE REPORTED IN ERROR.
2. LINE 8: COL "M" INCREASED DUE TO REMEASUREMENT OF LOT 32.
3. LINE 10: CHANGES ARE DUE TO REWAREHOUSING EFFORTS AND INCREASE OF SUPPORT SPACE.
4. CHANGES IN SECTION "B" IS DUE REWAREHOUSING PROJECTS.

OPEN SPACE IS 70% OCCUPIED CF; COVERED SPACE IS 76% OCCUPIED CF

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE ====	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DISTRIBUTION REGION WEST DDRW TOTAL	CITY NAME: TRACY	STATE/COUNTRY CA USA
OUTGRANTED TO: SEE INDIVIDUAL 805'S	OUTGRANTED SF: 284K COVERED	INGRANTED FROM: ALL SERVICES	INGRANTED SF: 30798K COVERED 35714K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: JIM SCHULTZ/AL MAIER	DSN: 462-9375	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	51619	17942	23563	3669	2313	113	64	1990	1911	54		23544	12301
2. TOTAL SF THIS PERIOD	16987	4111	8171	1942	549	69	1	1007	1120	17		3861	13203
3. UNUSABLE SF	1550	193	310						1047				17
4. SF IN STANDBY	102		89							13		2352	10779
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	284	91	178	7	8								
7. TOTAL SF OUTGRANTED (5 + 6)	284	91	178	7	8	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	30798	14121	12332	2102	599	47	64	742	791	0		20328	15386
A. INGRANTED SF	30798	14121	12332	2102	599	47	64	742	791			20328	15386
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	45849	17948	19926	4037	1140	116	65	1749	864	4		21837	17793
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	25190	12480	9542	1658	548	46	34	605	276	1		8151	5471
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	1460	689	717	26	9	16			3				
12. NSF IN RACK AREA	3721	1851	1436	260	125	7		28	14			38	8
13. NSF IN BULK AREA	15478	2928	8231	2093	458	47	31	1116	571	3		13648	12314
14. TOTAL NSF (11 + 12 + 13)	20659	5468	10384	2379	592	70	31	1144	588	3		13686	12322
15. TCF IN BIN AREA	23485	14328	8525	379	100	113			40				
16. TCF IN RACK AREA	72464	39348	26276	4439	1652	91	2	460	196			486	135
17. TCF IN BULK AREA	220893	44966	122067	23967	6296	643	527	16174	6223	30		148453	126893
18. TOTAL TCF (15 + [illegible])	316842	98642	156868	28785	8048	847	529	16634	6459	30		148939	127028
19. ACF IN BIN AREA	22081	14103	7499	284	63	109			23				
20. ACF IN RACK AREA	70121	39071	24732	4099	1548	91	2	396	182			486	135
21. ACF IN BULK AREA	202710	44409	108703	23231	5339	643	462	13775	6133	15		148453	126893
22. TOTAL ACF (19 + 20 + 21)	294912	97583	140934	27614	6950	843	464	14171	6338	15		148939	127028
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	14324	4119	6797	1489	473	50	25	861	510		38	7291	5705
24. TOTAL CF OCCUPIED	207303	72434	94675	18102	4687	608	391	11111	5295		377	74537	58551
25. TOTAL VACANT SF	6335	1349	3587	890	119	20	6	283	78	3		6395	6617
26. VACANT CF IN BIN AREA	8863	4831	3786	130	31	76			9				
27. VACANT CF IN RACK AREA	22115	11966	8774	588	548	28	1	130	80			200	
28. VACANT CF IN BULK AREA	56631	8352	33699	8794	1684	131	72	2930	954	15		74202	68477
29. TOTAL VACANT CF (26+27+28)	87609	25149	46259	9512	2263	235	73	3060	1043	15		74402	68477
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE AYDK	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DISTRIBUTION DEPOT BARSTOW (DDBC)	CITY NAME: BARSTOW	STATE/COUNTRY CA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: USMC	INGRANTED SF: 1625K COVERED 3463K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: FRED GONZALES	DSN: 282-6605	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	1625	484	1055		40			46				1434	1523
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	1625	495	1084	0	0	0	0	46	0	0		1434	2029
A. INGRANTED SF	1625	495	1084					46				1434	2029
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	1625	495	1084	0	0	0	0	46	0	0		1434	2029
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	987	383	603					1				227	1443
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	14	14	0										
12. NSF IN RACK AREA	186	32	154									15	
13. NSF IN BULK AREA	438	66	327					45				1192	586
14. TOTAL NSF (11 + 12 + 13)	638	112	481	0	0	0	0	45	0	0		1207	586
15. TCF IN BIN AREA	99	99											
16. TCF IN RACK AREA	2908	528	2380									227	
17. TCF IN BULK AREA	6714	1121	4922					671				17880	8788
18. TOTAL TCF (15 + 16 + 17)	9721	1748	7302	0	0	0	0	671	0	0		18107	8788
19. ACF IN BIN AREA	99	99											
20. ACF IN RACK AREA	2842	528	2314									227	
21. ACF IN BULK AREA	6692	1121	4900					671				17880	8788
22. TOTAL ACF (19 + 20 + 21)	9633	1748	7214	0	0	0	0	671	0	0		18107	8788
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	306	38	237					31				200	150
24. TOTAL CF OCCUPIED	4601	565	3566					470				2553	2250
25. TOTAL VACANT SF	332	74	244	0	0	0	0	14	0	0		1007	436
26. VACANT CF IN BIN AREA	38	38											
27. VACANT CF IN RACK AREA	1587	255	1332									170	
28. VACANT CF IN BULK AREA	3407	890	2316					201				15384	6538
29. TOTAL VACANT CF (26+27+28)	5032	1183	3648	0	0	0	0	201	0	0		15554	6538
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

39K SF GEN PURPOSE COVERED USED FOR FLAMMABLE STORAGE

TOTAL BIN LOCATIONS: 30572 OCCUPIED 18097
RACK LOCATIONS: 31960 OCCUPIED 15418

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE ENCK	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT CORPUS CHRISTI (DDCT)	CITY NAME: CORPUS CHRISTI	STATE/COUNTRY TEXAS USA
OUTGRANTED TO: CORPUS CHRISTI ARMY DEPOT	OUTGRANTED SF: 22K COVERED	INGRANTED FROM: NAS CORP CHRISTI	INGRANTED SF: 405K COVD 800K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: ABE GARCIA	DSN: 861-3396	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	422	51	101	146	7		1	18	97	1		765	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	22	14	1	7									
7. TOTAL SF OUTGRANTED (5 + 6)	22	14	1	7	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	405	51	101	146	7	0	1	15	84	0		711	89
A. INGRANTED SF	405	51	101	146	7		1	15	84			711	89
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	383	37	100	139	7	0	1	15	84	0		711	89
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	244	36	54	111	5			4	34			314	36
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	6		1	4	1								
12. NSF IN RACK AREA	38		13	24	1								
13. NSF IN BULK AREA	95	1	32				1	11	50			397	53
14. TOTAL NSF (11 + 12 + 13)	139	1	46	28	2	0	1	11	50	0		397	53
15. TCF IN BIN AREA	90		2	87	1								
16. TCF IN RACK AREA	1121		518	583	20								
17. TCF IN BULK AREA	1213	5	570				1	141	496			3973	537
18. TOTAL TCF (15 + 16 + 17)	2424	5	1090	670	21	0	1	141	496	0		3973	537
19. ACF IN BIN AREA	51		2	48	1								
20. ACF IN RACK AREA	1121		518	583	20								
21. ACF IN BULK AREA	1143	5	563				1	78	496			3973	537
22. TOTAL ACF (19 + 20 + 21)	2315	5	1083	631	21	0	1	78	496	0		3973	537
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	109	1	38	23	1		1	3	42			55	
24. TOTAL CF OCCUPIED	1876	5	898	518	8		1	22	424			546	
25. TOTAL VACANT SF	30	0	8	5	1	0	0	8	8	0		342	53
26. VACANT CF IN BIN AREA	17		1	16									
27. VACANT CF IN RACK AREA	224		114	97	13								
28. VACANT CF IN BULK AREA	198		70					56	72			3427	537
29. TOTAL VACANT CF (26+27+28)	439	0	185	113	13	0	0	56	72	0		3427	537
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

BIN LOCATIONS AVAILABLE 34110 RACK LOCATIONS AVAILABLE 19588
BIN LOCATIONS OCCUPIED 23605 RACK LOCATIONS OCCUPIED 15008
SEVERAL ENTRIES ARE ROUNDED UP TO 1000 (ACTUAL LESS THAN 500) :
UNHEATED BIN NSF IS 335, VACANT CF 360; FLAM/HAZ NSF BIN IS 54 ACF 486
FREEZE INGRANTED IS 195 SF, LINE 10 IS 63 SF, NSF 132

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE KRSQ	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT OGDEN HILL FACILITY	CITY NAME: CLEARFIELD	STATE/COUNTRY UT USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: HILL AFB	INGRANTED SF: 2381K COVERED 1037K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: CINDY POWELL	DSN: 458-1113	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	2374	2336			34	2	2					1037	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	2381	2346	0	0	31	2	2	0	0	0		1037	0
A. INGRANTED SF	2381	2346			31	2	2					1037	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	2381	2346	0	0	31	2	2	0	0	0		1037	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	1506	1483			21	1	1					503	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	61	58			2	1							
12. NSF IN RACK AREA	232	228			4								
13. NSF IN BULK AREA	582	577			4		1					534	
14. TOTAL NSF (11 + 12 + 13)	875	863	0	0	10	1	1	0	0	0		534	0
15. TCF IN BIN AREA	1505	1482			21	2							
16. TCF IN RACK AREA	4360	4312			45	1	2						
17. TCF IN BULK AREA	10097	10042			51		4					5340	
18. TOTAL TCF (15 + 16 + 17)	15962	15836	0	0	117	3	6	0	0	0		5340	0
19. ACF IN BIN AREA	1485	1471			12	2							
20. ACF IN RACK AREA	4299	4262			34	1	2						
21. ACF IN BULK AREA	9841	9814			23		4					5340	
22. TOTAL ACF (19 + 20 + 21)	15625	15547	0	0	69	3	6	0	0	0		5340	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	739	728			9	1	1					529	
24. TOTAL CF OCCUPIED	13190	13123			61	2	4					5289	
25. TOTAL VACANT SF	136	135	0	0	1	0	0	0	0	0		5	0
26. VACANT CF IN BIN AREA	529	525			4								
27. VACANT CF IN RACK AREA	1276	1272			2	1	1						
28. VACANT CF IN BULK AREA	630	627			2		1					51	
29. TOTAL VACANT CF (26+27+28)	2435	2424	0	0	8	1	2	0	0	0		51	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

TOT BIN LOCATIONS 378128 TOT RACK LOCATIONS 53627
OCC BIN LOCATIONS 239330 OCC RACK LOCATIONS 38058
63% OCCUPIED 71% OCCUPIED

2163K LESS TCF AND 1968K LESS ACF THAN PREVIOUS REPORT DUE TO DDRW STORAGE SPACE REVIEW, JUL 94.

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE PRJY	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT MCCLELLAN (DDMC)	CITY NAME: SACRAMENTO	STATE/COUNTRY CA/ USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: USAF	INGRANTED SF: 2583K COVERED 1089K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: CHARLIE WILSON (DDMC-XA)	DSN: 633-3356	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	2640	2577			58	5						1056	33
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	2583	2520	0	0	58	5	0	0	0	0		1056	33
A. INGRANTED SF	2583	2520			58	5						1056	33
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	2583	2520	0	0	58	5	0	0	0	0		1056	33
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	1818	1778			37	3						552	33
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	84	79			4	1							
12. NSF IN RACK AREA	424	419			4	1							
13. NSF IN BULK AREA	257	244			13							504	
14. TOTAL NSF (11 + 12 + 13)	765	742	0	0	21	2	0	0	0	0		504	0
15. TCF IN BIN AREA	1538	1479			52	7							
16. TCF IN RACK AREA	7130	7058			53	19							
17. TCF IN BULK AREA	4226	4066			160							5041	
18. TOTAL TCF (15 + 16 + 17)	12894	12603	0	0	265	26	0	0	0	0		5041	0
19. ACF IN BIN AREA	1457	1427			26	4							
20. ACF IN RACK AREA	7130	7058			53	19							
21. ACF IN BULK AREA	4204	4044			160							5041	
22. TOTAL ACF (19 + 20 + 21)	12791	12529	0	0	239	23	0	0	0	0		5041	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	519	501			17	1						434	
24. TOTAL CF OCCUPIED	8768	8570			189	9						4341	
25. TOTAL VACANT SF	246	241	0	0	4	1	0	0	0	0		70	0
26. VACANT CF IN BIN AREA	434	408			23	3							
27. VACANT CF IN RACK AREA	2725	2705			9	11							
28. VACANT CF IN BULK AREA	864	846			18							700	
29. TOTAL VACANT CF (26+27+28)	4023	3959	0	0	50	14	0	0	0	0		700	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

BLDG 624 DELETED-TURNED IN FOR RAZING.

TOTAL BIN LOCATIONS AVAIL: 287,600 OCCUPIED 192,709
TOTAL RACK LOCATIONS AVAIL: 127,757 OCCUPIED 63,251

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE WERC	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT OAKLAND DDOC	CITY NAME: OAKLAND	STATE/COUNTRY CA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: US NAVY	INGRANTED SF: 2853K COVD 154K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: NICK AGUON	DSN: 672-5210	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	5941		4481	5	1241	8		137	33	36		618	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	2853	0	2543	13	178	13	0	106	0	0		154	0
A. INGRANTED SF	2853		2543	13	178	13		106				154	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	2853	0	2543	13	178	13	0	106	0	0		154	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	624		556	3	39	3		23				34	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	477		457	10		10							
12. NSF IN RACK AREA	394		338		56								
13. NSF IN BULK AREA	1358		1192		83			83				120	
14. TOTAL NSF (11 + 12 + 13)	2229	0	1987	10	139	10	0	83	0	0		120	0
15. TCF IN BIN AREA	4192		4032	80		80							
16. TCF IN RACK AREA	5476		4804		672								
17. TCF IN BULK AREA	15737		14065		996			676				1440	
18. TOTAL TCF (15 + 16 + 17)	25405	0	22901	80	1668	80	0	676	0	0		1440	0
19. ACF IN BIN AREA	3891		3731	80		80							
20. ACF IN RACK AREA	5430		4758		672								
21. ACF IN BULK AREA	13179		11507		996			676				1440	
22. TOTAL ACF (19 + 20 + 21)	22500	0	19996	80	1668	80	0	676	0	0		1440	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	820		649	2	139	2		28				96	
24. TOTAL CF OCCUPIED	11287		9690	14	972	14		597				1152	
25. TOTAL VACANT SF	1409	0	1338	8	0	8	0	55	0	0		24	0
26. VACANT CF IN BIN AREA	3021		2889	66		66							
27. VACANT CF IN RACK AREA	2595		2277		318								
28. VACANT CF IN BULK AREA	5597		5140		378			79		0		288	
29. TOTAL VACANT CF (26+27+28)	11213	0	10306	66	696	66	0	79	0	0		288	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

	LOTS (SF)	BLDGS (SF)	BIN LOCATIONS: 1106596	OCCUPIED: 254517
STORAGE AREA RETURNED TO FISC	250	393	RACK LOCATIONS: 555000	OCCUPIED: 94350

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE ADNF	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT OAKLAND (DDOC) ALAMEDA NAVAL AIR STATION SITE	CITY NAME: ALAMEDA	STATE/COUNTRY CA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: US NAVY	INGRANTED SF: 593K COVERED 188K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: NICK AGUON	DSN: 672-5210	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	919		881					38				154	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	593	0	555	0	0	0	0	38	0	0		188	0
A. INGRANTED SF	593		555					38				188	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	593	0	555	0	0	0	0	38	0	0		188	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	321		319					2				45	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	20		20										
12. NSF IN RACK AREA	69		69										
13. NSF IN BULK AREA	183		147					36				143	
14. TOTAL NSF (11 + 12 + 13)	272	0	236	0	0	0	0	36	0	0		143	0
15. TCF IN BIN AREA	161		161										
16. TCF IN RACK AREA	1213		1213										
17. TCF IN BULK AREA	2826		2394					432				1144	
18. TOTAL TCF (15 + 16 + 17)	4200	0	3768	0	0	0	0	432	0	0		1144	0
19. ACF IN BIN AREA	161		161										
20. ACF IN RACK AREA	1108		1108										
21. ACF IN BULK AREA	2412		1980					432				1144	
22. TOTAL ACF (19 + 20 + 21)	3681	0	3249	0	0	0	0	432	0	0		1144	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	179		150					29				41	
24. TOTAL CF OCCUPIED	2535		2190					345				344	
25. TOTAL VACANT SF	93	0	86	0	0	0	0	7	0	0		102	0
26. VACANT CF IN BIN AREA	36		36										
27. VACANT CF IN RACK AREA	487		487										
28. VACANT CF IN BULK AREA	623		536					87				800	
29. TOTAL VACANT CF (26+27+28)	1146	0	1059	0	0	0	0	87	0	0		800	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

BIN LOCATIONS: 40284 OCCUPIED: 8862
RACK LOCATIONS: 86140 OCCUPIED: 47377

ALL UNIMPROVED SPACE RETURNED TO HOST

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATIION CODE SGQM	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT OGDEN (DDOU)		CITY NAME: OGDEN	STATE/COUNTRY UT USA
OUTGRANTED TO: DRMO/USAMMA/USAR	OUTGRANTED SF: 262K COVERED	INGRANTED FROM:		INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: LISA KENNEDY	DSN: 352-7270	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	6409	3178	2018		414	8		742	32	17		1985	5898
2. TOTAL SF THIS PERIOD	6261	3165	2050		426	9		561	33	17		1985	12042
3. UNUSABLE SF	70	70											
4. SF IN STANDBY	13									13			9151
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	262	77	177		8								
7. TOTAL SF OUTGRANTED (5 + 6)	262	77	177	0	8	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	5916	3018	1873	0	418	9	0	561	33	4		1985	2891
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	3597	2317	855		205	4		192	23	1		519	752
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEEET, TCF=TOOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	77	74	1			2							
12. NSF IN RACK AREA	339	260	71		6	2							
13. NSF IN BULK AREA	1903	367	946		207	1		369	10	3		1466	2139
14. TOTAL NSF (11 + 12 + 13)	2319	701	1018	0	213	5	0	369	10	3		1466	2139
15. TCF IN BIN AREA	1446	1417	15			14							
16. TCF IN RACK AREA	5409	4278	1026		85	20							
17. TCF IN BULK AREA	26689	5330	13256		3120	13		4803	137	30		14660	21390
18. TOTAL TCF (15 + 16 + 17)	33544	11025	14297	0	3205	47	0	4803	137	30		14660	21390
19. ACF IN BIN AREA	1379	1355	10			14							
20. ACF IN RACK AREA	5220	4176	959		65	20							
21. ACF IN BULK AREA	25239	5291	13147		2612	13		4048	113	15		14660	21390
22. TOTAL ACF (19 + 20 + 21)	31838	10822	14116	0	2677	47	0	4048	113	15		14660	21390
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET,, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1763	491	822		159	3		283	5			1177	1004
24. TOTAL CF OCCUPIED	23887	7320	11386		1986	26		3117	52			11775	10043
25. TOTAL VACANT SF	556	210	196	0	54	2	0	86	5	3		289	1135
26. VACANT CF IN BIN AREA	607	601	2			4							
27. VACANT CF IN RACK AREA	1647	1351	275		10	11							
28. VACANT CF IN BULK AREA	5697	1550	2453		681	6		931	61	15		2885	11347
29. TOTAL VACANT CF (26+27+28)	7951	3502	2730	0	691	21	0	931	61	15		2885	11347
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

TOT BIN LOCS: 1039914
OCC BIN LOCS: 571520
54% OCCUPIED

TOT RACK LOCS: 243540
OCC RACK LOCS: 163340
67% OCCUPIED

*SHED SPACE DECREASED BY 181K GSF, 1541K TCF AND 1232K ACF. SHED 7E HAS BEEN VACATED AND TURNED BACK TO FACILITIES MAINT BRANCH.
*INCREASE IN OPEN UNIMPROVED DUE TO CHANGE IN REPORTING POLICY.
*SHED SPACE CONTAINS 188K OCC SF AND 1966K OCC CF OF CONFORMING HAZARDOUS STORAGE.

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE WWYK	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT OKLAHOMA CITY (DDOO)	CITY NAME: OKLAHOMA CITY	STATE/COUNTRY OK USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: TINKER AFB	INGRANTED SF: 3321K COVERED 1586K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: RON JOLLY	DSN: 339-5122	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	3314	2972	21		70	4		247				1935	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	75	75											
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	3321	2990	15	0	70	1	0	245	0	0		1586	0
A. INGRANTED SF	3321	2990	15		70	1		245				1586	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	3246	2915	15	0	70	1	0	245	0	0		1586	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	2134	2030	6		42			56				605	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	89	87			1	1							
12. NSF IN RACK AREA	279	268			10			1				8	
13. NSF IN BULK AREA	744	530	9		17			188				973	
14. TOTAL NSF (11 + 12 + 13)	1112	885	9	0	28	1	0	189	0	0		981	0
15. TCF IN BIN AREA	1701	1686			11	4							
16. TCF IN RACK AREA	5087	4968			96			23				82	
17. TCF IN BULK AREA	12132	9220	82		151			2679				9705	
18. TOTAL TCF (15 + 16 + 17)	18920	15874	82	0	258	4	0	2702	0	0		9787	0
19. ACF IN BIN AREA	1701	1686			11	4							
20. ACF IN RACK AREA	5087	4968			96			23				82	
21. ACF IN BULK AREA	11807	9289	82		143			2293				9705	
22. TOTAL ACF (19 + 20 + 21)	18595	15943	82	0	250	4	0	2316	0	0		9787	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1036	821	9		20	1		185				981	
24. TOTAL CF OCCUPIED	16654	14130	82		188	3		2251				9786	
25. TOTAL VACANT SF	76	64	0	0	8	0	0	4	0	0		0	0
26. VACANT CF IN BIN AREA	293	291			1	1							
27. VACANT CF IN RACK AREA	793	789			4								
28. VACANT CF IN BULK AREA	855	733			57			65				1	
29. TOTAL VACANT CF (26+27+28)	1941	1813	0	0	62	1	0	65	0	0		1	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

BIN LOCATIONS: 295356 OCCUPIED: 214559
RACK LOCATIONS: 135600 OCCUPIED: 124346

Con't Separate Sheet

(DD FORM 805

805 CONTINUATION SHEET FOR DDOO

REMARKS: CHANGE IN OPEN STORAGE IS THE RESULT OF RE-MEASUREMENT AND CALCULATIONS OF STORAGE SPACE. TOTAL SQUARE FOOTAGE REDUCED 349K.

COL C.: UNUSABLE SPACE IN BLDG 11 AWAITING STORAGE AID INSTALLATION. UNUSABLE SPACE IN BLDG. 416 BEING CHANGED FROM RACK TO BIN TO FACILITATE HANDLING NEW FMS WORKLOAD.

COL C.: REDUCTION OF SQUARE FEET DUE TO OMITTING 16K SF IN AF ADMIN ACTUAL SPACE IS: AREA AND DUPLICATE REPORTING OF 15K SF IN BLDG 18, STOCKROOM D.

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE ZZZQ	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT OKLAHOMA CITY ATCHISON SITE (DDOO)	CITY NAME: ATCHISON	STATE/COUNTRY KS USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM:	INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: RONALD JOLLY	DSN: 339-5122	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	2532			1485					1047				
2. TOTAL SF THIS PERIOD	2532			1485					1047				
3. UNUSABLE SF	1047								1047				
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	1485	0	0	1485	0	0	0	0	0	0		0	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	472			472									
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	0							0					
12. NSF IN RACK AREA	0												
13. NSF IN BULK AREA	1013			1013									
14. TOTAL NSF (11 + 12 + 13)	1013	0	0	1013	0	0	0	0	0	0		0	0
15. TCF IN BIN AREA	0												
16. TCF IN RACK AREA	0												
17. TCF IN BULK AREA	8104			8104									
18. TOTAL TCF (15 + 16 + 17)	8104	0	0	8104	0	0	0	0	0	0		0	0
19. ACF IN BIN AREA	0												
20. ACF IN RACK AREA	0												
21. ACF IN BULK AREA	8104			8104									
22. TOTAL ACF (19 + 20 + 21)	8104	0	0	8104	0	0	0	0	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	587			587									
24. TOTAL CF OCCUPIED	4696			4696									
25. TOTAL VACANT SF	426	0	0	426	0	0	0	0	0	0		0	0
26. VACANT CF IN BIN AREA	0							0					
27. VACANT CF IN RACK AREA	0							0					
28. VACANT CF IN BULK AREA	3408			3408									
29. TOTAL VACANT CF (26+27+28)	3408	0	0	3408	0	0	0	0	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

UNUSABLE SPACE IS DUE TO CAVE-IN

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE TAPR	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT OKLAHOMA CITY FORBES AFB SITE (DDOO)	CITY NAME: TOPEKA	STATE/COUNTRY KS USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: USAF	INGRANTED SF: 193K COVERED	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: RONALD JOLLY	DSN: 339-5122	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	193	193											
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	48	48											
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	193	193	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	193	193											
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	145	145	0	0	0	0	0	0	0	0		0	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	29	29											
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	0												
12. NSF IN RACK AREA	0												
13. NSF IN BULK AREA	116	116											
14. TOTAL NSF (11 + 12 + 13)	116	116	0	0	0	0	0	0	0	0		0	0
15. TCF IN BIN AREA	0												
16. TCF IN RACK AREA	0												
17. TCF IN BULK AREA	1392	1392											
18. TOTAL TCF (15 + 16 + 17)	1392	1392	0	0	0	0	0	0	0	0		0	0
19. ACF IN BIN AREA	0												
20. ACF IN RACK AREA	0												
21. ACF IN BULK AREA	1392	1392											
22. TOTAL ACF (19 + 20 + 21)	1392	1392	0	0	0	0	0	0	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	116	116											
24. TOTAL CF OCCUPIED	1392	1392											
25. TOTAL VACANT SF	0	0	0	0	0	0	0	0	0	0		0	0
26. VACANT CF IN BIN AREA	0												
27. VACANT CF IN RACK AREA	0												
28. VACANT CF IN BULK AREA	0												
29. TOTAL VACANT CF (26+27+28)	0	0	0	0	0	0	0	0	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(UNUSABLE) SF TIMES 1000 IN STOCKROOM D & E DUE TO ROOF DAMAGE.

65,000 SF - DRMO MATERIAL.

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE CHEK	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT PUGET SOUND (DDPW)	CITY NAME: BREMERTON	STATE/COUNTRY WA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: U.S. NAVY	INGRANTED SF: 614K COVD 73K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: B. ROBINSON	DSN: 439-4395	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	632	280	304		32			16				73	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	614	294	304	0	0	0	0	16	0	0		73	0
A. INGRANTED SF	614	294	304					16				73	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	614	294	304	0	0	0	0	16	0	0		73	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	353	200	151					2					
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	80	80											
12. NSF IN RACK AREA	82	14	68										
13. NSF IN BULK AREA	99		85					14				73	
14. TOTAL NSF (11 + 12 + 13)	261	94	153	0	0	0	0	14	0	0		73	0
15. TCF IN BIN AREA	625	625											
16. TCF IN RACK AREA	2104	483	1621										
17. TCF IN BULK AREA	1430		1127					303				730	
18. TOTAL TCF (15 + 16 + 17)	4159	1108	2748	0	0	0	0	303	0	0		730	0
19. ACF IN BIN AREA	625	625											
20. ACF IN RACK AREA	1878	426	1452										
21. ACF IN BULK AREA	1306		1035					271				730	
22. TOTAL ACF (19 + 20 + 21)	3809	1051	2487	0	0	0	0	271	0	0		730	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	167	60	98					9				58	
24. TOTAL CF OCCUPIED	2602	646	1791					165				580	
25. TOTAL VACANT SF	94	34	55	0	0	0	0	5	0	0		15	0
26. VACANT CF IN BIN AREA	319	319											
27. VACANT CF IN RACK AREA	378	86	292										
28. VACANT CF IN BULK AREA	510		404					106				150	
29. TOTAL VACANT CF (26+27+28)	1207	405	696	0	0	0	0	106	0	0		150	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

1. Column "F" now counted as unheated bulk due to "non-conforming use" of building for hazardous material storage.
2. Total Sq.Ft. is 18,000 less due to release of 22,000 ft. on 7th floor B.467 and addition of 4,000 ft. in Bldg 515.

BIN LOCATIONS: 252390 OCCUPIED: 124023

RACK LOCATIONS: 15688 OCCUPIED 10735

(DD FORM 805

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE UAUW	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT RED RIVER (DDRT)		CITY NAME: TEXARKANA	STATE/COUNTRY TX USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: US ARMY		INGRANTED SF: 3428K COVERED 5449K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: JACKIE BAIN	DSN: 829-4909	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	3327	626	1328	685	69	12		71	536			2149	2896
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												17
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	3428	621	813	1313	59	12	0	71	539	0		2237	3212
A. INGRANTED SF	3428	621	813	1313	59	12		71	539			2237	3212
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	3428	621	813	1313	59	12	0	71	539	0		2237	3195
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	1732	527	301	699	34	5		61	105			1351	413
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	28	16	1	11									
12. NSF IN RACK AREA	210	1	30	173	4				2				
13. NSF IN BULK AREA	1458	77	481	430	21	7		10	432			886	2782
14. TOTAL NSF (11 + 12 + 13)	1696	94	512	614	25	7	0	10	434	0		886	2782
15. TCF IN BIN AREA	520	300	15	202	3								
16. TCF IN RACK AREA	3328	10	412	2811	67	2			26				
17. TCF IN BULK AREA	19607	1163	6743	6585	340	98		140	4538			8865	27821
18. TOTAL TCF (15 + 16 + 17)	23455	1473	7170	9598	410	100	0	140	4564	0		8865	27821
19. ACF IN BIN AREA	385	229	9	146	1								
20. ACF IN RACK AREA	3110	10	412	2595	65	2			26				
21. ACF IN BULK AREA	19512	1163	6743	6495	335	98		140	4538			8865	27821
22. TOTAL ACF (19 + 20 + 21)	23007	1402	7164	9236	401	100	0	140	4564	0		8865	27821
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1560	94	473	543	19	4		10	417		38	807	2612
24. TOTAL CF OCCUPIED	20894	1370	6602	8139	270	54		140	4319		377	8072	26125
25. TOTAL VACANT SF	136	0	39	71	6	3	0	0	17	0		79	170
26. VACANT CF IN BIN AREA	83	32	4	47									
27. VACANT CF IN RACK AREA	189		28	150	10	1							
28. VACANT CF IN BULK AREA	1841		530	900	121	45			245			793	1696
29. TOTAL VACANT CF (26+27+28)	2113	32	562	1097	131	46	0	0	245	0		793	1696
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

BIN LOCS - 182,022 OCCP - 102,782 RACK LOCS - 56,256 OCCP - 52,971
INCREASE COV GSF - NEW CONSTRUCTION - BLDG 527A, 530A, 534A
10K GSF CHG FROM FLAM/HAZ TO UNHTD - NONCONFORMING
OPEN IMP GSF INCREASE - VAN STG CONVERTED TO REC & SHIP SPT, 17K SF OPEN UNIMP UNUSABLE - UNDER CONST
BUILDINGS UNDER CONSTRUCTION - DOC - 680,000 GSF, BOSS - 6,000 GSF, HAZMAT - 29,000 GSF, DEMIL FACILITY - 3,000 GSF, ADHESIVE BLDG - 600 GSF

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE JHFR	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT RED RIVER (DDRT) CHARLES MELVIN PRICE SPT CENTER		CITY NAME: GRANITE CITY	STATE/COUNTRY IL USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: US ARMY		INGRANTED SF: 260K COVERED	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: JACKIE BAIN	DSN: 829-4909	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	260		260										
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	260	0	260	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	260		260										
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	260	0	260	0	0	0	0	0	0	0		0	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	90		90										
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	0												
12. NSF IN RACK AREA	0												
13. NSF IN BULK AREA	170		170										
14. TOTAL NSF (11 + 12 + 13)	170	0	170	0	0	0	0	0	0	0		0	0
15. TCF IN BIN AREA	0												
16. TCF IN RACK AREA	0												
17. TCF IN BULK AREA	2549		2549										
18. TOTAL TCF (15 + 16 + 17)	2549	0	2549	0	0	0	0	0	0	0		0	0
19. ACF IN BIN AREA	0												
20. ACF IN RACK AREA	0												
21. ACF IN BULK AREA	2549		2549										
22. TOTAL ACF (19 + 20 + 21)	2549	0	2549	0	0	0	0	0	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	92		92										
24. TOTAL CF OCCUPIED	1109		1109										
25. TOTAL VACANT SF	78	0	78	0	0	0	0	0	0	0		0	0
26. VACANT CF IN BIN AREA	0												
27. VACANT CF IN RACK AREA	0												
28. VACANT CF IN BULK AREA	1440		1440										
29. TOTAL VACANT CF (26+27+28)	1440	0	1440	0	0	0	0	0	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE UZVD	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT RED RIVER (DDRT) SAVANNA SITE		CITY NAME: SAVANNA	STATE/COUNTRY IL USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM:		INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: JACKIE BAIN	DSN: 829-4909	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	78		78										
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	0	0	0	0	0	0	0	0	0	0		0	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	0												
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	0												
12. NSF IN RACK AREA	0												
13. NSF IN BULK AREA	0												
14. TOTAL NSF (11 + 12 + 13)	0	0	0	0	0	0	0	0	0	0		0	0
15. TCF IN BIN AREA	0												
16. TCF IN RACK AREA	0												
17. TCF IN BULK AREA	0												
18. TOTAL TCF (15 + 16 + 17)	0	0	0	0	0	0	0	0	0	0		0	0
19. ACF IN BIN AREA	0												
20. ACF IN RACK AREA	0												
21. ACF IN BULK AREA	0												
22. TOTAL ACF (19 + 20 + 21)	0	0	0	0	0	0	0	0	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	0												
24. TOTAL CF OCCUPIED	0												
25. TOTAL VACANT SF	0	0	0	0	0	0	0	0	0	0		0	0
26. VACANT CF IN BIN AREA	0												
27. VACANT CF IN RACK AREA	0												
28. VACANT CF IN BULK AREA	0												
29. TOTAL VACANT CF (26+27+28)	0	0	0	0	0	0	0	0	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

PREVIOUS 805 REPORT FOR SAVANNA SITE DATED 30-06-94 WAS ACTUAL FINAL REPORT
ALL DDRT MAT'L HAS BEEN REMOVED FROM SAVANNA SITE, STORAGE IS RETURNED TO HOST

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE UPWS	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SACRAMENTO (DDDS)	CITY NAME: SACRAMENTO	STATE/COUNTRY CA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: U. S. ARMY	INGRANTED SF: 1331K COVERED 1392K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: CHARLIE WILSON DDMC-XA	DSN: 633-3356	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	1411	316	593	345	43			14	100			1392	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	1331	316	513	345	43	0	0	14	100	0		1392	0
A. INGRANTED SF	1331	316	513	345	43			14	100			1392	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	1331	316	513	345	43	0	0	14	100	0		1392	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	863	299	332	147	20			14	51			477	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	8	7		1									
12. NSF IN RACK AREA	77	10	24	20	17				6				
13. NSF IN BULK AREA	383		157	177	6				43			915	
14. TOTAL NSF (11 + 12 + 13)	468	17	181	198	23	0	0	0	49	0		915	0
15. TCF IN BIN AREA	80	70		10									
16. TCF IN RACK AREA	962	120	360	240	170				72				
17. TCF IN BULK AREA	5924		2564	2655	60				645			9150	
18. TOTAL TCF (15 + 16 + 17)	6966	190	2924	2905	230	0	0	0	717	0		9150	0
19. ACF IN BIN AREA	80	70		10									
20. ACF IN RACK AREA	924	120	360	213	159				72				
21. ACF IN BULK AREA	5680		2560	2478	40				602			9150	
22. TOTAL ACF (19 + 20 + 21)	6684	190	2920	2701	199	0	0	0	674	0		9150	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	82	2	39	30	3				8			92	
24. TOTAL CF OCCUPIED	1013	22	464	412	10				105			920	
25. TOTAL VACANT SF	386	15	142	168	20	0	0	0	41	0		823	0
26. VACANT CF IN BIN AREA	57	56		1									
27. VACANT CF IN RACK AREA	802	112	308	170	153				59				
28. VACANT CF IN BULK AREA	4812		2148	2118	36				510			8230	
29. TOTAL VACANT CF (26+27+28)	5671	168	2456	2289	189	0	0	0	569	0		8230	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE MBPB	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SAN ANTONIO (DDST)	CITY NAME: SAN ANTONIO	STATE/COUNTRY TX USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: USAF	INGRANTED SF: 4304K COVERED 2570K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: Frank Turner	DSN: 945-7967	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	4303	4010	54		66	2		154	17			2123	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	4304	4011	54	0	66	2	0	154	17	0		2570	0
A. INGRANTED SF	4304	4011	54		66	2		154	17			2570	
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	4304	4011	54	0	66	2	0	154	17	0		2570	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	2622	2446	26		36	1		101	12			903	
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	220	216			1	1			2				
12. NSF IN RACK AREA	520	497	4		5			11	3				
13. NSF IN BULK AREA	942	852	24		24			42				1667	
14. TOTAL NSF (11 + 12 + 13)	1682	1565	28	0	30	1	0	53	5	0		1667	0
15. TCF IN BIN AREA	4077	4026			12	5			34				
16. TCF IN RACK AREA	10903	10597	50		72			130	54				
17. TCF IN BULK AREA	11937	10821	309		301			506				16669	
18. TOTAL TCF (15 + 16 + 17)	26917	25444	359	0	385	5	0	636	88	0		16669	0
19. ACF IN BIN AREA	4050	4017			12	4			17				
20. ACF IN RACK AREA	10814	10532	46		62			130	44				
21. ACF IN BULK AREA	11454	10484	285		179			506				16669	
22. TOTAL ACF (19 + 20 + 21)	26318	25033	331	0	253	4	0	636	61	0		16669	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1153	1058	25		18	1		48	3			439	
24. TOTAL CF OCCUPIED	17846	16759	297		170	3		572	45			4387	
25. TOTAL VACANT SF	529	507	3	0	12	0	0	5	2	0		1228	0
26. VACANT CF IN BIN AREA	2386	2379			3	1			3				
27. VACANT CF IN RACK AREA	2521	2478	5		12			13	13				
28. VACANT CF IN BULK AREA	3565	3417	29		68			51				12282	
29. TOTAL VACANT CF (26+27+28)	8472	8274	34	0	83	1	0	64	16	0		12282	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

Sec.A.Col.B,#8 is the result of adding 1000 sq.ft. to bldg.1572A which rounded up to 4304. Sec.A,Col.M.#8 is the result of showing Yds.78,79,and 80 which are empty at this reporting time. Sec.C,Col.C,#'s 25 and 29 is the result of assets rewarehoused out of Bldg's 1560,1574A/D and 1572A. Sec.C,Col.M,#'s 25 and 29 is result of assets rewarehoused to inside storage or to DRMO.

BIN LOCATIONS 599,538 BINS OCCUPIED 263,797 RACK LOCATIONS 174,970 RACKS OCCUPIED 134,727

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE ====	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SAN DIEGO (DDDC) TOTAL ALL SITES		CITY NAME: SAN DIEGO	STATE/COUNTRY CA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: NAVY		INGRANTED SF: 2962K COVERED 1692K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: KEN ADAMS	DSN: 526-9823	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	2855		2637		87	12	60	36	23			869	194
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	93		93										
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	2962	0	2799	0	31	12	61	37	22	0		921	771
A. INGRANTED SF	2962		2799		31	12	61	37	22			921	771
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	2869	0	2706	0	31	12	61	37	22	0		921	771
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	1957		1880		22	5	33	8	9			500	351
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	55		55										
12. NSF IN RACK AREA	269		260		9								
13. NSF IN BULK AREA	588		511			7	28	29	13			421	420
14. TOTAL NSF (11 + 12 + 13)	912	0	826	0	9	7	28	29	13	0		421	420
15. TCF IN BIN AREA	922		922										
16. TCF IN RACK AREA	6899		6645		254								
17. TCF IN BULK AREA	8510		7405			82	520	372	131			4220	4201
18. TOTAL TCF (15 + 16 + 17)	16331	0	14972	0	254	82	520	372	131	0		4220	4201
19. ACF IN BIN AREA	684		684										
20. ACF IN RACK AREA	6663		6453		210								
21. ACF IN BULK AREA	7628		6616			82	455	344	131			4220	4201
22. TOTAL ACF (19 + 20 + 21)	14975	0	13753	0	210	82	455	344	131	0		4220	4201
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	670		598		6	7	23	23	13			370	309
24. TOTAL CF OCCUPIED	10227		9219		151	82	385	259	131			3664	3089
25. TOTAL VACANT SF	242	0	228	0	3	0	5	6	0	0		51	111
26. VACANT CF IN BIN AREA	450		450										
27. VACANT CF IN RACK AREA	1836		1836										
28. VACANT CF IN BULK AREA	2462		2248		59		70	85				556	1112
29. TOTAL VACANT CF (26+27+28)	4748	0	4534	0	59	0	70	85	0	0		556	1112
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE UTAV	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SAN DIEGO (DDDC) BROADWAY FACILITY	CITY NAME: SAN DIEGO	STATE/COUNTRY CA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: US NAVY (FISC)	INGRANTED SF: 629K COVERED	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: KEN ADAMS	DSN: 526-9823	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	607		585			5	17						
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	629	0	607	0	0	5	17	0	0	0		0	0
A. INGRANTED SF	629		607			5	17						
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	629	0	607	0	0	5	17	0	0	0		0	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	433		425			2	6						
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	29		29										
12. NSF IN RACK AREA	16		16										
13. NSF IN BULK AREA	151		137			3	11						
14. TOTAL NSF (11 + 12 + 13)	196	0	182	0	0	3	11	0	0	0		0	0
15. TCF IN BIN AREA	351		351										
16. TCF IN RACK AREA	223		223										
17. TCF IN BULK AREA	2090		1930			32	128						
18. TOTAL TCF (15 + 16 + 17)	2664	0	2504	0	0	32	128	0	0	0		0	0
19. ACF IN BIN AREA	212		212										
20. ACF IN RACK AREA	203		203										
21. ACF IN BULK AREA	1926		1766			32	128						
22. TOTAL ACF (19 + 20 + 21)	2341	0	2181	0	0	32	128	0	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	83		74			3	6						
24. TOTAL CF OCCUPIED	904		814			32	58						
25. TOTAL VACANT SF	113	0	108	0	0	0	5	0	0	0		0	0
26. VACANT CF IN BIN AREA	141		141										
27. VACANT CF IN RACK AREA	28		28										
28. VACANT CF IN BULK AREA	1268		1198				70						
29. TOTAL VACANT CF (26+27+28)	1437	0	1367	0	0	0	70	0	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

NOTE 1: NUMBER OF OPENINGS ARE ACTUAL AND NOT EXPRESSED IN THOUSANDS.
NUMBER OF BIN OPENINGS: 33,788 13,444 OCCUPIED
NUMBER OF RACK OPENINGS: 3,719 3,220 OCCUPIED

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE UTAV	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SAN DIEGO (DDDC) LONG BEACH FACILITY	CITY NAME: SAN DIEGO	STATE/COUNTRY CA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: NAVY NAVSTA LONG BEACH	INGRANTED SF: 437K COVERED 496K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: KEN ADAMS	DSN: 526-9823	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	442		387					32	23			366	35
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	437	0	382	0	0	0	0	33	22	0		368	128
A. INGRANTED SF	437		382					33	22			368	128
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	437	0	382	0	0	0	0	33	22	0		368	128
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	256		243					4	9			184	51
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	0												
12. NSF IN RACK AREA	10		10										
13. NSF IN BULK AREA	171		129					29	13			184	77
14. TOTAL NSF (11 + 12 + 13)	181	0	139	0	0	0	0	29	13	0		184	77
15. TCF IN BIN AREA	0												
16. TCF IN RACK AREA	103		103										
17. TCF IN BULK AREA	2105		1602					372	131			1843	767
18. TOTAL TCF (15 + 16 + 17)	2208	0	1705	0	0	0	0	372	131	0		1843	767
19. ACF IN BIN AREA	0												
20. ACF IN RACK AREA	103		103										
21. ACF IN BULK AREA	1954		1479					344	131			1843	767
22. TOTAL ACF (19 + 20 + 21)	2057	0	1582	0	0	0	0	344	131	0		1843	767
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	162		126					23	13			176	30
24. TOTAL CF OCCUPIED	1768		1378					259	131			1756	296
25. TOTAL VACANT SF	19	0	13	0	0	0	0	6	0	0		8	47
26. VACANT CF IN BIN AREA	0												
27. VACANT CF IN RACK AREA	29		29										
28. VACANT CF IN BULK AREA	260		175					85				87	471
29. TOTAL VACANT CF (26+27+28)	289	0	204	0	0	0	0	85	0	0		87	471
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

NOTE 1: 22K REPORTED AS OTHER ARE FOR 2 RUBB BUILDINGS.
NOTE 2: OPENINGS ARE ACTUAL AND NOT EXPRESSED IN THOUSANDS.
NUMBER OF RACK OPENINGS: 2,020 1,488 OCCUPIED

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE UTBR	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SAN DIEGO (DDDC) NAVAL STATION FACILITY	CITY NAME: SAN DIEGO	STATE/COUNTRY CA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: NAVY NAVSTA/ FISC SAN DIEGO	INGRANTED SF: 1111K COVERED 751K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: KEN ADAMS	DSN: 526-9823	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	1062		921		87	7	43	4				153	159
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	1111	0	1025	0	31	7	44	4	0	0		177	574
A. INGRANTED SF	1111		1025		31	7	44	4				177	574
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	1111	0	1025	0	31	7	44	4	0	0		177	574
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	783		727		22	3	27	4				124	295
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	23		23										
12. NSF IN RACK AREA	149		140		9								
13. NSF IN BULK AREA	156		135			4	17					53	279
14. TOTAL NSF (11 + 12 + 13)	328	0	298	0	9	4	17	0	0	0		53	279
15. TCF IN BIN AREA	521		521										
16. TCF IN RACK AREA	4691		4437		254								
17. TCF IN BULK AREA	2105		1663			50	392					534	2793
18. TOTAL TCF (15 + 16 + 17)	7317	0	6621	0	254	50	392	0	0	0		534	2793
19. ACF IN BIN AREA	429		429										
20. ACF IN RACK AREA	4518		4308		210								
21. ACF IN BULK AREA	1980		1603			50	327					534	2793
22. TOTAL ACF (19 + 20 + 21)	6927	0	6340	0	210	50	327	0	0	0		534	2793
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	235		208		6	4	17					34	279
24. TOTAL CF OCCUPIED	4335		3807		151	50	327					311	2793
25. TOTAL VACANT SF	93	0	90	0	3	0	0	0	0	0		19	0
26. VACANT CF IN BIN AREA	266		266										
27. VACANT CF IN RACK AREA	1633		1633										
28. VACANT CF IN BULK AREA	693		634		59							223	
29. TOTAL VACANT CF (26+27+28)	2592	0	2533	0	59	0	0	0	0	0		223	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

NOTE 1: THE GAIN OF 49K GSF, 847 NCF AND 43K PACKAGE OPENINGS ARE FROM THE ADDITION OF B-3304B, DUE ON-LINE SEPT 1994.
NOTE 2: NUMBER OF OPENINGS ARE ACTUAL AND NOT EXPRESSED IN THOUSANDS.
NUMBER OF BIN OPENINGS: 532,949 OCCUPIED 209,305
NUMBER OF RACK OPENINGS: 111,597 OCCUPIED 58,981

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE RZQH	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SAN DIEGO (DDDC) NORTH ISLAND FACILITY	CITY NAME: SAN DIEGO	STATE/COUNTRY CA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: NAVY NAS NORTH ISLAND	INGRANTED SF: 785K COVERED 445K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: KEN ADAMS	DSN: 526-9823	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	744		744									350	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	93		93										
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	785	0	785	0	0	0	0	0	0	0		376	69
A. INGRANTED SF	785		785									376	69
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	692	0	692	0	0	0	0	0	0	0		376	69
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	485		485									192	5
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	3		3										
12. NSF IN RACK AREA	94		94										
13. NSF IN BULK AREA	110		110									184	64
14. TOTAL NSF (11 + 12 + 13)	207	0	207	0	0	0	0	0	0	0		184	64
15. TCF IN BIN AREA	50		50										
16. TCF IN RACK AREA	1882		1882										
17. TCF IN BULK AREA	2210		2210									1843	641
18. TOTAL TCF (15 + 16 + 17)	4142	0	4142	0	0	0	0	0	0	0		1843	641
19. ACF IN BIN AREA	43		43										
20. ACF IN RACK AREA	1839		1839										
21. ACF IN BULK AREA	1768		1768									1843	641
22. TOTAL ACF (19 + 20 + 21)	3650	0	3650	0	0	0	0	0	0	0		1843	641
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	190		190									160	
24. TOTAL CF OCCUPIED	3220		3220									1597	
25. TOTAL VACANT SF	17	0	17	0	0	0	0	0	0	0		24	64
26. VACANT CF IN BIN AREA	43		43										
27. VACANT CF IN RACK AREA	146		146										
28. VACANT CF IN BULK AREA	241		241									246	641
29. TOTAL VACANT CF (26+27+28)	430	0	430	0	0	0	0	0	0	0		246	641
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

NOTE 1: 93K UNUSABLE SPACE WAS RELEASED TO CONTRACTOR FOR CONSTRUCTION/MODIFICATION OF STORAGE SPACE.
NOTE 2: GAIN OF 43K NSF COVERED AND 26K NSF OPEN IMPROVED STORAGE OBTAINED FROM NAVY WITH TRANSFER OF PACKAGING/PRESERVATION FUNCTION TO DLA
NOTE 3: NUMBER OF OPENINGS ARE ACTUAL AND NOT EXPRESSED IN THOUSANDS.
NUMBER OF BIN OPENINGS: 14,000 0 OCCUPIED
NUMBER OF RACK OPENINGS: 36,930 33,795 OCCUPIED

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE ====	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SAN JOAQUIN (DDJC)		CITY NAME: TRACY		STATE/COUNTRY CA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: NAVCOMMSTA		INGRANTED SF: 1651K COVERED 1050K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:	
POC: MARVIN SOELLNER	DSN: 462-3244	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE	

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	10090	635	8112	718	96	60	1	442	26			1639	301
2. TOTAL SF THIS PERIOD	8194	946	6121	457	123	60	1	446	40			1876	1161
3. UNUSABLE SF	217		217										
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	1651	0	1651	0	0	0	0	0	0	0		654	396
A. INGRANTED SF	1651		1651									654	396
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	9628	946	7555	457	123	60	1	446	40	0		2530	1557
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	4741	682	3603	209	56	24		141	26			930	365
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	233	50	182						1				
12. NSF IN RACK AREA	540	116	352	43	6	4		16	3			15	8
13. NSF IN BULK AREA	4114	98	3418	205	61	32	1	289	10			1585	1184
14. TOTAL NSF (11 + 12 + 13)	4887	264	3952	248	67	36	1	305	14	0		1600	1192
15. TCF IN BIN AREA	6429	3044	3378			1			6				
16. TCF IN RACK AREA	14787	6921	6585	805	76	49		307	44			177	135
17. TCF IN BULK AREA	69412	1806	56933	3811	839	450	2	5451	120			21916	12656
18. TOTAL TCF (15 + 16 + 17)	90628	11771	66896	4616	915	500	2	5758	170	0		22093	12791
19. ACF IN BIN AREA	5953	3044	2902			1			6				
20. ACF IN RACK AREA	13730	6921	5693	708	76	49		243	40			177	135
21. ACF IN BULK AREA	58251	1806	47628	3342	600	450	2	4316	107			21916	12656
22. TOTAL ACF (19 + 20 + 21)	77934	11771	56223	4050	676	500	2	4559	153	0		22093	12791
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	3700	200	2989	198	60	30		212	11			459	508
24. TOTAL CF OCCUPIED	57754	8432	41957	3212	437	415	1	3173	127			5598	5824
25. TOTAL VACANT SF	1187	64	963	50	7	6	1	93	3	0		1141	684
26. VACANT CF IN BIN AREA	563	152	404			1			6				
27. VACANT CF IN RACK AREA	4777	2898	1579	171		4		117	8			30	
28. VACANT CF IN BULK AREA	14840	289	12283	667	239	80	1	1269	12			16465	6967
29. TOTAL VACANT CF (26+27+28)	20180	3339	14266	838	239	85	1	1386	26	0		16495	6967
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE VLLM	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SAN JOAQUIN SHARPE SITE		CITY NAME: LATHROP	STATE/COUNTRY CA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM:		INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: MARVIN SOELLNER	DSN: 462-3244	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	3423	39	2386	518	12			442	26			164	212
2. TOTAL SF THIS PERIOD	3307	742	1776	259	44			446	40			164	1072
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		[illegible]	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		[illegible]	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	3307	742	1776	259	44	0	0	446	40	0		164	1072
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	1723	561	860	118	17			141	26			14	287
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	59	48	10						1				
12. NSF IN RACK AREA	229	108	72	24	6			16	3				
13. NSF IN BULK AREA	1296	25	834	117	21			289	10			150	785
14. TOTAL NSF (11 + 12 + 13)	1584	181	916	141	27	0	0	305	14	0		150	785
15. TCF IN BIN AREA	3218	3012	200						6				
16. TCF IN RACK AREA	9083	6774	1419	463	76			307	44				
17. TCF IN BULK AREA	23683	418	15262	2227	205			5451	120			1502	8339
18. TOTAL TCF (15 + 16 + 17)	35984	10204	16881	2690	281	0	0	5758	170	0		1502	8339
19. ACF IN BIN AREA	3124	3012	106						6				
20. ACF IN RACK AREA	8621	6774	1122	366	76			243	40				
21. ACF IN BULK AREA	18926	418	12122	1758	205			4316	107			1502	8339
22. TOTAL ACF (19 + 20 + 21)	30671	10204	13350	2124	281	0	0	4559	153	0		1502	8339
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1066	123	577	116	27			212	11				351
24. TOTAL CF OCCUPIED	20620	6969	8334	1736	281			3173	127				3904
25. TOTAL VACANT SF	518	58	339	25	0	0	0	93	3	0		150	434
26. VACANT CF IN BIN AREA	181	151	24						6				
27. VACANT CF IN RACK AREA	3302	2875	247	55				117	8				
28. VACANT CF IN BULK AREA	6568	209	4745	333				1269	12			1502	4435
29. TOTAL VACANT CF (26+27+28)	10051	3235	5016	388	0	0	0	1386	26	0		1502	4435
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												
SEC[illegible]													

TOTAL BIN LOCATIONS: 401798 OCCUPIED 231489
RACK LOCATIONS: 52331 OCCUPIED 35528

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE XCQM	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SAN JOAQUIN TRACY SITE		CITY NAME: TRACY	STATE/COUNTRY CA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM:		INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: MARVIN SOELLNER	DSN: 462-3244	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	4935	596	3994	200	84	60	1					772	89
2. TOTAL SF THIS PERIOD	4887	204	4345	198	79	60	1					1712	89
3. UNUSABLE SF	216		216										
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	4671	204	4129	198	79	60	1	0	0	0		1712	89
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	2404	121	2129	91	39	24						687	41
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	173	2	171										
12. NSF IN RACK AREA	286	8	255	19		4						15	8
13. NSF IN BULK AREA	1808	73	1574	88	40	32	1					1010	40
14. TOTAL NSF (11 + 12 + 13)	2267	83	2000	107	40	36	1	0	0	0		1025	48
15. TCF IN BIN AREA	3201	32	3168			1							
16. TCF IN RACK AREA	5351	147	4813	342		49						177	135
17. TCF IN BULK AREA	29331	1388	25273	1584	634	450	2					15317	727
18. TOTAL TCF (15 + 16 + 17)	37883	1567	33254	1926	634	500	2	0	0	0		15494	862
19. ACF IN BIN AREA	2825	32	2792			1							
20. ACF IN RACK AREA	4803	147	4265	342		49						177	135
21. ACF IN BULK AREA	27210	1388	23391	1584	395	450	2					15317	727
22. TOTAL ACF (19 + 20 + 21)	34838	1567	30448	1926	395	500	2	0	0	0		15494	862
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	1766	77	1544	82	33	30						422	44
24. TOTAL CF OCCUPIED	26717	1463	23206	1476	156	415	1					5160	790
25. TOTAL VACANT SF	501	6	456	25	7	6	1	0	0	0		603	4
26. VACANT CF IN BIN AREA	381	1	379			1							
27. VACANT CF IN RACK AREA	1439	23	1296	116		4						30	
28. VACANT CF IN BULK AREA	6301	80	5567	334	239	80	1					10304	72
29. TOTAL VACANT CF (26+27+28)	8121	104	7242	450	239	85	1	0	0	0		10334	72
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

UNUSABLE SPACE DUE TO CONSTRUCTION.

TOTAL BIN LOCATIONS: 413146 OCCUPIED 339683
RACK LOCATIONS: 91624 OCCUPIED 55358

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE WJAT	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT SAN JOAQUIN (DDJC) ROUGH & READY ISLAND	CITY NAME: STOCKTON	STATE/COUNTRY CA USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: NAVCOMMSTA	INGRANTED SF: 1651K COVERED 1050K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: MARVIN SOELLNER	DSN: 466-3244	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	1732		1732									703	
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	1		1										
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	1651		1651	0	0	0	0	0	0	0		654	396
A. INGRANTED SF	1651		1651									654	396
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	1650	0	1650	0	0	0	0	0	0	0		654	396
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	614		614									229	37
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	1		1										
12. NSF IN RACK AREA	25		25										
13. NSF IN BULK AREA	1010		1010									425	359
14. TOTAL NSF (11 + 12 + 13)	1036	0	1036	0	0	0	0	0	0	0		425	359
15. TCF IN BIN AREA	10		10										
16. TCF IN RACK AREA	353		353										
17. TCF IN BULK AREA	16398		16398									5097	3590
18. TOTAL TCF (15 + 16 + 17)	16761	0	16761	0	0	0	0	0	0	0		5097	3590
19. ACF IN BIN AREA	4		4										
20. ACF IN RACK AREA	306		306										
21. ACF IN BULK AREA	12115		12115									5097	3590
22. TOTAL ACF (19 + 20 + 21)	12425	0	12425	0	0	0	0	0	0	0		5097	3590
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	868		868									37	113
24. TOTAL CF OCCUPIED	10417		10417									438	1130
25. TOTAL VACANT SF	168	0	168	0	0	0	0	0	0	0		388	246
26. VACANT CF IN BIN AREA	1		1										
27. VACANT CF IN RACK AREA	36		36										
28. VACANT CF IN BULK AREA	1971		1971									4659	2460
29. TOTAL VACANT CF (26+27+28)	2008	0	2008	0	0	0	0	0	0	0		4659	2460
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

TOTAL BIN LOCS AVAIL: 2187 BINS OCCUPIED 1453
TOTAL RACK LOCS AVAIL: 4046 RACKS OCCUPIED 3298

WATERCRAFT STORAGE IN WATER EQUALS 360K GSF
69% VACANT INGRANTED FROM NAVCOMMSTA - STOCKTON

UNUSABLE SPACE IS IN BLDG. 818 (820 SF)

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE XABS	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE DEPOT OGDEN (DDOU) TOOELE FACILITY		CITY NAME: TOOELE		STATE/COUNTRY UT USA
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM: TOOELE ARMY DEPOT		INGRANTED SF: 2,294K COV 15,171K OPEN	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:	
POC: JULIE EDLER	DSN: 790-2392	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE	

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	2294	284	1640	285	56			29	0			6315	1456
2. TOTAL SF THIS PERIOD	0												
3. UNUSABLE SF	0												
4. SF IN STANDBY	89		89									2352	1628
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	2294	284	1640	285	56	0	0	0	29	0		6315	8856
A. INGRANTED SF	2294	284	1640	285	56				29			6315	8856
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	2205	284	1551	285	56	0	0	0	29	0		3963	7228
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	1100	270	766	17	31				16			1191	2078
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	8	8											
12. NSF IN RACK AREA	62	6	53		3								
13. NSF IN BULK AREA	1035		732	268	22				13			2772	5150
14. TOTAL NSF (11 + 12 + 13)	1105	14	785	268	25	0	0	0	13	0		2772	5150
15. TCF IN BIN AREA	100	100											
16. TCF IN RACK AREA	777	73	662		42								
17. TCF IN BULK AREA	12394		9148	2812	278				156			27720	51500
18. TOTAL TCF (15 + 16 + 17)	13271	173	9810	2812	320	0	0	0	156	0		27720	51500
19. ACF IN BIN AREA	80	80											
20. ACF IN RACK AREA	765	70	659		36								
21. ACF IN BULK AREA	12317		9108	2812	251				146			27720	51500
22. TOTAL ACF (19 + 20 + 21)	13162	150	9767	2812	287	0	0	0	146	0		27720	51500
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	726	9	578	106	22				11			1553	1122
24. TOTAL CF OCCUPIED	6972	100	5424	1111	245				92			15530	11220
25. TOTAL VACANT SF	379	5	207	162	3	0	0	0	2	0		1219	4028
26. VACANT CF IN BIN AREA	30	30											
27. VACANT CF IN RACK AREA	278	20	241		17								
28. VACANT CF IN BULK AREA	5882		4102	1701	25				54			12190	40280
29. TOTAL VACANT CF (26+27+28)	6190	50	4343	1701	42	0	0	0	54	0		12190	40280
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

29K S.F./156K C.F. RECLASSIFIED FROM SHED TO OTHER
236K S.F./2360K C.F. OPEN STORAGE OCCUPIED WITH DRMO STOCK
9K S.F./56K C.F. NON-CONFORMING HAZARDOUS STORAGE
89K S.F./1108K C.F. COVERED AND 3980K S.F./39800K C.F. OPEN PLACED IN STANDBY PENDING RETURN TO HOST

TOTAL BIN LOC: 31443 TOTAL RACK LOC: 25106
OCC. BIN LOC: 19904 OCC. RACK LOC: 17370
PERCENT OCC: 63% PERCENT OCC: 69%

DECREASE OF 2392K TCF AND 1769K ACF RESULT OF DDRW REVIEW

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE FCHC	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE ELECTRONICS SUPPLY CENTER (DESC)	CITY NAME: DAYTON	STATE/COUNTRY OH USA
OUTGRANTED TO: *DoD (See Remarks) **NonDoD (See Remarks)	OUTGRANTED SF: 289K Covered 29K Covered	INGRANTED FROM:	INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: SHERRI YOUNG	DSN: 986-5997	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	963	956			7								4
2. TOTAL SF THIS PERIOD	963	956			7								4
3. UNUSABLE SF	0												
4. SF IN STAND[illegible]	0												
5. OUTGRANTED SF (NON-DOD)	29	29											
6. OUTGRANTED SF (DOD)	289	289											
7. TOTAL SF OUTGRANTED (5 + 6)	318	318	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	645	638	0	0	7	0	0	0	0	0		0	4
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	42	42											
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	0												
12. NSF IN RACK AREA	0												
13. NSF IN BULK AREA	603	596			7								4
14. TOTAL NSF (11 + 12 + 13)	603	596	0	0	7	0	0	0	0	0		0	4
15. TCF IN BIN AREA	0												
16. TCF IN RACK AREA	0												
17. TCF IN BULK AREA	6030	5330			700								40
18. TOTAL TCF (15 + 16 + 17)	6030	5330	0	0	700	0	0	0	0	0		0	40
19. ACF IN BIN AREA	0												
20. ACF IN RACK AREA	0												
21. ACF IN BULK AREA	6030	5330			700								40
22. TOTAL ACF (19 + 20 + 21)	6030	5330	0	0	700	0	0	0	0	0		0	40
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	271	264			7								
24. TOTAL CF OCCUPIED	2710	2640			70								
25. TOTAL VACANT SF	332	332	0	0	0	0	0	0	0	0		0	4
26. VACANT CF IN BIN AREA	0												
27. VACANT CF IN RACK AREA	0												
28. VACANT CF IN BULK AREA	3320	2690			630								40
29. TOTAL VACANT CF (26+27+28)	3320	2690	0	0	630	0	0	0	0	0		0	40
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

*DoD - AAFES, 80,342; Ohio NG, 53,786; Naval Avionics Ctr, 52,930; 645th CG/LGPG (WPAFB), 12,400; Armstrong Labs (WPAFB), 2,000; Civil Air Patrol/Naval Sea Cadets, 7,220; US Air Force Museum, 49858; AF Band, 100; Joint Logistics System Cmd, 2,000; AF Antiques, 1,568; ASC/RE, 15,900; Corps of Engineers, 10,000; Defense Printing Service, 599.
**Non DoD - American Red Cross, 25,500; Dorwood Optimist, 400; Access Ctr for Independent Living, 3000.

(DD FORM 805

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE TDXA	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE PERSONNEL SUPPORT CENTER PHILADELHIA	CITY NAME: PHILADELPHIA	STATE/COUNTRY PA USA
OUTGRANTED TO: U.S. MINT	OUTGRANTED SF: 96K COVERED	INGRANTED FROM:	INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: BARBARA HAWKINS	DSN: 444-7754	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	1607	1607											
2. TOTAL SF THIS PERIOD	1607	1607											
3. UNUSABLE SF	22	22											
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	96	96											
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	96	96	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	1489	1489	0	0	0	0	0	0	0	0		0	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	33	33											
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	0												
12. NSF IN RACK AREA	0												
13. NSF IN BULK AREA	1456	1456											
14. TOTAL NSF (11 + 12 + 13)	1456	1456	0	0	0	0	0	0	0	0		0	0
15. TCF IN BIN AREA	0												
16. TCF IN RACK AREA	0												
17. TCF IN BULK AREA	14560	14560											
18. TOTAL TCF (15 + 16 + 17)	14560	14560	0	0	0	0	0	0	0	0		0	0
19. ACF IN BIN AREA	0												
20. ACF IN RACK AREA	0												
21. ACF IN BULK AREA	14560	14560											
22. TOTAL ACF (19 + 20 + 21)	14560	14560	0	0	0	0	0	0	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	204	204											
24. TOTAL CF OCCUPIED	2040	2040											
25. TOTAL VACANT SF	1252	1252	0	0	0	0	0	0	0	0		0	0
26. VACANT CF IN BIN AREA	0												
27. VACANT CF IN RACK AREA	0												
28. VACANT CF IN BULK AREA	12520	12520											
29. TOTAL VACANT CF (26+27+28)	12520	12520	0	0	0	0	0	0	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE CHCQ	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE SUPPLY SUPPORT FACILITY BREMERHAVEN		CITY NAME: BREMERHAVEN	STATE/COUNTRY GERMANY
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM:		INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: BARBARA HAWKINS	DSN: 444-7754	COVERED GENERAL PURPOSE STORAGE					OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	91					91							
2. TOTAL SF THIS PERIOD	91					91							
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	91	0	0	0	0	91	0	0	0	0		0	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	54					54							
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	0												
12. NSF IN RACK AREA	0												
13. NSF IN BULK AREA	37					37							
14. TOTAL NSF (11 + 12 + 13)	37	0	0	0	0	37	0	0	0	0		0	0
15. TCF IN BIN AREA	0												
16. TCF IN RACK AREA	0												
17. TCF IN BULK AREA	2251					2251							
18. TOTAL TCF (15 + 16 + 17)	2251	0	0	0	0	2251	0	0	0	0		0	0
19. ACF IN BIN AREA	0												
20. ACF IN RACK AREA	0												
21. ACF IN BULK AREA	1344					1344							
22. TOTAL ACF (19 + 20 + 21)	1344	0	0	0	0	1344	0	0	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	28					28							
24. TOTAL CF OCCUPIED	1035					1035							
25. TOTAL VACANT SF	9	0	0	0	0	9	0	0	0	0		0	0
26. VACANT CF IN BIN AREA	0												
27. VACANT CF IN RACK AREA	0												
28. VACANT CF IN BULK AREA	309					309							
29. TOTAL VACANT CF (26+27+28)	309	0	0	0	0	309	0	0	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 8

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE NWCT	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE SUPPLY SUPPORT FACILITY GERMERSHEIM		CITY NAME: GERMERSHEIM	STATE/COUNTRY GERMANY
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM:	INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:	
POC: BARBARA HAWKINS	DSN: 444-7754	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE	

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	509			509									
2. TOTAL SF THIS PERIOD	509			509									
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	509	0	0	509	0	0	0	0	0	0		0	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	223			223									
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	0												
12. NSF IN RACK AREA	0												
13. NSF IN BULK AREA	286			286									
14. TOTAL NSF (11 + 12 + 13)	286	0	0	286	0	0	0	0	0	0		0	0
15. TCF IN BIN AREA	0												
16. TCF IN RACK AREA	0												
17. TCF IN BULK AREA	5588			5588									
18. TOTAL TCF (15 + 16 + 17)	5588	0	0	5588	0	0	0	0	0	0		0	0
19. ACF IN BIN AREA	0												
20. ACF IN RACK AREA	0												
21. ACF IN BULK AREA	4444			4444									
22. TOTAL ACF (19 + 20 + 21)	4444	0	0	4444	0	0	0	0	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	241			241									
24. TOTAL CF OCCUPIED	3777			3777									
25. TOTAL VACANT SF	45	0	0	45	0	0	0	0	0	0		0	0
26. VACANT CF IN BIN AREA	0												
27. VACANT CF IN RACK AREA	0												
28. VACANT CF IN BULK AREA	667			667									
29. TOTAL VACANT CF (26+27+28)	667	0	0	667	0	0	0	0	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM 805)

STORAGE SPACE MANAGEMENT REPORT	DATE DAY-MO-YR 30-09-94	INSTALLATION CODE LXPH	DOD COMPONENT DLA	NAME OF INSTALLATION: DEFENSE SUPPLY SUPPORT FACILITY KAISERSLAUTERN	CITY NAME: KAISERSLAUTERN	STATE/COUNTRY GERMANY
OUTGRANTED TO:	OUTGRANTED SF:	INGRANTED FROM:	INGRANTED SF:	LEASED FROM:	LEASED SF:	ANNUAL LEASING COST:
POC: BARBARA HAWKINS	DSN: 444-7754	COVERED GENERAL PURPOSE STORAGE				OPEN STORAGE

ITEM (UNIT OF MEASURE IN THOUSANDS) (A)	TOTAL COVERED (B)	HEATED (C)	UNHEATED (D)	CONTRL'D HUMIDITY (E)	FLAM'BLE HAZARD (F)	CHILL (G)	FREEZE (H)	SHED (I)	OTHER (J)	IGLOO / MAGZINE (K)	UNAP-PROVED (L)	IM-PROVED (M)	UNIM-PROVED (N)
SECTION A - GROSS SPACE AVAILABLE (SF=SQUARE FEET)													
1. TOTAL SF PRIOR REPORT	123	27				96							
2. TOTAL SF THIS PERIOD	123	27				96							
3. UNUSABLE SF	0												
4. SF IN STANDBY	0												
5. OUTGRANTED SF (NON-DOD)	0												
6. OUTGRANTED SF (DOD)	0												
7. TOTAL SF OUTGRANTED (5 + 6)	0	0	0	0	0	0	0	0	0	0		0	0
8. TOTAL INGRANTED SF (8A+8B)	0	0	0	0	0	0	0	0	0	0		0	0
A. INGRANTED SF	0												
B. LEASED SF	0												
9. TOTAL AVAILABLE (2 + 8 LESS 3, 4 AND 7)	123	27	0	0	0	96	0	0	0	0		0	0
10. AISLES, STRUCTURAL LOSS AND SUPPORT SPACE (SF)	64	22				42							
SECTION B - NET SPACE AVAILABLE (NSF=NET SQUARE FEET, TCF=TOTAL CUBIC FEET, ACF=ATTAINABLE CUBIC FEET)													
11. NSF IN BIN AREA	0												
12. NSF IN RACK AREA	0												
13. NSF IN BULK AREA	59	5				54							
14. TOTAL NSF (11 + 12 + 13)	59	5	0	0	0	54	0	0	0	0		0	0
15. TCF IN BIN AREA	0												
16. TCF IN RACK AREA	0												
17. TCF IN BULK AREA	844	16				828							
18. TOTAL TCF (15 + 16 + 17)	844	16	0	0	0	828	0	0	0	0		0	0
19. ACF IN BIN AREA	0												
20. ACF IN RACK AREA	0												
21. ACF IN BULK AREA	844	16				828							
22. TOTAL ACF (19 + 20 + 21)	844	16	0	0	0	828	0	0	0	0		0	0
SECTION C - OCCUPIED STORAGE SPACE (SF=SQUARE FEET, CF=CUBIC FEET)													
23. TOTAL SF OCCUPIED	51	5				46							
24. TOTAL CF OCCUPIED	670	16				654							
25. TOTAL VACANT SF	8	0	0	0	0	8	0	0	0	0		0	0
26. VACANT CF IN BIN AREA	0												
27. VACANT CF IN RACK AREA	0												
28. VACANT CF IN BULK AREA	174					174							
29. TOTAL VACANT CF (26+27+28)	174	0	0	0	0	174	0	0	0	0		0	0
30. UNOBLIGATED VACANT SF	0												
31. UNOBLIGATED VACANT CF	0												

SECTION D - REMARKS

(DD FORM

Defense Logistics Agency

BRAC 95

STORAGE MANAGEMENT PLAN

DEFENSE LOGISTICS AGENCY

Storage Management Plan

Storage Management

FY 94 - FY 01

- Bottom Line
- 1994 At A Glance
- Focus (Vision)
- Planning Factors
- Where We Started
- Where We're Going
- BRAC Impact
- How We'll Get There
- Summary

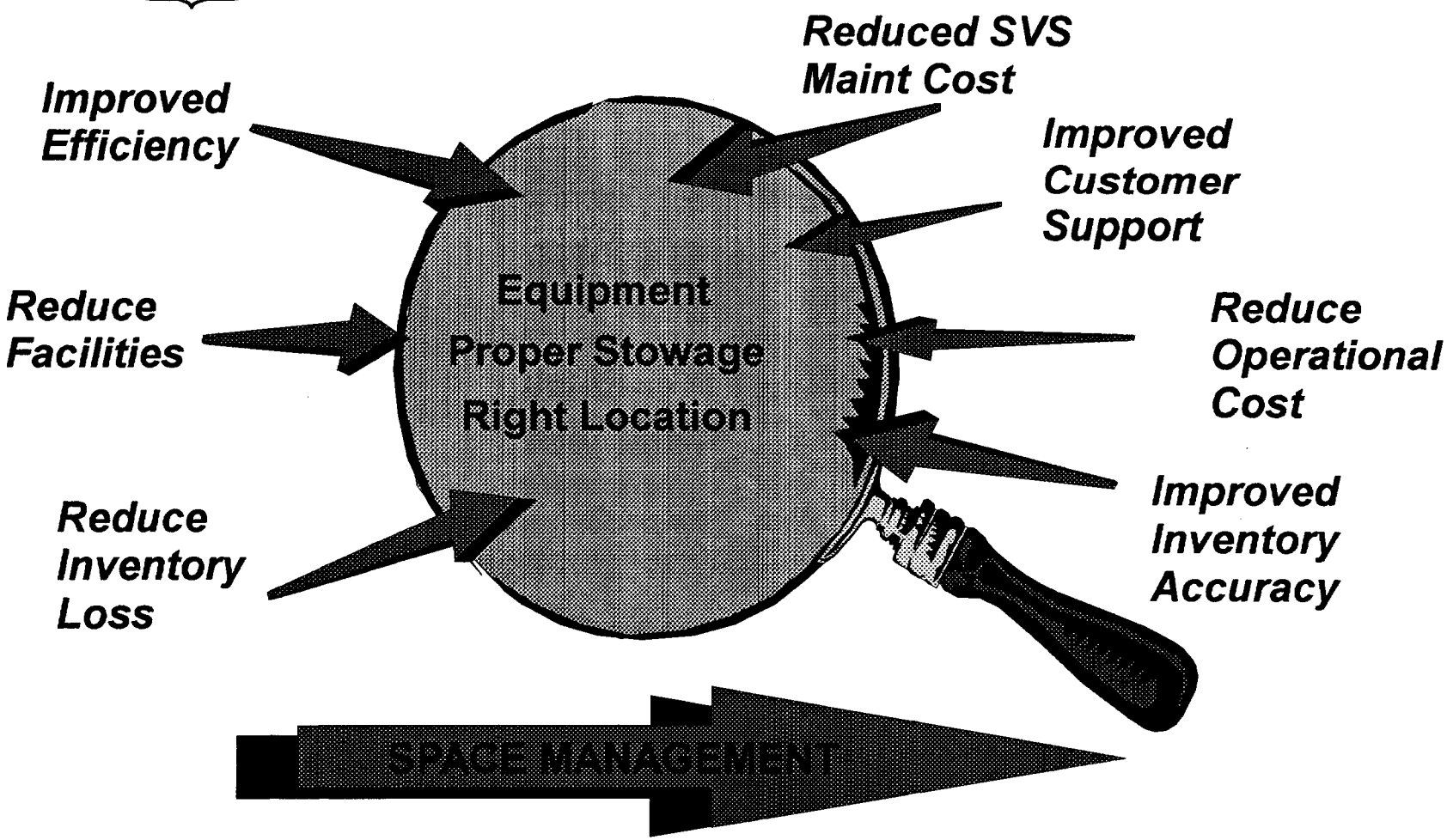
Bottom Line

- Reduce 62 Sites to 23 Depots + 1 Site
- Reduce 327 MACF (Approx 42% Reduction)
- Milcon/Equipment Cost Avoidance $400M
- Contributes $70M Annually to DMRD 902 Savings
- Reduce Infrastructure Cost $82M Annually

FY 1994 At A Glance

- Continued "CLEAN-UP" Program
- Participated in BRVI and DVD Initiatives
- Validated Space Mgmt Reporting
- Established Storage Pricing Structure
- Participated with ICPs to Reduce Inventory
- Accommodated Returns from Europe
- Provided ICPs Projected Storage Cost by Activity

Focusing On


Reduced SVS Maint Cost
Improved Efficiency
Improved Customer Support
Reduce Facilities
Equipment
Proper Stowage
Right Location
Reduce Operational Cost
Reduce Inventory Loss
Improved Inventory Accuracy
SPACE MANAGEMENT

Planning Factors

- 52% Reduction in DLA "ICP" Inventory Value =
  60% Reduction in Storage Reqmt

- 47% Reduction in SVC Inventory Value =
  60% Reduction in Storage Reqmt

- European Retrograde/Force Drawdown =
  2MCF Increase in Storage Reqmt

- Maximizing Cube Utilization =
  20MCF Increase in Available Space

- 18MCF of Mat'l Outside Requires Inside Storage

Accomplishments
(FY 94)

	Planned	ACF	Actual	ACF
Reduced from 45 to	36		38	
Vacated Storage Space		30M		47M

Sites Vacated and Planned To Vacate

FY 94

	DDRE	*DDRW*
PLANNED	**LEX - BLUEGRASS** **NORFOLK SO. AN** **PNSY (OUTSIDE STEEL)**	~~**AUBURN (COMM)**~~ **HUNTERS PT** ~~**NAVAJO**~~ ~~**OKLAHOMA (COMM)**~~ ~~**SACRAMENTO**~~ ~~**SAVANNA**~~ ~~**PUEBLO**~~ ~~**UMATILLA**~~

_____ = *Vacated*

---------- = *Vacated Ahead of Schedule*

FY 92 -- 94 Transition

Site Reductions

	# Sites
Starting Storage Sites Sep 92	62
Name Changes (Consolidation)	- 5
Closed Sites	-19
Ending Storage Sites Sep 94	38

FY 92 -- 94 Transition
(Capacity)

	ACF
Storage Space Sep 92	**788M**
Storage Space Sep 94 (805s Data)	**618M**
Reduction	**-170M**

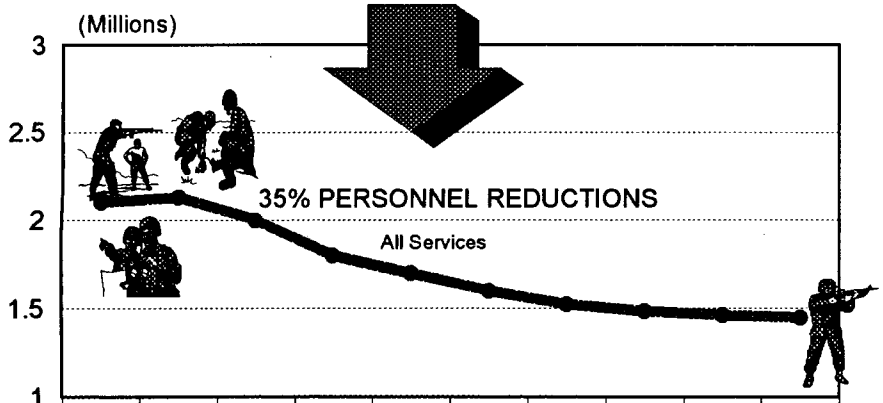
FY 92 -- 94 Transition

Requirement (Occupied)

Covered Storage Reqmt Sep 92	**631M**
Covered Storage Reqmt Sep 94 (805s Data)	**450M**
Reduction	**-181M**

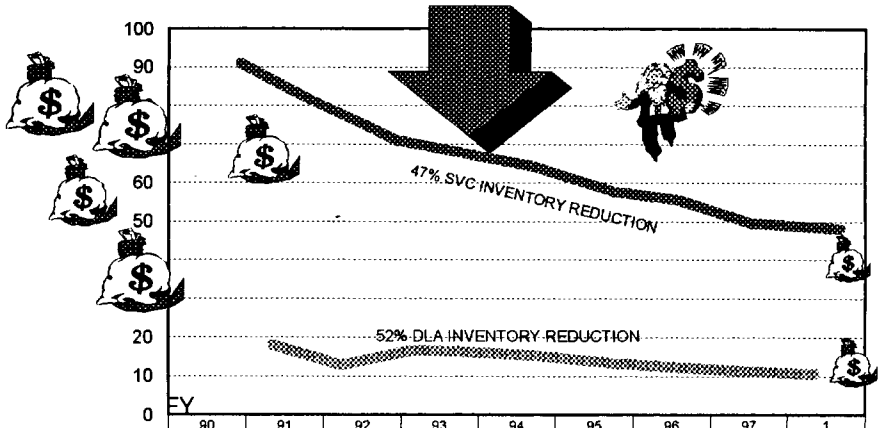
Storage Requirement

FORCE STRUCTURE DOWNSIZING



FY	'89	90	91	92	93	94	95	96	97	01
All Services	2.1	2.13	2	1.8	1.7	1.6	1.523	1.482	1.462	1.445

INVENTORY REDUCTION DOLLARS

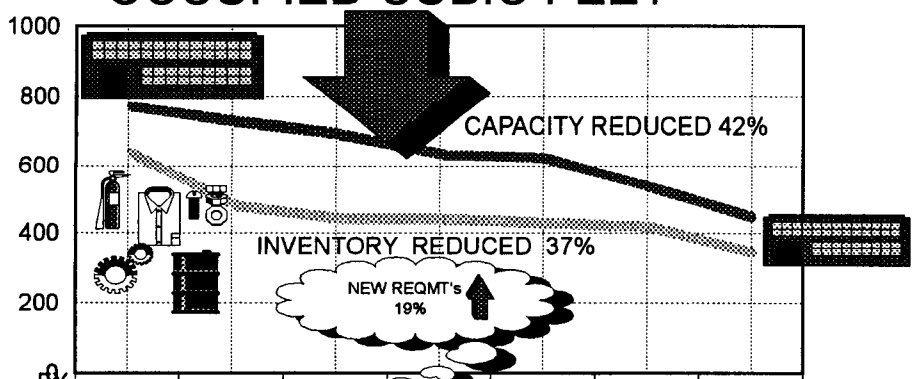


FY	90	91	92	93	94	95	96	97	1
DLA INV RED ($B)	12.6	9.4	11.9	11.2	10.3	9.3	8.2	7.4	6
SER INV RED ($B)	90.7	81.8	71.1	66.6	63.9	56.3	52.6	49.1	48.1

SECONDARY ITEMS

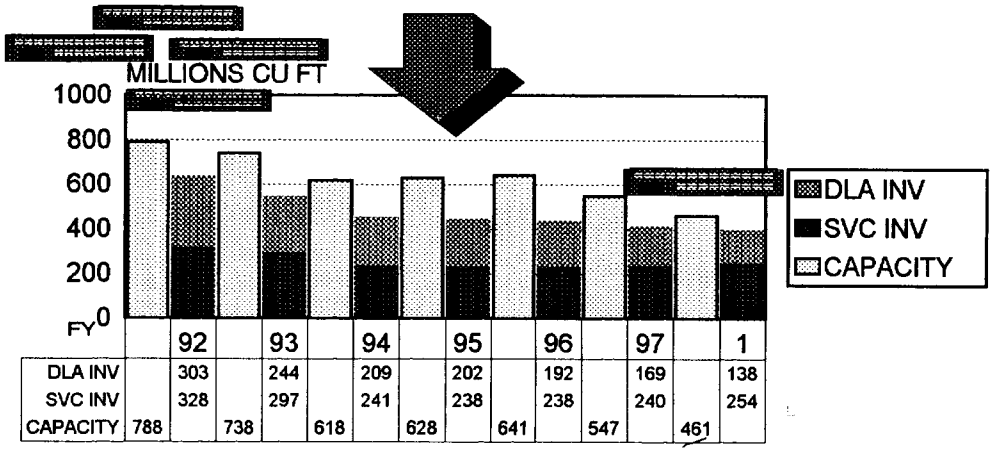
Storage Requirement

OCCUPIED CUBIC FEET



FY	92	93	94	95	96	97	1
INVENTORY	631	541	450	440	430	409	392
CAPACITY	788	738	618	628	641	547	461

INVENTORY vs CAPACITY



FY	92	93	94	95	96	97	1
DLA INV	303	244	209	202	192	169	138
SVC INV	328	297	241	238	238	240	254
CAPACITY	788	738	618	628	641	547	461

Storage Plan Accomplishments
(FY92 - 01)

- Downsized Infrastructure 42%
  - - Reduced System-wide Storage Capacity
  - - Vacated 33 Storage Sites
  - - Navy 2010 Plan (Reduced 15 MACF) at Norfolk
  - - Vacated 25 MACF Substd Warehouses
- Rec'd/Stowed 38M OCF Europe Returns
- Corrected Improper Storage of Mat'l Outside (60M OCF)
- Accommodated New Mission Reqmts
  - - ASO Pubs (6M OCF)
  - - AMC Residual (17M OCF)

LOOK AT ANOTHER WAY

Reqmt Increased 19%
(121M OCF) While We Vacated Equivalent of 10 Former DLA Depots

Where We Started

(Capacity FY 94 -- FY01)

	ACF	*RISK*	*ACF*
Storage Space (Sep 94 DD 805 Data)			**618M**
Increases Thru FY 01:			
New Construction	**17M**	**(4M)**	
Maximize Utilization	**20M**	**(8M)**	
Decreases Thru FY 01:			
Substd Bldgs to Vacate (Brac 93)	**22M**		
Substd Bldgs to Vacate (Brac 95)	**3M**		
Substd Bldgs to Vacate (BMAR)	**0**	**(12M)**	
Vacate Outside BRAC	**35M**		
Vacate Previous BRAC	**70M**		
Total Available FY 01			**525M**
Total Risk		**(24M)**	

Utility costs history
24 M
Bldgs (incl 93)
21 M

Before BRAC

After BRAC
& 21M

Where We Started

(Requirement FY 94 -- FY01)

		OCF	RISK	OCF
Covered Storage Reqmt (Sep 94 DD 805 Data)				450M
Increases thru FY 01:				
- Europe Returns		2-8M	(6M)	
- Out-to-Inside		18-24M	(6M)	
- ASO Pubs		6M		
- AMC Residual Spt DMRD 902		17-23M	(6M)	
Decreases thru FY 01:				
- DLA Inv Reduction	60-71 }			
- SVS Inv Reduction	25-30 }	85-101M	(16M)	
Subtotal				392-426M
- Plus 15% Operating Level		69M-75M	(6M)	
Covered Storage Reqmt FY 01				461M-501M
Total Risk			(40M)	

Where We Started

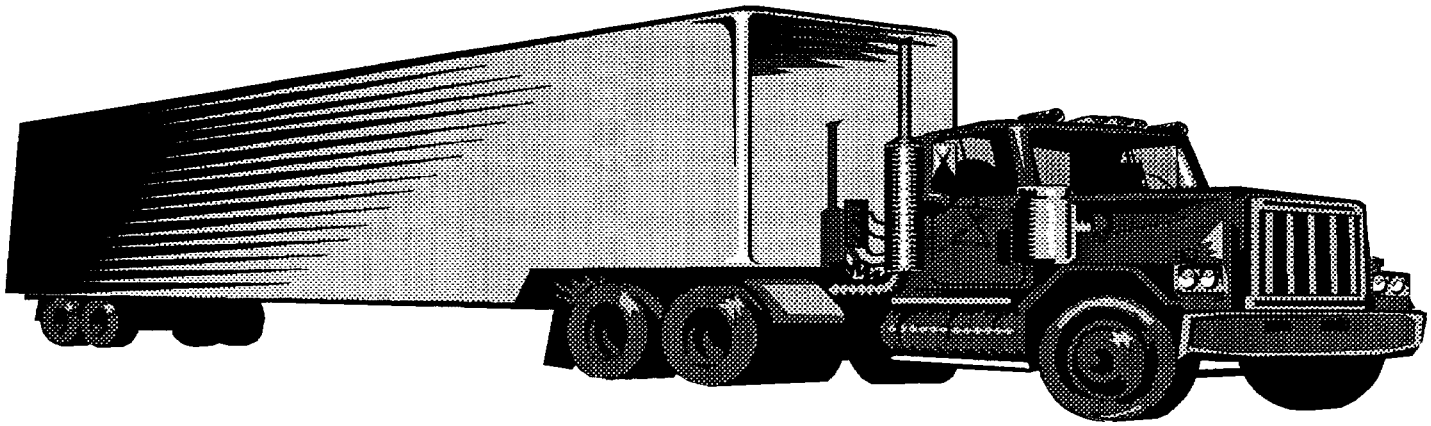
(Requirement FY 94 -- FY01)

		OCF	RISK	OCF
Covered Storage Reqmt (Sep 94 DD 805 Data)				450M
Increases thru FY 01:				
- Europe Returns		2M	(6M)	
- Out-to-Inside		18M	(6M)	
- ASO Pubs		6M		
- AMC Residual Spt DMRD 902		17M	(6M)	
Decreases thru FY 01:				
- DLA Inv Reduction	71 }			
- SVS Inv Reduction	30 }	101M	(16M)	
Subtotal				392M
- Plus 15% Operating Level		69M	(6M)	
Covered Storage Reqmt FY 01				461M
Total Risk			(40M)	

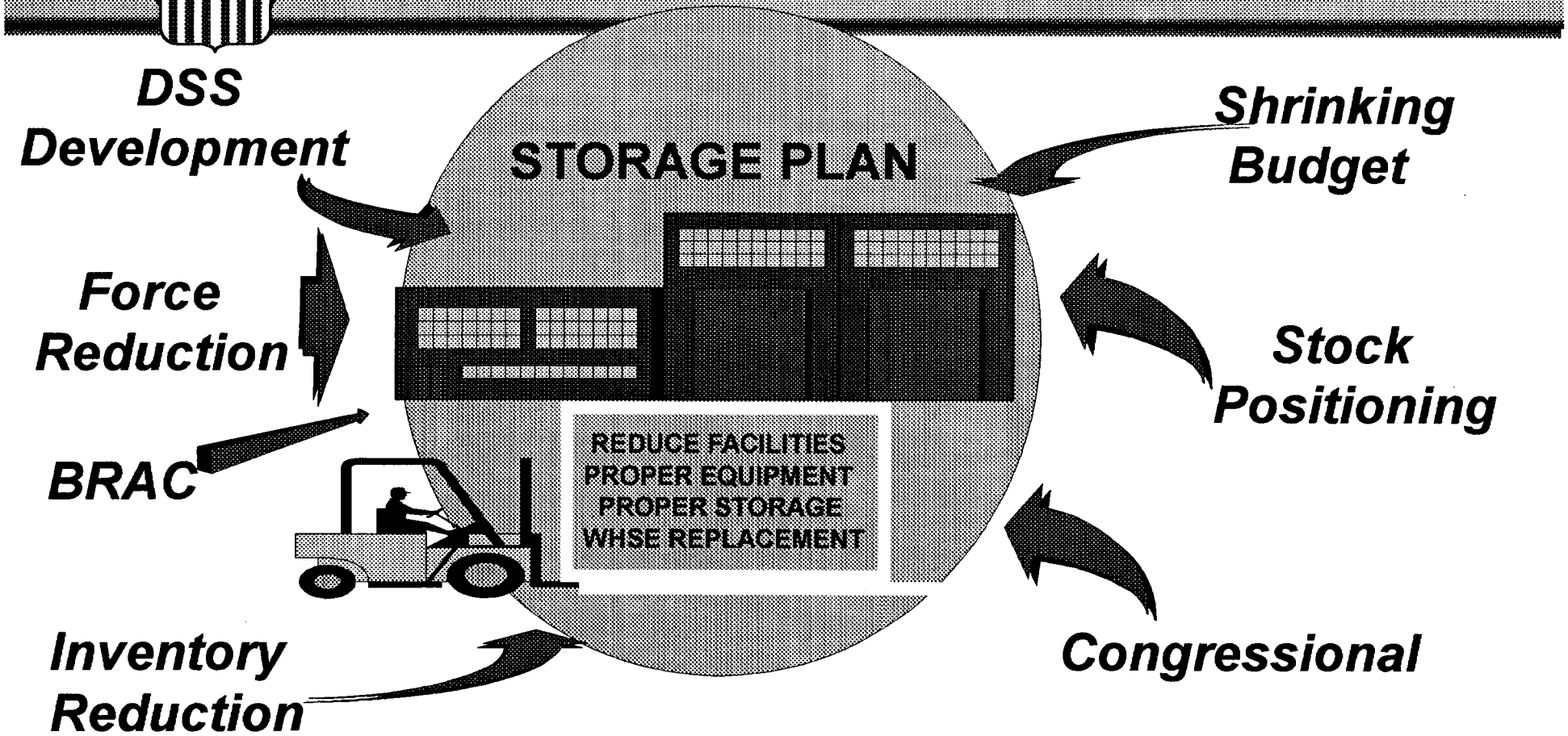
Where We're Going

FY 94 -- FY 01

Covered Storage Capacity FY 01	**525M**
Covered Storage Reqmt FY 01	**461M**
Excess Capacity	**64M**



Influences


DSS Development
Shrinking Budget
STORAGE PLAN
Force Reduction
Stock Positioning
BRAC
REDUCE FACILITIES
PROPER EQUIPMENT
PROPER STORAGE
WHSE REPLACEMENT
Inventory Reduction
Congressional

Sites Planned To Vacate

	FY 95	FY 96	FY 97
DDRE	* CHARLESTON * LEX - BLUEGRASS NORFOLK SO. AN PNSY (OUTSIDE STEEL)	WPAFB	* PENSACOLA PIKETON
DDRW	HUNTERS PT * OAKLAND	FORBES AFB GRANITE CITY * TOOELE	ALAMEDA ROUGH & READY

** BRAC ACTION*

Facilities to Vacate
Outside BRAC (35M)

Facility	ACF (000s)
Granite City	3701
Piketon	2525
WPAFB	715
Norfolk	9984
Alameda	3681
Forbes AFB	1392
Hunters Pt.	493
Rough & Ready	12425
Total	34916

Sites Vacated and Planned to Vacate

FY	92	93	94	95	96	97	98 -- 01
START	62	51*	45	38	32	28	B
DEPOTS	30	28	28	27	25	24	R
SITES	32	23	17	11	7	4	A
END	56	45	38	32	28	24	C
DEPOTS	30	28	27	25	24	23	9
SITES	26	17	11	7	4	1	5

** Includes Depot/Site Consolidation at Susquehanna, San Joaquin, and San Diego*

BRAC Impact on Distribution Depots

	# Depots	ACF
. DMRD 902 Consolidation	30	788M
. 88/91 BRAC	29	738M
- Sacramento (DDDS)		
- .Lex-Bluegrass M		
- Navajo		
- Pueblo		
- Umatilla		
. 93 BRAC	23*	672M
- Charleston (DDCS)		
- Oakland (DDOC)		
- Pensacola (DDPF)		
- Tooele (DDOU(T)		
. 95 BRAC		

} *Not DLA Depots*

Downsize

Further Progress Depends on Maintenance Depot Closures and SVC Inventory Reductions

** Tracy/Sharpe*
Mechanicsburg/New Cumberland } *Consolidated*

BRAC CONNECTION
(672M)

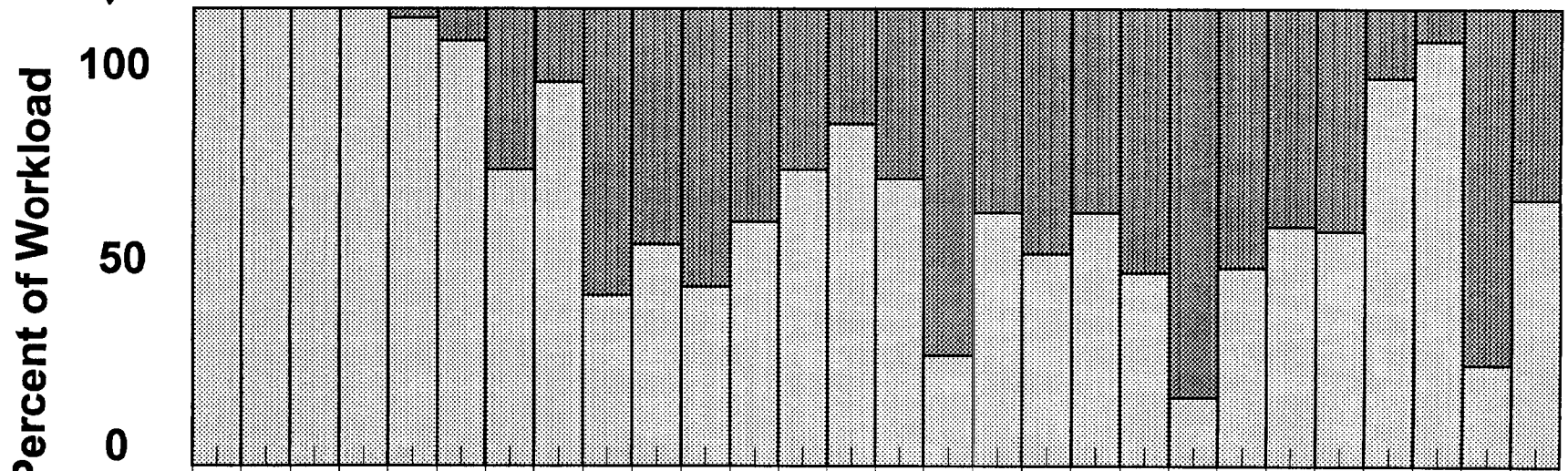
	BRAC Depots ACF	Closed FY 92-94 ACF
Covered Storage Space FY 92	788M	788M
BRAC 88 & 91 Closed FY92-94	-50M	- 43M
	738M	745M
BRAC 93 Closed FY 92-94	- 66M	- 24M
	672M	721M
Outside BRAC Closed Sep 94 DD 805		-103M
		618M

Remaining to Close FY94-01

BRAC 88 & 91 (Depots)	- 7M
BRAC 93 (Depots)	- 42M
BRAC 93 (DPSC/DESC)	- 21M
Total	- 70M

Defense Distribution Depots

Off-Base/on-Base Workload



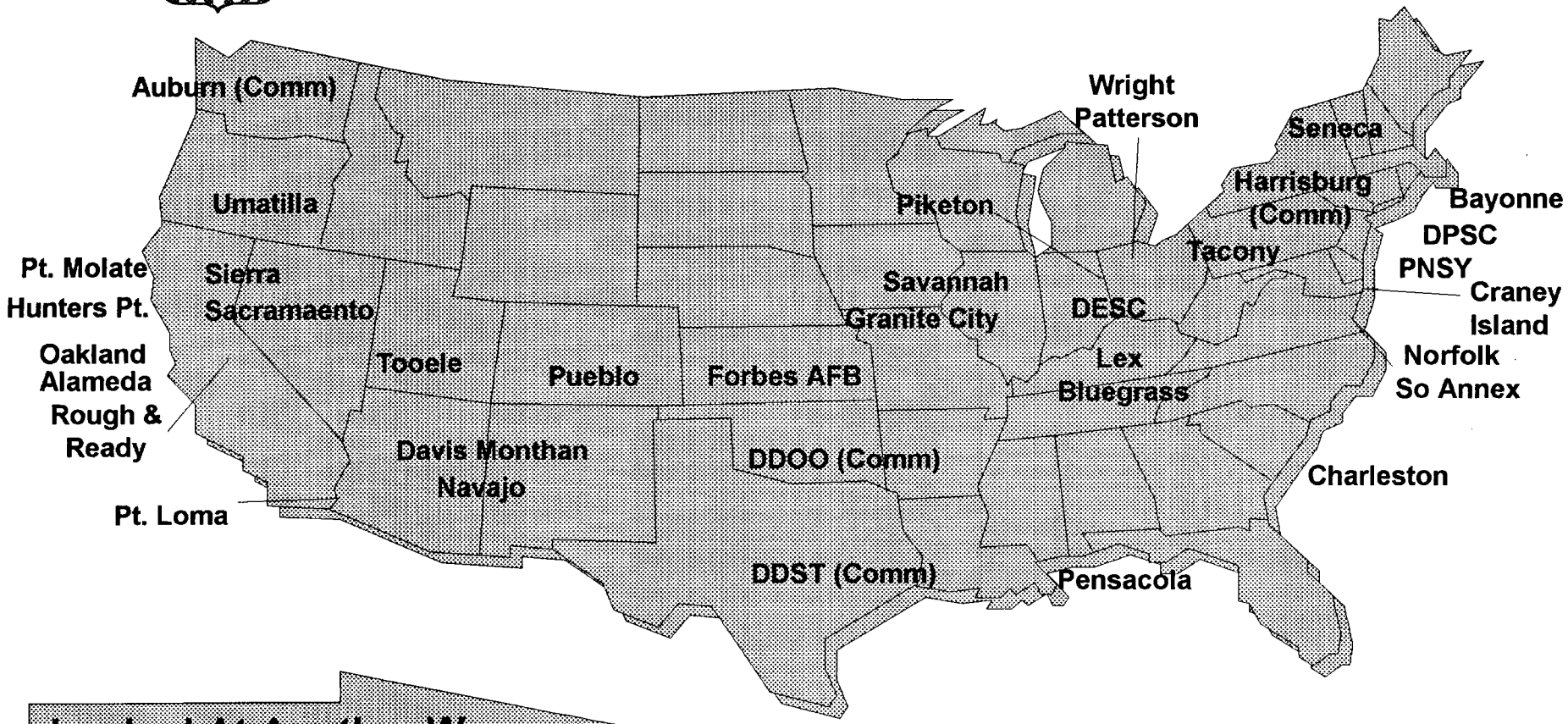
	DDSP	DDJC	DDMT	DDRV	DDOU	DDCO	DDNV	DDRT	DDMC	DDOC	DDOO	HILL	DDST	DDCS	DDLP	DDDC	DDPF	DDCN	DDJF	DDPW	DDDS	DDAA	DDWG	DDTP	DDAG	DDBC	DDCT	TOOELE
% ON BASE	0	0	0	0	2	7	35	16	63	52	61	47	35	25	37	76	45	54	45	58	85	57	48	49	15	7	78	42
% OFF-BASE	100	100	100	100	98	93	65	84	37	48	39	53	65	75	63	24	55	46	55	42	15	43	52	51	85	93	22	58

DISTRIBUTION DEPOTS

% OFF-BASE % ON BASE

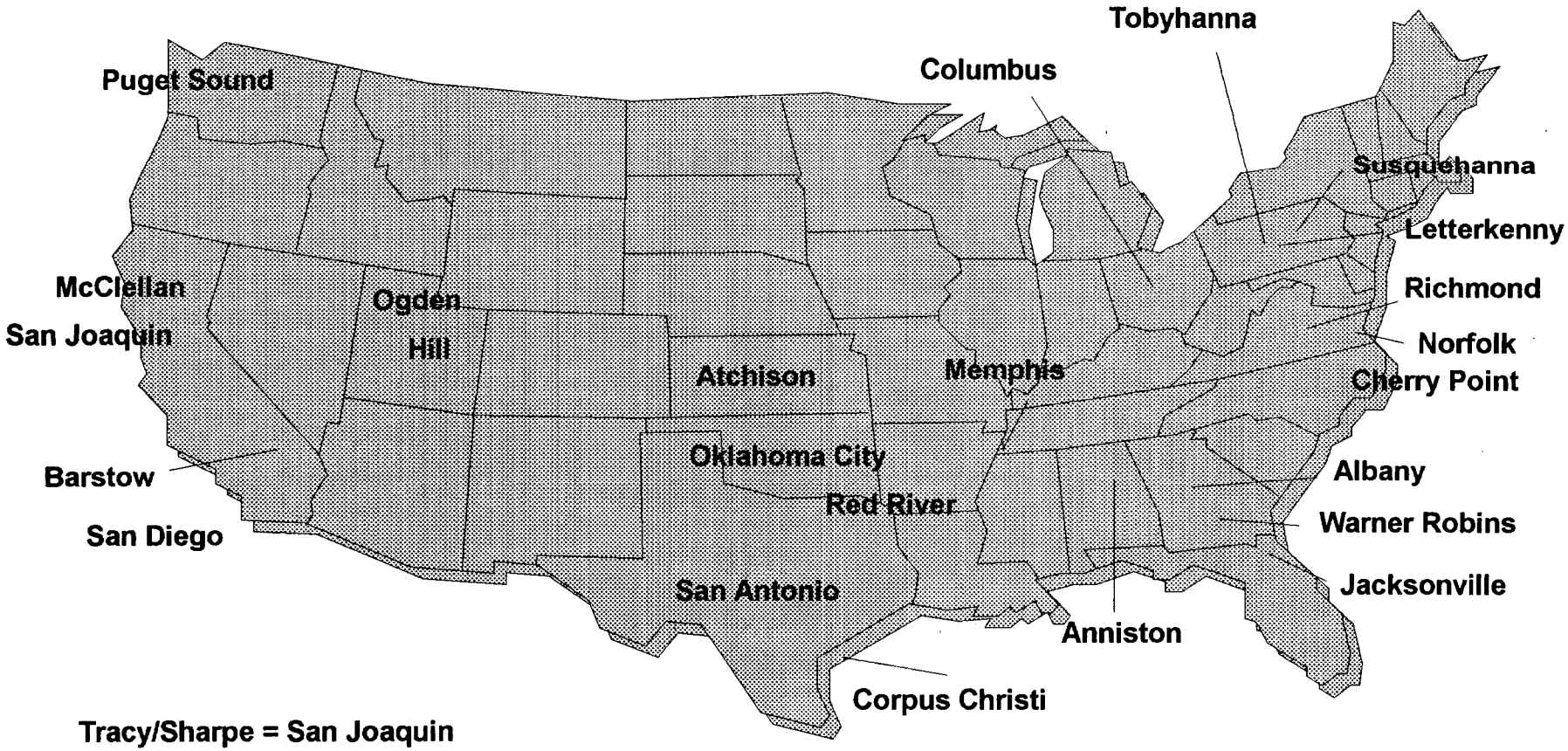
What's Vacated

33 Sites



Looked At Another Way

What's Left
23 Depots and 1 Site



Tracy/Sharpe = San Joaquin
Mechanicsburg/New CUmberland = Susquehanna

How We'll Get There

END
FY 94
618M ACF
11 SITES
27 DEPOTS

END
FY 95
581M ACF
7 SITES
25 DEPOTS

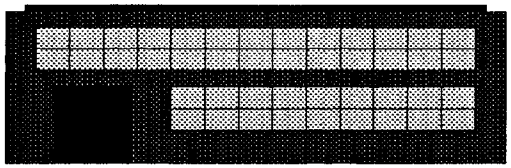
END
FY 96
562M ACF
4 SITES
24 DEPOTS

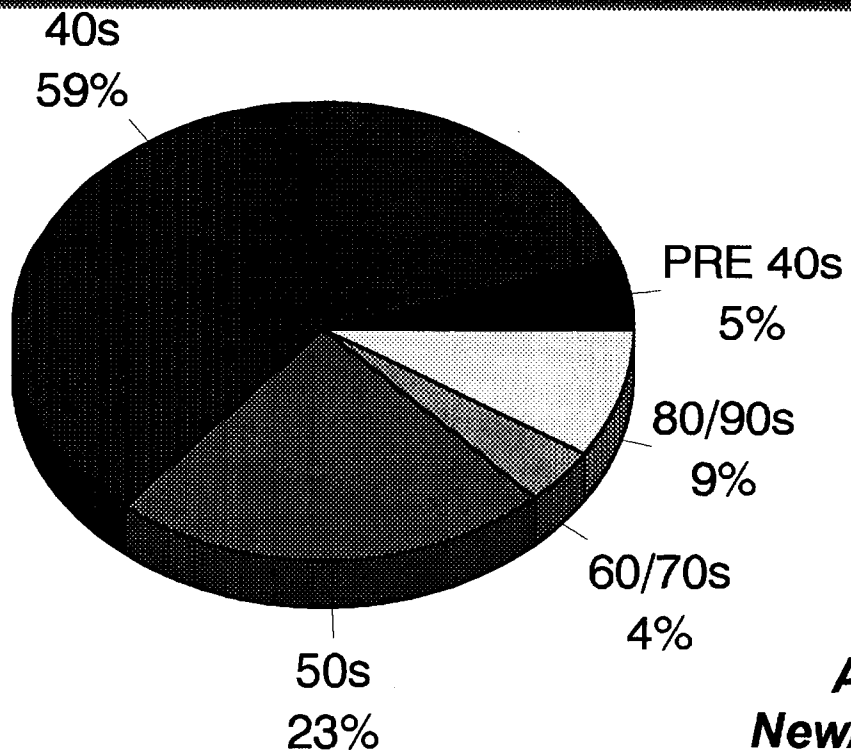
END
FY 97
540M ACF
1 SITE
23 DEPOTS

END
FY 01
525M ACF
1 SITE
23 DEPOTS

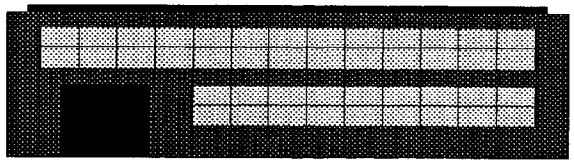
Age of Warehouses (Post BRAC 93)

Over 5M SF 1920s/1930s





FY 92-97 Approved New/Replacement 3.4%

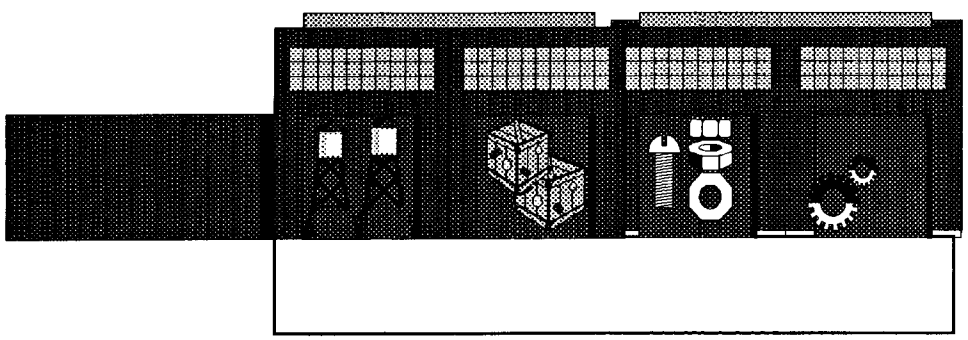


Reliability of Facilities Becomes More Critical As We Eliminate Excess

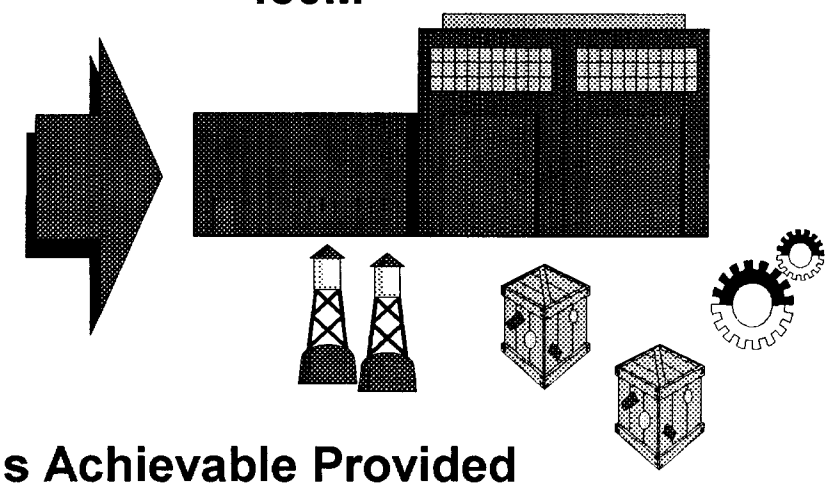
Storage Reduction
(Strategic Plan)

Storage Requirement Must Drive the Capacity; Or This Will Be The Result Unless We Lease. (Annual Cost of $1.00/CF)

Today (FY 94)
Capacity (ACF): 618M



DoD Goal (FY 01)
480M



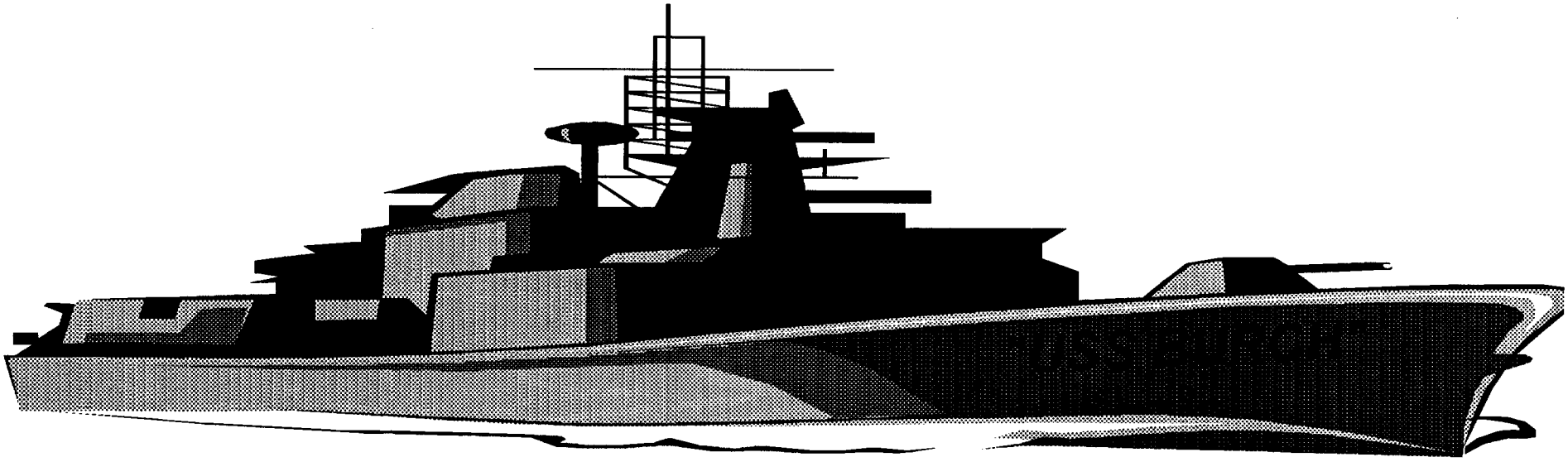
BOTTOM LINE: Cube Goal is Achievable Provided $56B Inventory Level is Achieved

Summary

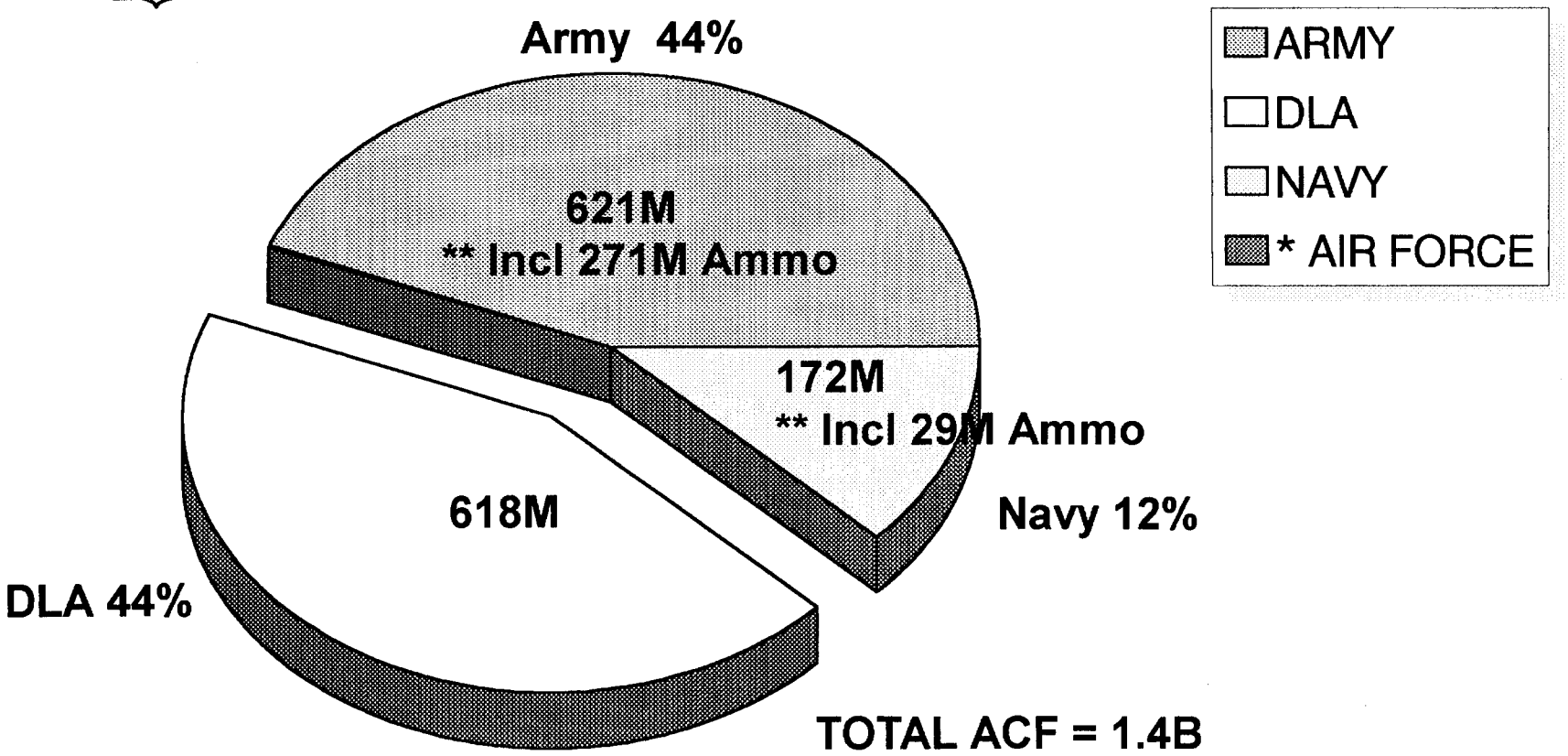
Executing a Plan

Continued Analysis and Refinements As We Go

Full Steam Ahead



DoD Covered Storage Space
(ACF 000)



* AF Stopped Reporting After DMRD 902 Consolidation. Will Resume Space Reporting Next Report, 30 Dec 94

** Based on DD 805 Column K, IGLOO/Magazine, Used for Storing, Ammunition/Explosives.

Occupied Storage Cube
(DD805) 30 Sep 94

	Million CF		% Tot Cu
DLA	204	(incl 25M SVC-owned WRM)	45.3
Services	216		48.1
Other	30		6.6
Total	450		100.0

DLA Inventory

		% DLA Tot	% Tot Cu
DPSC	84.2	41.3	18.7
(Sub)	16.6		
(Med)	19.7 (incl 9.8M svc-owned WRM)		
(C&T)	47.9 (incl 15.2M SVC-owned WRM)		
DGSC	57.0	27.9	12.7
(DIPEC)	13.2		
DCSC	32.6	16.0	7.2
DISC	16.7	8.2	3.7
DESC	13.5	6.6	3.0

SVC's Inventory

		% SVC Tot	% Tot Cu
USN & USMC	62.4	28.9	13.9
USA	82.4	38.1	18.3
USAF	71.2	33.0	15.8

CAI 20 JUL 1994

MEMORANDUM THRU UNDER SECRETARY OF DEFENSE (ACQUISITION & TECHNOLOGY)

FOR SECRETARY OF DEFENSE

SUBJECT: FY 1996-2001 Defense Logistics Agency (DLA) Program Objectives Memorandum (POM) Update

Enclosed are page changes to DLA's FY 1996-2001 POM submitted to your office on 10 June 1994. The changes are to DLA's Defense Business Operating Fund (DBOF) supply business area orders and costs and our distribution depot workload projections. We used the Services' projected business orders from their respective POM submissions to the extent possible.

We feel there are targets of opportunity in the Services' TOA as a result of our initiatives which lowered DLA's rates over the POM period.

Again, our goal in developing and finalizing our POM proposal is to provide the Services combat support capability at the lowest cost possible. Please contact us if there are any questions or issues regarding the enclosed POM update.

SIGNED

1 Encl

CHRISTINE L. GALLO
Executive Director
Strategic Programming &
Contingency Operations

Atch 4

(U) Format N-3C: Distribution Depot Workload

DoD Wide	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
Supply Management Business Area									
Line items issued/received (000)	38,160	35,754	32,204	30,643	29,092	27,000	25,017	23,634	23,435
Cost per line[a]	$29.00	$29.00	$27.80	$27.57	$28.00	$28.27	$29.38	$29.65	$29.41
Cost to Supply Management ($000)	1,106,640	1,036,866	895,310	844,990	814,594	763,261	735,115	700,659	689,164
Other DBOF Business Areas									
Line items issued/received (000)	1,504	1,134	996	958	923	887	866	847	847
Cost per line[a]	$29.00	$29.00	$27.80	$27.57	$28.00	$28.27	$29.38	$29.65	$29.41
Cost to Maintenance ($000)	43,616	32,886	27,689	26,423	25,837	25,076	25,438	25,125	24,923
Reimbursable Services ($000)[b]	155,913	172,970	155,795	159,791	160,878	162,109	164,182	168,494	172,844
O&M									
Reimbursable Services ($000)[b]	85,509	84,537	76,205	79,609	80,022	80,492	80,119	81,907	83,657
Total Requirements									
Total Cost ($000)	1,395,678	1,327,559	1,154,960	1,110,813	1,081,331	1,030,938	1,004,854	976,185	970,588

a. Line rates for FY 97-01 assume 1) BRAC 95 proceeds on schedule and 2) BRAC 95 costs for Distribution Depots are funded from the Services TOA.

b. Includes DEPMEDS Processing, PPPP&M, Unit Material Fielding, End Item Processing, etc.

(U) Format N-3B: DBOF Business Area Costs

(Current $ Millions)

DBOF Business Area: Reutilization and Marketing Service (DRMS)	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
Military Personnel:									
Costs:	4.2	4.1	4.2	3.8	3.7	3.3	3.3	3.1	3.0
End Strength:	76	71	65	62	60	54	53	50	49
Civilian Personnel:									
Costs:	148.7	148.8	150.8	155.4	147.5	140.0	133.0	127.7	122.6
End Strength:	3837	3927	3879	4025	3822	3628	3445	3307	3175
Inventory Procurement Costs:									
Other Operating Costs:	266.9	270.2	289.6	295.8	312.8	313.6	301.7	297.3	290.4
Total Operating Costs:	419.8	423.1	444.6	455.0	464.0	457.0	438.0	428.0	416.0
Capital Costs:	11.0	9.4	14.3	23.0	22.4	21.5	16.9	13.7	14.1
Total Costs:	430.8	432.5	458.9	478.0	486.4	478.5	454.9	441.7	430.1
Memo (Mobilization Requirements)									
War Reserve Requirements	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Depot Surge Requirements	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

(U) Format N-3A: DBOF Business Area Orders
(Current $ Millions)

DBOF Business Area: Reutilization and Marketing Service (DRMS)	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
Reimbursable Billings For HAZMAT:									
Own Component	12.5	12.2	12.9	14.2	15.6	16.8	17.9	18.6	18.9
Other Services/Agencies									
Army	34.9	34.0	36.1	39.8	43.6	47.1	49.1	51.9	52.9
Navy	85.7	83.4	88.6	97.6	107.2	115.6	122.5	127.4	130.0
Air Force	31.3	30.5	32.4	35.7	39.1	42.2	44.7	46.5	47.5
Marine Corps	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Reimbursable HAZMAT	164.4	160.0	170.0	187.3	205.6	221.7	234.9	244.3	249.3
Service Level Billing:									
Own Component	0	51.8	64.7	0	0	0	0	0	0
Other Services/Agencies									
Army	0	51.8	55.7	0	0	0	0	0	0
Navy	0	51.8	33.5	0	0	0	0	0	0
Air Force	0	51.8	54.4	0	0	0	0	0	0
Total Service Level Billing	0	207.2	208.3	0	0	0	0	0	0
Total DoD Orders:	164.4	367.2	378.3	187.3	205.6	221.7	234.9	244.3	249.3
Other Orders:									
Other Federal Agencies	1.5	1.5	1.6	1.7	1.8	1.9	2.0	2.1	2.2
Revenue from Sales	106.1	136.0	159.9	266.0	256.6	233.4	201.1	181.6	164.5
Total Gross Orders:	272.0	504.7	539.8	455.0	464.0	457.0	438.0	428.0	416.0

(U) Format N-3B: DBOF Business Area Costs
(Current $ Millions)

DBOF Business Area: Supply Management, DLA	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
Military Personnel:									
Costs:	33.2	34.4	27.3	27.2	27.2	27.1	27.1	26.7	26.3
End Strength:	384	418	409	402	394	383	375	360	346
Civilian Personnel:									
Costs:	588.0	601.1	580.7	559.3	546.4	537.5	528.6	520.4	512.0
End Strength:	14710	14062	13434	12893	12378	11882	11408	10952	10514
Inventory Procurement Costs:	10299.6	9521.8	9556.0	8495.8	8893.7	9345.8	9796.9	10394.9	11040.7
Other Operating Costs:	934.0	1091.7	1149.9	1026.9	952.9	925.9	923.0	860.7	866.1
Total Operating Costs:	11854.8	11249.0	11313.9	10109.3	10420.1	10836.2	11275.6	11802.7	12445.1
Capital Costs:	21.3	25.8	48.1	60.7	47.7	42.3	40.0	36.6	31.8
Total Costs:	11876.1	11274.8	11362.0	10170.0	10467.8	10878.5	11315.6	11839.3	12476.9
Memo (Mobilization Requirements)									
War Reserve Requirements	0.0	0.0	0.0	112.3	114.5	0.0	0.0	0.0	0.0
Depot Surge Requirement	0.0	0.0	0.0	3.7	3.8	3.9	4.0	4.2	4.3

(U) Format N-3A: DBOF Business Area Orders
(Current $ Millions)

DBOF Business Area: Supply Management, DLA	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
Orders from DoD Components:									
Own Component	64.6	70.4	66.5	66.3	68.2	70.1	72.0	75.1	78.8
Other Services/Agencies									
Army	2017.7	2207.7	2084.9	2077.4	2139.9	2196.9	2259.1	2353.7	2470.1
Navy	3274.7	3581.8	3382.6	3370.4	3471.9	3564.3	3665.2	3818.7	4007.5
Air Force	3481.8	3808.9	3597.1	3584.1	3692.1	3790.3	3897.6	4060.8	4261.6
Marine Corps	294.2	321.4	303.5	302.4	311.5	319.8	328.9	342.6	359.6
Other	617.4	675.7	638.1	635.8	655.0	672.4	691.4	720.4	756.0
Orders from Other Fund Business Areas:	1202.9	756.0	799.0	550.5	555.8	561.1	552.8	583.1	600.7
Total DoD Orders:	10953.3	11421.9	10871.6	10586.8	10894.5	11174.8	11466.9	11954.4	12534.3
Other Federal Agencies:									
Veterans Administration	30.7	34.1	32.2	32.1	33.0	33.9	34.9	36.3	38.1
Department of Agriculture	29.5	31.8	30.0	29.9	30.8	31.6	32.5	33.9	35.6
NASA	15.8	17.0	16.1	16.0	16.5	17.0	17.4	18.2	19.1
Department of Transportation	12.7	13.6	12.9	12.8	13.2	13.6	13.9	14.5	15.2
Department of Justice	12.9	14.8	13.9	13.9	14.3	14.7	15.1	15.7	16.5
AID	9.2	10.2	9.7	9.6	9.9	10.2	10.5	10.9	11.4
Other	90.4	101.1	95.4	95.1	98.0	100.6	103.4	107.8	113.1
Trust Fund	395.7	432.7	408.6	407.1	419.4	430.6	442.7	461.3	484.1
Non Federal Agencies	34.1	37.5	35.4	35.3	36.3	37.3	38.3	40.0	41.9
Total Gross Orders:	11584.1	12114.7	11525.8	11238.7	11565.9	11864.1	12175.8	12692.9	13309.4

Program Objectives Memorandum

FY 1996 - 2001

Defense Logistics Agency

June 1994

UNCLASSIFIED POM CONTROL NO. 10758

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

IN REPLY REFER TO CAI

10 JUN 1994

MEMORANDUM THRU UNDER SECRETARY OF DEFENSE (ACQUISITION & TECHNOLOGY)

FOR SECRETARY OF DEFENSE

SUBJECT: FY 1996-2001 Defense Logistics Agency (DLA) Program Objectives Memorandum (POM)

Enclosure 1 is the DLA FY 1996-2001 POM, prepared in accordance with the POM Preparation Instructions, Defense Planning Guidance (DPG), and 1996 Fiscal Guidance. It provides resource requirements for DLA and other Office of Secretary of Defense (OSD) activities designated for inclusion in DLA's POM, and reflects the results of a rigorous examination of alternatives available to DLA. Our focus has been on those performance enhancing and cost cutting initiatives that will enable us to support warfighter readiness at the least cost to the taxpayer. Three particularly important achievements were attained this year, the effects of which are reflected in this year's POM submission:

a. **Infrastructure Reductions**: DLA continues to aggressively rightsize our infrastructure in consonance with force structure reductions. Our requested staffing levels during the POM period will attain the targets specified in the DoD Civilian Resource Guidance issued on 2 June 1994. Total DLA civilian staffing reductions should average more than four and one half percent per year from FY 1993 to FY 2001. We are achieving this result despite additional items to manage at our inventory control points via the Consumable Item Transfer (CIT) program. By the end of the POM period, DLA expects to be managing 750,000 more items than in FY 1992 (an increase of over 25 percent) at reduced overall cost to DoD. In addition, we expect our staffing to provide expanded contract management support to other Federal agencies and increased work in Foreign Military Sales (FMS).

b. **Strategic Planning**: DLA has fully supported the key objectives of DoD's Logistics Strategic Plan and of DLA's own internal Strategic Plan. Cost savings resulting from related initiatives such as our "Buy Response Vice Inventory" program, and from efforts to reduce infrastructure, will constrain price growth to our customers. As a result, DLA projects annual changes in item prices and distribution costs which are well below anticipated inflation rates.

c. **Requirements Forecasting**: DLA is enhancing its ability to forecast requirements from our major customers. For example, we are proactively seeking information on planned

unit decommissionings and adjusting demand forecasts accordingly. We also used tentative Service POM planning estimates regarding force structure and operations tempo in developing our sales projections. In addition, we have assumed approval will be obtained to proceed with Phase II of the CIT process. As provided for in the POM instructions, we will reassess our forecasts based on actual Service POM submissions (and the latest status of CIT Phase II), and provide any appropriate revisions to our DBOF exhibits by 10 July 1994.

Despite these achievements, we do have some funding shortfalls. Because of our Supply and Distribution businesses, the vast majority of DLA's funding comes from DBOF. Most of our appropriated funding is provided for our Defense Contract Management business area and those OSD activities funded within DLA's Total Obligational Authority (TOA). Consequently, we have little flexibility to realign appropriated resources. As a result, our POM issue papers reflect several deficiencies in appropriated funding. There are four critical programs which we cannot fully fund within our TOA controls. I believe these programs are vital to DLA's support to our customers:

a. **MILCON for Fuel Phase II**: Funding for this program is critical from both an environmental and a personal safety standpoint. The time criticality for funding this mission is even more compelling than previously identified in our issue paper in last year's POM submission. An OASD (P&L) memorandum of 18 December 1991 directed DLA to assume responsibility from the Military Services for retail petroleum products in bulk storage, since this action would reduce overall DoD costs. DLA's responsibility for Military Construction (MILCON) programming for these facilities begins in FY 1996; however, no funding to support MILCON programs was transferred to DLA, and much of DLA's own long-established core requirements outside the Fuel Phase II program are already unaffordable within our TOA.

b. **BRAC 95**: We have assumed that the final Base Realignment and Closure (BRAC) stage will proceed on schedule. Thus, the DBOF portion of our POM proposal reflects notional BRAC 95 related savings, starting in FY 1997. It also presumes no delays in executing previous BRAC decisions. The benefits from these BRAC savings accrue to our military service customers' TOAs. For this reason, and also due to the absence of any BRAC 95 funding in DLA's own appropriated TOA controls for our DBOF-related activities, our service customer accounts should be the source of funding for these BRAC 95 costs. This position was previously addressed in our POM 1995-1999 submission for BRAC 93, and was supported by DoD. Consequently, we request you allocate funding for DLA's BRAC 95 requirements, so that the subsequent DBOF savings can be achieved for our customers.

c. **War Reserve**: Our experience with Operations Desert Shield/Desert Storm has heightened our commitment to improved wartime readiness. In close consultation with the Services, we have attempted to identify and quantify resources required to fully support

certain critical items in a near simultaneous two major regional conflict (2 MRC) scenario. These items will have wartime demand patterns that will exceed the capability of peacetime operating levels and the industrial base to support. Our issue paper describes this vital requirement.

d. **Manufacturing Science and Technology (MS&T)**: This industrial base program is designed to facilitate productivity enhancements to manufacturing techniques to reduce production lead times and acquisition costs for metal working (e.g., production of machine tools), combat rations and related uniform apparel items.

The above highlights our key funding shortfalls. As a matter of clarification, in developing our POM submission, we understand that all costs associated with the Joint Logistics Service Center (JLSC) and the Defense Finance and Accounting Service (DFAS) will be appropriation-funded starting in FY 1996, as announced earlier this year. Thus, we have not requested any DLA funding to support these activities. On the same principle, DLA funding requirements for automated systems included in our POM are limited to those CIM initiatives for which DLA has management and funding responsibilities (e.g., Distribution Standard System (DSS), Mechanization of Contract Administration Services (MOCAS), and Integrated Contract Administration System (ICAS)). DLA has not included requirements for those systems that are properly funded by the various CIM organizations, such as JLSC, DFAS, and Environmental CIM .

As a final point of clarification, the 1996 Fiscal Guidance directed a single TOA for DLA, Defense Support Activities (DSAs), Defense Acquisition Universities, Defense Technical Information Center, and Civilian Personnel Management Service. DLA allocated the TOA among all activities and funded the increased requirements of the DSAs within DLA's portion of the TOA. The DLA POM submission includes the related exhibits for these activities.

In closing, I want to emphasize our commitment to providing required logistics readiness and combat support to our customers at the lowest possible cost. Our entire POM proposal is built on this premise. Accordingly, I request your support for the critical unfunded issues above and for the overall DLA programs identified within established funding targets. My staff is ready to assist you in any way and to answer questions on any issues related to the DLA POM.

Ed Straw

Encl

EDWARD M. STRAW
Vice Admiral, SC, USN
Director

DEFENSE LOGISTICS AGENCY
FY 1996-2001 PROGRAM OBJECTIVES MEMORANDUM

TABLE OF CONTENTS

	Page
INTRODUCTION	1
SECTION I - DLA POM	2
1.0 PROGRAM SUMMARY	2
1.1 DLA Summary	2
1.2 Defense Support Activities, Defense Universities, Defense Technical Information Center, and Civilian Personnel Manpower Service Summary	3
2.0 FORCE STRUCTURE	4
3.0 MODERNIZATION AND INVESTMENT	14
4.0 FORCE READINESS AND SUSTAINABILITY	18
5.0 INSTALLATION CONSTRUCTION, MAINTENANCE, AND ENVIRONMENT	20
6.0 MANPOWER	35
7.0 INFORMATION MANAGEMENT	37
8.0 INFRASTRUCTURE	58
9.0 ISSUE PAPERS	73
9.1 Base Level Fuel Military Construction Projects - Phase II	73
9.2 Manufacturing Science and Technology	79
9.3 BRAC 95	80
9.4 War Reserve	81
SECTION II - DEFENSE CIVILIAN PERSONNEL MANAGEMENT SERVICE POM	82
SECTION III - DEFENSE ACQUISITION UNIVERSITY POM	92
SECTION IV - DEFENSE BUSINESS MANAGEMENT UNIVERSITY POM	96
SECTION V - DEFENSE TECHNICAL INFORMATION CENTER POM	102
SECTION VI - DEFENSE SUPPORT ACTIVITY POM	112
1.0 DEFENSE MANAGEMENT DATA CENTER POM	113
2.0 OUSD(A&T) DEFENSE SUPPORT ACTIVITY POM	114
3.0 MANAGEMENT SUPPORT AND EVALUATION DIRECTORATE POM	115
4.0 MANAGEMENT SYSTEM SUPPORT OFFICE POM	123

INTRODUCTION

The FY 96-01 DLA POM represents the allocation of the 22 Apr 94 POM Fiscal Guidance directed by the Deputy Secretary of Defense among organizations for which DLA has programming responsibility: DLA, Defense Civilian Personnel Management Service, Defense Acquisition University, Defense Business Management University, Defense Technical Information Center, and Defense Support Activities. Inputs were requested from these organizations and have been included in the DLA POM. As a minimum, external organizations to DLA were asked to provide an N-1 Format to summarize their current budget versus their allocated POM fiscal guidance and its allocation to type appropriation. Authorized endstrengths were to be included in this format as well. If a format was not received from an organization, it was prepared and included by DLA.

1.0 PROGRAM SUMMARY

1.1 RESOURCE SUMMARY
DEFENSE LOGISTICS AGENCY

Dollars in Millions
Endstrength in Thousands

	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
FUNDING									
O&M, Defensewide	1364.6	1324.7	1301.0	1102.4	1100.4	1062.3	1082.0	1066.8	1067.6
Procurement, Defensewide	1.5	2.8	9.2	18.4	17.2	16.6	14.9	14.7	14.7
RDT&E, Defensewide	0.0	21.8	0.0	16.8	18.6	20.1	20.3	36.7	39.9
MILCON	0.0	45.9	15.6	33.7	37.7	49.3	49.3	121.4	179.2
Family Housing	1.5	1.5	1.5	5.4	5.5	5.7	1.4	1.5	1.5
BRAC 93	0.0	38.0	99.8	56	56.5	38.1	10.2	0.0	0.0
BRAC 95	0.0	0.0	0.0	0.0	0.0	12.4	(0.4)	(16.2)	(28.0)
TOTAL	1367.6	1434.7	1427.1	1232.7	1235.9	1204.5	1177.7	1224.9	1275.0
END STRENGTH									
Civilian	60.26	55.55	53.31	50.51	48.67	46.46	44.53	42.87	41.47
Military	1.41	1.49	1.45	1.34	1.29	1.24	1.19	1.19	1.19
TOTAL	61.67	57.04	54.76	51.85	49.96	47.70	45.72	44.06	42.66

1.2 RESOURCE SUMMARY FOR DEFENSE SUPPORT ACTIVITIES, DEFENSE UNIVERSITIES, DEFENSE TECHNICAL INFORMATION CENTER, AND CIVILIAN PERSONNEL MANAGEMENT SERVICE

Dollars in Millions
Endstrength in Thousands

	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
FUNDING									
O&M, Defensewide		173.6	215.0	225.2	225.1	227.1	231.2	240.2	248.4
RDT&E, Defensewide		12.6	58.2	57.8	59.1	60.4	61.5	63.9	66.6
Procurement		6.9	11.9	8.1	6.8	16.9	7.2	7.5	7.7
TOTAL		193.0	285.0	291.1	291.0	304.4	299.8	311.6	322.7
END STRENGTH									
Civilian		1.682	1.634	1.600	1.566	1.533	1.502	1.486	1.471
Military		.171	.144	.143	.141	.140	.139	.139	.139
TOTAL		1.853	1.778	1.743	1.707	1.673	1.641	1.625	1.610

2.0 FORCE STRUCTURE

(U) Format A-8: Programmed Structure, Programmed Manning, and End Strength

FY93 (In Thousands)

	ACTIVE		RESERVE		NATIONAL GUARD		CIVILIAN
	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manning
DMC							
3 DEFENSE-WIDE SUPPORT MISSIONS	**1.41**	**1.41**	**1.34**	**1.34**			**60.26**
31 Logistics Support	**1.41**	**1.41**	**1.34**	**1.34**			**60.26**
311 Supply Operations	.64	.64	.95	.95			40.91
312 Maintenance Operations							
313 Other Logistics Support	.77	.77	.39	.39			19.35
32 Personnel Support							
321 Personnel Acquisition							
322 Training							
323 Medical							
324 Individuals							
325 Federal Agency Support							
326 Other Personnel Support							
33 Other Centralized Support							
331 Departmental Headquarters							
332 Retired Pay							
333 Undistributed Adjustments							
TOTAL END STRENGTH *	1.41	1.41	1.34	1.34			60.26
END STRENGTH SUMMARY							
End Strength in Units	1.41	1.41	1.34	1.34			60.26
Undistributed							
Individuals							
Transients							
PPH							
Trainees and Students							
Cadets and Midshipmen							
Reservists on Active Duty							
TOTAL END STRENGTH *	1.41	1.41	1.34	1.34			60.26

* Totals must match

Notes:
- The End Strength figures listed above are for DLA only. End Strength figures for DSAs and other external organizations for which DLA has POM submittal responsibility, such as DAU and DTIC, are shown in subsequent sections of the POM.
- End Strength reductions in FY00-01 assume that BRAC 95 proceeds on schedule.

(U) Format A-8: Programmed Structure, Programmed Manning, and End Strength
FY94 (In Thousands)

	ACTIVE		RESERVE		NATIONAL GUARD		CIVILIAN
	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manning
DMC							
3 DEFENSE-WIDE SUPPORT MISSIONS	**1.49**	**1.49**	**1.52**	**1.52**			**55.55**
31 Logistics Support	**1.49**	**1.49**	**1.52**	**1.52**			**55.55**
311 Supply Operations	.68	.68	1.13	1.13			36.97
312 Maintenance Operations							
313 Other Logistics Support	.81	.81	.39	.39			18.58
32 Personnel Support							
321 Personnel Acquisition							
322 Training							
323 Medical							
324 Individuals							
325 Federal Agency Support							
326 Other Personnel Support							
33 Other Centralized Support							
331 Departmental Headquarters							
332 Retired Pay							
333 Undistributed Adjustments							
TOTAL END STRENGTH *	1.49	1.49	1.52	1.52			55.55
END STRENGTH SUMMARY							
End Strength in Units	1.49	1.49	1.52	1.52			55.55
Undistributed							
Individuals							
Transients							
PPH							
Trainees and Students							
Cadets and Midshipmen							
Reservists on Active Duty							
TOTAL END STRENGTH *	1.49	1.49	1.52	1.52			55.55

* Totals must match

Notes:
- The End Strength figures listed above are for DLA only. End Strength figures for DSAs and other external organizations for which DLA has POM submittal responsibility, such as DAU and DTIC, are shown in subsequent sections of the POM.
- End Strength reductions in FY00-01 assume that BRAC 95 proceeds on schedule.

(U) Format A-8: Programmed Structure, Programmed Manning, and End Strength
FY95 (In Thousands)

	ACTIVE		RESERVE		NATIONAL GUARD		CIVILIAN
	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manning
DMC							
3 DEFENSE-WIDE SUPPORT MISSIONS	**1.45**	**1.45**	**1.33**	**1.33**			**53.31**
31 Logistics Support	**1.45**	**1.45**	**1.33**	**1.33**			**53.31**
311 Supply Operations	.67	.67	.91	.91			35.48
312 Maintenance Operations							
313 Other Logistics Support	.78	.78	.42	.42			17.83
32 Personnel Support							
321 Personnel Acquisition							
322 Training							
323 Medical							
324 Individuals							
325 Federal Agency Support							
326 Other Personnel Support							
33 Other Centralized Support							
331 Departmental Headquarters							
332 Retired Pay							
333 Undistributed Adjustments							
TOTAL END STRENGTH *	1.45	1.45	1.33	1.33			53.31
END STRENGTH SUMMARY							
End Strength in Units	1.45	1.45	1.33	1.33			53.31
Transients							
PPH							
Trainees and Students							
Cadets and Midshipmen							
Reservists on Active Duty							
TOTAL END STRENGTH *	1.45	1.45	1.33	1.33			53.31

* Totals must match

Notes:
- The End Strength figures listed above are for DLA only. End Strength figures for DSAs and other external organizations for which DLA has POM submittal responsibility, such as DAU and DTIC, are shown in subsequent sections of the POM.
- End Strength reductions in FY00-01 assume that BRAC 95 proceeds on schedule.

(U) Format A-8: Programmed Structure, Programmed Manning, and End Strength
FY96 (In Thousands)

	ACTIVE		RESERVE		NATIONAL GUARD		CIVILIAN
	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manning
DMC							
3 DEFENSE-WIDE SUPPORT MISSIONS	**1.34**	**1.34**	**1.33**	**1.33**			**50.51**
31 Logistics Support	**1.34**	**1.34**	**1.33**	**1.33**			**50.51**
311 Supply Operations	.63	.63	.91	.91			33.61
312 Maintenance Operations							
313 Other Logistics Support	.71	.71	.42	.42			16.90
32 Personnel Support							
321 Personnel Acquisition							
322 Training							
323 Medical							
324 Individuals							
325 Federal Agency Support							
326 Other Personnel Support							
33 Other Centralized Support							
331 Departmental Headquarters							
332 Retired Pay							
333 Undistributed Adjustments							
TOTAL END STRENGTH *	1.34	1.34	1.33	1.33			50.51
END STRENGTH SUMMARY							
End Strength in Units	1.34	1.34	1.33	1.33			50.51
Undistributed							
Individuals							
Transients							
PPH							
Trainees and Students							
Cadets and Midshipmen							
Reservists on Active Duty							
TOTAL END STRENGTH *	1.34	1.34	1.33	1.33			50.51

* Totals must match

Notes:
- The End Strength figures listed above are for DLA only. End Strength figures for DSAs and other external organizations for which DLA has POM submittal responsibility, such as DAU and DTIC, are shown in subsequent sections of the POM.
- End Strength reductions in FY00-01 assume that BRAC 95 proceeds on schedule.

(U) Format A-8: Programmed Structure, Programmed Manning, and End Strength
FY97 (In Thousands)

	ACTIVE		RESERVE		NATIONAL GUARD		CIVILIAN
	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manning
DMC							
3 DEFENSE-WIDE SUPPORT MISSIONS	**1.29**	**1.29**	**1.33**	**1.33**			**48.67**
31 Logistics Support	**1.29**	**1.29**	**1.33**	**1.33**			**48.67**
311 Supply Operations	.61	.61	.91	.91			32.11
312 Maintenance Operations							
313 Other Logistics Support	.68	.68	.42	.42			16.56
32 Personnel Support							
321 Personnel Acquisition							
322 Training							
323 Medical							
324 Individuals							
325 Federal Agency Support							
326 Other Personnel Support							
33 Other Centralized Support							
331 Departmental Headquarters							
332 Retired Pay							
333 Undistributed Adjustments							
TOTAL END STRENGTH *	1.29	1.29	1.33	1.33			48.67
END STRENGTH SUMMARY							
End Strength in Units	1.29	1.29	1.33	1.33			48.67
Undistributed							
Individuals							
Transients							
PPH							
Trainees and Students							
Cadets and Midshipmen							
Reservists on Active Duty							
TOTAL END STRENGTH *	1.29	1.29	1.33	1.33			48.67

* Totals must match

Notes:
- The End Strength figures listed above are for DLA only. End Strength figures for DSAs and other external organizations for which DLA has POM submittal responsibility, such as DAU and DTIC, are shown in subsequent sections of the POM.
- End Strength reductions in FY00-01 assume that BRAC 95 proceeds on schedule.

(U) Format A-8: Programmed Structure, Programmed Manning, and End Strength
FY98 (In Thousands)

	ACTIVE		RESERVE		NATIONAL GUARD		CIVILIAN
	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manning
DMC							
3 DEFENSE-WIDE SUPPORT MISSIONS	**1.24**	**1.24**	**1.33**	**1.33**			**46.46**
31 Logistics Support	**1.24**	**1.24**	**1.33**	**1.33**			**46.46**
311 Supply Operations	.58	.58	.91	.91			30.55
312 Maintenance Operations							
313 Other Logistics Support	.66	.66	.42	.42			15.91
32 Personnel Support							
321 Personnel Acquisition							
322 Training							
323 Medical							
324 Individuals							
325 Federal Agency Support							
326 Other Personnel Support							
33 Other Centralized Support							
331 Departmental Headquarters							
332 Retired Pay							
333 Undistributed Adjustments							
TOTAL END STRENGTH *	1.24	1.24	1.33	1.33			46.46
END STRENGTH SUMMARY							
End Strength in Units	1.24	1.24	1.33	1.33			46.46
Undistributed							
Individuals							
Transients							
PPH							
Trainees and Students							
Cadets and Midshipmen							
Reservists on Active Duty							
TOTAL END STRENGTH *	1.24	1.24	1.33	1.33			46.46

* Totals must match

Notes:
- The End Strength figures listed above are for DLA only. End Strength figures for DSAs and other external organizations for which DLA has POM submittal responsibility, such as DAU and DTIC, are shown in subsequent sections of the POM.
- End Strength reductions in FY00-01 assume that BRAC 95 proceeds on schedule.

(U) Format A-8: Programmed Structure, Programmed Manning, and End Strength
FY99 (In Thousands)

	ACTIVE		RESERVE		NATIONAL GUARD		CIVILIAN
	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manning
DMC							
3 DEFENSE-WIDE SUPPORT MISSIONS	**1.19**	**1.19**	**1.33**	**1.33**			**44.53**
31 Logistics Support	**1.19**	**1.19**	**1.33**	**1.33**			**44.53**
311 Supply Operations	.56	.56	.91	.91			29.25
312 Maintenance Operations							
313 Other Logistics Support	.63	.63	.42	.42			15.28
32 Personnel Support							
321 Personnel Acquisition							
322 Training							
323 Medical							
324 Individuals							
325 Federal Agency Support							
326 Other Personnel Support							
33 Other Centralized Support							
331 Departmental Headquarters							
332 Retired Pay							
333 Undistributed Adjustments							
TOTAL END STRENGTH *	1.19	1.19	1.33	1.33			44.53
END STRENGTH SUMMARY							
End Strength in Units	1.19	1.19	1.33	1.33			44.53
Undistributed							
Individuals							
Transients							
PPH							
Trainees and Students							
Cadets and Midshipmen							
Reservists on Active Duty							
TOTAL END STRENGTH *	1.19	1.19	1.33	1.33			44.53

* Totals must match

Notes:
- The End Strength figures listed above are for DLA only. End Strength figures for DSAs and other external organizations for which DLA has POM submittal responsibility, such as DAU and DTIC, are shown in subsequent sections of the POM.
- End Strength reductions in FY00-01 assume that BRAC 95 proceeds on schedule.

(U) Format A-8: Programmed Structure, Programmed Manning, and End Strength
FY00 (In Thousands)

	ACTIVE		RESERVE		NATIONAL GUARD		CIVILIAN
	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manning
DMC							
3 DEFENSE-WIDE SUPPORT MISSIONS	**1.19**	**1.19**	**1.33**	**1.33**			**42.87**
31 Logistics Support	**1.19**	**1.19**	**1.33**	**1.33**			**42.87**
311 Supply Operations	.56	.56	.91	.91			28.20
312 Maintenance Operations							
313 Other Logistics Support	.63	.63	.42	.42			14.67
32 Personnel Support							
321 Personnel Acquisition							
322 Training							
323 Medical							
324 Individuals							
325 Federal Agency Support							
326 Other Personnel Support							
33 Other Centralized Support							
331 Departmental Headquarters							
332 Retired Pay							
333 Undistributed Adjustments							
TOTAL END STRENGTH *	1.19	1.19	1.33	1.33			42.87
END STRENGTH SUMMARY							
End Strength in Units	1.19	1.19	1.33	1.33			42.87
Undistributed							
Individuals							
Transients							
PPH							
Trainees and Students							
Cadets and Midshipmen							
Reservists on Active Duty							
TOTAL END STRENGTH *	1.19	1.19	1.33	1.33			42.87

* Totals must match

Notes:
- The End Strength figures listed above are for DLA only. End Strength figures for DSAs and other external organizations for which DLA has POM submittal responsibility, such as DAU and DTIC, are shown in subsequent sections of the POM.
- End Strength reductions in FY00-01 assume that BRAC 95 proceeds on schedule.

(U) Format A-8: Programmed Structure, Programmed Manning, and End Strength
FY01 (In Thousands)

	ACTIVE		RESERVE		NATIONAL GUARD		CIVILIAN
	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manpower Structure	Programmed Manning	Programmed Manning
DMC							
3 DEFENSE-WIDE SUPPORT MISSIONS	**1.19**	**1.19**	**1.33**	**1.33**			**41.47**
31 Logistics Support	**1.19**	**1.19**	**1.33**	**1.33**			**41.47**
311 Supply Operations	.56	.56	.91	.91			27.39
312 Maintenance Operations							
313 Other Logistics Support	.63	.63	.42	.42			14.08
32 Personnel Support							
321 Personnel Acquisition							
322 Training							
323 Medical							
324 Individuals							
325 Federal Agency Support							
326 Other Personnel Support							
33 Other Centralized Support							
331 Departmental Headquarters							
332 Retired Pay							
333 Undistributed Adjustments							
TOTAL END STRENGTH *	1.19	1.19	1.33	1.33			41.47
END STRENGTH SUMMARY							
End Strength in Units	1.19	1.19	1.33	1.33			41.47
Undistributed							
Individuals							
Transients							
PPH							
Trainees and Students							
Cadets and Midshipmen							
Reservists on Active Duty							
TOTAL END STRENGTH *	1.19	1.19	1.33	1.33			41.47

* Totals must match

Notes:
- The End Strength figures listed above are for DLA only. End Strength figures for DSAs and other external organizations for which DLA has POM submittal responsibility, such as DAU and DTIC, are shown in subsequent sections of the POM.
- End Strength reductions in FY00-01 assume that BRAC 95 proceeds on schedule.

3.0 MODERNIZATION AND INVESTMENT

(U) Format C-4: Industrial Base Program Funding

	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
1. Manufacturing Technology* Appropriation: RDT&E PE: 078011S	25.2	21.8	25.0	26.0	27.0	28.1	29.2	30.4	31.6
* Includes only MANTECH Industrial Base Thrusts. For total MANTECH, see Format C-5									
2. Industrial Modernization Incentives Program Appropriation: PE:									
3. Industrial Facilities (for each subcategory, below, list all appropriations and program elements):									
a. Acquisition of new plants and equipment									
b. Current and future lay-away of DoD-owned facilities									
c. Active facilities, includes: (1) Modernization of existing DoD-owned facilities; replacement and rehabilitation of existing facilities; expansion of DoD-owned facilities, Energy Conservation and Management (2) Environmental projects (3) Construction									
d. Laid-away facilities, includes: (1) Retention, protection, maintenance of DoD-owned reserve facilities (2) Environmental projects (if any)									
e. DIPEC operations									
4. Industrial Preparedness Planning Appropriation: O&M PE: 078011S	2,2	2.2	2.4	2.7	2.8	2.9	3.0	3.1	3.2
5. Industrial Preparedness Measures Appropriation: O&M PE: 078011S	57.6	62.0	51.4	24.0	24.1	22.6	22.7	22.7	22.9

(U) Format C-4: Industrial Base Program Funding

		FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
6.	Title III Appropriation:	0.0	18.0	31.8	0.0	0.0	0.0	0.0	0.0	0.0
7.	National Defense Stockpile Appropriation: PE:									

(U) Format C-5: Basic Research, Technology Area, or Systems and Concepts Projects

Prepared by:
Defense Logistics Agency, DLA AQP, Mr. Don O'Brien, (703)274-6445

FUNDING PROFILE
($ in millions)

Program Elements and Projects		FY94	FY95	FY96	FY97	FY98	FY99	FY00FY01
63105S* Logistics Research and Development	0.0	0.0	16.8	18.6	20.1	20.3	36.7	39.9

*Proposed Program Element

Does this project address the needs of multiple components? Yes. DLA is a combat support agency for Consumable Items and each military service will benefit directly from improvement in DLA's ability to support the War Fighter with shorter leadtimes and reduced cost. The Logistics R&D initiative is a development effort, not research. The program addresses two of DLA's major cost drivers: Inventory Control Point (ICP), and Depot operations costs by developing and testing large scale projects related to the Logistics Mission. The funding develops a capability that is tested in actual DLA operations. Based on the results of these tests gaps in current research and advanced technologies that are mature enough for operational implementation are identified. In addition to the ICP and Depot operations costs the program includes an initiative for electronics material availability.

Does the project improve an existing system? The proposed development is the high risk, high payoff alternative to the logistics systems being developed and implemented through Corporate Information Management and DBOF funding. The program takes a holistic approach to the logistics system including the heavy reliance that will be placed on the private sector for privately held inventory. Significant outcomes include improved customer choice in terms of items, sources, cost/schedule tradeoffs, and reduced DLA ICP transaction costs.

Does the project address both military and private sector requirements? Most DLA managed items are dual use items that exist in the private sector's distribution system (either as finished goods inventory held by manufacturers or as distributer stock). The primary focus of the ICP initiative is to streamline and automate the interface between the private sector and the item's end user.

Rationale: The key technical issues are ones associated with integration of other emerging R&D concepts into a overall revolutionary logistics system. One of the primary issues is one of "scope". Many emerging technologies that work well on a small scale and limited scope break down when the scale and scope are significantly expanded. The DLA Log R&D initiative is to expand the use of emerging research to a larger scale and scope and test them in a scaleable operational environment. DLA will rely on ARPA to deal with the fundamental research issues. Joint initiative formulation is underway with ARPA. For example, ARPA is funding the research into how to structure software to support multiple alternative interfaces. This research will impact the costs of developing, operating and maintaining an advanced logistics system.

Indicate which attributes apply to each Program Element/Project: The program does not fit into a Major Acquisition Category.

Note: DLA has other Logistics R&D programs which are unfunded under current TOA limitations. See Issue Paper.

4.0 FORCE READINESS AND SUSTAINABILITY

(U) Format D-18: Service Mission Essential Material and War Reserve Status
Total Assets/War Reserve Assets

COMMODITY	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Construction	0	2.6	0	0	0	0	0
Electronics	0	.8	0	0	0	0	0
General	0	10.3	0	0	0	0	0
Industrial	0	5.5	0	0	0	0	0
Days of Supply		90					
Total	0	19.2	0	0	0	0	0

5.0 INSTALLATION CONSTRUCTION, MAINTENANCE, AND ENVIRONMENT

(U) Format E-1: Facilities Investment By Funding Source

Component: Defense Logisitics Agency Investment Category	FY 93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Construction									
Appropriated									
MilCon		45.9	15.6	33.7	37.8	49.3	49.3	121.4	179.2
MilCon Minor Construction									
MilCon Planning and Design									
Family Housing New Construction				4.0	4.1	4.3			
Family Housing Post Acquisition									
BRAC I									
BRAC II									
BRAC III		6.1	58.6	17.4					
BRAC 95									
Total	0.0	52.0	74.2	56.1	41.9	53.6	49.3	121.4	179.2
Minor Construction									
O&M	0.3	0.5	0.4	0.4	0.4	0.4	0.5	0.5	0.5
Procurement									
RDT&E									
Military Personnel									
DBOF	28.4	37.0	33.3	38.7	40.5	39.8	40.3	41.0	41.9
Other Sources (List by Source)									
Other Construction									
Procurement									
RDT&E									
Military Personnel									
DBOF									
Other Sources (List by Source)									
Total Appropriated Construction	28.7	89.5	107.9	95.2	82.8	93.8	90.1	162.9	221.6
Not-Appropriated									
Non-Appropriated Funds									
Host Nation									
Third Party									
Other Sources (List by source)									
Total Construction									

(U) Format E-1: Facilities Investment By Funding Source

Component: Defense Logisitics Agency

Investment Category	FY 93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Facilities Leasing									
O&M Funded	30.2	31.0	33.5	34.0	34.3	35.3	36.4	37.5	38.6
Family Housing									
Other: DBOF	2.2	2.3	2.4	2.4	2.5	2.6	2.7	2.7	2.8
Total Leasing	32.4	33.3	35.9	36.4	36.8	37.9	39.1	40.2	41.4
Repair									
MilCon									
Family Housing									
Military Personnel									
Procurement									
DBOF	169.0	188.6	194.9	228.7	220.6	216.6	217.3	217.9	222.0
Other: O&M	0.0	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.6
Total Repair	169.0	189.1	195.4	229.2	221.1	222.2	217.9	218.5	222.6
Total Investment	230.1	311.9	339.2	360.8	340.7	353.9	347.1	421.6	485.6
Plant Replacement Value (PRV)									
Asset Turnover									

(U) Format E-2: Construction Program
(Current $ in Millions)

Defense Logisitcs Agency

United States	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Plant Replacement Value: N/A									
A. Construction (Includes all construction funded by all appropriations as reported on Format E-1)									
1. Summary (Includes summation of all construction in A2 to A6 below)									
a. Operations and Training		2.3	3.7	3.7					
b. Maintenance and Production									
c. RDT&E									
d. Supply		35.3		30.0	28.4	47.7	44.1	121.4	179.2
e. Administration		5.2	5.1		8.5		0.8		
f. Family Housing				4.0	4.1	4.3			
g. Unaccompanied Housing									
h. Community/Quality of Life		3.1	6.8		0.9		4.4		
i. Other						1.6			
2. New Weapons Systems									
a. Operations and Training									
b. Maintenance and Production									
c. RDT&E									
d. Supply									
e. Administration									
f. Family Housing									
g. Unaccompanied Housing									
h. Community/Quality of Life									
i. Otherf									
3. New Combat Force Structure Initiativesg									
a. Operations and Training									
b. Maintenance and Production									
c. RDT&E									
d. Supply									
e. Administration									
f. Family Housing									
g. Unaccompaniee Housing									
h. Community/Quality of Life									
i. Otherf									

(U) Format E-2: Construction Program (continued)
(Current $ in millions)

Defense Logisitcs Agency

United States	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
4. New/Expanded Missions									
a. Operations and Training									
b. Maintenance and Production									
c. RDT&E									
d. Supply									
e. Administration									
f. Family Housing									
g. Unaccompanied Housing									
h. Community/Quality of Life									
i. Otherf									
5. Current Weapons Systems/Combat Force Structure									
a. Operations and Training									
b. Maintenance and Production									
c. RDT&E									
d. Supply									
e. Administration									
f. Family Housing									
g. Unaccompanied Housing									
h. Community/Quality of Life									
i. Otherf									
6. Indirect Current Missions Support to Weapons Systems/Combat Force Structure									
a. Operations and Training		2.3	3.7	3.7					
b. Maintenance and Production									
c. RDT&E									
d. Supply		35.3		30.0	28.4	47.7	44.1	121.4	179.2
e. Administration		5.2	5.1		8.5		0.8		
f. Family Housing				4.0	4.1	4.3			
g. Unaccompanied Housing									
h. Community/Quality of Life		3.1	6.8		0.9		4.4		
i. Other						1.6			
B. Minor Construction									
C. Planning and Design									
Grand Total		45.9	15.6	37.7	41.9	53.6	49.3	121.4	179.2

(U) Format E-5: Real Property Maintenance Activities (RPMA)
(Current $ Millions)

Component: Defense Logistics Agency	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Appropriation: DBOF									
A.Real Property Maintenance and Repair (RPMA Funded)	198.8	219.7	226.5	260.6	253.8	248.9	250.0	251.0	256.1
(1)Routine Maintenance and Repair Expenses	29.8	31.1	31.6	31.9	33.1	32.3	32.7	33.1	34.1
(2)Repair Investments	169.0	188.6	194.9	228.7	220.6	216.6	217.3	217.9	222.0
B.O&M Minor Construction	28.4	37.0	33.3	38.7	40.5	39.8	40.3	41.0	41.9
C.Utilities	37.4	39.3	40.0	41.7	43.6	45.4	47.4	49.5	51.7
D.Other Support	52.7	55.9	59.1	62.3	64.8	66.8	68.8	70.8	73.0
E.Total Proposed Funding	317.3	351.9	358.9	403.3	402.7	401.0	406.5	412.3	422.7
F.Leases/Rental (appropriation or category)	2.2	2.3	2.4	2.4	2.5	2.6	2.7	2.7	2.8
Appropriation: O&M									
A.Real Property Maintenance and Repair (RPMA Funded)	1.8	2.3	2.4	2.4	2.5	2.6	2.7	2.7	2.8
(1)Routine Maintenance and Repair Expenses	1.8	1.8	1.9	1.9	2.0	2.0	2.1	2.1	2.2
(2)Repair Investments	0.0	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.6
B.O&M Minor Construction	0.3	0.5	0.4	0.4	0.4	0.4	0.5	0.5	0.5
C.Utilities	4.6	4.8	4.6	4.8	4.9	5.0	5.2	5.4	5.5
D.Other Support	31.2	32.0	34.5	35.0	33.8	34.8	35.8	36.9	38.0
E.Total Proposed Funding	37.8	39.6	41.9	42.6	41.6	42.9	44.2	45.5	46.8
F.Leases/Rental (appropriation or category)	30.2	31.0	33.5	34.0	34.3	35.3	36.4	37.5	38.6

(U) Format E-6: Family Housing Operation and Maintenance Activities
(Current $ Millions)

Component: Defense Logisitics Agency	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
A. Operations	.2	.3	.3	.3	.3	.3	.3	.3	.3
B. Utilities	.4	.4	.5	.4	.4	.5	.5	.5	.5
C. Maintenance and Repair of Real Property (Family Housing Funded)	.8	.7	.8	4.7	4.8	5.0	.7	.7	.7
(1) Routine Maintenance and Repair Expenses	.8	.7	.8	.7	.7	.7	.7	.7	.7
(2) Repair Investments				4.0	4.1	4.3			
(3) Environmental Compliance									
D. Leasing									
(1) Foreign									
(2) Domestic									
(3) 801									
(4) 802									
E. Debt Payment									
F. Homeowners Assistance Program									
G. Total Proposed Funding	1.4	1.4	1.5	5.4	5.5	5.7	1.4	1.5	1.5

(U) Format E-7: Environmental Cleanup
(Current $ Millions)

	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY 00	FY 01
A. Installation Restoration Program (IRP)									
1. PA/SI # Sites Complete 487 # Sites remaining 11 Cost to Complete in CY $M .3									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other(list source)									
f. BRAC I									
g. BRAC II									
h. BRAC III	0.0	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0
i. Subtotal	0.0	0.0	0.3	0.0	0.0	0.0	0.0	0.0	0.0
2. RI/FS # Sites Complete 178 # Sites remaining 131 Cost to Complete in CY $M 84.3									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DERA	9.0	10.7	10.7	19.9	14.5	10.2	10.4	10.1	8.1
f. BRAC I									
g. BRAC II									
h. BRAC III	0.0	0.0	0.4	0.0	0.0	0.0	0.0	0.0	0.0
i. Subtotal	9.0	10.7	11.1	19.9	14.5	10.2	10.4	10.1	8.1
3. RD # Sites Complete 62 # Sites remaining 145 Cost to Complete in CY $M 21.0									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DERA	5.0	6.0	6.6	2.5	2.3	2.2	2.2	2.2	2.0
f. BRAC I									
g. BRAC II									
h. BRAC III	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
i. Subtotal	5.0	6.0	7.6	2.5	2.3	2.2	2.2	2.2	2.0

(U) Format E-7: Environmental Cleanup(continued)
(Current $ Millions)

	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY01
4. RA # Sites Complete 38 # Sites remaining 164 Cost to Complete in CY $M 178.6									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DERA	14.4	18.0	7.0	26.1	28.6	28.1	28.7	28.8	26.0
f. BRAC I									
g. BRAC II									
h. BRAC III	0.0	0.0	3.2	1.5	0.1	0.5	0.0	0.0	0.0
i. Subtotal	14.4	18.0	10.2	27.6	28.6	28.1	28.7	28.8	26.0
5. IRA # Sites Complete 126 # Sites remaining 9 Cost to Complete in CY $M 5.1									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DERA	1.4	3.0	0.7	0.6	0.8	0.8	0.8	0.8	0.7
f. BRAC I									
g. BRAC II									
h. BRAC III									
i. Subtotal	1.4	3.0	0.7	0.6	0.8	0.8	0.8	0.8	0.7
6. PRP									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DERA	6.6	11.4	8.7	13.8	10.4	12.5	12.7	13.1	11.5
f. Subtotal	6.6	11.4	8.7	13.8	10.4	12.5	12.7	13.1	11.5
7. Other									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DERA	4.4	2.5	4.6	7.5	7.9	8.3	9.3	8.7	7.7
f. BRAC III	0.0	0.0	0.1	0.1	0.1	0.1	0.0	0.0	0.0
g. Subtotal	4.4	2.5	4.7	7.6	8.0	8.4	9.3	8.7	7.7

(U) Format E-7: Environmental Cleanup(continued)
(Current $ Millions)

	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY01
8. IRP by appropriation									
a. Milcon									
b. O&M									
c. RDT&E									
d. Procurement									
e Other: DERA	36.4	49.1	38.3	70.3	64.4	62.1	64.2	63.7	56.0
g. BRAC III	0.0	0.0	5.1	1.7	0.2	0.5	0.0	0.0	0.0
f. Subtotal	36.4	49.1	43.4	72.0	64.6	62.6	64.2	63.7	56.0
B. BDDR # Installations Complete_____ # Installations Remaining_____ Cost to Complete in CY $M_____									
1. MilCon									
2. O&M									
3. RDT&E									
4. Procurement									
5. Other(list)									
6. Subtotal									
C. Other Hazardous Waste (OHW)									
1. MilCon									
2. O&M									
3. RDT&E									
4. Procurement									
5. Other: DERA	4.4	2.5							
6. Subtotal	4.4	2.5							
D. Grand Total DERA-Funded Cleanup(IRP+BDDR+OHW)									
1. MilCon									
2. O&M									
3. RDT&E									
4. Procurement									
5. Other: DERA	40.8	51.6	38.3	70.3	64.4	62.1	64.2	63.7	56.0
6. BRAC III	0.0	0.0	5.1	1.7	0.2	0.5	0.0	0.0	0.0
6. Subtotal	40.8	51.6	43.4	72.0	64.2	62.6	64.2	63.7	56.0

(U) Format E-8: Environmental Compliance
(Current $ Millions)

	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
1. Hazardous Waste Management and Disposal Services									
a. MilCon	0	7.5	0	0	0	0	0	0	0
b. O&M									
c. RDT&E									
d. Procurement									
e. DBOF	60.0	52.0	61.7	65.6	67.6	48.3	52.0	53.6	55.2
f. Subtotal	60.0	59.5	61.7	65.6	67.6	48.3	52.0	53.6	55.2
2. Air Pollution Abatement									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. DBOF	5.1	5.2	6.2	8.5	9.8	12.3	15.0	15.5	15.9
f. Subtotal	5.1	5.2	6.2	8.5	9.8	12.3	15.0	15.5	15.9
3. Water Quality Management									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. DBOF	15.0	15.0	36.1	51.3	50.1	40.4	39.3	40.5	41.7
f. Subtotal	15.0	15.0	36.1	51.3	50.1	40.4	39.3	40.5	41.7
4. Environmental Assessments and Planning Requirements									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. DBOF	0.6	0.6	0.8	0.8	2.4	2.6	3.8	3.9	4.0
f. Subtotal	0.6	0.6	0.8	0.8	2.4	2.6	3.8	3.9	4.0

(U) Format E-8: Environmental Compliance (continued)
(Current $ Millions)

	PY-1	PY	CY	BY 1	BY 2	BY 2+1	BY 2+2	BY 2+3	BY 2+4
5. Compliance with Other Laws and Regulations									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. DBOF	2.0	2.0	4.1	4.2	6.5	6.7	8.1	8.3	8.6
f. Subtotal	2.0	2.0	4.1	4.2	6.5	6.7	8.1	8.3	8.6
6. Total by Appropriation									
a. MilCon	0.0	7.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
b. O&M									
c. RDT&E									
d. Procurement									
e. DBOF	82.7	74.8	108.9	130.4	136.4	110.3	118.2	121.8	125.5
f. Subtotal	82.7	82.3	108.9	130.4	136.4	110.3	118.2	121.8	125.5
7. Overseas Programs (memo entry - $ included above)									
a. MilCon									
b. O&M Compliance									
c. O&M Cleanup									
c. RDT&E									
d. Procurement									
e. DBOF	9.3	9.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0
f. Subtotal	9.3	9.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0

(U) Format E-9: Environmental Conservation
(Current $ Millions)

	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Acres of Wetlands_____	Number of Endangered Species_____								
1. Wetlands and Endangered Species Protection, Ecosystem Management									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DBOF	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1
f. Legacy									
g. Subtotal	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1
2. Cultural and Historic Preservation									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DBOF	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1
f. Legacy									
g. Subtotal	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1	0.1
3. Energy Conservation Investments									
MBTU/SQ FT									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DBOF	0.0	0.0	0.6	0.6	0.7	0.9	0.9	1.2	1.2
f. Legacy									
g. Subtotal	0.0	0.0	0.6	0.6	0.7	0.9	0.9	1.2	1.2
4. Total by Appropriation									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DBOF	0.0	0.0	1.6	1.7	1.7	2.2	2.3	2.9	2.9
f. Subtotal	0.0	0.0	1.6	1.7	1.7	2.2	2.3	2.9	2.9

(U) Format E-10: Pollution Prevention
(Current $ Millions)

	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
1. Ozone Depleting Chemicals Reduction/Recycling: Tons Used									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DBOF	0.2	0.2	2.6	2.6	2.2	1.1	1.2	1.2	1.2
f. Subtotal	0.2	0.2	2.6	2.6	2.2	1.1	1.2	1.2	1.2
2. Hazardous Material reduction Initiatives: Tons Used									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DBOF	4.0	6.0	9.3	12.7	13.1	11.2	9.2	9.5	9.8
f. Subtotal	4.0	6.0	9.3	12.7	13.1	11.2	9.2	9.5	9.8
3. Hazardous Waste Disposal Initiatives: Tons Generated									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DBOF	2.0	2.0	4.1	6.3	6.5	4.5	4.6	4.8	4.9
f. Subtotal	2.0	2.0	4.1	6.3	6.5	4.5	4.6	4.8	4.9
4. Solid Waste Reduction Initiatives: Tons Generated									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DBOF	0.5	0.5	1.2	2.1	2.7	3.9	3.5	3.6	3.7
f. Subtotal	0.5	0.5	1.2	2.1	2.7	3.9	3.5	3.6	3.7
5. Toxic Release Reduction Initiatives: Tons Released									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DBOF	0.0	0.0	2.1	3.2	5.4	5.6	5.8	6.0	6.1
f. Subtotal	0.0	0.0	2.1	3.2	5.4	5.6	5.8	6.0	6.1

(U) Format E-10: Pollution Prevention (continued)
(Current $ Millions)

	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
6. Air Emission Reduction Initiatives: Tons Released									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DBOF	0.5	0.5	2.1	3.2	5.4	5.6	6.9	7.1	7.4
f. Subtotal	0.5	0.5	2.1	3.2	5.4	5.6	6.9	7.1	7.4
7. Water Pollution Reduction									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DBOF	0.3	0.4	2.1	3.2	3.3	5.6	6.9	7.1	7.4
f. Subtotal	0.3	0.4	2.1	3.2	3.3	5.6	6.9	7.1	7.4
8. Nonpoint Source Pollution Prevention									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DBOF	0.3	0.4	1.0	2.1	2.2	3.4	4.6	4.8	4.9
f. Subtotal	0.3	0.4	1.0	2.1	2.2	3.4	4.6	4.8	4.9
9. Other									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Net Nonappropriated Fund Income									
f. Other: DBOF	0.0	0.0	6.8	7.0	5.7	8.9	9.9	10.2	10.5
g. Subtotal	0.0	0.0	6.8	7.0	5.7	8.9	9.9	10.2	10.5
10. Total by Appropriation									
a. MilCon									
b. O&M									
c. RDT&E									
d. Procurement									
e. Other: DBOF	7.8	9.9	31.1	42.4	46.5	49.8	52.7	54.3	55.9
f. Subtotal	7.8	9.9	31.1	42.4	46.5	49.8	52.7	54.3	55.9

6.0 MANPOWER

(U) Format F-11: Selected Quality of Life Resources
(Appropriated Fund Personnel in 00's and O&M $'s in 000's)

	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
A. Child Development Services									
1. Personnel	*	*	*	*	*	*	*	*	*
2. Cost	465	473	1146	1982	1890	2084	2297	2366	2437
B. Family Service/Support Centers or Army Community Svc									
1. Personnel	*	*	*	*	*	*	*	*	*
2. Cost	169	383	1478	1526	1270	1308	1348	1388	1430
C. Military Education (Vol. Education, Tuition Asst., Basic Skills									
1. Personnel	0	0	0	0	0	0	0	0	0
2. Cost	0	0	0	0	0	0	0	0	0
D. Youth Services									
1. Personnel	*	*	*	*	*	*	*	*	*
2. Cost	241	114	123	190	262	337	370	410	422
E. Morale Welfare & Rec (Category A)									
1. Personnel	0.6	0.7	0.7	0.6	0.6	0.6	0.6	0.6	0.6
2. Cost	2732	2822	3104	3082	3396	3742	4124	4546	4682
F. Morale Welfare & Rec (Category B)									
1. Personnel	*	*	*	*	*	*	*	*	*
2. Cost	883	944	1010	1080	1157	1239	1327	1421	1464
G. Morale Welfare & Rec (Category C)									
1. Personnel	*	0	0	0	0	0	0	0	0
2. Cost	134	49	53	59	66	72	79	87	89
H. Quality of Life Total									
1. Personnel	1.3	1.1	1.4	1.3	1.2	1.2	1.2	1.2	1.2
2. Cost	4624	4785	6914	7919	8041	8782	9545	10218	10524

FY 92 - FY 95 DBOF Funded with exception of Family Support Programs
FY 93 Family Support Programs - $100 K Appropriated Funds (Fenced Family Advocacy Funds)
FY 94 Family Support - $100 K Appropriated Funds (Fenced Family Advocacy) and $75 K Appropriated Funds (Fenced Relocation Program) - Total 175 K Appropriated Funds
FY 96 - FY 01 Appropriated Funded
* Denotes fewer than 50 personnel

7.0 INFORMATION MANAGEMENT

(U) Format G-1A: Defense Information Infrastructure (Detail)

Defense Logistics Agency

Communications

Defense Automatic Addressing System (DAAS) Automated Data Processing Equipment (DARP)

(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Part 1 - Resource Baseline							
A. Development and Modernization							
DBOF Funded							
Program Element 0708202DS	2.6	2.3	1.9	2.0	2.2	2.1	2.2
B. Operations	0	0	0	0	0	0	0.0
C. TOTAL Resources							
Expenses	2.6	2.3	1.9	2.0	2.2	2.1	2.2

Part 2- Narrative

DARP provides greatly enhanced capabilities to DoD military services and agencies with routing and automatic data processing (ADP) services for Defense Logistics Standards Systems (DLSS) transactions. The Defense Automatic Addressing System Center (DAASC) at Tracy CA and Dayton OH functions as the central point editing and processing for approximately 1 billion Military Standard (MILS) transactions that are generated by the DoD Logistics Community each year. DAASC also provides statistical data for stock item management and information reviewing. The DARP's two major modules requiring continuing contract support and COTS hardware and software upgrades during the POM period at DAASC are the Defense Network Control System (DNCS) and the Logistics Information processing System (LIPS). These two modules support DoD warfighting by providing a high availability of DDN-connected telecommunications gateway into the DAAS for its military customers. LIPS provides data base management capabilities for supporting real-time ad hoc queries and enhanced reporting for DAASC's military customers.

(U) Format G-1A: Defense Information Infrastructure (Detail)
Defense Logistics Agency
Communications
Defense Message System (DMS)
(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Part 1 - Resource Baseline							
A. Development and Modernization							
DBOF Funded							
Program Element 0708201DS	0	0.7	0.6	0.6	0.6	0.5	0.5
Program Element 0708202DS	0	1.8	1.6	1.6	1.5	1.4	1.1
Program Element 0708215DS	0	0.3	0.3	0.3	0.2	0.2	0.2
O&M Funded							
Program Element 07001113S	0	1	0.9	0.9	0.9	0.8	0.7
B. Operations	0	0	0	0	0	0	0
C. TOTAL Resources							
Expenses	0	3.8	3.4	3.4	3.2	2.9	2.5

Part 2- Narrative

DMS is the migration system that replaces the DoD's existing Automatic Digital Network (AUTODIN) and Electronic Mail (E-Mail) message systems with a single electronic messaging system based upon modern technology. Costs shown above are for DLA's DMS implementation efforts and its maintenance.

(U) Format G-1B: Defense Information Infrastructure (Summary Level)
Defense Logistics Agency
Base Level Infrastructure
(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Part 1 - Resource Baseline							
A. Development and Modernization	0	0	0	0	0	0	0
B. Operations							
DBOF Funded							
Program Element 0708201DS	6.3	6.4	5.7	5.7	5.5	5.4	5.7
Program Element 0708202DS	16.0	16.1	14.3	14.4	13.9	13.6	14.3
Program Element 0708215DS	2.0	2.0	1.8	1.8	1.7	1.7	1.8
O&M Funded							
Program Element 07001113S	9.0	9.1	8.0	8.1	7.8	7.7	8.0
C. TOTAL Resources							
Expenses	33.3	33.6	29.8	30.0	28.9	28.4	29.8
Manyears	207	197	189	182	176	170	164

Part 2- Narrative

Base Level Infrastructure requirements are for end user computing hardware and software replacement and maintenance, local area network replacement and maintenance (excluding cost for purchases and maintenance for acquiring and installing LAN cable), mid-tier computing costs (including equipment, software, and maintenance), telecommunications acquisition and maintenance, local telecommunications costs, DISO processing intra-government payments, and information technology personnel costs.

(U) Format G-1B: Defense Information Infrastructure (Summary Level)

Defense Logistics Agency

Telecommunications

(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Part 1 - Resource Baseline							
A. Development and Modernization	0	0	0	0	0	0	0
B. Operations							
DBOF Funded							
Program Element 0708201DS	5.4	4.8	4.9	4.5	4.5	4.4	4.5
Program Element 0708202DS	13.7	12.2	12.4	11.4	11.3	11.1	11.3
Program Element 0708215DS	1.7	1.5	1.5	1.4	1.4	1.4	1.4
O&M Funded							
Program Element 07001113S	7.7	6.9	7.0	6.4	6.4	6.2	6.3
C. TOTAL Resources							
Expenses	28.6	25.4	25.8	23.7	23.6	23.1	23.5

Part 2- Narrative

The DLA Central Fund is an account used to pay bills for corporate-wide telecommunications services. Costs by from this account include DLA's usage of the Defense Information Systems Network (formerly DLA Corporate Network), DLA Regional Node Sites, Defense Data Network, AUTODIN, Defense Switched Network, Defense Commercial Telecommunications Network, analog circuits, Defense Message System, and FTS 2000.

(U) Format G-2A: Information System by CIM Area (Detail)
CIM Area: Distribution
Distribution Standard System (DSS)
(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category: 1							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity: DLA Systems Automation Center (DSAC)							
Program Manager: Col Robert C. Zschoche, DDSC, DSN 284-3195							
Part 1 - Resource Baseline							
A. Development and Modernization							
DBOF Funded							
Program Element 0708201DS	53.1	44.2	22.2	18.0	14.0	13.6	13.3
B. Operations							
DBOF Funded							
Program Element 0708201DS	0.1	0.4	0	0	0	0	0
C. TOTAL Resources							
Expenses	53.2	44.7	22.2	18.0	14.0	13.6	13.3
Manyears	51	51	31	22	10	10	10

Part 2- Narrative

DSS is the DLA-managed effort to develop a single system to support DoD distribution operations within the DoD environment, a responsibility assigned to DLA by the Assistant Secretary of Defense, Production and Logistics. DSS is an incremental development effort that will standardize distribution business processes and practices across the Services and Defense Agencies, standardize distribution system interfaces, distribution management information, and training. DSS will replace six systems: DLA Warehousing and Shipment Processing (DWASP); Army Area Oriented Distribution/Modernization (AOD/MOD); Army Standard Depot System (SDS); Navy Integrated Storage, Tracking and Retrieval System (NISTARS); Marine Corp Mechanization of Warehousing and Shipping Procedures; and Air Force Stock Control and Distribution System (SC&D).

(U) Format G-2A: Information System by CIM Area (Detail)

Defense Logistics Agency
CIM Area: Distribution
Legacy Systems
(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category: 2							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity: DLA Systems Automation Center (DSAC)							
Program Manager: Col Robert C. Zschoche, DDSC, DSN 284-3195							
Part 1 - Resource Baseline							
A. Development and Modernization							
DBOF Funded							
Program Element 0708201DS	1.0	0.1	0.1	0	0	0	0
B. Operations							
DBOF Funded							
Program Element 0708201DS	10.8	2.1	0.4	0.4	0.4	0.4	0.4
C. TOTAL Resources							
Expenses	11.8	2.2	0.5	0.4	0.4	0.4	0.4

Part 2- Narrative

Legacy Systems are current automated information systems and automated materiel handling systems at DLA distribution and supply centers for which Defense Distribution Systems Center (DDSC) has operational and managerial control. The Legacy AIS is maintenance of current systems with no degradation to the user community while DSS is being implemented at each site. Legacy systems are supported using a combination of Central Design Activity (CDA) and contractor resources. This area provides support to the Navy Integrated Storage, Tracking and Receiving System (NISTARS), DLA's Stock, Control & Distribution (SC&D) and Automated Warehouse System (AWS), and the Management Information System/Distribution Information System (MIS/DIS) pending implementation of DSS. Systems will be replaced by DSS.

(U) Format G-2A: Information System by CIM Area (Detail)

Defense Logistics Agency

CIM Area: Distribution

New Distribution AIS Initiatives

(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category: 4							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity: DLA Systems Automation Center (DSAC)							
Program Manager: Col Robert C. Zschoche, DDSC, DSN 284-3195							
Part 1 - Resource Baseline							
A. Development and Modernization							
DBOF Funded							
Program Element 0708201DS	2.2	4.5	4.3	4.2	4.1	4.1	4.0
B. Operations	0	0	0	0	0	0	0
C. TOTAL Resources							
Expenses	2.2	4.5	4.3	4.2	4.1	4.1	4.0

Part 2- Narrative

Several distribution cost-reducing initiatives to be implemented during the POM years will require hardware and/or software investments. Acquisition of laser imaging document archiving/retrieval system equipment will allow for more efficient causative research to be conducted. Additionally, acquisition of laser card writing equipment is needed to support acquisition of laser card writing equipment is needed to support implementation of the Automated Manifest System (AMS). This system, when fully deployed to DLA shipping locations and Military Service customer receiving locations, will greatly benefit the Services by reducing time/personnel required in receipt processing. Software investments will be required to enhance distribution systems to improve the accuracy of OCONUS billings and supporting the award of small parcel surface guaranteed traffic agreements. Initiatives include electronic data interchange.

(U) Format G-2A: Information System by CIM Area (Detail)
Defense Logistics Agency
CIM Area: Materiel Management
Standard Automated Materiel Management System (SAMMS)
(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category: 2							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity: DLA Systems Automation Center (DSAC)							
Program Manager Name, Office, Phone: Ms Kathryn Vierra, HQ DLA/MMSLS, DSN 284-3730							
Part 1 - Resource Baseline							
A. Development and Modernization							
DBOF Funded							
Program Element 0708202DS	5.1	7.0	1.7	1.5	1.3	0.3	0.3
B. Operations							
DBOF Funded							
Program Element 0708202DS	4.4	3.4	2.6	2.8	2.8	2.8	2.8
C. TOTAL Resources							
Expenses	9.5	10.4	4.3	4.3	4.1	3.1	3.1

Part 2- Narrative

SAMMS automated significant portions of the Supply Center's requirements, distribution, stock fund financial management, technical and logistics services, and contracting operations. SAMMS is highly integrated system whose functions are performed by five main subsystems: requirements, distribution, financial, technical, and contracting.

(U) Format G-2A: Information System by CIM Area (Detail)
Defense Logistics Agency
CIM Area: Materiel Management
Defense Integrated Subsistence Management System (DISMS)
(Current $ Millions)

Category: 1
CIM Functional Area: Primary PSA- OUSD(A&T)
Central Design Activity: DLA Systems Automation Center (DSAC)
Program Manager Name, Office, Phone: Ms Kathryn Vierra, HQ DLA/MMSLS, DSN 284-3730

	FY95	FY96	FY97	FY98	FY99	FY00	FY01	
Part 1 - Resource Baseline								
A. Development and Modernization								
DBOF Funded								
Program Element 0708202DS	4.5	1.9	1.3	1.3	1.5	1.5	1.5	1.5
B. Operations								
DBOF Funded								
Program Element 0708202DS	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
C. TOTAL Resources								
Expenses	5.2	2.6	2.0	2.0	2.2	2.2	2.2	2.2

Part 2- Narrative

DISMS is the automated information system (AIS) which supports the DLA mission of worldwide management of wholesale subsistence stocks. DISMS modernization will provide DLA with an integrated logistics and financial subsistence management system. This system will bring the subsistence accounting systems into compliance with GAO standards as directed by the Federal Managers' Financial Integrity Act of 1982.

(U) Format G-2A: Information System by CIM Area (Detail)
Defense Logistics Agency
CIM Area: Materiel Management
Federal Logistics Information System (FLIS)
(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category: 1							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity: DLA Systems Automation Center (DSAC)							
Program Manager Name, Office, Phone: Ms Kathryn Vierra, HQ DLA/MMSLS, DSN 284-3730							
Part 1 - Resource Baseline							
A. Development and Modernization							
DBOF Funded							
Program Element 0708202DS	1.1	2.3	1.9	2.5	2.4	3.1	3.2
B. Operations	0	0	0	0	0	0	0
C. TOTAL Resources							
Expenses	1.1	2.3	1.9	2.5	2.4	3.1	3.2

Part 2- Narrative

FLIS is a large scale random mainframe system which provides automated support to the Federal Catalog System and maintains the National Stock Number (NSN) data base. It is a worldwide system used by all DoD components, civilian agencies, NATO countries and other friendly foreign Governments. The system is a computerized integrated item description and information system that generates, receives, validates, stores, controls, processes, and disseminates supply item identification and related data.

(U) Format G-2A: Information System by CIM Area (Detail)
Defense Logistics Agency
CIM Area: Materiel Management
Defense Fuels Automated Management System (DFAMS)
(Current $ Millions)

Category: 1
CIM Functional Area: Primary PSA- OUSD(A&T)
Central Design Activity:
Program Manager Name, Office, Phone: Ms Kathryn Vierra, HQ DLA/MMSLS, DSN 284-3730

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Part 1 - Resource Baseline							
A. Development and Modernization							
DBOF Funded							
Program Element 0708202DS	2.9	1.6	1.0	1.0	1.0	1.0	1.0
B. Operations	0	0	0	0	0	0	0
C. TOTAL Resources							
Expenses	2.9	1.6	1.0	1.0	1.0	1.0	1.0

Part 2- Narrative

DFAMS is an automated system for the management of DoD petroleum products. Major systems improvements are concentrating on Electronic Data Interchange with industry; decentralizing operations to the regional level for the wartime contingency operations; and automated voucher examination.

(U) Format G-2A: Information System by CIM Area (Detail)

Defense Logistics Agency
CIM Area: Materiel Management
Other Supply Initiatives
(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category: 4							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity:							
Program Manager Name, Office, Phone: Ms Kathryn Vierra, HQ DLA/MMSLS, DSN 284-3730							
Part 1 - Resource Baseline							
A. Development and Modernization							
DBOF Funded							
Program Element 0708202DS	2.4	5.0	3.6	3.0	2.9	3.2	3.0
B. Operations	0	0	0	0	0	0	0
C. TOTAL Resources							
Expenses	2.4	5.0	3.6	3.0	2.9	3.2	3.0

Part 2- Narrative

Funding shown above is for various Materiel Management AIS-related initiatives which include Continuity of Operations (COOP) for Materiel Management Systems, EDI Bidset, ESA, Fee for Service Lab, Improved Catalog Support, Tailored Logistics Support, and Access Service LSA.

(U) Format G-2A: Information System by CIM Area (Detail)
Defense Logistics Agency
CIM Area: Materiel Management
Defense Reutilization & Marketing Automated Information System (DAISY)
(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category: 1							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity:							
Program Manager Name, Office, Phone: Ms Kathryn Vierra, HQ DLA/MMSLS, DSN 284-3730							
Part 1 - Resource Baseline							
A. Development and Modernization							
DBOF Funded							
Program Element 0708215DS	10.3	1.7	0	0	0	0	0
B. Operations							
DBOF Funded							
Program Element 0708215DS	0.7	0.7	0.7	0.7	0	0	0
C. TOTAL Resources							
Expenses	11.0	2.4	0.7	0.7	0	0	0

Part 2- Narrative

DAISY operates as a worldwide, distributed system supporting the reutilization and disposal of excess military property. It will provide information handling capabilities and a base of integrated data to support all functions pertinent to the disposal mission of DLA. DAISY is being developed in distinct application modules for phased deployment to over 200 sites in the continental United Statues (CONUS) and overseas. Functions supported by DAISY are warehousing; reutilization, transfer and documentation; marketing; contracting; and management.

(U) Format G-2A: Information System by CIM Area (Detail)

Defense Logistics Agency
CIM Area: Materiel Management
Base Operations Support System (BOSS)
(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category: 3							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity: DLA Systems Automation Center (DSAC)							
Program Manager Name, Office, Phone: Ms Kathryn Vierra, HQ DLA/MMSLS, DSN 284-3730							
Part 1 - Resource Baseline							
A. Development and Modernization							
DBOF Funded							
Program Element 0708202DS	0.7	3.4	0.9	0.4	0.4	0.4	0.4
B. Operations							
DBOF Funded							
Program Element 0708202DS	0.1	0.1	0.1	0.1	0.1	0.1	0.1
C. TOTAL Resources							
Expenses	0.8	3.5	1.0	0.5	0.5	0.5	0.5

Part 2- Narrative

BOSS is an integrated system where retail supply level contracting, hazardous waste contracting and billing, and finance transactions use common files and interactive inputs. BOSS interfaces with DAISY and functions as a contracting module for hazardous waste disposal. The subsystems of BOSS, when linked together, provide continual critical mission support for DLA, DRMS, DODDS, and USNA.

(U) Format G-2A: Information System by CIM Area (Detail)
Defense Logistics Agency
CIM Area: Materiel Management
Enhanced Marketing & Reutilization Intelligence Capability (ERIC)
(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category: 3							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity: DLA Systems Automation Center (DSAC)							
Program Manager Name, Office, Phone: Ms Kathryn Vierra, HQ DLA/MMSLS, DSN 284-3730							
Part 1 - Resource Baseline							
A. Development and Modernization							
DBOF Funded							
Program Element 0708215DS	0	11.0	14.7	9.7	5.2	1.6	1.6
B. Operations							
DBOF Funded							
Program Element 0708215DS	0	0	0.5	1.1	1.6	1.6	1.6
C. TOTAL Resources							
Expenses	0	11.0	15.2	10.8	6.8	3.2	3.2

Part 2- Narrative

ERIC will provide major enhancements to DAISY in support of the Defense Reutilization and Marketing Service (DRMS) functions. ERIC will improve communications with customers via implementation of electronic commerce/electronic data interchange/electronic bulletin board service capabilities; providing greater customer accessibility to required data; elimination of dual entry of data; and application of expert system/artificial intelligence capabilities. ERIC will be implemented in four increments: wholesale, hazardous property management, retail support, and CIM technical reference manual compliance.

(U) Format G-2A: Information System by CIM Area (Detail)
Defense Logistics Agency
CIM Area: Procurement
Modernization of Contract Administration Services (MOCAS)
(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category: 1							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity: DLA Systems Automation Center (DSAC)							
Program Manager Name, Office, Phone: Mr Mario Macaluso, HQ DLA/AQCBD, DSN 284-7615							
Part 1 - Resource Baseline							
A. Development and Modernization							
Procurement Appropriation							
Program Element 0701113S	11.5	7.9	5.4	4.8	4.3	4.0	3.8
B. Operations							
O&M Appropriation							
Program Element 0701113S	2.5	2.5	2.5	2.5	2.5	2.5	2.5
C. TOTAL Resources							
Expenses	14.0	10.4	7.9	7.3	6.8	6.5	6.3

Part 2- Narrative

MOCAS supports essential functions for contract post-award administration for the overall logistics mission of DLA, the Defense Contract Management Command, and the Defense Finance and Accounting Service. It provides the Defense Contract Management Districts and DFAS the ability to collect, process, and exchange key contractual data throughout the nationwide network of district, management area offices and contractor plant representative offices. MOCAS has been selected as the DoD migration system. The long-range project consolidating the MOCAS migration strategy and incorporating automation into most contract management processes in ICAS.

(U) Format G-2A: Information System by CIM Area (Detail)

Defense Logistics Agency

CIM Area: Procurement

Integrated Contract Administration Support (ICAS)

(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category: 1							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity: DLA Systems Automation Center (DSAC)							
Program Manager Name, Office, Phone: Mr Mario Macaluso, HQ DLA/AQCBD, DSN 284-7615							
Part 1 - Resource Baseline							
A. Development and Modernization							
Procurement Appropriation							
Program Element 0701111S	2.0	7.0	6.0	6.0	4.4	5.0	5.0
O&M Appropriation							
Program Element 0701113S	12.7	19.4	24.5	21.7	23.0	22.2	21.8
B. Operations							
O&M Appropriation							
Program Element 0701113S	0.2	0.8	0.7	1.7	3.6	2.7	2.7
C. TOTAL Resources							
Expenses	14.9	27.2	31.2	29.4	31.0	29.9	29.5

Part 2- Narrative

ICAS is the expanded automation of pre-award, postaward, system review, and contractor payment functions within DLA, Defense Contract Management Command, and the Defense Finance and Accounting Service. Decision support software will be utilized which allows management to access increasingly detailed performance information for all acquisition functional areas. Software development costs, which are O&M funded, are a shared expense between DLA and DFAS with a respective 65/35 cost sharing.

(U) Format G-2B: All Other IT Costs by CIM Area (Category 5 Only)
Defense Logistics Agency
CIM Area: Distribution Base Level AIS
(Summary)
(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category 5							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity:							
Part 1 - Resource Baseline							
A. Development and Modernization	0	0	0	0	0	0	0
B. Operations							
DBOF Funded							
Program Element 0708201DS	46.6	45.8	42.0	40.4	39.0	37.4	35.9
C. TOTAL Resources							
Expenses	46.6	45.8	42.0	40.4	39.0	37.4	35.9
Manyears	341	327	314	301	289	277	266

Part 2- Narrative

Distribution Base Level AIS includes requirements for end user computing hardware and software replacement and commercial maintenance, local area network replacement and maintenance (excluding cost for purchases and maintenance for acquiring and installing LAN cable), mid-tier computing costs (including equipment, software, and maintenance), telecommunications acquisition and maintenance, local telecommunications costs, DISO processing intra-government payments, and P960 and P970 personnel costs. Organizational base level requirements covered are for Defense Distribution Regions East and West, HQ DLA distribution functions, and DOSO. The Distribution Equipment Maintenance and Control System (EMACS) and Integrated Facilities System Mini/Micro (IFS-M) requirements are addressed withinin the Distribution Base Leve AIS.

(U) Format G-2B: All Other IT Costs by CIM Area (Category 5 Only)

Defense Logistics Agency

CIM Area: Materiel Management Base Level AIS

(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category 5							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity:							
Part 1 - Resource Baseline							
A. Development and Modernization	0	0	0	0	0	0	0
B. Operations							
DBOF Funded							
Program Element 0708202DS	92.7	98.6	96.6	94.3	91.2	88.4	86.6
Program Element 0708215DS	5.9	12.2	7.3	94.3	91.2	88.4	86.6
C. TOTAL Resources							
Expenses	98.6	110.8	103.9	101.4	98.1	95.1	93.1
Manyears	553	531	510	489	470	451	433

Part 2- Narrative

Supply Base Level AIS includes requirements for end user computing hardware and software replacement and commercial maintenance, local area network replacement and maintenance (excluding cost for purchases and maintenance for acquiring and installing LAN cable), mid-tier computing costs (including equipment, software, and maintenance), telecommunications acquisition and maintenance, local telecommunications costs, DISO processing intra-government payments, and P960 and P970 personnel costs. Base level requirements for DLA Inventory Control Points (ICPs), Fuels field activities, DRMS field activities, and related headquarters supply functions are included in requirements shown above.

(U) Format G-2B: All Other IT Costs by CIM Area (Category 5 Only)

Defense Logistics Agency

CIM Area: Acquisition Base Level AIS

(Current $ Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Category 5							
CIM Functional Area: Primary PSA- OUSD(A&T)							
Central Design Activity:							
Part 1 - Resource Baseline							
A. Development and Modernization							
B. Operations							
Procurement Appropriation							
Program Element 07001111S	5.2	11.0	10.8	10.6	10.1	9.6	9.6
O&M Appropriation							
Program Element 07001113S	36.2	36.5	36.5	40.1	39.7	39.6	39.8
C. TOTAL Resources							
Expenses	41.4	47.5	47.3	50.7	49.8	49.2	49.4
Manyears	260	250	240	230	221	212	204

Part 2- Narrative

Acquisition Base Level AIS includes requirements for end user computing hardware and software replacement and commercial maintenance, local area network replacement and maintenance (excluding cost for purchases and maintenance for acquiring and installing LAN cable), mid-tier computing costs (including equipment, software, and maintenance), telecommunications acquisition and maintenance, local telecommunications costs, DISO processing intra-government payments, and P960 and P970 personnel costs. Base level requirements for Defense Contract Management District Offices and related headquarters acquisition and contracting functions are included in requirements shown above.

8.0 INFRASTRUCTURE

(U) Format N-1: Infrastructure Adjustments

Adjustment Description: Central Logisitcs

Program Adjustments
(Delta to Prior Year President's Budget Baseline)

Appropriation	FY 96	FY 97	FY 98	FY 99
TOA $ in Millions				
RDT&E	16.8	18.6	20.1	20.3
Procurement				
MILCON	(7.0)	0.4	(1.2)	2.2
O&M	(67.6)	(36.6)	(66.8)	(45.0)
Milpers				
Total	(57.8)	(17.6)	(47.9)	(22.5)
End-strength in Thousands				
Military	(0.1)	(0.1)	(0.1)	(0.1)
Civilian	(0.9)	(0.7)	(0.9)	(0.8)
Total	(1.0)	(0.8)	(1.0)	(0.9)

Impact of Proposed Adjustment: The downward adjustment in end-strength from the FY 95 President's Budget is largely due to the effect of cost cutting initiatives in the DLA Strategic Plan for the distribution depots; these initiatives will result in lower prices to DLA DBOF customers. The downward adjustment in O&M is due to the cost cutting initiatives in DLA's Strategic Plan for the Defense Contract Management Command. The upward adjustment in RDT&E is for Logistics R&D Programs which will pay dividends in 1) lowering the costs of items purchased by DLA for its customers and 2) lowering internal operating costs.

Program Elemants Impacted: 0701113S Procurement Operatons
0708201DS Distribution Depots (DLA)

Point-of-Contact, Office, Telephone Number: Gary J. Connors, (703) 329-9675, DSN

(U) Format N-3A: DBOF Business Area Orders

DBOF Business Area: Supply Management, DLA	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
Orders from DoD Components:									
Own Component	64.6	70.4	66.5	66.8	68.1	69.9	72.0	75.1	78.8
Other Services/Agencies									
Army	2017.7	2207.7	2084.9	2093.0	2135.5	2191.6	2258.4	2354.2	2472.2
Navy	3274.7	3581.8	3382.6	3395.8	3464.8	3555.7	3664.1	3819.6	4011.0
Air Force	3481.8	3808.9	3597.1	3611.1	3684.5	3781.2	3896.4	4061.8	4265.3
Marine Corps	294.2	321.4	303.5	304.7	310.9	319.0	328.8	342.7	359.9
Other	617.4	675.7	638.1	640.6	653.6	670.8	691.2	720.6	756.7
Orders from Other Fund Business Areas:	1202.9	756.0	799.0	550.5	555.8	561.1	552.8	583.1	600.7
Total DoD Orders:	10953.3	11421.9	10871.6	10662.5	10873.2	11149.3	11463.7	11957.0	12544.6
Other Federal Agencies:									
Veterans Administration	30.7	34.1	32.2	32.3	33.0	33.8	34.9	36.3	38.2
Department of Agriculture	29.5	31.8	30.0	30.1	30.8	31.6	32.5	33.9	35.6
NASA	15.8	17.0	16.1	16.1	16.5	16.9	17.4	18.2	19.1
Department of Transportation	12.7	13.6	12.9	12.9	13.2	13.5	13.9	14.5	15.3
Department of Justice	12.9	14.8	13.9	14.0	14.3	14.7	15.1	15.7	16.5
AID	9.2	10.2	9.7	9.7	9.9	10.1	10.5	10.9	11.4
Other	90.4	101.1	95.4	95.8	97.8	100.3	103.4	107.8	113.2
Trust Fund	395.7	432.7	408.6	410.2	418.5	429.5	442.6	461.4	484.5
Non Federal Agencies	34.1	37.5	35.4	35.5	36.3	37.2	38.3	40.0	42.0
Total Gross Orders:	11584.1	12114.7	11525.8	11319.3	11543.3	11837.0	12172.4	12695.7	13320.4

(U) Format N-3B: DBOF Business Area Costs

	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
DBOF Business Area: Supply Management, DLA									
Military Personnel:									
Costs:	32.2	34.4	27.3	27.5	27.4	27.5	27.4	27.3	26.8
Workyears:	384.0	401.0	414.0	406.0	398.0	389.0	379.0	368.0	353.0
Civilian Personnel:									
Costs:	588.0	601.1	580.7	571.1	557.8	548.7	539.6	531.2	522.7
Workyears:	14820.0	14386.0	13748.0	13164.0	12636.0	12130.0	11645.0	11180.0	10733.0
Inventory Procurement Costs:	10299.6	9521.8	9556.0	8495.8	8893.7	9345.8	9796.9	10394.9	11040.7
Other Operating Costs:	934.0	1091.7	1149.9	1029.6	956.6	948.5	906.9	864.6	868.7
Total Operating Costs:	11854.8	11249.0	11313.9	10124.0	10435.5	10870.5	11270.8	11818.0	12458.9
Capital Costs:	21.3	25.8	47.7	45.7	43.9	40.7	33.7	36.6	22.8
Total Costs:	11876.1	11274.8	11361.6	10169.7	10479.4	10911.2	11304.5	11854.6	12481.7
Memo (Mobilization Requirements)									
War Reserve Requirements	0.0	0.0	0.0	0.0	0.0	93.7	48.2	49.8	0.0
Depot Surge Requirement	0.0	0.0	0.0	3.7	3.8	3.9	4.0	4.2	4.3

(U) Format N-3A: DBOF Business Area Orders

	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
DBOF Business Area:									
Reutilization and Marketing Service (DRMS)									
Reimbursable Billings For HAZMAT:									
Own Component	12.5	12.2	12.9	14.2	15.6	16.8	17.9	18.6	18.9
Other Services/Agencies									
Army	34.9	34.0	36.1	39.8	43.6	47.1	49.1	51.9	52.9
Navy	85.7	83.4	88.6	97.6	107.2	115.6	122.5	127.4	130.0
Air Force	31.3	30.5	32.4	35.7	39.1	42.2	44.7	46.5	47.5
Total Reimbursable HAZMAT	164.4	160.0	170.0	187.3	205.6	221.7	234.9	244.3	249.3
Service Level Billing:									
Own Component	0	51.8	64.7	0	0	0	0	0	0
Other Services/Agencies									
Army	0	51.8	55.7	0	0	0	0	0	0
Navy	0	51.8	33.5	0	0	0	0	0	0
Air Force	0	51.8	54.4	0	0	0	0	0	0
Total Service Level Billing	0	207.2	208.3	0	0	0	0	0	0
Total DoD Orders:	164.4	367.2	378.3	187.3	205.6	221.7	234.9	244.3	249.3
Other Orders:									
Other Federal Agencies	1.5	1.5	1.6	1.7	1.8	1.9	2.0	2.1	2.2
Revenue from Sales	106.1	136.0	159.9	279.2	284.4	275.4	255.4	249.2	244.8
Total Gross Orders:	272.0	504.7	539.8	468.2	491.8	499.0	492.3	495.6	496.3

(U) Format N-3B: DBOF Business Area Costs

	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
DBOF Business Area: Reutilization and Marketing Service (DRMS)									
Military Personnel:									
Costs:	4.2	4.1	4.2	4.1	3.9	3.8	3.7	3.6	3.6
Workyears:	76.0	74.0	68.0	64.0	61.0	57.0	54.0	52.0	50.0
Civilian Personnel:									
Costs:	148.7	148.8	150.8	156.8	158.4	154.1	149.9	146.7	144.4
Workyears:	3993.0	3882.0	3903.0	3952.0	3924.0	3725.0	3537.0	3376.0	3241.0
Inventory Procurement Costs:									
Other Operating Costs:	266.9	270.2	289.6	307.3	329.5	341.1	338.7	345.3	348.4
Total Operating Costs:	419.8	423.1	444.6	468.2	491.8	499.0	492.3	495.6	496.3
Capital Costs:	11.0	9.4	14.3	26.4	24.3	23.7	14.9	14.8	15.3
Total Costs:	430.8	432.5	458.9	494.6	516.1	522.7	507.2	510.4	511.6
Memo (Mobilization Requirements)									
War Reserve Requirements									
Depot Surge Requirement									

(U) Format N-3A: DBOF Business Area Orders

	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
DBOF Business Area:									
Industrial Plant Equipment, DLA									
Orders from DoD Components:									
Own Component									
Other Services/Agencies									
Army	3.6	2.3	1.7	1.8	1.8	1.8	1.8	1.8	1.8
Navy	9.5	14.7	11.4	12.1	12.1	12.1	12.1	12.1	12.1
Air Force	3.8	1.7	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Marine Corps	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other	0.4	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Orders from Other Fund Business Areas:	1.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total DoD Orders:	18.4	22.7	14.4	15.2	15.4	15.2	15.3	15.3	15.3
Other Orders:				0.0					
Other Federal Agencies	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Trust Fund	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Non Federal Agencies	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Gross Orders	18.5	22.7	14.4	15.2	15.4	15.2	15.3	15.3	15.3

(U) Format N-3B: DBOF Business Area Costs

	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
DBOF Business Area:									
Industrial Plant Equipment, DLA									
Military Personnel:									
Costs:	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Workyears:	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Civilian Personnel:									
Costs:	13.6	17.5	7.1	7.2	7.0	6.9	6.8	6.7	6.6
Workyears:	332.0	232.0	149.0	146.0	140.0	135.0	130.0	125.0	120.0
Inventory Procurement Costs:									
Other Operating Costs:	6.8	5.2	5.4	8.2	8.5	8.5	8.6	8.8	8.9
Total Operating Costs:	20.4	22.7	12.5	15.2	15.4	15.2	15.3	15.3	15.3
Capital Costs:	0.0	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.1
Total Costs:	20.4	22.7	12.5	15.3	15.5	15.3	15.4	15.4	15.4
Memo (Mobilization Requirements)									
War Reserve Requirements	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Depot Surge Requirement	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

(U) Format N-3C: Distribution Depot Workload

Component: Defense Logistics Agency	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
Supply Management Business Area									
Line items issued/received (000)	19,832	18,444	16,600	16,000	15,100	14,400	13,200	12,200	12,000
Cost per line[a]	$29.00	$29.00	$27.80	$27.43	$27.85	$28.03	$28.94	$29.04	$28.88
Cost to Supply Management ($000)	575,128	534,876	461,480	438,954	420,569	403,679	381,964	354,313	346,578
Other DBOF Business Areas[b]									
Reimbursable Services ($000)	66,404	88,433	79,590	80,182	80,856	81,617	84,063	86,587	89,187
O&M[c]									
Reimbursable Services ($000)									
Total Requirements									
Total Cost ($000)	641,532	623,309	541,070	519,136	501,425	485,297	466,026	440,900	435,765

a. Line rates for FY 97-01 assume 1) BRAC 95 proceeds on schedule and 2) BRAC 95 costs for Distribution Depots are funded from the Services TOA.

b. Includes Shoe Lasts, Tray Pack, Unit and Set Assembly, PPPP&M, Special Projects, and DLA ICP directed work.

c. Not applicable to DLA ICPs.

(U) Format N-3C: Distribution Depot Workload
Preliminary Submission[a]

DoD Wide	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
Supply Management Business Area									
Line items issued/received (000)	38,160	35,754	32,204	31,134	29,764	28,594	27,112	26,112	25,912
Cost per line[b]	$29.00	$29.00	$27.80	$27.43	$27.85	$28.03	$28.94	$29.04	$28.88
Cost to Supply Management ($000)	1,106,640	1,036,866	895,310	854,150	828,995	801,584	784,530	758,345	748,378
Other DBOF Business Areas									
Line items issued/received (000)	1,504	1,134	996	966	936	906	888	888	888
Cost per line[b]	$29.00	$29.00	$27.80	$27.43	$27.85	$28.03	$28.94	$29.04	$28.88
Cost to Maintenance ($000)	43,616	32,886	27,689	26,497	26,068	25,395	25,699	25,788	25,645
Reimbursable Services ($000)[c]	155,913	172,970	155,795	159,791	160,878	162,109	164,182	168,494	172,844
O&M									
Reimbursable Services ($000)[c]	85,509	84,537	76,205	79,609	80,022	80,492	80,119	81,907	83,657
Total Requirements									
Total Cost ($000)	1,395,678	1,327,559	1,154,960	1,119,977	1,095,729	1,069,333	1,054,576	1,034,506	1,030,502

a. This is a preliminary submission. A final submission with DoD wide workload will be made on 10 July 1994 as agreed with OSD (PA&E) on 18 May 1994.

b. Line rates for FY 97-01 assume 1) BRAC 95 proceeds on schedule and 2) BRAC 95 costs for Distribution Depots are funded from the Services TOA.

c. Includes DEPMEDS Processing, PPPP&M, Unit Material Fielding, End Item Processing, etc.

(U) Format N-4B: BRAC Program Funding

($ Millions)

Defense Logisitics Agency

Round	Cumulative Prior to FY96	FY95	FY96	FY97	FY98	FY99	FY00	FY01
BRAC 88	N/A							
Construction								
Environment								
All Other								
TOTAL								
BRAC 91	N/A							
Construction								
Environment								
All Other								
TOTAL								
BRAC 93								
Construction	65.1	58.6	17.4	0.0	0.0	0.0	0.0	0.0
Environment	4.5	3.7	2.4	1.0	0.6	0.6	0.0	0.0
All Other	68.9	37.5	36.2	55.5	37.5	9.6	0.0	0.0
TOTAL	138.5	99.8	56.0	56.5	38.1	10.2	0.0	0.0
BRAC 95								
TOTAL Only 1)	0.0	0.0	1.3	4.1	73.5	90.6	81.7	32.5

1) Includes following breakout of DBOF vice non-DBOF costs/savings:

Non-DBOF:							
Cost					18.2	22.5	7.2	0.0
Savings					5.8	22.9	23.4	28.0
Net					12.4	(.4)	(16.2)	(28.0)

(U) Format N-4B: BRAC Program Funding

($ Millions)

Defense Logisitics Agency

a. Since savings accrue to DLA TOA for non-DBOF activities, these net costs/savings are included in DLA's total TOA.

DBOF:						
Cost	1.3	4.1	55.3	68.1	74.5	32.5
Savings	0.0	4.7	7.8	11.5	71.9	85.2
Net	1.3	(.6)	47.5	56.6	2.6	(52.7)

b. Since savings accrue to the Services in their appropriated accounts, these costs are not included within DLA's TOA. The savings are included within DLA's DBOF cost estimates. Recommend the above costs be paid by the Services. See appropriate issue paper for more detail.

c. The BRAC 95 data was based on BRAC 93 data; therefore, no presuppositions were made regarding specific bases to be closed.

d. Costs shown represent those costs associated with DLA funding requirements only. Savings estimates include projectedsavings generatedfrom Service-funded closures where DLA activities may be tenants. Again, these estimates were based solely on earlier BRAC historical data.

(U) Format N-8: Logistics Priorities
Component: Defense Logistics Agency

Funding in $M by Appropriation:

	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
Category 1: Total Asset Visibility*				0,9	0.9	0.9	0.9	0.9	

Initiative 1 The Automated Manifest System (AMS) supports Intransit Visibility (ITV) and benefits the Services. Supply and transportation information from DLA depot systems are transferred onto laser optical cards which accompany shipments to customer destinations. When shipments arrive, the laser optical card is read at the destination and AMS forms a data base for the customer to automatically verify and reconcile receipts, automate discrepancy reports, provide immediate search and retrieval of high-priority items, and expedite receipt processing by direct upload to the Military Services' retail supply systems. The system reduces duplicate requisitioning, and increases inventory accuracy at the retail level

Category 2. Implementation of logistics business system improvements for :

a. Logistics migration systems in accordance with Corporation Information Management (CIM) migration plans.

FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
	68.2	75.6	16.8					

Initiative 1 : Distribution Standard System (DSS) - DSS is a standardized functional distribution system which will replace the multiple systems currently in use by the military services and DLA. Deployment of the DSS as an interim system, until the Corporate Information Management (CIM) effort produces a new system, was directed as part of Defense Management Report Decision (DMRD) 902 to improve depot and DoD logistics operations. DSS is to reduce duplicate management and support operations.

FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
	2.6	2.9	1.6	1.0	1.0	1.0	1.0	1.0

Initiative 2: Defense Fuels Automated Management System (DFAMS) - DFAMS is an automated system for the management of DoD petroleum products, Major systems improvements are concentrating on Electronic Data Interchange with industry; decentralizing operations to the regional level for the wartime contingency operations; and automated voucher examination.

* Programmed resources represent investment to provide for the encoding of the laser cards at the DLA depots only. To maximize DoD savings (the preponderance of which are generated by the Services at the receiving point), the Services must program to invest in hardware/software to read the laser cards received with incoming shipments.

(U) Format N-8: Logistics Priorities

Component: Defense Logistics Agency

Funding in $M by Appropriation:

Category 2. Implementation of logistics business system improvements for :

b. Standard logistics systems by October 1996.

FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
	2.5	11.0	2.4	0.7	0.7	0.0	0.0	0.0

Initiative 1 : Defense Reutilization & Marketing Automated Information System (DAISY) - DAISY operates as a worldwide, distributed system supporting the reutilization and disposal of excess military property. It will provide information handling capabilities and a base of integrated data to support all functions pertinent to the disposal mission of DLA. DAISY is being developed in distinct application modules for phased deployment to over 200 sites in the continental United States (CONUS) and overseas. Functions supported by DAISY are warehousing, reutilization, transfer and documentation marketing' contracting' and management.

FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
	0.0	0.0	11.0	15.2	10.8	6.8	3.2	3.2

Initiative 2: Enhanced Reutilization & Marketing Intelligence Capability (ERIC) - ERIC was formerly identified as DAISY II. ERIC will provide major enhancements to DAISY in support of the Defense Reutilization and Marketing Service (DRMS) functions. ERIC will improve communications with customers via implementation of electronic commerce/electronic data interchange/electronic bulletin board service capabilities, providing greater customers accessibility to required data, elimination of dual entry of data and application of expert system/artificial intelligence capabilities. ERIC will be implemented in four increments: wholesale, hazardous property management, retail support and CIM technical reference manual compliance.

FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
	0.3	1.1	2.3	1.9	2.5	2.4	3.1	3.2

Initiative 3: Federal Logistics Information System (FLIS) - FLIS is a large scale random mainframe system which provides automated support to the Federal Catalog System and maintains the National Stock Number (NSN) data base. It is a worldwide system used by all DoD components, civilian agencies, NATO countries and other friendly foreign Governments. The system that generates, receives, validates, stores, controls, processes, and disseminates supply item identification and related data.

FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
	14.5*	29.1	32.2	25.9	16.5	12.9	5.3	5.2

Initiative 4: CIM Funding Requirements - Other AIS Systems (SAMMS, DISMS, CILS, BOSS) and other Business Process Improvements (BPIs) which will be submitted to the appropriate funding organizations (JLSC, PCIM, CALS, ETC..,) for support to current legacy requirements and execute improvement initiatives that have a high payback and lower the risk for transition to the new standard systems .

(U) Format N-8: Logistics Priorities
Component: Defense Logistics Agency
Funding in $000 by Appropriation

	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
Support Services	0	311	800	0	0	0	0	0	0
Personnel (compensation/benefits)	0	48	48	48	48	48	48	48	48

Category 2c: Modernization of Defense Logistics (MODELS) by October 1996

The Defense Logistics Management System (DLMS), formerly known as DAAS Modernization of Defense Logistics Standard System (MODELS) is an OSD sponsored project that the Defense Automatic Addressing Center (as DoD's messaging hub) supports from a technology platform standpoint. DoD has directed DAASC to provide capability for translating DLMS Version 2.0 EDI/ANSI X.12 transaction sets to DLSS Mil Standard 80-character documents and vice versa (DLSS to DLMS) as necessary. Some of DAASC's military cutomers need to transmit unclassified but sensitive data. Funding is needed to provide the hardware, software and technical support neccesary for compression, encryption and outboard translation of DLMS transactions; reciprocal translation capability and on-line documentation on all the DAASC functions and services for EC/EDI, DLMSO and DAASC customers.

9.0 ISSUE PAPERS

9.1 DEFENSE LOGISTICS AGENCY
PROGRAM OBJECTIVES MEMORANDUM (POM)
FY 96 - FY 01
ISSUE PAPER - FUELS PHASE II MILCON

In 1990, a study group was formed to review the original 1974 DoD goal of vertical integration of fuels management (Phase I). The study team concluded that improvements could be made, particularly by extending DLA's ownership of bulk fuel to include the point of issue to the consuming customer. As a result, in a memorandum of 18 December 1991, OASD (P&L) directed changes in bulk petroleum management policy, known as Phase II. Under Phase II, ownership of petroleum products in bulk storage and hydrant systems on Air Force, Navy and Marine Corps bases, and intermediate storage facilities on Army installations, was transferred to DLA from the Services. Capitalization was completed 1 October 1992. Under Phase II, DLA also assumed responsibility for programming Military Construction (MILCON) beginning with the FY 96 MILCON for sponsoring all fuels-related MILCON projects for the Department of Defense.

DLA funded the fuels Phase II MILCON requirements for FYs 00 and 01. Our ability to fund these requirements was largely due to the increase in our total obligation authority for FYs 00 and 01. DLA, however, was not able to fund FY 96-99 requirements.

DLA's fuels Phase II MILCON requirements over the POM period include projects that range from replacing small, antiquated facilities to large hydrant system projects. Several of the projects are required for environmental compliance. All were subjected to rigorous review by a planning board representing the Joint Staff, the Military Services, and the Unified Commands. For a project to be eligible for DLA/DFSC sponsorship it must directly support the DLA bulk petroleum management mission such as: (1) store or distribute DLA-owned petroleum products, (2) be of economic benefit to DLA, (3) be necessary to protect products from loss or contamination, (4) be necessary to assure environmental compliance, or (5) be necessary to meet minimum inventory level requirements.

Without funding of the Phase II MILCON program during FYs 96-99, adverse storage conditions could result at the various storage and distribution sites. Soil and ground water contamination will occur if corrections are not made, such is the case at Moffet Field, CA fuel storage complex. Failure to bring specifically cited locations into environmental compliance could result in fines and permanent shutdown if the violations are not corrected.

If fuel hydrant projects are not funded, DLA will continue to pay excessive operating costs at the identified activities. Many of these projects are for the replacement of deteriorating hydrant fuel systems. These systems are 1950's vintage, replacement parts are no longer available, and they experience continual breakdown.

The bottom line is that without appropriate funding of the Phase II MILCON program during FYs 96-99, inefficiencies will remain, increased risk of fuel outages will occur, and costly environmental and operational hazards will be compounded.

FUNDING PROFILE *
(Current Year Dollars In Millions)

FY 96	FY 97	FY 98	FY 99
74.5	113.9	110.6	87.9

*Detailed list by project attached

DLA UNFUNDED PHASE II FUELS REQUIREMENTS

FY 96 Program

LOCATION	PROJECT	PROG AMT $000)	TOTALS ($000)
DFSC Point Mugu CA	Fuel Storage	750	
DFSC Rota Spain	Hydrant Fuel System	6,900	
	FUELS (NAVY) SUBTOTAL		$7,650
DFSC Moffett Field CA	Fuel Storage Complex	11,000	
	FUELS (NATIONAL GUARD) SUBTOTAL:		$11,000
DFSC Altus AFB OK	Upgrade C-5 Hydrant System	3,250	
DFSC Barksdale AFB LA	Repl Hydrant Fuel System	20,000	
DFSC Dover AFB DE	Repl Hydrant Fuel System	16,000	
DFSC Eglin AFB FL	SOF Fuel Storage	1,550	
DFSC McGuire AFB NJ	Repl Hydrant Fuel System	12,000	
DFSC Shaw AFB SC	RR Jet Fuel Unload Fac	3,000	
	FUELS (AIR FORCE) SUBTOTAL		$55,800
	SUPPLY (FUELS SERVICES) SUBTOTAL:		$74,450

DLA UNFUNDED PHASE II FUELS REQUIREMENTS

FY 97 Program

LOCATION	PROJECT	PROG AMT $000)	TOTALS ($000)
DFSC El Centro CA	Repl Hydrant Outlets	5,700	
DFSC Fallon NV	Construct 4 Hot Pits	2,870	
DFSC Oceana VA	Construct Day Tank	900	
DFSC Moron SP	Repl Tank & Hyd Sys (Ph I)	12,500	
DFSC Sigonella IT	Construct Three Hot Pits	3,900	
	FUELS (NAVY) SUBTOTAL		$25,870
DFSC Traux WI	Fuel Storage Complex	4,150	
	FUELS (NATIONAL GUARD) SUBTOTAL:		$4,150
DFSC Westover MA	Const Two Tanks	3,050	
	FUELS (AF RESERVE) SUBTOTAL:		$3,050
DFSC Andrews MD	Repl Hydrant Sys	12,600	
DFSC Barksdale LA	Const Fuel Offload Fac	5,600	
DFSC McConnell KS	Add to Fuel Receipt Fac	1,900	
DFSC Minot ND	Repl Hydrant Sys	18,500	
DFSC Nekkus NV	Const Two 55M Tanks	6,100	
DFSC Anderson Guam	Repl Pipeline	10,900	
DFSC Eielson AK	Const 100M Tank	6,700	
DFSC Elmendorf AK	Const Hydrant Sys	18,500	
	FUELS (AIR FORCE) SUBTOTAL:		$80,800
	SUPPLY (FUEL SERVICES) SUBTOTAL:		$113,870

DLA UNFUNDED PHASE II FUELS REQUIREMENTS

FY 98 Program

LOCATION	PROJECT	PROG AMT $000)	TOTALS ($000)
DFSC Ellsworth SD	Repl Hydrant Fuel System	17,000	
DFSC Lajes Azores	Leak Detection System	1,200	
DFSC Lajex Azores	Repl Hydrant Fuel System	9,900	
DFSC Pope NC	Repl Hydrant Fuel System	2,550	
DFSC Travis CA	Repl Hydrant Stystem	18,500	
DFSC Aviano IT	Hot Pit Fuel Systelm	1,700	
DFSC Moron SP	Repl Hydrant Fuel System (Ph 2)	11,000	
DFSC Elmendorf AK	Constr Two 50M Tanks	12,400	
	FUELS (AIR FORCE) SUBTOTAL:		$74,250
DFSC Eglin FL	Constr Two Tanks	3,500	
	FUELS (AF RESERVES) SUBTOTAL:		$3,500
DFSC Jacksonville FL	Constr Three Tanks	5,400	
DFSC Craney Isl VA	Repl Tanks, 4x150MBBL	21,000	
	FUELS (NAVY) SUBTOTAL:		$26,400
DFSC Carson CO	Central Bulk Fuel Storage	1,120	
	FUELS (ARMY) SUBTOTAL:		$1,120
DFSC Camp Shelby MS	Fuel Tankage	5,300	
	FUELS (ARMY NAT'L GUARD) SUBTOTAL:		$5,300
	SUPPLY (FUELS SERVICES) SUBTOTAL:		$110,570

DLA UNFUNDED PHASE II FUELS REQUIREMENTS

FY 99 Program

LOCATION	PROJECT	PROG AMT $000)	TOTALS ($000)
DFSC Lajes Azores	Hydrant Fuel System & Tanks	8,100	
DFSC Pope NC	Fuel Tankage	480	
DFSC Shaw SC	Hot Pit Refueling System	1,750	
DFSC Altus OK	Hydrant Fuel System	4,400	
DFSC Fairchild WA	Hydrant Fuel System	4,750	
DFSC Eglin FL	Hot Pit Refuel System	1,000	
DFSC Eglin FL	Fuel Distribution/Hot Pits	2,500	
DFSC Incirlik TK	Fuel Tankage	4,320	
DFSC Incirlik TK	Construct Fuel Operation Fac	1,750	
DFSC Mindenhall UK	Hydrant Fuel System I	3,080	
DFSC Mindenhall UK	Hydrant Fuel System II	3,045	
DFSC Mindenhall UK	Hydrant Fuel System III	2,390	
DFSC Mindenhall UK	Pipeline to Storage Tanks	2,150	
DFSC Eielson AK	Fuel Tankage	7,000	
DFSC Eielson AK	Hydrant Fuel System	18,000	
DFSC Elmendorf AK	Hydrant Fuel System	15,000	
	FUELS (AIR FORCE) SUBTOTAL:		$79,715
DFSC Ft. Ind'twn Gap PA	Fuel Tankage	2,200	
	FUELS (ARM NAT'L GUARD) SUBTOTAL:		$2,200
DFSC Guam	POL Lab	1,400	
DFSC Roosy Roads PR	Increase MOGAS Tankage	1,300	
DFSC Adak AK	Leak Detection System for UST	340	
DFSC Adak AK	Refuel Veh Parking Area	1,342	
DFSC Miramar CA	Fuel Support Improvements	1,600	
	FUELS (NAVY) SUBTOTAL:		$5,982
	SUPPLY (FUELS SERVICES) SUBTOTAL:		$87,897

9.2 DEFENSE LOGISTICS AGENCY
PROGRAM OBJECTIVES MEMORANDUM (POM)
FY 96 - FY 01
ISSUE PAPER - MANUFACTURING SCIENCE AND TECHNOLOGY
FUNDING PROFILE
($ IN MILLIONS)

	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
TOTAL REQD	21.9*	0.0	20.3	21.1	22.0	22.9	23.8	24.7

* Congressional add.

Manufacturing Science and Technology (MS&T) addresses the availability and cost of key supply items manufactured by the private sector. The program has three parts: (1) Combat Rations will develop packaging and advanced processing technology that unifies civilian and military production processes, which expands the industrial base and increases competition. (2) Metalworking affects 24 FSCs that are a $347 million business for DLA. Metalworking will develop and implement technology that will lower the cost of metalworked items by 40% (same quantity) or will lower the EOQ by 80% (same price). Metalworking addresses two technical areas which account for a majority of the cost and lead time drivers: metal casting and machine tool technology. (3) Apparel will provide shorter lead times and improved quality and customer service in (a) customer driven uniform manufacturing to reduce cycle times; (b) design for manufacturing to reduce production costs; (c) flexible shop floor technologies to reduce economic lot sizes.

Impact if not funded: (1) DLA will not have the manufacturing capability to supply its customers with rations, apparel, and metalworking items it needs; (2) DLA will forgo significant reductions in acquisition costs over the POM period.

Past funding was received by industrial firms, equipment suppliers, universities, and not for profit research institutes.

9.3 DEFENSE LOGISTICS AGENCY
PROGRAM OBJECTIVES MEMORANDUM (POM)
FY 96 - FY 01
ISSUE PAPER - BRAC 95 Funding Wedge

The POM Preparation Instructions included a required exhibit which displays total projected costs for BRAC 95. Since DLA has just begun our BRAC 95 process, we did not want to reflect any indication of pre-selection of BRAC 95 closures. Therefore, the BRAC 95 costs shown on Format N-4B, BRAC Program Funding, are based on the assumption that BRAC 95 will generate the same amount and spread of closures as BRAC 93, our only historical basis.

As proposed during last year's program review, DLA believes that the logical approach to fund BRAC implementation costs is to finance these costs from the accounts that benefit from the activity's closure. Therefore, the DLA POM includes the estimated net cost/savings from non-DBOF activity closures within our total TOA. However, for those DLA activities financed in the Defense Business Operations Fund (DBOF), the estimated savings will accrue to the Services in their appropriated accounts through reduced customer prices.

Accordingly, our POM estimates for our DBOF activities include projected savings for BRAC 95 closures.

DLA recommends that the one-time cost wedge for the DLA DBOF-Funded activities shown below be provided from Service customer resources.

DBOF BRAC 95 WEDGE
($ Millions)

	FY 96	FY 97	FY 98	FY 99	FY 00	FY 01
One-Time Costs	1.3	4.1	55.3	68.1	74.5	32.5
Customer Savings	0	4.7	7.8	11.5	71.9	85.2
Net Costs	1.3	-0.6	47.5	6.6	2.6	-52.7

To assist in the identification of Service Customers, the following allocation is provided based on the Supply Management and Distribution business areas:

FY 93 Customer Spread

Service	Supply Management	Distribution Unique
Army	23%	25%
Navy	36%	38%
Air Force	38%	32%
Marines	3%	5%
Total	100%	100%

9.4 DEFENSE LOGISTICS AGENCY
PROGRAM OBJECTIVES MEMORANDUM (POM)
FY 96 - FY 01
ISSUE PAPER - SECONDARY ITEM WAR RESERVE REQUIREMENTS

DLA has programming responsibility for DLA-managed secondary item war reserve deficiencies. Because of the changing National Strategy and its force structure and sustainment implications, DLA deferred executing all but the most critical aspects of this responsibility. Consequently, through Fiscal Year 1995, DLA has only sought appropriated funding for those items where such funding was deemed absolutely necessary to maintain an essential industrial base capability for mobilization.

The plans to support the two nearly simultaneous Major Regional Conflicts (MRC) scenario specified by the current National Military Strategy are not yet mature. However, sufficient information now exists from the two MRCs to allow us to make valid assumptions about wartime requirements.

Additionally, DLA used actual demand history from the most recent conflicts, humanitarian relief efforts, and the two-MRC scenario to identify a second echelon of potential warstopper items. DLA offset these requirements with projected assets (on hand and due-in) from DLA and the Services. DLA further reduced the requirement by the amount that the industrial base was capable of providing. The residual requirements represent the inventory investment that is required to bridge the gap between D-Day and the day that production can meet consumption.

Working with this data and, in the case of the Korea OPLAN, with appropriate Service staffs, DLA identified critical deficiencies for items that are directly linked to actual combat operations. For these items, totalling a requirement of $227.3 million, the combined peacetime wholesale stockage levels, retail asset quantities, and industrial base production capability are insufficient. Of these deficiencies, DLA identified weapon system support spare parts and consumables totalling $19.2 million, which we were able to prioritize for funding within our FY 96 TOA control. However, DLA's limited appropriated funding flexibility cannot accommodate the remaining $208.1 million requirement. To meet the minimum MRC requirements, DLA requires the following additional funding for 40 critical personnel support items in these three categories:

- Extreme Cold Weather Clothing Systems (ECWCS)- $93M in Fy 96
- Kevlar Body Armor - $86M in FY 97
- Tray Pack Meals - $29.1M in FY 97

Without the above funding, totalling $93 million in FY 96 and $115.1 million in FY 97, our ability to adequately sustain the military forces in combat will be seriously jeopardized.

SECTION II - DEFENSE CIVILIAN PERSONNEL MANAGEMENT SERVICE POM

DoD CIVILIAN PERSONNEL MANAGEMENT SERVICE

PROGRAM OBJECTIVE MEMORANDUM

FY 1996-2001

JUNE 1994

DoD Civilian Personnel Management Service

Program Objective Memorandum

FY 1996-2001

TABLE OF CONTENTS

Resource Summary	TAB A
Issue Paper - Reemployment Program Funding	TAB B
Format G-1A: Defense Information Infrastructure	TAB C
Format N-1: Infrastructure Adjustments	TAB D

RESOURCE SUMMARY

DEFENSE CIVILIAN PERSONNEL MANAGEMENT SERVICE

Dollars in Millions
Endstrength in Thousands

	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
FUNDING:								
O&M, Defensewide	29.1*	36.5	36.5	38.3	39.9	40.8	42.5	44.2
PDA, Defensewide	5.0	9.0	5.0	5.1	5.3	5.5	5.7	5.9
TOTAL	34.1	45.5	41.5	43.4	45.2	46.3	48.2	50.1
Endstrength								
Civilian	.408	.391	.375	.360	.346	.332	.319	.306
Military								
Total	.408	.391	.375	.360	.346	.332	.319	.306

DEFENSE CIVILIAN PERSONNEL MANAGEMENT SERVICE
PROGRAM OBJECTIVE MEMORANDUM (POM)
FY 1996-2001

ISSUE PAPER - REEMPLOYMENT PROGRAM FUNDING

DoD compensation costs for civilian personnel in FY 1993 were in excess of $580 million, of which 72% can be attributed to long-term disability wage-loss compensation cases. The aggressive reemployment program described below will contribute directly to the reduction of these costs.

The Defense Management Report Decision (DMRD) 974 consolidated the administration of the injury compensation program within the Department of Defense (DoD). As part of the implementation of the DMRD, the Defense Civilian Personnel Management Service (DCPMS) identified four key initiatives to reduce costs for the DoD Injury and Unemployment Compensation Program. Of these initiatives, the reemployment program was not resourced as part of the DMRD. Establishment of a DoD-wide reemployment program, patterned after the Air Force Pipeline Reemployment Program, will provide the vehicle for generating significant savings of civilian compensation payments.

The Air Force implemented their Pipeline Reemployment Initiative in December 1986. To date, over 450 positions have been funded, reducing the Air Force lifetime liability by $320 million. Currently, under a Memorandum of Understanding (MOU) with DCPMS, the Air Force program continues to operate. This POM initiative will expand the program DoD-wide.

The DoD reemployment program will provide "overhire" authority to DoD installations for the reemployment of partially recovered employees. The funding of this program affords commanders the authority and incentive to reemploy injured workers. This provides savings to the Department in two ways. Hiring injured workers provides a "2 for 1" return. This is, the agency no longer pays compensation and does not need to hire another worker to do that job. Secondly, when an injured worker declines a position judged by the Department of Labor as "a reasonable job offer", compensation ceases. This program provides for the direct funding of specific positions. DoD installations would request this funding from DCPMS, the manager of the DoD-wide program.

The funding requirement for this initiative is shown as an annual cost in the profile below. These funds will be used to resource the 196 civilian overhire positions that will generate substantial savings in the form of lifetime cost avoidance.

FUNDING PROFILE
($ in Millions)

	FY96	FY97	FY98	FY99	FY00	FY01
Annual Cost	5.4	5.6	5.8	6.0	6.2	6.4
Annual Compensation Cost Avoidance	4.3	4.5	4.7	5.0	5.3	5.6
Projected Lifetime Cost Avoidance	165.1	172.8	180.4	192.0	203.5	215.0

*Excludes $5.4 million to be reimbursed by Army.

(U) Format G-1A: Defense Information Infrastructure (Detail)

DoD Civilian Personnel Management Service
Civilian Personnel

(Current $ Thousands)

	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
Part 1 - Resource Baseline									
A. Development and Modernization	0	7000	12100	8000	8300	8600	8900	9500	9800
O & M									
Program Element 9740100	0	2000	3100	3000	3200	3300	3400	3600	3700
PDA									
Program Element 9740300	0	5000	9000	5000	5100	5300	5500	5900	6100
B. Operations									
O & M									
Program Element 1	0	0	0	0	0	0	0	0	0
PDA									
Program Element 1	0	0	0	0	0	0	0	0	0
C. TOTAL Resources									
Dollars	0	7000	12100	8000	8300	8600	8900	9500	9800
Workyears* (Component Reimbursable Positions)	0	20	59	59	59	59	59	59	59

Part 2- Narrative

The DoD Civilian Personnel Management Service (CPMS) was created as a field activity in August 1993 to accomplish the requirements outlined in the consolidation of common civilian personnel functions and to manage and direct the information systems supporting the civilian personnel function. The Defense Civilian Personnel Data System (DCPDS) is the DoD designated migration system for civilian personnel. As part of system migration and development CPMS participates in various activities with other DoD components and government agencies requiring the acquisition of various information system components. The CPMS ADP/T program is rooted in the initiatives which began in 1989 under Civilian Personnel Corporate Information Management (CIM). As a result of the recent realignments from the CIM Central Fund, and based on the Departmental guidance outlined in the DEPSECDEF October 13, 1993, memorandum, subject: Accelerated Implementation of Migration Systems, Data Standards and Process Improvements, CPMS, as the executing organization for the USD(Personnel and Readiness), now is funded directly for the Procurement and the Development/Modification O&M program that supports the DCPDS.

The dramatic funding change reflected in the CPMS budget for information technology is the result of implementation of resource transfers from the CIM Central Fund. Beginning in FY 1994, O&M and Procurement dollars were transferred from the CIM Central Account to CPMS for the support of the development of the DCPDS. Prior to FY 1994 all of these funds were reflected in the CIM Central Fund. Likewise, the $1M difference between FY 94 and FY 95 O&M funds is

attributable to the fact that in FY 94 $1M of the $3M dev/mod funds were provided directly from the CIM Central Account. The $5M procurement increase in FY 95 represents capital investment to modernize the Defense Civilian Personnel Data System through the standardization of civilian personnel offices DoD-wide with a standard information technology infrastructure through the purchase of PCs, workstations, software, printers, network and application servers and telecommunications hardware.

Capital Investment.

Initiatives reflected in the CPMS ADP/T program represent the modernization of the Defense Civilian Personnel Data System through the standardization of civilian personnel offices DoD-wide with a common information technology infrastructure through the purchase of PCs, workstations, software, printers, network and application servers and telecommunications hardware. In addition, projects supporting the reengineering of civilian personnel business processes will be supported through the acquisition of hardware and software for LANs, WANs, application servers, workstations and other associated equipment. Initiatives that support the linkage required by CPMS to manage and direct the information systems supporting the civilian personnel function DoD-wide will require adequate hardware, software and telecommunications services. These will support the requirements outlined in the consolidation of civilian personnel functions and the systems that support them.

Memo:

* Component Reimbursable Positions.

Resource realignments associated with the CIM Central Fund transferred the Operations and Maintenance dollars that support the DCPDS Development/Modification activities performed by the designated Central Design Activity (CDA) and technical implementation manager for the DCPDS. CPMS reimbursement to the CDA provides 65% of the annual funding for reimbursable programmer and analyst positions directly involved with DCPDS development and modification (dev/mod) activity for DCPDS. The remaining 35% is contributed by those Services/Agencies using the system. Development/modification activity consists of required modification to the Defense Civilian Personnel Data System mandated by changes in law or policy and those changes specifically approved and directed by the CPMS through established approval and development procedures. These funds also reimburse the salaries of the four personnel assigned to the Technical Implementation Manager (TIMPL) System Management Office devoted full time to DoD DCPDS dev/mod and system support activities.

* Defense Civilian Personnel Data System Migration/Modernization.

The following is furnished for requirements visibility:

Estimated baseline costs for the present DoD legacy systems are:

($ in Millions)

FY95	FY96	FY97	FY98	FY99	FY00	FY01	TOTAL
44.1	46.3	68.6*	51.0	53.6	56.3	59.1	379

*FY 97 $20M capital replacement of equipment.

Two DCPDS migration/modernization strategies have been proposed:

Option 1: Standardize all DoD legacy civilian personnel data systems on to DCPDS, then modernize to the target system. The plan is to move all the current migration system by January 1995, then modernize to the target system by July-December 1996.

Option 2: Modernize to the target system on the earliest possible schedule, then move DCPDS customers to the Full Operating Capability (FOC) target system in July 1996.

The migration decision and the option to apply will be made by the Senior Financial Management Oversight Council (SFMOC). The options have different risks, costs and return on investment (ROI). The ROI for each option is shown below:

($ in Millions)

	FY95	FY96	FY97	FY98	FY99	FY00	FY01	COST	ROI
Option 1:	66.7	68.4	11.5	12.1	12.6	13.2	13.9	198.4	180.6
Option 2:	77.1	11.0	11.5	12.1	12.6	13.2	13.9	151.4	227.6

DoD CIVILIAN PERSONNEL MANAGEMENT SERVICE

FY 1996-2001 PROGRAM OBJECTIVE MEMORANDUM

(U) Format N-1: Infrastructure Adjustments

The DoD Civilian Personnel Management Service (CPMS) was chartered and established as a DoD Field Activity by DoD Directive 5124.4, August 30, 1993, under the authority, direction and control of the Assistant Secretary of Defense (Personnel and Readiness) (ASD(P&R)), to provide civilian personnel policy support, functional information management and civilian personnel administrative services to the DoD Components and their activities. CPMS began operations, under the action of this Directive and the consolidations addressed in Defense Management Review Report (DMRD) 974, Civilian Personnel Administration Efficiencies, in October, 1993.

Operations financed through CPMS funding are for support costs for headquarters and field sites; technical and analytical support functions for civilian personnel; and pay and benefits, training and travel for CPMS employees. The consolidations of the civilian personnel functions in CPMS include special pay rate determinations, classification appeals and reviews, technical field advisory services, injury and unemployment compensation claims, complaint and grievance investigations, senior executive training, relocation services and benefits administration. Workforce quality and productivity programs, DoD wage setting and Non-appropriated Fund (NAF) policy functions are also resident in CPMS.

Information management initiatives, including the Defense Civilian Personnel Data System (DCPDS), the designated migration system for civilian personnel, will create a consolidated civilian personnel information system across the Department. The aggressive ADP program directed by CPMS represents the modernization of the DCPDS through the standardization of civilian personnel offices DoD-wide with a common information technology infrastructure.

The functions performed by approximately 390 CPMS civilian employees (FY 95 authorized level), support DoD's 900,000 civilians worldwide. Dollar and manpower resources for these functions are managed and controlled centrally in CPMS.

(U) Format N-1: Infrastructure Adjustments

Adjustment Description: Program adjustments shown below are against the FY 95 President's Budget TOA for the DoD Civilian Personnel Management Service (CPMS) and are in accordance with the reductions against that baseline. These adjustments comply in full with the fiscal guidance provided to implement the Defense Planning Guidance for FY 1996-2001. The adjustments have been applied to the aggregate of civilian personnel activities within CPMS and apply to both the O&M and Procurement appropriations that support those functions.

Program Adjustments[a]
(Delta to Prior Year President's Budget Baseline)

Appropriation	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY 01
TOA $ in Millions									
RDT&E									
Procurement				-.1	-.1				
MILCON									
O&M				-.8	-.6	-.2	-.3	-.2	-.2
Milpers									
Total				-.9	-.7	-.2	-.3	-.2	-.2
End-strength in Thousands									
Military									
Civilian									
Total									

Impact of Proposed Adjustment: The reductions in TOA shown above to the FY 95 President's Budget TOA baseline are a result of the fiscal guidance provided to implement the Defense Planning Guidance for FY 1996-2001.

Program Elements Impacted: 9740100 (O&M) and 9740300 (PDA)

Point-of-Contact, Office, Telephone Number: Cheryl L. Fuller, DCPMS, 703-756-2214.

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON DC 20301-3000

ACQUISITION AND TECHNOLOGY

23 MAY 1994

MEMORANDUM FOR DIRECTOR, DEFENSE LOGISTICS AGENCY

SUBJECT: Defense Acquisition University Fiscal Years 1996-2001 Program Objective Memorandum

Attached is the Fiscal Years 1996-2001 Program Objective Memorandum (POM) for the Defense Acquisition University (DAU). The University's program responds to the Defense Planning Guidance and other statements of the policies, objectives, and priorities of the President and the Secretary of Defense, within the resource controls provided. The Deputy Under Secretary of Defense for Acquisition Reform has reviewed and approved the program. There are no outstanding issues for resolution.

Gerald E. Keightley
Executive Director
Defense Acquisition University

Attachment

DEFENSE ACQUISITION UNIVERSITY

PROGRAM OBJECTIVE MEMORANDUM SUMMARY

The Defense Acquisition University was authorized by the Defense Acquisition Workforce Improvement Act (DAWIA) of 1990, 10.U.S.C. 1746 and chartered by DoD Directive 5000.57, Defense Acquisition University, August 22, 1991. The University began operating on August 1, 1992.

The University is organized as a consortium. The members were chosen by bringing together all of the DoD Agencies and Service organizations that were currently teaching mandatory acquisition courses. The DAWIA requires that resources be centrally managed and controlled. The Services Operations and Maintenance accounts were reduced by the amounts they were providing for mandatory acquisition training and those funds were provided to the University.

The University schedules mandatory acquisition education and training courses for civilian and military members of the acquisition workforce. Members of the workforce are required to complete specific training requirements to become certified at certain grade levels within their career field. Such certification is required both for currently held positions as well as for advancement. Only workforce members who meet the certification requirements and are members of the Acquisition Corps can be considered for critical acquisition positions.

The Services and DoD Directors for Acquisition Career Management forward the training requirements to the University. The University works with the consortium members to build the annual course delivery schedule and allocates seats, or quotas, in the classes among the Services and Defense Agencies.

The University provides funds, on a reimbursable basis, to the consortium members for course delivery, and to the Services for student travel and per diem costs associated with attending the mandatory courses.

The University also works closely with the eight acquisition functional career boards. These boards determine the training and education requirements for members of their workforce. The University ensures that the courses address the appropriate competencies at the three career levels in each career field.

During the POM years, the University will review and evaluate existing mandatory acquisition courses to ensure they are competency based and meet OSD functional board

requirements. New courses will be developed while others undergo major revisions. Revised course materials will incorporate acquisition reform initiatives. The University will also expand delivery systems to include satellite transmissions, high quality videotapes, asynchronous computer conferencing technology, and desktop software. Additionally, executive and/or refresher training will be developed for personnel who have reached the journeyman level and are expected to remain in the workforce for another 10 to 15 years. Some qualification and/or specialty courses will be developed or revised to become mandatory for specific groups or those in certain positions within an acquisition career field.

Because the University is organized as a consortium, and obtains services from its members on a reimbursable basis, the total manpower resources required to perform the mission do not appear in the University's account. The majority of the manpower required is carried on the Services rolls. Only the manpower for the Office of the President, and for the Defense Systems Management College appears in the University's account. Through the POM years, the University is projecting a decrease in civilian and military end strength for the Office of the President and the Defense Systems Management College.

FORMAT N-1: Infrastructure Adjustments

DEFENSE ACQUISITION UNIVERSITY

Category: Acquisition Infrastructure

Program Adjustments

Fiscal Year	1993	1994	1995	1996	1997	1998	1999	2000	2001
TOA $ in Millions									
FY94 Presidents Budget									
O&M		86.8	111.6	125.2	124.0	122.2	123.6	128.5	133.6
Procurement		1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total		87.8	111.6	125.2	124.0	122.2	123.6	128.5	133.6
FY 96-01 Fiscal Guidance		87.8	111.6	122.3	122.3	121.5	122.9	127.8	132.9
Delta		0.0	0.0	-2.9	-1.7	-0.7	-0.7	-0.7	-0.7
End Strength									
Military		150	124	123	121	120	119	119	119
Civilian		298	293	289	283	278	273	273	273
Total		448	417	412	404	398	392	392	392

Program Element Impacted: 0804753S

Point of Contact, Office, Telephone Number: Linda Walker Furiga, DAU, 703-845-6753

SECTION IV - DEFENSE BUSINESS MANAGEMENT UNIVERSITY POM

DEFENSE BUSINESS MANAGEMENT UNIVERSITY
Crystal Square #4, Suite 201
1745 Jefferson Davis Highway
Arlington, Virginia 22202
PHONE: (703) 607-2177

May 20, 1994

MEMORANDUM FOR DEPUTY DIRECTOR, CORPORATE ADMINISTRATION

SUBJECT: FY 1996 - FY 2001 DBMU POM Input

The DBMU input for the DLA FY 1996-FY 2001 POM requested in your May 18 correspondence is attached.

It should be noted that the FY 1994 - FY 1995 authorized manpower level is being reduced from 30 to 16 due to two transfers.

- Transfer of 8 spaces to Navy for DRMI (non-DBMU) support

- Transfer of 6 spaces to the DoD Comptroller MSSO

It is our understanding that the FY 1996-FY 2001 parts of this transaction will be executed during the Fall Budget review by DoD Comptroller. The transfers should reflect their fair share portions of the 4% per year reductions reflected against the total manpower shown on Format N-1.

James S. Blandin
President
Defense Business Management University

DEFENSE BUSINESS MANAGEMENT UNIVERSITY

FY 1996-2001 PROGRAM OBJECTIVE MEMORANDUM

(U) Format N-1: Infrastructure Adjustments

The Defense Business Management University (DBMU) was established by the DoD Comptroller in December 1992 as an agent for the Comptroller for:

"a. Building the Department's education and training system into an integrated, competency-based system that develops all personnel in the most efficient, cost-effective manner.

b. Coordinating financial management career development efforts of the Components and empowering employees to develop individual strengths and improve knowledge and skills.

c. Capitalizing on the Department's education and training structure to address changing policy and operational requirements, to solve problems in financial management and to disseminate knowledge about emerging management issues."

The focus of DBMU activity is integrative in nature since financial management in general and financial systems in particular necessarily cut across infrastructure functional areas (personnel, acquisition, logistics, information technology, etc.). The mission of the University is

"To provide state-of-the-art, education, training and assistance in modern business management practices to the DoD community - integrating people, technology and systems in a dynamic and challenging environment."

The goal is to prepare the business management workforce to become business specialists, analysts, and managers with the knowledge, skills, and abilities in modern business concepts and principles to operate effectively in a future characterized by workforce diversity, improved productivity tools, greater competition for resources, technological improvements, and a financial environment more closely resembling the demands of a market economy. The DBMU was established to respond to a number of important changes occurring in the external and internal environment.

- DoD is moving towards common systems, policies, and procedures as a response to what is happening in the environment: downsizing/streamlining and the need to become a more efficient and effective organization. Various government-wide initiatives, such as the National Performance Review and the Government Performance and

Results Act of 1993 provide added impetus to move the Department along this path. DBMU is an appropriate response to this requirement.

- The CFO Act of 1990 makes the DoD CFO responsible for an adequately trained workforce. A mechanism to centrally issue policy and control education and training quality is an organization such as DBMU.

- Through our experiences in the private and public sector, we have learned that getting the "smart people" in the process together to define/describe how it works and design improved processes will give us both a streamlined/more efficient process and higher quality and more cost effective outcomes. This goes under the umbrella of TQM, process improvement or simply applying good common sense based on empirical observation. DBMU, in its role as a super-coordinator/facilitator and working through the standing committees, is an appropriate response to what we have learned about how to make organizations effective at achieving these major desirable outcomes in the "production" process.

- Finally, and most importantly, is the DoD Comptroller's expressed intention to use DBMU as the change agent to mold the workforce of the future. Mr. Hamre sees the evolution of the business management workforce as follows:

Past	Future
Larger	**Smaller**
More Specialized	**Multi-Skilled**
Lower Grades	**Higher Grades**
More Military	**More Civilians**
More Occupational Categories	**Fewer Occupational Categories**
Data Intensive	**Knowledge Intensive**

The future workforce is considered a major outcome. Some of its characteristics are under our control (e.g., knowledge intensive) and some are not (e.g., smaller). Through our education and training mission (standard high quality training in common systems, policies and procedures), DBMU can facilitate the evolution of the workforce from the past to the future. Now, whether or not to have a DBMU to help in this transition does not change fact that an adequately trained "future" workforce is a prerequisite for the DoD to be able to respond to future challenges. The need for a mechanism, like DBMU, to make it happen will still exist.

Other change agent/coordinator roles exist, given our access to the workforce, the substantial academic resources in DoD, and to the top level of financial management in the Department. For example, DBMU is working on a major

initiative to channel the major research efforts of DoD financial management personnel associated with (i.e., faculty) or attending (i.e., students) educational institutions toward the solution/examination of major problems/issues identified by DoD top-level financial management.

In summary, the current trend in government (National Performance Review, Government Performance and Results Act of 1993) is that, in developing strategies to accomplish our missions, we need to focus on the outcomes we need and then develop the "how to's" to get us from where we are to where we want to go. DBMU, as currently structured and operated, is the appropriate "solution" or the "how to" to address the problem that the DoD Comptroller wants to solve.

The DBMU consists of a consortium of DoD educational institutions, through which business and financial management training and education offerings will be structured; curriculum reviewed, updated and approved; and instruction delivered.

DBMU's authorized staffing is composed of subject matter experts (accounting/finance, budgeting, analysis and special topics), curricula development specialists (design, evaluation and teaching), instructional technologists, administrative support personnel and administrators. The staff is supported by educational administration personnel and multi-media design experts. Additional expertise is provided in the areas of planning and systems analysis, group facilitation, organizational and personnel assessment, and total quality management. Besides the breadth and scope of their individual business management expertise, the staff's unique qualifications are in their eclectic capabilities across a wide spectrum of related business management areas.

The DBMU Directorates for Curriculum Improvement and Academic Programs support the work of four standing committees (Finance and Accounting, Budget, Comptrollership and Analysis). Standing Committees, with their joint service/agency functional experts as members, perform the education and training coordinating and integrating function and provide the front end review and evaluation of what is currently being taught and what needs to be taught in the future. The committees, supported by the full-time DBMU subject matter expert, analyze and identify needed changes to the existing curricula. With the assistance of the curriculum development group, learning objectives associated with the revised competency-based course content are established. As an integrated team, supplemented by schoolhouse representatives, as appropriate, the standing committees ensure learning objectives are developed into course outlines, student guides and course content bibliographies.

During the POM years, the University will be developing

approximately 27 standard, high quality courses to replace the 176 courses currently offered by Service schools. The resulying curricula will support the education and training requirements of the 75,000 member business management workforce. As the bulk of this initial development work is completed, University staff will be employed in conducting quality control functions, course maintenance, communicating information the workforce needs to know about career development, executing special curriculum development projects of interest to the DoD Comptroller, and implementing distance learning strategies.

DEFENSE BUSINESS MANAGEMENT UNIVERSITY

Category: **DBMU**

Program Adjustments

Fiscal Year	1996	1997	1998	1999	2000	2001
TOA $ in Millions						
FY 1995 President's Budget	4.1	4.2	4.3	4.3	4.5	4.7
FY 1996-01 Guidance	4.0	4.2	4.3	4.3	4.5	4.7
Delta	-.1	-	-	-	-	-
Appropriation/O&M	4.0	4.2	4.3	4.3	4.5	4.7
End Strength-Civilian	28	27	25	24	23	23

Point of Contact, Office, Telephone No: Jim Howard, DBMU, 703-697-1777

SECTION V - DEFENSE TECHNICAL INFORMATION CENTER POM

DEFENSE TECHNICAL INFORMATION CENTER (DTIC)

FY 1996-2001 Program Objective Memorandum (POM)

DTIC provided DLA the RDT&E budget exhibit information contained within this appendix. The following N-1 exhibit was prepared by DLA to highlight the fiscal guidance provided for their FY 1996-2001 POM input.

(U) Format N-1: Infrastructure Adjustments

Program Adjustments

Fiscal Year	FY95	FY96	FY97	FY98	FY99	FY00	FY01
TOA $ in Millions							
FY 1995 President's Budget RDT&E	42.95	43.9	45.3	46.3	47.3		
FY 1996-01 POM Guidance		43	44.7	46	47	48.9	50.9
Delta		(.9)	(.5)	(.3)	(.3)	1.9	2.0
End Strength-Civilian	410	410	410	410	410	410	410

RDT&E POM DESCRIPTIVE SUMMARY

Program Element: 0605801S
PE Title: Defense Technical Information Services
Budget Activity: Defensewide Mission Support

DATE: June 1994

A. (U) RESOURCES ($ in Thousands)

Project Number	FY 1994 Actual	FY 1995 Estimate	FY 1996 Estimate	FY 1997 Estimate	FY 1998 Estimate	FY 1999 Estimate	FY 2000 Estimate	FY 2001 Estimate	To Complete	Total Program
001 Defense Technical Information Center (DTIC)										
		29,703	29,770	31,050	31,960	32,650	34,450	35,500	Cont.	Cont.
002 Information Analysis Centers (IAC)										
		13,246	13,230	13,650	14,040	14,350	14,450	15,400	Cont.	Cont.
Total	*	42,949	43,000	44,700	46,000	47,000	48,900	50,900		

* Resourced in Defense Business Operations Fund (DBOF)

B. (U) BRIEF DESCRIPTION OF ELEMENT AND EACH PROJECT: The Defense Technical Information Services Program Element provides resources for the Defense Technical Information Center and the DoD Information Analysis Centers. In FY 1992 - FY 1994, DTIC/IACs were resourced in DBOF and funding was provided entirely from customers. Beginning in FY 1995, the program is removed from DBOF and resources will be provided through RDT&E appropriated funding as well as customer reimbursements. In October 1991, DTIC and the IACs were transferred from the Defense Logistics Agency to the Under Secretary of Defense for Acquisition and Technology (OUSD(A&T)). The Defense Technical Information Center (DTIC) serves as the central point within the Department of Defense for acquiring, storing, retrieving and disseminating Scientific and Technical Information (STI) to support the management and conduct of DoD research, development, engineering, acquisition, planning, and studies programs. DTIC's mission and functions provide for the availability and accessibility of STI and STI related data on all subjects that contribute to, support, and collectively represent a comprehensive base of scientific and technical knowledge and know how including data which is restricted, controlled and/or classified. The Information Analysis Centers, each devoted to a particular technology area, are part of this program to share information resources in a coordinated manner and further leverage the technology base by maintaining a staff of subject experts to provide in-depth analysis services and to create specialized technical information products. The maintenance of a centralized program is a cost effective and efficient means to provide access to and transfer information to DoD personnel, DoD contractors and potential contractors, and other federal agencies and their contractors. By maximizing the existing information resources, the DoD will: cut lead-time throughout the development and acquisition cycles of weapons systems; reduce costs by minimizing duplication of effort; improve the quality of research; and contribute to technological superiority.

C. (U) JUSTIFICATION FOR PROJECTS:

(U,C,S) **Format F-10: Civilian Employment Levels and Associated Payroll Costs** (continued)

PY-1	PY	CY	BY 1	BY 2	BY 2+1	BY 2+2	BY 2+3	BY 2+4

(U) 001 DTIC: DTIC collects information, either generated by the DoD or relevant to its mission, catalogs and indexes this information for its on-line databases, and stores full-text documentation either electronically or converts to microfiche. Information is disseminated world-wide to registered users electronically, in paper, in microfiche, on CD-ROM, or on video. Major improvements have been made to streamline internal processes which allow customers access to information in a more timely manner. For example, time to process a new item into the collection and make it available to customers has gone from 41 days in FY 91 to 17 days in FY 94. Major improvements have been made to the unit cost management system to make all costs visible and an information system has been developed to provide extensive information about who customers are and customer usage data. Major databases such as the Work Unit Information System and the Independent Research and Development have been redesigned to allow improved access to and delivery of information. To improve management oversight of the conduct of R&D, a requirements analysis and concept plan for the development of a Decision Support System to facilitate reporting requirements has been completed. This is a system that provides the capability of integrating data from various sources to produce required reports and analyses. All of these efforts have positioned DTIC to move from the traditional role as a repository of scientific and technical information to an effective decision support system for OUSD(A&T).

(U) FY 1994 Planned Program:

- Resourced in the Defense Business Operations Fund (DBOF).

(U) FY 1995 Planned Program:

- Primary Products and Services - Basic operations of DTIC include building the collections, cataloging and indexing, operation of on-line systems, maintenance of equipment, storage and dissemination of information. In addition to basic operations, day-to-day operations will be improved by implementation of the first phase of the Electronic Document System which will capture and store unclassified technical reports electronically. This is the first step to move away from storage on microfiche media. New CD-ROM, Work Unit and IR&D products will be offered ($24,333).
- Research Development & Acquisition - Continue to provide support to senior OUSD(A&T) staff through teams of specialists that include information specialists, program area specialists, and computer specialists who focus on filling specific information needs. An example of tools being developed is OmniPort which facilitates timely, accurate, and comprehensive identification and retrieval from multiple distributed, heterogeneous data sources in a geographically dispersed networked environment. Support to the DoD Scientific & Technical Corporate Information Management effort is also included ($2,380).
- Research & Development - Modernization plans include continued development of the Electronic Document System, on-line graphical user interfaces to make systems user friendly, implementation of tools for exploiting the Internet such as Gopher and World Wide Web, and acquisition of new equipment ($2,990).

(U) FY 1996 Planned Program:

(U,C,S) **Format F-10: Civilian Employment Levels and Associated Payroll Costs** (continued)

PY-1	PY	CY	BY 1	BY 2	BY 2+1	BY 2+2	BY 2+3	BY 2+4

- Primary Products and Services - Basic operations will continue and be improved by the implementation of electronic input and storage of classified as well as unclassified documents ($24,986).
- Research Development & Acquisition - Emphasis will be placed on determining user needs through specialized information teams and fielding systems to support those needs ($2,385).
- Research & Development - Modernization efforts will focus on development of user-friendly interfaces, new indexing methods to retrieve information from an electronic full text environment, and development of a Secure Gateway. A Marketing Information System to help reach customers and explore potential communities is also planned ($2,399).

(U) FY 1997 Planned Program:

- Primary Products and Services - In addition to funding all costs associated with collection and output, a major accomplishment will be the initial capability for customers to electronically retrieve full text technical reports on-line. A Secure Gateway will allow users to go to both classified and unclassified systems from one terminal ($26,282).
- Research Development & Acquisition - Information teams will continue to provide specialized support to determine information requirements and the means to meet those needs. The demonstration phase for OmniPort will be completed. OmniPort then will continue on a dual path. One path will be the implementation of customized OmniPort installations to meet the information needs of the IACs and OUSD(A&T) offices. The other will be the incorporation of new information technology development into the basic OmniPort tools. These development and demonstration projects will include: search strategies for non-textual information such as graphic objects; advanced information analysis and display modules; natural language parsing and semantic search strategies; as well as information source selection and analysis ($2,488).
- Research & Development - Natural language search capabilities for DTIC databases will be developed; voice activated interface for retrieval will be explored; Electronic Document Interchange (EDI) in a classified mode will be implemented ($2,280).

(U) 002 IAC: The IACs are research organizations chartered by OSD to collect, analyze, synthesize and disseminate worldwide scientific and technical information in specialized fields and to promote standardization within these fields. The IACs are staffed with subject experts to provide in-depth analysis services and create specialized technical information products. IACs respond to technical inquiries, prepare state-of-the-art reports, handbooks and databooks, perform technology assessments, and support exchange of information among scientists, engineers, and practitioners of disciplines within the scope of the IAC. The DoD IAC program has experienced significant growth in the past three years. The growth can be attributed to DoD customers recognizing that IACs can be

(U,C,S) **Format F-10: Civilian Employment Levels and Associated Payroll Costs** (continued)

PY-1	PY	CY	BY 1	BY 2	BY 2+1	BY 2+2	BY 2+3	BY 2+4

used to synthesize existing information and provide expert technical advice resulting in better use of diminishing RDT&E and procurement resources. There are 23 DoD Information Analysis Centers, 8 operated within the Army (using Army personnel to perform IAC functions) and 15 operated by contractors. This project funds the basic operations for the contractor operated IACs as well as the IAC Program Management Office located at Cameron Station. The Program Management Office provides broad IAC Program oversight and support for the IACs and its customers.

(U) FY 1994 Planned Program:

- Resourced in the Defense Business Operations Fund (DBOF).

(U) FY 1995 Planned Program:
- Provide basic operational support for 15 contractor operated IACs ($10,521).
- Funds personnel and operation costs for the IAC Program Management Office ($2,725).

(U) FY 1996 Planned Program:
- Provide basic operational support for 15 contractor operated IACs ($10,500).
- Funds personnel and operation costs for the IAC Program Management Office ($2,730).

(U) FY 1997 Planned Program:
- Provide basic operational support for 15 contractor operated IACs ($10,800).
- Funds personnel and operation costs for the IAC Program Management Office ($2,850).

(U) WORK PERFORMED BY:

DTIC: Majority of work is performed in-house: Defense Technical Information Center, Cameron Station, VA; DTIC Regional Offices, Albuquerque, NM, Boston, MA, Los Angeles, CA and Wright-Patterson AFB, OH; MATRIS Office, San Diego, CA;. Prime Contractors include: ITT Research Institute, Chicago, IL; UNISYS Corporation, McLean, VA; XEROX Corporation, Pasadena, CA.

IAC: CBIAC (Chemical/Biological Warfare), Edgewood, MD; CIAC (Ceramics), West Lafayette, IN; CPIA (Chemical Propulsion) Columbia, MD; CSERIAC (Crew Systems Ergonomics), Wright-Patterson AFB, OH; DASC (Software), Utica, NY; GACIAC (Guidance and Control), Chicago, IL; HTMIAC (High Temperature Materials), West Lafayette, IN; IRIA (Infrared), Ann Arbor, MI; MIAC (Metals) West Lafayette, IN; MMCIAC (Metal Matrix Composites) West Lafayette, IN; MTIAC (Manufacturing Technology), Chicago IL; NTIAC (Nondestructive Testing), Austin, TX; RAC (Reliability), Rome, NY; SURVIAC (Survivability/Vulnerability), Wright-Patterson AFB, OH; TWISTIAC (Tactical Warfare Simulation and Technology), Columbus, OH.

(U) RELATED ACTIVITIES: Not applicable.

(U,C,S) Format F-10: Civilian Employment Levels and Associated Payroll Costs (continued)

	PY-1	PY	CY	BY 1	BY 2	BY 2+1	BY 2+2	BY 2+3	BY 2+4

(U) OTHER APPROPRIATION FUNDS: Not applicable.

(U) INTERNATIONAL COOPERATIVE AGREEMENTS: Not applicable.

(U,C,S) Format F-10: Civilian Employment Levels and Associated Payroll Costs (continued)

	PY-1	PY	CY	BY 1	BY 2	BY 2+1	BY 2+2	BY 2+3	BY 2+4

DEFENSE TECHNICAL INFORMATION CENTER (DTIC)
Civilian Employment Levels and Associated Payroll Costs

	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001
1. Direct Hire (Civilian workyears)									
a. US Citizens									
(1)Numbers			410	410	410	410	410	410	410
(2)Cost ($ THOU)			18,280	18,582	19,026	19,500	19,980	20,469	20,979
b. US Citizen Reimbursables									
(1)Numbers	387	410							
(2)Cost ($ THOU)	16,118	17,564							
c. Foreign Nationals									
(1)Numbers									
(2)Cost ($ THOU)									
d. Foreign Nationals Reimbursables									
(1)Numbers									
(2)Cost ($ THOU)									
e. Direct Hire Totals									
(1)Numbers									
(2)Cost ($ THOU)									
2. Indirect Hire (Civilian workyears)									
a. Foreign Nationals									
(1)Numbers									
(2)Cost ($ THOU)									

(U,C,S) Format F-10: Civilian Employment Levels and Associated Payroll Costs (continued)

	PY-1	PY	CY	BY 1	BY 2	BY 2+1	BY 2+2	BY 2+3	BY 2+4
b. Foreign Nationals Reimbursables									
(1)Numbers									
(2)Cost ($ THOU)									
3. Total (Civilian Workyears)									
a. Numbers	387	410	410	410	410	420	410	410	410
b. Cost ($ THOU)	16,118	17,564	18,280	18,582	19,026	19,500	19,980	20,469	20,979

4. Total Reimbursables (Civilian Workyears)
   a. Numbers internal to DoD
   b. Cost ($ THOU) internal to DoD
   c. Number external to DoD
   d. Cost ($THOU) external to DoD
5. Other Costs

6. End Strength

7. Total
   a. Numbers
   b. Cost ($ THOU)

8. Reimbursables
   a. Numbers
   b. Cost ($ THOU)

SECTION VI - DEFENSE SUPPORT ACTIVITIES POM

1.0 DEFENSE MANAGEMENT DATA CENTER POM

(U) Format N-1: Infrastructure Adjustments

Defense Manpower Data Center

Program Adjustments
(Delta to Prior Year President's Budget Baseline)

Appropriation	PY-1	FYPY	CY	BY 1	BY 2	BY2+1	BY2+2	BY 1+4	BY 2+4
TOA $ in Millions									
RDT&E	9.176	8.918	8.847	8.394	8.132	8.073	8.166	8.493	9.241
Procurement	1.875	1.860	1.900	3.127	1.676	1.690	1.690	1.758	1.913
O&M	34.464	38.607	43.450	38.608	36.266	37.638	39.711	41.299	42.951
Total	45.515	49.385	54.197	50.129	46.074	47.401	49.567	51.550	54.105
Endstrength									
Military	10	17	16	16	16	16	16	16	16
Civilian	263	273	263	252	243	233	224	224	224
Total	273	290	279	268	259	249	240	240	240

Impact of Proposed Adjustment:
The above control totals adersely impact DMDC's ability to perform Transition Assitance Programs.

Point of Contact, Office, Telephone Number:
Joseph C. Guy, Assistant Director for Resource Management, DMDC, (703) 696-5820

2.0 OUSD(A&T) DEFENSE SUPPORT ACTIVITY POM

FORMAT N-1: Infrastructure Adjustments

UNDERSECRETARY OF DEFENSE (ACQUISITION & TECHNOLOGY) DEFENSE SUPPORT ACTIVITIES

Category: Force Management (Other) Infrastructure

Program Adjustments

Fiscal Year	1993	1994	1995	1996	1997	1998	1999	2000	2001
TOA $ in Millions									
FY 94 President's Budget		17.1	17.1	16.2	15.1	15.5	16.4		
FY 96-01 Fiscal Guidance O&M		17.1	17.1	21.4	21.8	21.5	21.0	21.5	21.1
Delta		0	0	5.2	6.7	6.0	4.6		
End Strength									
Military		4	4	4	4	4	4	4	4
Civilian		199	185	185	185	185	185	185	185
Total		203	189	189	189	189	189	189	189

Program Element Impacted: 0903198S

Point of Contact, Office, Telephone Number: Nina McMillan, MSC, (703) 756-2200

3.0 MANAGEMENT SUPPORT AND EVALUATION DIRECTORATE POM FY 1996-2001 RDT&E DESCRIPTIVE SUMMARY

Program Element: 605798S
PE Title: DOD Support.Activities
Budget Activity: 6

Date: May 1994

A. (U) RESOURCES: ($ in Thousands)

Project Number & Title	FY 1993 Estimate	FY 1994 Est.	FY 1995 Est.	FY 1996 Est.	FY 1997 Est.	FY 1998 Est.	FY 1999 Est.	FY 2000 Est.	FY 2001 Est.	Total Program
0003 Management Support and Evaluation Directorate (MS&ED)	3,741	3,643	6,387	6,363	6,278	6,274	6,314	6,568	6,822	Cont.

B. (U) BRIEF DESCRIPTION OF ELEMENT: This program element is found in Budget Authority 6, RDT&E Management Support, to provide engineering, scientific and analytical support to the Office of the Director of Defense, Research-and Engineering (ODDR&E) and the Office of the Deputy Under Secretary of Defense (Advanced Technology) (ODUSD (AT)) in their review and oversight of the Science and Technology (S&T) program and their responsibilities in the Defense Acquisition Process. The primary purpose of MS&ED is to provide support in the development of the S&T program and conduct assessments and analyses of the S&T program to ensure maximum utilization of Research and Development funds to accomplish the overall objectives of the S&T program.

C. (U) JUSTIFICATION FOR PROJECT LESS-THAN $10.0 MILLION IN FY 1995:

(U) 0003 - Management Support & Evaluation Directorate (MS&ED): The primary mission of MS&ED is to assist the ODDR&E and ODUSD (AT) in the S&T Program and the Defense Acquisition Process. MS&ED is actively involved in the formulation of the Defense S&T Strategy, its implementation and programmatic and financial analyses of all aspects of the S&T program. Funds are required for personnel compensation, technical and analytical support, equipment, supplies, travel, utilities, communications and facilities.

(U) Prior Accomplishments:

- Reviewed and analyzed the S&T program.
- Provided technical and analytical review of advanced technology efforts.
- Provided management and technical support for the Balanced Technology Initiative and formulated the S&T strategy.

- Supported university research programs and related science and engineering education activities of the military services.
- Supported efforts to transfer technology from DoD laboratories to the private sector and coordinated policy to implement in the DoD Laboratories.

(U) FY 95 Plans:

- Review and analysis of the S&T program.
- Technical and analytical review of advanced technology efforts.
- Formulation of the Defense Technology Strategy.
- Support university research programs and related science and engineering education activities of the military services.
- Support efforts to transfer technology from DoD Laboratories to the private sector.
- Involvement with DoD infrastructure and management.
- Support special interest programs including: Defense Modeling and Simulation, Foreign Defense Critical National Defense Technology Monitoring and Assessment, and the National Defense Technology Base Capabilities/Plans.

(U) FY 1996 Plans:

- Provide engineering, scientific, analytical, and managerial support to the ODDR&E in developing strategies and plans to exploit and develop technology.
- Provide engineering, scientific, analytical, and managerial support to the ODDR&E in conducting analyses, developing policies, making recommendations, and developing guidance for science and technology plans and programs.
- Provide engineering, scientific, analytical, and managerial support to the ODDR&E in reviewing proposed and approved science and technology programs and make recommendations to optimize effectiveness of the DoD investments in science and technology.
- Provide engineering, scientific, analytical, and managerial support to the ODDR&E in oversight of the technological

aspects of the Independent Research and Development and Small Business Innovative Research Programs

- Provide technical support on science and technology aspects of programs subject to review by the Defense Acquisition Board and science and technology pertaining to maintaining a strong industrial base.
- Provide engineering, scientific, analytical, and managerial support to the ODDR&E in execution of special interest programs such as the University research programs including the University Research Initiative, the manufacturing science and technology program, and dual use and technology transition efforts.

(U) Program Plan to Completion: This is a continuing program.

(U) WORK PERFORMED BY: Work is performed primarily in-house with support as required from service laboratories and contractors.

(U) RELATED ACTIVITIES: N/A

(U) OTHER APPROPRIATION FUNDS: N/A

(U) INTERNATIONAL COOPERATIVE AGREEMENTS: N/A

(U) Format N-1: Infrastructure Adjustments

Adjustment Description: Adjustment is an allocated across-the-board percentage reduction directed by the Deputy Secretary of Defense in his memorandum of April 22, 1994, to Director DLA, and as passed to MS&ED from DLA.

Program Adjustments
(Delta to Prior Year President's Budget Baseline)

Appropriation	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01
TOA $ in Millions									
FY95 President's Budget	3.741	3.643	6.387	6.509	6.368	6.318	6.355	6.568	6.822
FY96-01 Fiscal Guidance	-----	-----	-----	6.363	6.278	6.274	6.314	6.568	6.822
Delta	-----	-----	-----	.146	.090	.044	.041	-----	-----
RDT&E	3.741	3.643	6.387	6.363	6.278	6.274	6.314	6.568	6.822
End-strength in Thousands									
Civilian	.035	.035	.035	.035	.035	.035	.035	.032	.031

Impact of Proposed Adjustment: The adjustment will have minor impact and will require slight adjustment of the MS&ED operations.

Program Elements Impacted: 0605798S

Point-of-Contact, Office, Telephone Number: Elwood Ball, DDR&E/MS&ED, 756-8969

RD-2 EXHIBIT
RDT&E BUDGET REVIEW DATA

PROGRAM ELEMENT AND NAME: 0605798S DoD Spport Activities
PROJECT NUMBER AND NAME: 003 Management Support & Evaluation Directorate
TELEPHONE: (703) 756-8969

DATE: May 1994
POC: James W. Whitt

PART A

III. TESTING AND EVALUATION: N/A

CONTRACT	CONTRACTOR	CONTRACT METHOD AND TYPE	CONTRACTOR AWARD DATE	GOV'T ESTIMATE AT COMPLETION	TOTAL PRIOR ESTIMATE AT COMPLETION	FY 19PY ACTUAL	FY 19CY INCREMENT ACTUAL	FY 19BY1 INCREMENT ACTUAL	FY 19BY2 ACTUAL	BUDGETED BUDGETED	BUDGETED BUDGETED	BUDGETED TO COMPLETE
A. MAJOR CONTRACTS:												
All other contracts												

B. IN HOUSE SUPPORT

LAB/ACTIVITY	FUNDING VEHICLE	OBLIGATION DATE	FY 19PY INCREMENT ACTUAL	FY 19CY INCREMENT ACTUAL	FY 19BY1 BUDGETED	FY 19BY2 BUDGETED	BUDGETED TO COMPLETE
Major Efforts							
DESCRIPTION OF EFFORT							
All other field activities							

C. GOVERNMENT FURNISHED PROPERTY:

	FY 19PY	FY 19CY

FUNDING DESCRIPTION OF ITEM	OBLIGATION VEHICLE	DELIVERY DATE	INCREMENT DATE	INCREMENT DATE	FY 19BY1 ACTUAL	FY 19BY2 ACTUAL	BUDGETED BUDGETED	BUDGETED BUDGETED	TO COMPLETE
TOTAL PRODUCT DEVELOPMENT:									

Exhibit RD-2 RDT&E Budget Review Data

RD-2 EXHIBIT
RDT&E BUDGET REVIEW DATA

PROGRAM ELEMENT AND NAME: 0605798S/Defense Support Activities
PROJECT NUMBER AND NAME: 003 Management Support & Evaluation Directorate

DATE: May 1994
POC: James W. Whitt
TELEPHONE: (703) 756-8969

PART A

II. SUPPORT AND MANAGEMENT

CONTRACT METHOD AND TYPE	CONTRACTOR DATE	AWARD COMPLETION	ESTIMATE AT COMPLETION	GOV'T ESTIMATE AT COMPLETION	TOTAL PRIOR TO FY 19PY ACTUAL	FY 19PY INCREMENT ACTUAL	FY 19CY INCREMENT BUDGETED	FY 19BY1 BUDGETED	FY 19BY2 BUDGETED	BUDGETED TO COMPLETE	CONTRACT	CONTRACTOR
A. MAJOR CONTRACTS:												
All other contracts	TBD	Est.	N/A	Continuing	0	0	$3.0M	$3.5M	$3.5M	To Cont.		
Competitive Contract	12/95											

B. IN HOUSE SUPPORT N/A

LAB/ACTIVITY	FUNDING	OBLIGATION VEHICLE	DATE	FY 19PY INCREMENT ACTUAL	FY 19CY INCREMENT ACTUAL	FY 19BY1 BUDGETED	FY 19BY2 BUDGETED	BUDGETED TO COMPLETE
Major Efforts								

DESCRIPTION OF EFFORT

All other field activities

C. GOVERNMENT FURNISHED PROPERTY: N/A

DESCRIPTION OF ITEM	FUNDING VEHICLE	OBLIGATION DATE	DELIVERY DATE	FY 19PY INCREMENT ACTUAL	FY 19CY INCREMENT ACTUAL	FY 19BY1 BUDGETED	FY 19BY2 BUDGETED	BUDGETED TO COMPLETE
TOTAL PRODUCT DEVELOPMENT:								

RD-2 EXHIBIT
RDT&E BUDGET REVIEW DATA

PROGRAM ELEMENT AND NAME: 0605798S/Defense Support Activities
PROJECT NUMBER AND NAME: 003 Management Support & Evaluation Directorate

DATE: May 1994
POC: James W. Whitt
TELEPHONE: (703) 756-8969

PART A

III. TESTING AND EVALUATION: N/A

A. MAJOR CONTRACTS:

B. IN HOUSE SUPPORT

C. GOVERNMENT FURNISHED PROPERTY:

RD-2 EXHIBIT
RDT&E BUDGET REVIEW DATA

Program Element and Name: 0605798S DoDSupport Activities Date: May 1994

Project Number and Name: 003 Management Support & Evaluation Directorate POC: James W. Whitt

PART B

1. Acquisition Strategy

2. Major Contract Administrative Milestones N/A

3. Obligations/Expenditures

First Year	First Year Allocation ($000)	%	Obligations ($000)	%	Expenditures ($000)	%
FY 19PY-1 (Actual)		0				
FY 19PY (Estimated)		0				
FY 19CY (Estimated)	3,000	100	3,000	100	2,000	67
FY 19BY1 (Estimated)	3,500	100	3,500	100	3,000	86
FY 19BY2 (Estimated)	3,500	100	3,500	100	3,000	86

4. FY 19CY Congressional Budget Status
N/A

4.0 MANAGEMENT SYSTEM SUPPORT OFFICE POM

FORMAT N-1: Infrastructure Adjustments

MANAGEMENT SYSTEM SUPPORT OFFICE (MSSO)

Category: Force Management (Other) Infrastructure

Program Adjustments

Fiscal Year	1993	1994	1995	1996	1997	1998	1999	2000	2001
TOA $ in Millions									
FY 95 President's Budget		2.507	2.597	2.470	2.299	2.360	2.490		
FY 96-01 Fiscal Guidance O&M				2.415	2.266	2.346	2.474	2.574	2.677
Delta		0	0	(.055)	(.033)	(.014)	(.016)		
End Strength Civilian		30	30	30	30	30	30	30	30

Program Element Impacted: 0903198S

Point of Contact, Office, Telephone Number: Ms Gwendolyn Brown, Directorate for Business Management, DoD Comptroller, DSN 227-8281

*. Adjustments should be made against the 1995 Presidential Budget FYDP.

DEFENSE LOGISTICS AGENCY

Storage Management Brief

BRIEFER: Jim Sanchez

Storage Management

FY 94 - FY 01

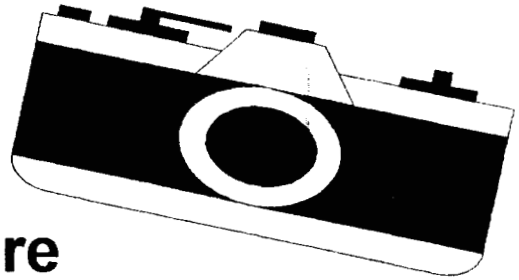
- Bottom Line
- 1994 At A Glance
- Focus (Vision)
- Planning Factors
- Where We Started
- Where We're Going
- BRAC Impact
- How We'll Get There
- Summary

Bottom Line 2001

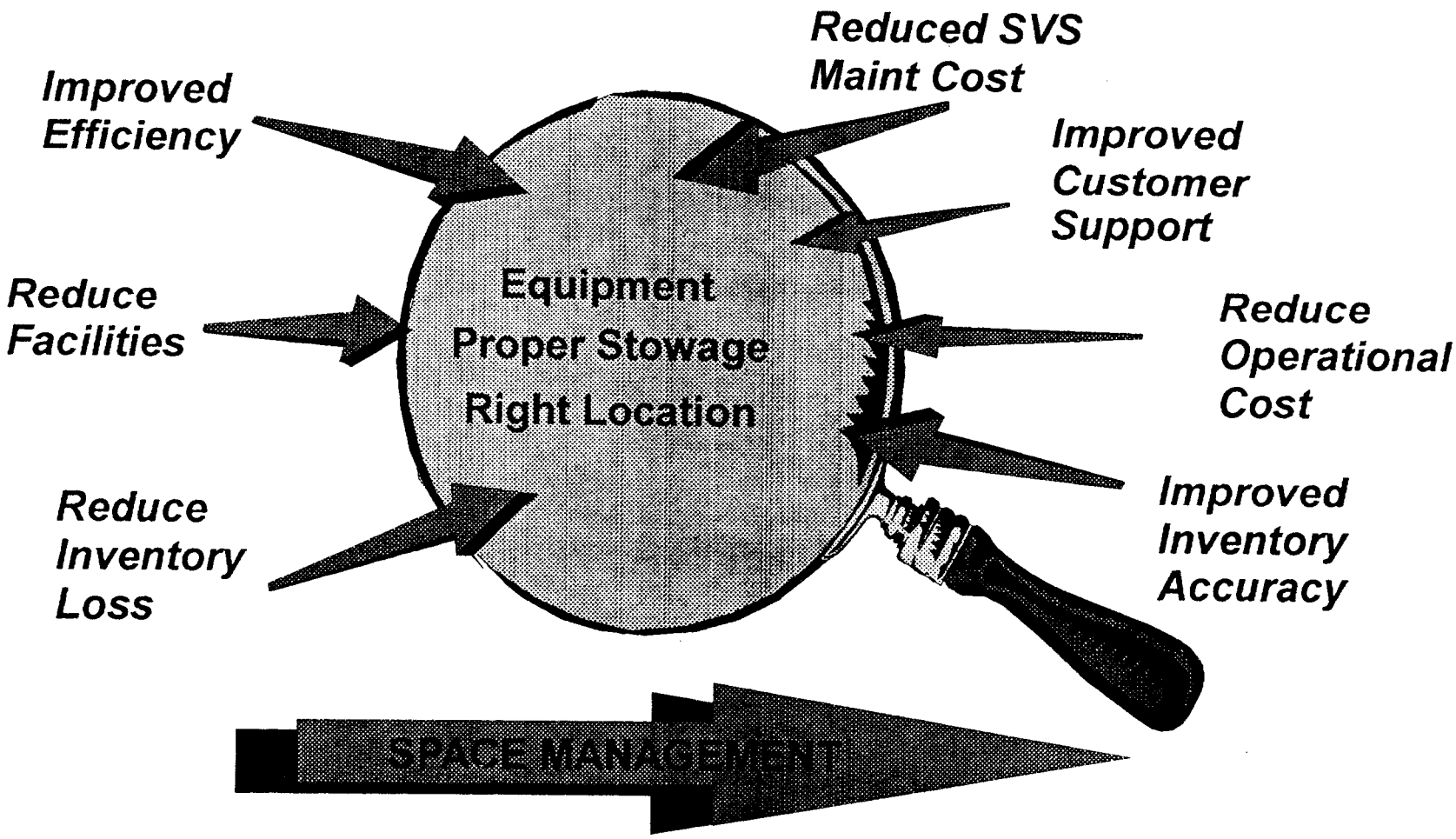
- Reduce 62 Sites to 23 Depots + 1 Site
- Reduce 327 MACF (Approx 42% Reduction)
- Milcon/Equipment Cost Avoidance $400M
- Contributes $70M Annually to DMRD 902 Savings
- Reduce Infrastructure Cost $82M Annually

FY 1994 At A Glance

- Continued "CLEAN-UP" Program
- Participated in BRVI and DVD Initiatives
- Validated Space Mgmt Reporting
- Established Storage Pricing Structure
- Participated with ICPs to Reduce Inventory
- Accommodated Returns from Europe
- Provided ICPs Projected Storage Cost by Activity



Focusing On


Reduced SVS
Maint Cost
Improved
Efficiency
Improved
Customer
Support
Reduce
Facilities
Equipment
Proper Stowage
Right Location
Reduce
Operational
Cost
Reduce
Inventory
Loss
Improved
Inventory
Accuracy
SPACE MANAGEMENT

Planning Factors

- 52% Reduction in DLA "ICP" Inventory Value =
  60% Reduction in Storage Reqmt
- 47% Reduction in SVC Inventory Value =
  60% Reduction in Storage Reqmt
- European Retrograde/Force Drawdown =
  2MCF Increase in Storage Reqmt
- Maximizing Cube Utilization =
  20MCF Increase in Available Space
- 18MCF of Mat'l Outside Requires Inside Storage

Accomplishments
(FY 94)

	Planned	*ACF*	*Actual*	*ACF*
Reduced from 45 to	**36**		**38**	
Vacated Storage Space		**30M**		**47M**

Sites Vacated and Planned To Vacate

FY 94

	DDRE	DDRW
PLANNED	LEX - BLUEGRASS NORFOLK SO. AN PNSY (OUTSIDE STEEL)	~~AUBURN (COMM)~~ HUNTERS PT ~~NAVAJO~~ ~~OKLAHOMA (COMM)~~ ~~SACRAMENTO~~ ~~SAVANNA~~ ~~PUEBLO~~ ~~UMATILLA~~

_____ = *Vacated*

---------- = *Vacated Ahead of Schedule*

FY 92 -- 94 Transition

Site Reductions

	# Sites
Starting Storage Sites Sep 92	62
Name Changes (Consolidation)	- 5
Closed Sites	-19
Ending Storage Sites Sep 94	38

FY 92 -- 94 Transition
(Capacity)

	ACF
Storage Space Sep 92	**788M**
Storage Space Sep 94 (805s Data)	**618M**
Reduction	**-170M**

FY 92 -- 94 Transition

Requirement (Occupied)

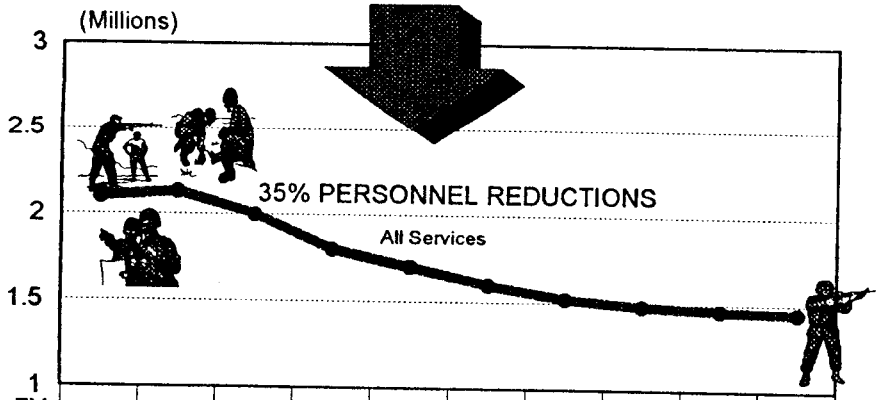
Covered Storage Reqmt Sep 92	631M
Covered Storage Reqmt Sep 94 (805s Data)	450M
Reduction	-181M

170

-11

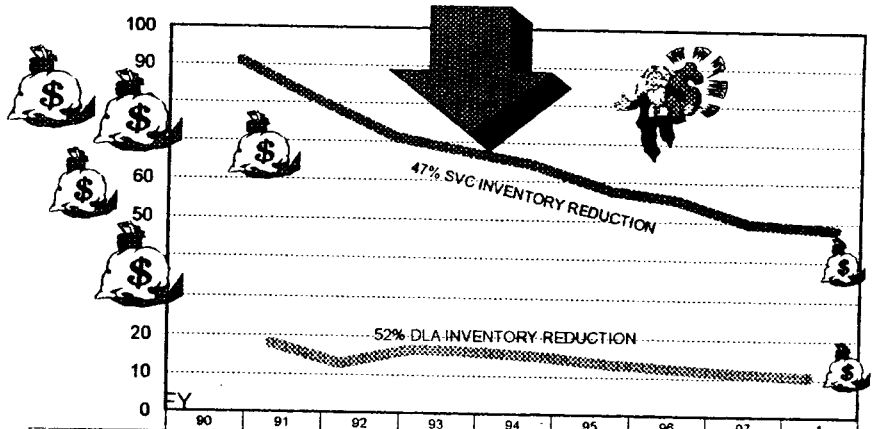
Storage Requirement

FORCE STRUCTURE DOWNSIZING



FY	'89	90	91	92	93	94	95	96	97	01
All Services	2.1	2.13	2	1.8	1.7	1.6	1.523	1.482	1.462	1.445

INVENTORY REDUCTION DOLLARS

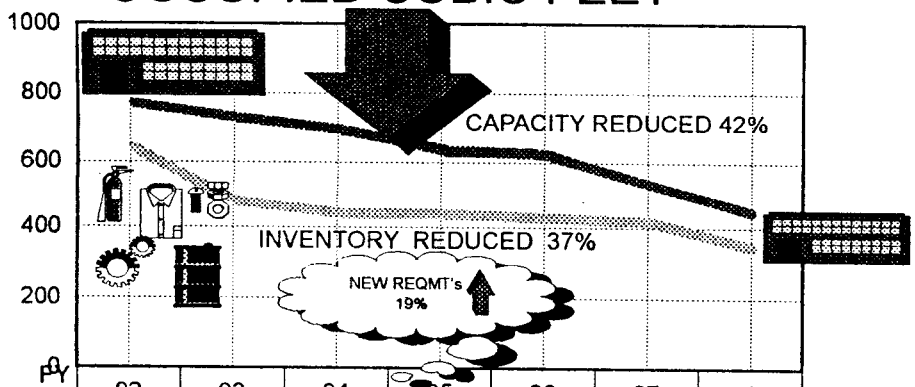


FY	90	91	92	93	94	95	96	97	1
DLA INV RED ($B)	12.6	9.4	11.9	11.2	10.3	9.3	8.2	7.4	6
SER INV RED ($B)	90.7	81.8	71.1	66.6	63.9	56.3	52.6	49.1	48.1

SECONDARY ITEMS

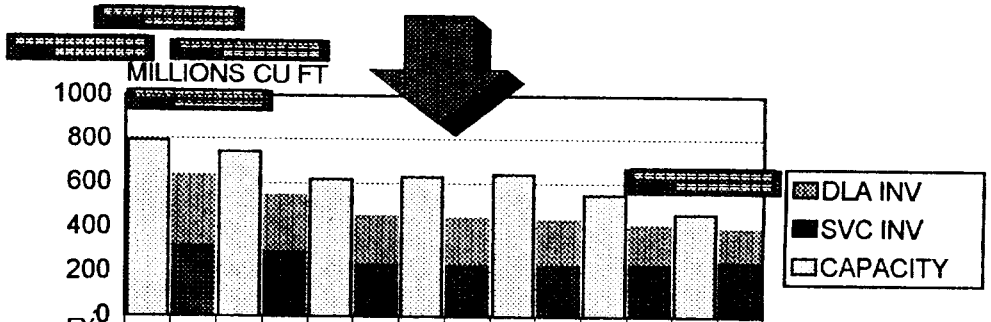
Storage Requirement

OCCUPIED CUBIC FEET



FY	92	93	94	95	96	97	1
INVENTORY	631	541	450	440	430	409	392
CAPACITY	788	738	618	628	641	547	461

INVENTORY vs CAPACITY



FY	92	93	94	95	96	97	1
DLA INV	303	244	209	202	192	169	138
SVC INV	328	297	241	238	238	240	254
CAPACITY	788	738	618	628	641	547	461

Storage Plan Accomplishments
(FY92 - 01)

- Downsized Infrastructure 42%
  - - Reduced System-wide Storage Capacity
  - - Vacated 33 Storage Sites
  - - Navy 2010 Plan (Reduced 15 MACF) at Norfolk
  - - Vacated 25 MACF Substd Warehouses
- Rec'd/Stowed 38M OCF Europe Returns
- Corrected Improper Storage of Mat'l Outside (60M OCF)
- Accommodated New Mission Reqmts
  - - ASO Pubs (6M OCF)
  - - AMC Residual (17M OCF)

LOOK AT ANOTHER WAY

Reqmt Increased 19%
(121M OCF) While We Vacated Equivalent
of 10 Former DLA Depots

Where We Started

(Capacity FY 94 -- FY01)

	ACF	RISK	ACF
Storage Space (Sep 94 DD 805 Data)			618M
Increases Thru FY 01:			
New Construction	17M	(4M)	
Maximize Utilization	20M	(8M)	
Decreases Thru FY 01:			
Substd Bldgs to Vacate (Brac 93)	22M		
Substd Bldgs to Vacate (Brac 95)	3M		
Substd Bldgs to Vacate (BMAR)	0	(12M)	
Vacate Outside BRAC	35M		
Vacate Previous BRAC	70M		
Total Available FY 01			525M
Total Risk			(24M)

Where We Started

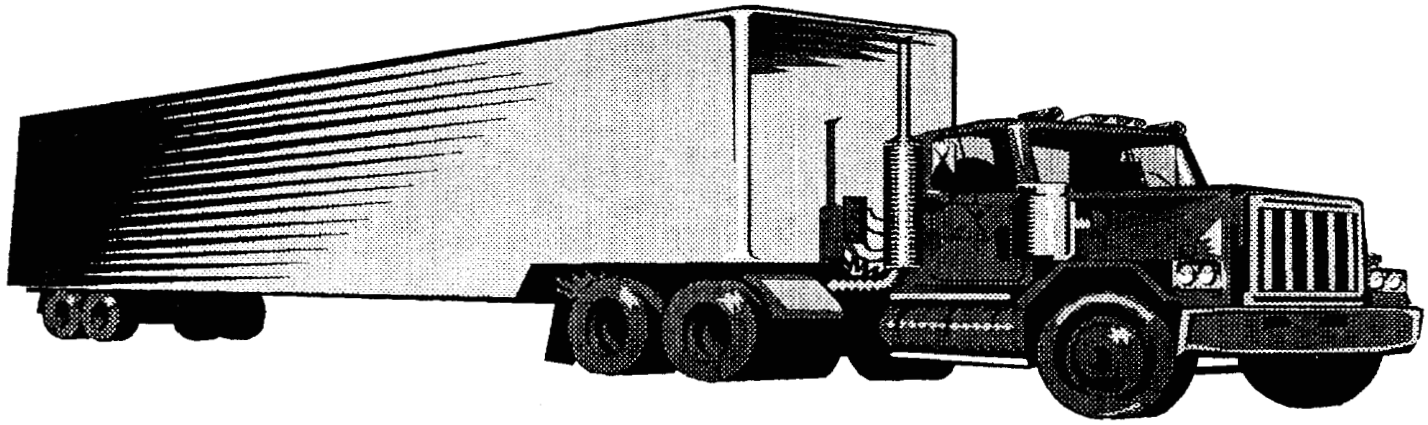
(Requirement FY 94 -- FY01)

		OCF	*RISK*	*OCF*
Covered Storage Reqmt (Sep 94 DD 805 Data)				450M
Increases thru FY 01:				
- Europe Returns		2M	(6M)	
- Out-to-Inside		18M	(6M)	
- ASO Pubs		6M		
- AMC Residual Spt DMRD 902		17M	(6M)	
Decreases thru FY 01:				
- DLA Inv Reduction	71			
- SVS Inv Reduction	30	101M	(16M)	
Subtotal				392M
- Plus 15% Operating Level		69M	(6M)	
Covered Storage Reqmt FY 01				461M
Total Risk			(40M)	

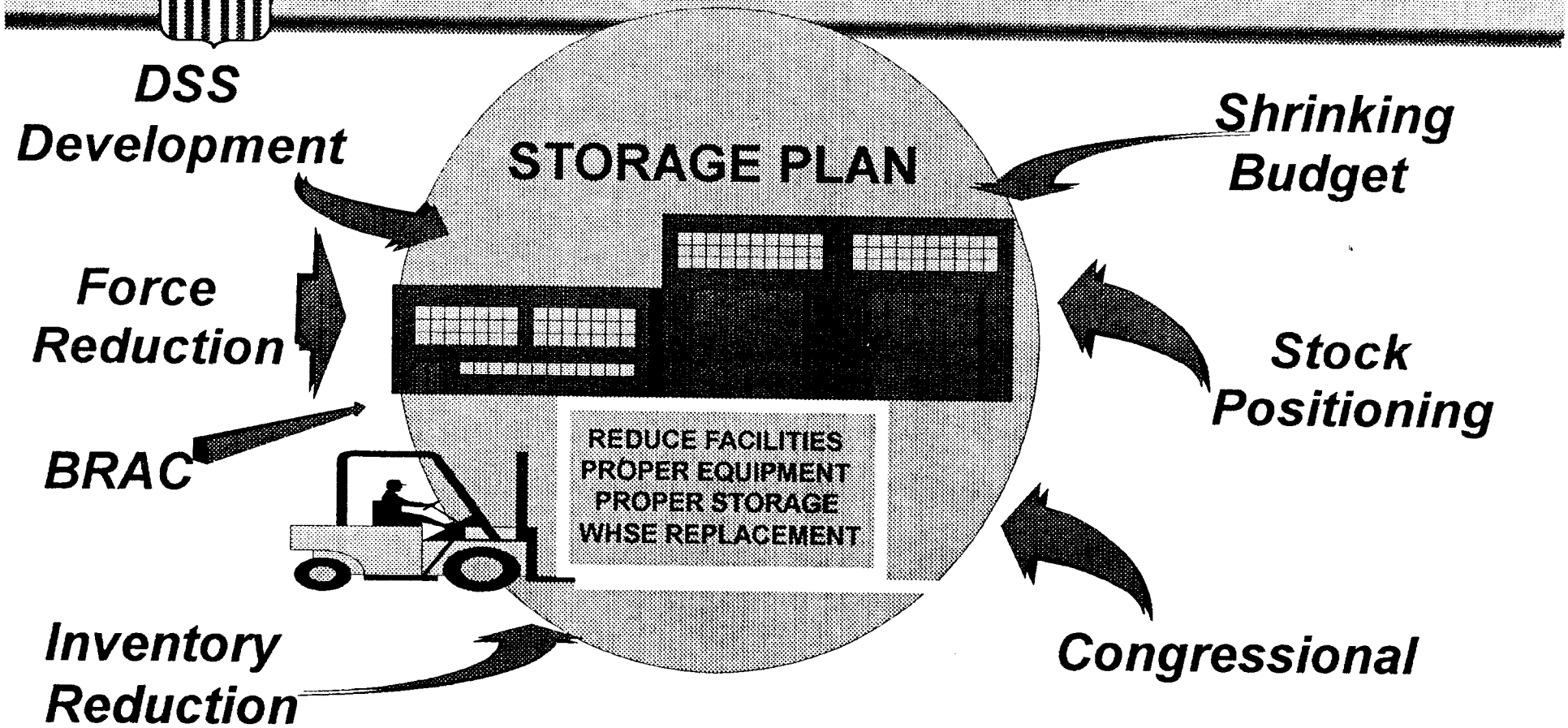
Where We're Going

FY 94 -- FY 01

Covered Storage Capacity FY 01	**525M**
Covered Storage Reqmt FY 01	**461M**
Excess Capacity	**64M**



Influences


DSS Development
Force Reduction
BRAC
Inventory Reduction
STORAGE PLAN
REDUCE FACILITIES
PROPER EQUIPMENT
PROPER STORAGE
WHSE REPLACEMENT
Shrinking Budget
Stock Positioning
Congressional

Sites Planned To Vacate

	FY 95	FY 96	FY 97
DDRE	* CHARLESTON * LEX - BLUEGRASS NORFOLK SO. AN PNSY (OUTSIDE STEEL)	WPAFB	* PENSACOLA PIKETON
DDRW	HUNTERS PT * OAKLAND	FORBES AFB GRANITE CITY * TOOELE	ALAMEDA ROUGH & READY

** BRAC ACTION*

BRAC Impact on Distribution Depots

	# Depots	ACF
. DMRD 902 Consolidation	30	788M
. 88/91 BRAC	29	738M
- Sacramento (DDDS)		
- Lex-Bluegrass M		
- Navajo		
- Pueblo		
- Umatilla		
. 93 BRAC	23*	672M
- Charleston (DDCS)		
- Oakland (DDOC)		
- Pensacola (DDPF)		
- Tooele (DDOU(T)		
. 95 BRAC		

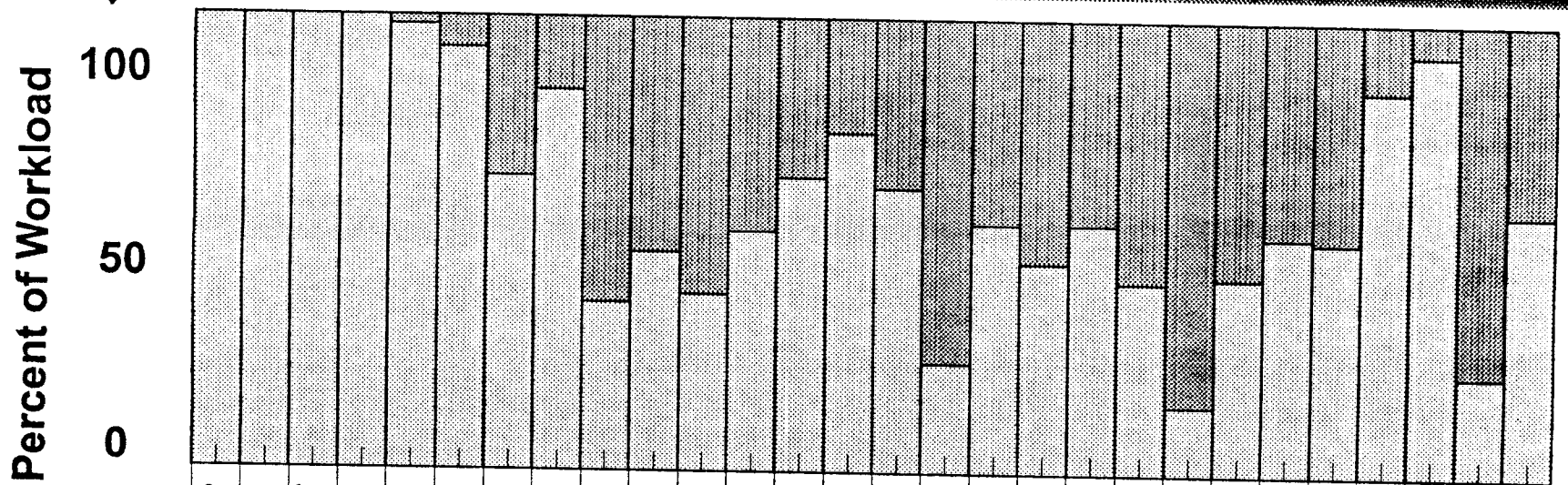
} *Not DLA Depots*

Further Progress Depends on Maintenance Depot Closures and SLC Privatization

** Tracy/Sharpe*
Mechanicsburg/New Cumberland } *Consolidated*

Defense Distribution Depots

Off-Base/on-Base Workload



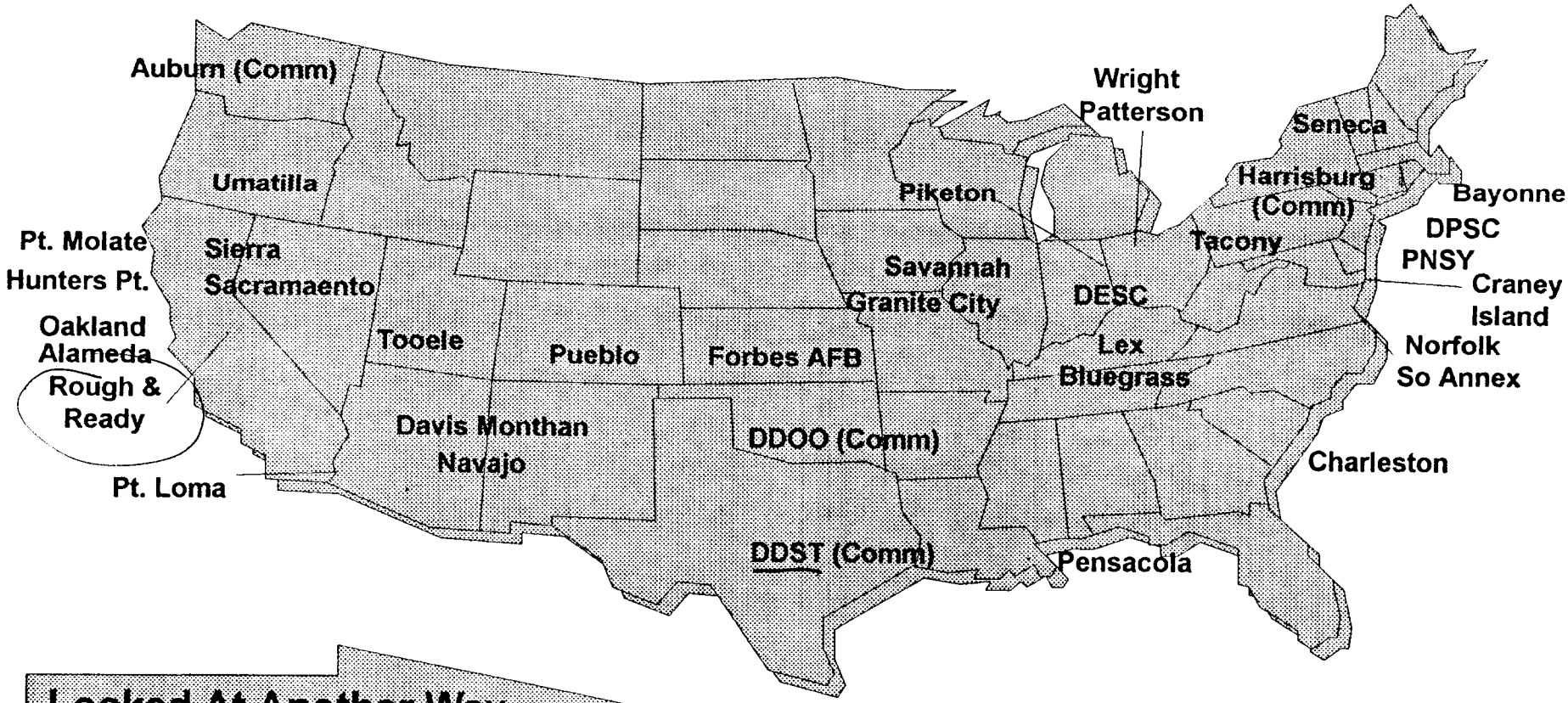
	DDSP	DDJC	DDMT	DDRV	DDOU	DDCO	DDNV	DDRT	DDMC	DDOC	DDOO	HILL	DDST	DDCS	DDLP	DDDC	DDPF	DDCN	DDJF	DDPW	DDDS	DDAA	DDWG	DDTP	DDAG	DDBC	DDCT	TOOELE
% ON BASE	0	0	0	0	2	7	35	16	63	52	61	47	35	25	37	76	45	54	45	58	85	57	48	49	15	7	78	42
% OFF-BASE	100	100	100	100	98	93	65	84	37	48	39	53	65	75	63	24	55	46	55	42	15	43	52	51	85	93	22	58

DISTRIBUTION DEPOTS

% OFF-BASE % ON BASE

What's Vacated

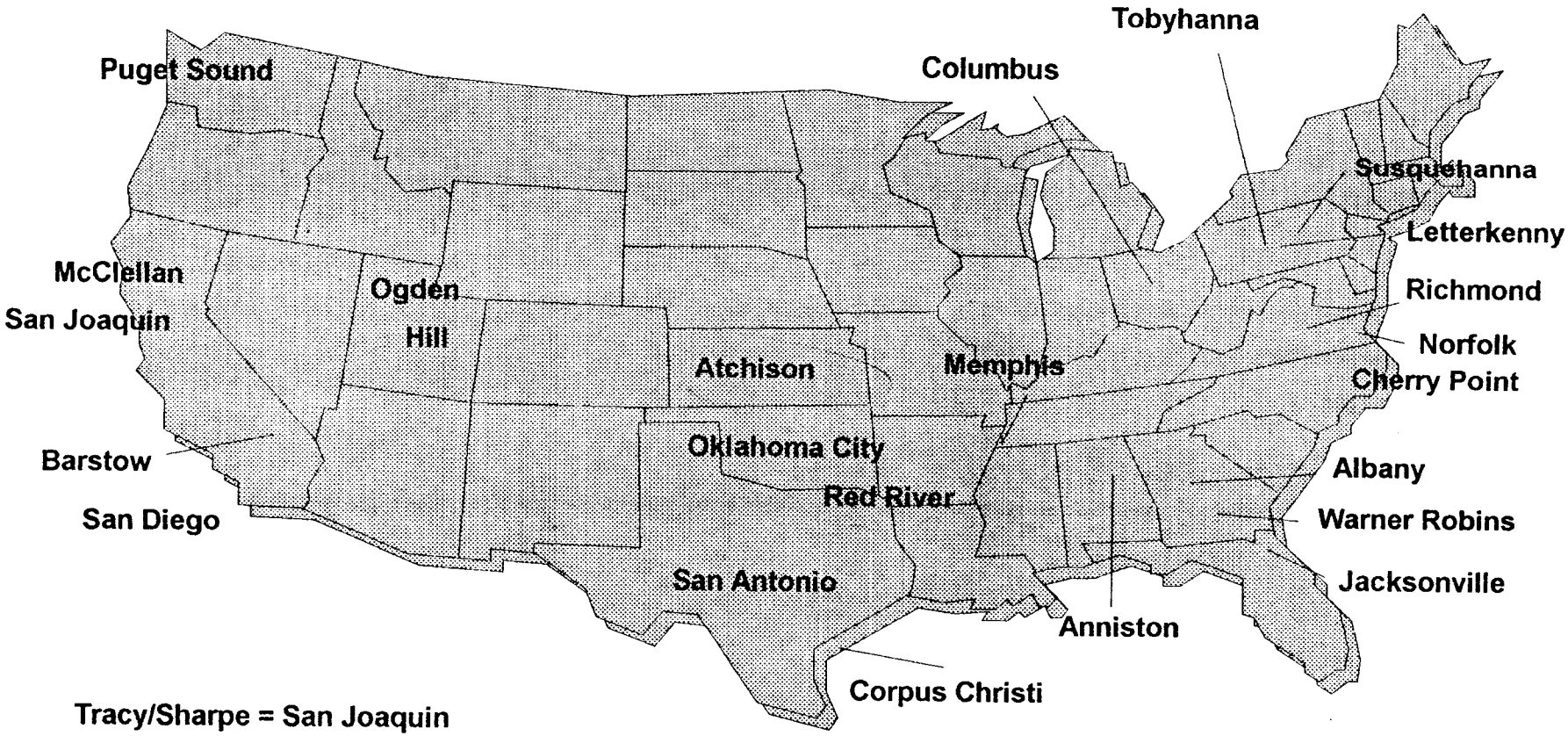
33 Sites



Looked At Another Way

What's Left

23 Depots and 1 Site



Tracy/Sharpe = San Joaquin
Mechanicsburg/New CUmberland = Susquehanna

How We'll Get There

END
FY 94
618M ACF
11 SITES
27 DEPOTS

END
FY 95
581M ACF
7 SITES
25 DEPOTS

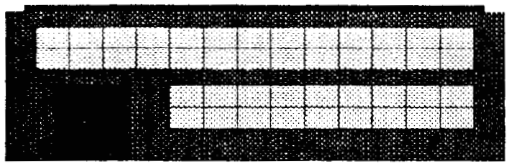
END
FY 96
562M ACF
4 SITES
24 DEPOTS

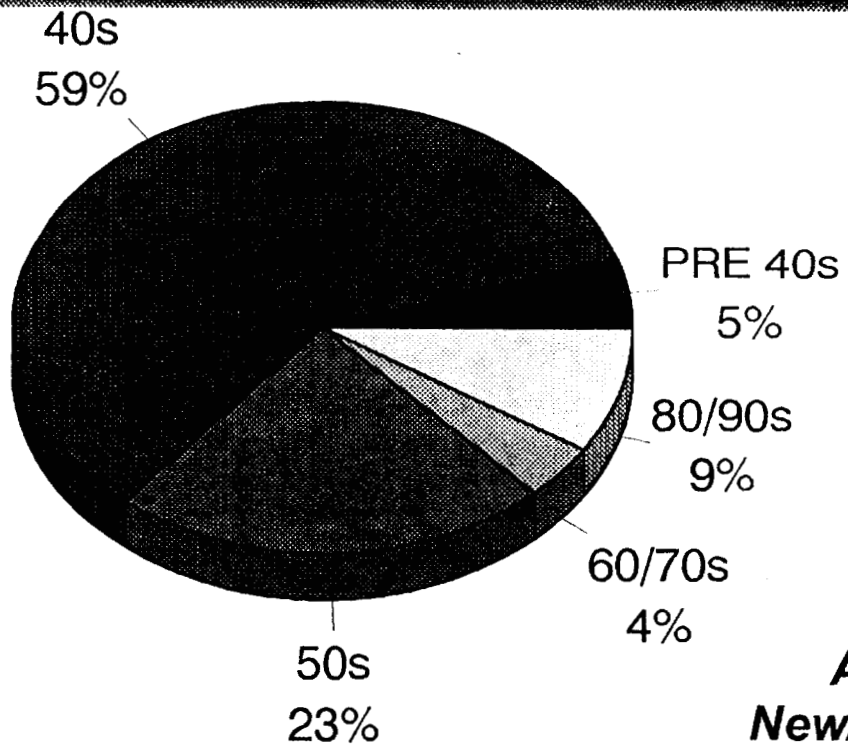
END
FY 97
540M ACF
1 SITE
23 DEPOTS

END
FY 01
525M ACF
1 SITE
23 DEPOTS

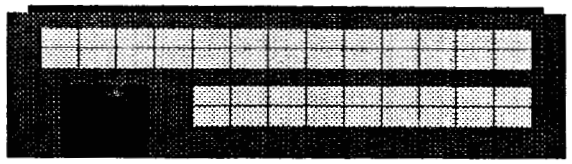
Age of Warehouses (Post BRAC 93)

Over 5M SF 1920s/1930s





FY 92-97 Approved New/Replacement 3.4%



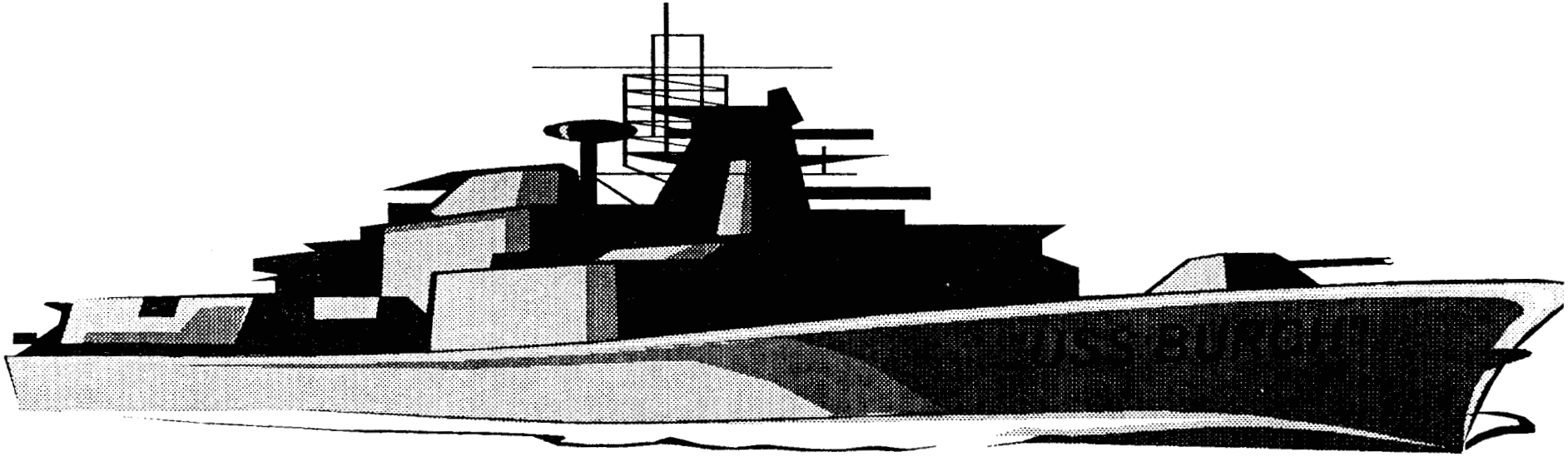
Reliability of Facilities Becomes More Critical As We Eliminate Excess

Summary

Executing a Plan

Continued Analysis and Refinements As We Go

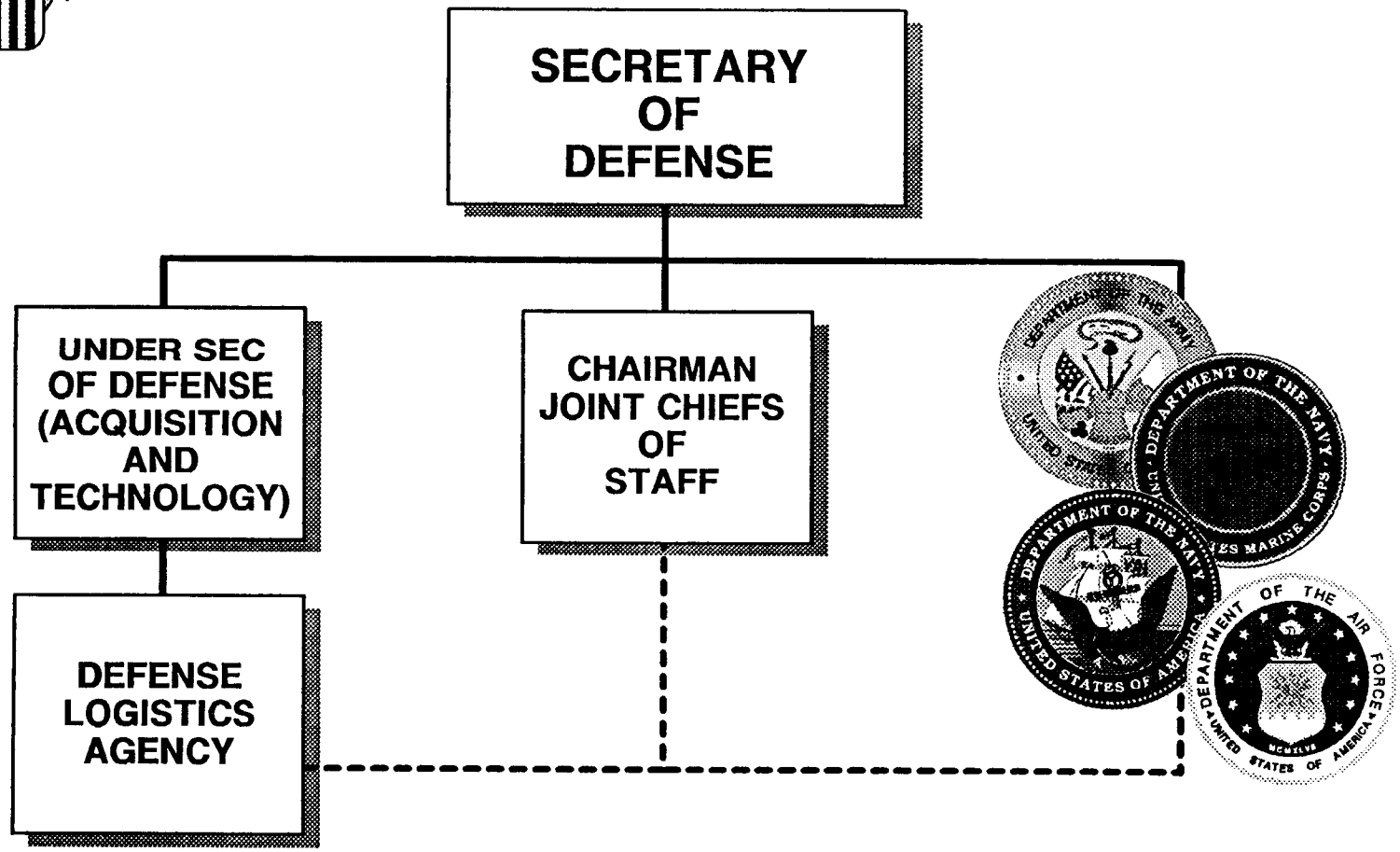
Full Steam Ahead



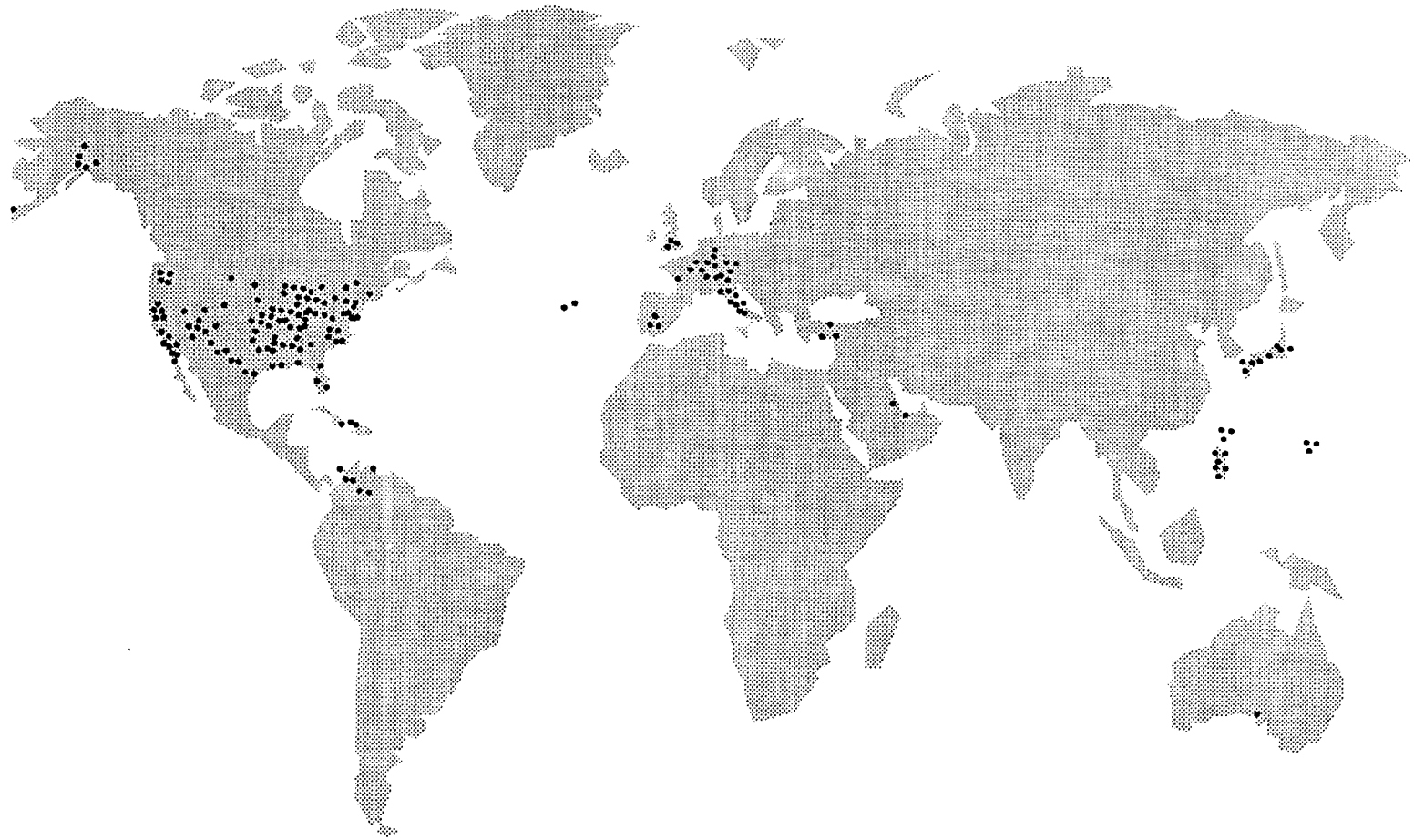
Business Areas

Materiel Management
Acquisition

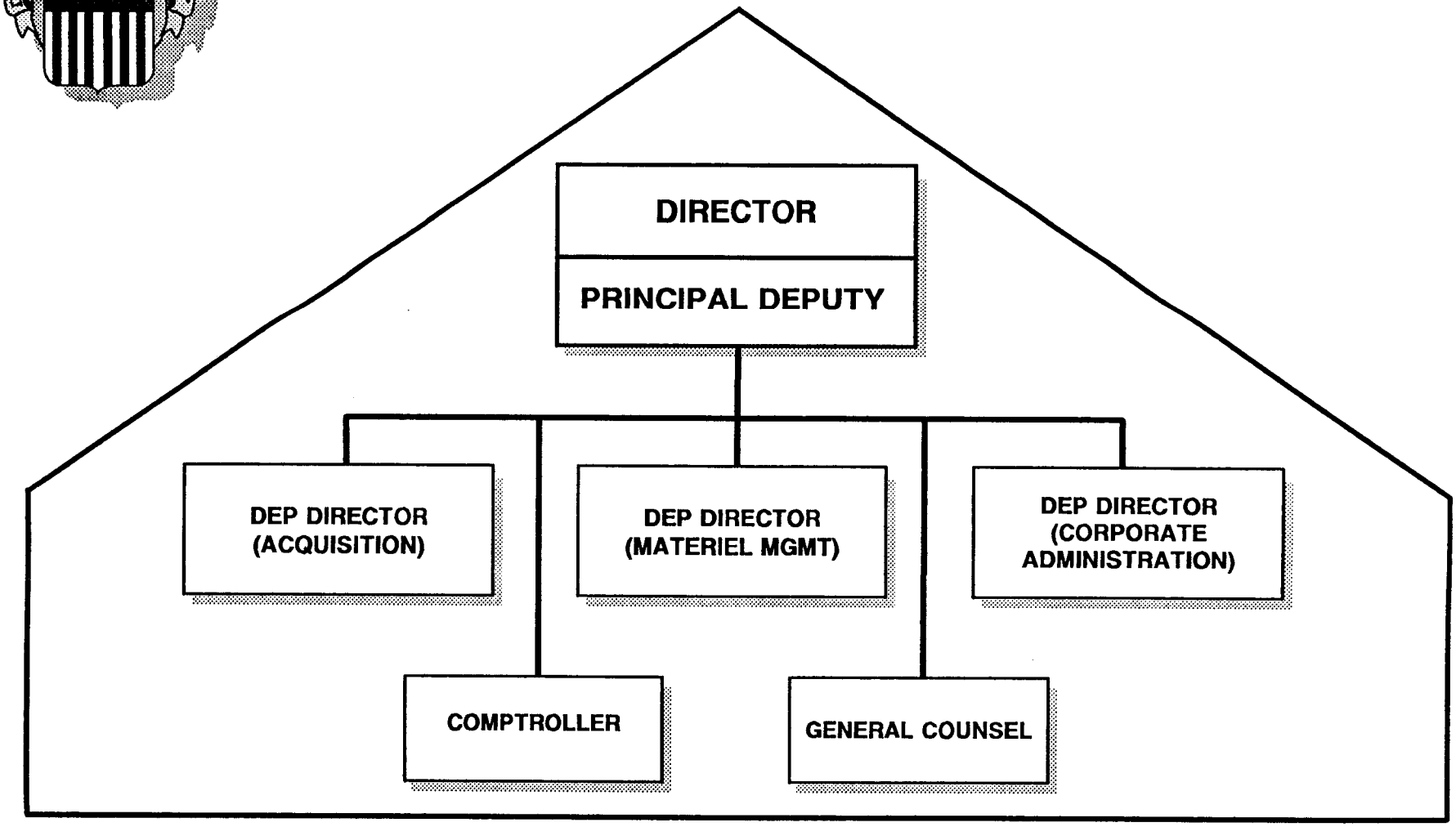
DLA In DoD Organization



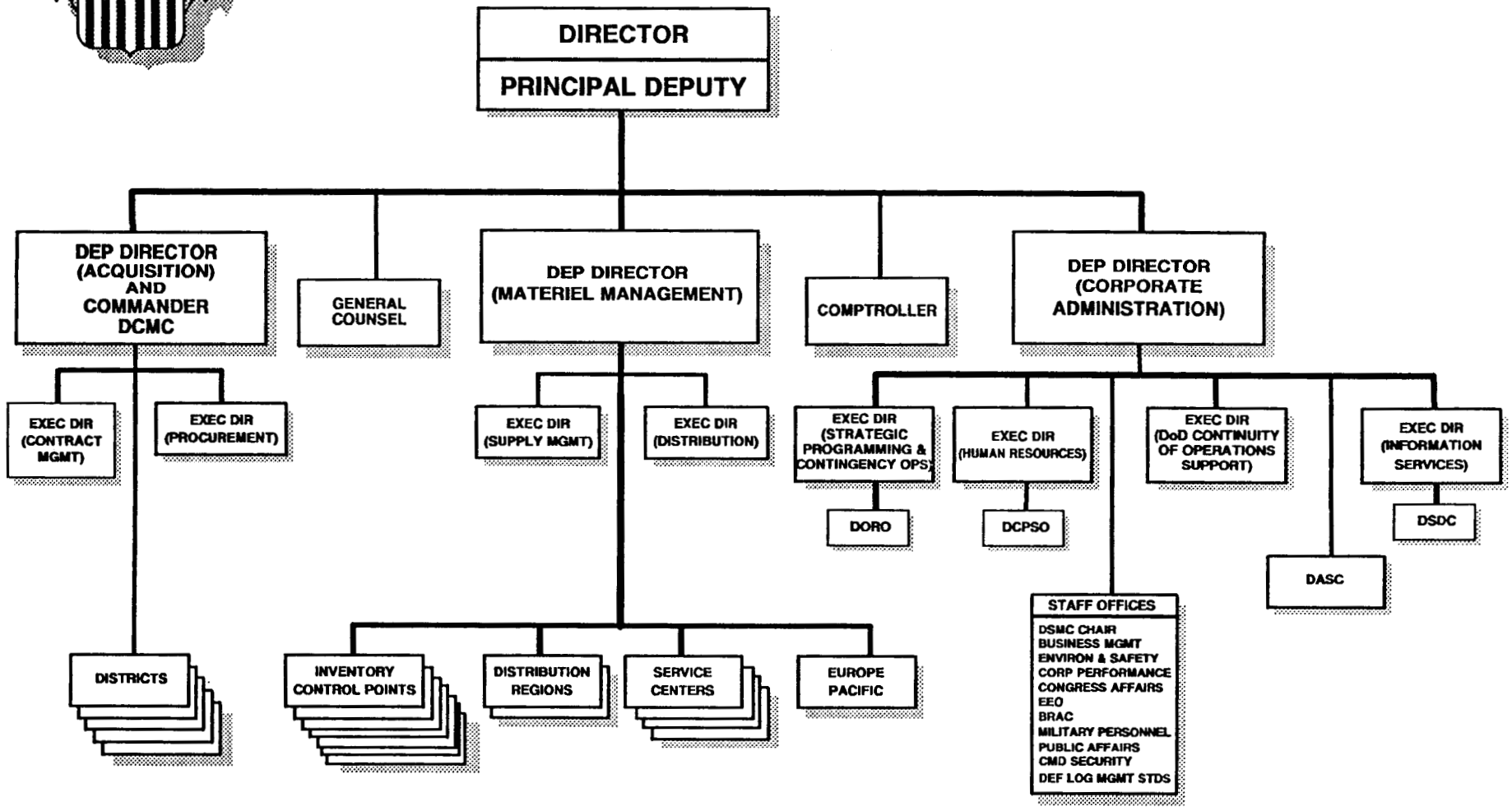
DLA ACTIVITIES WORLDWIDE



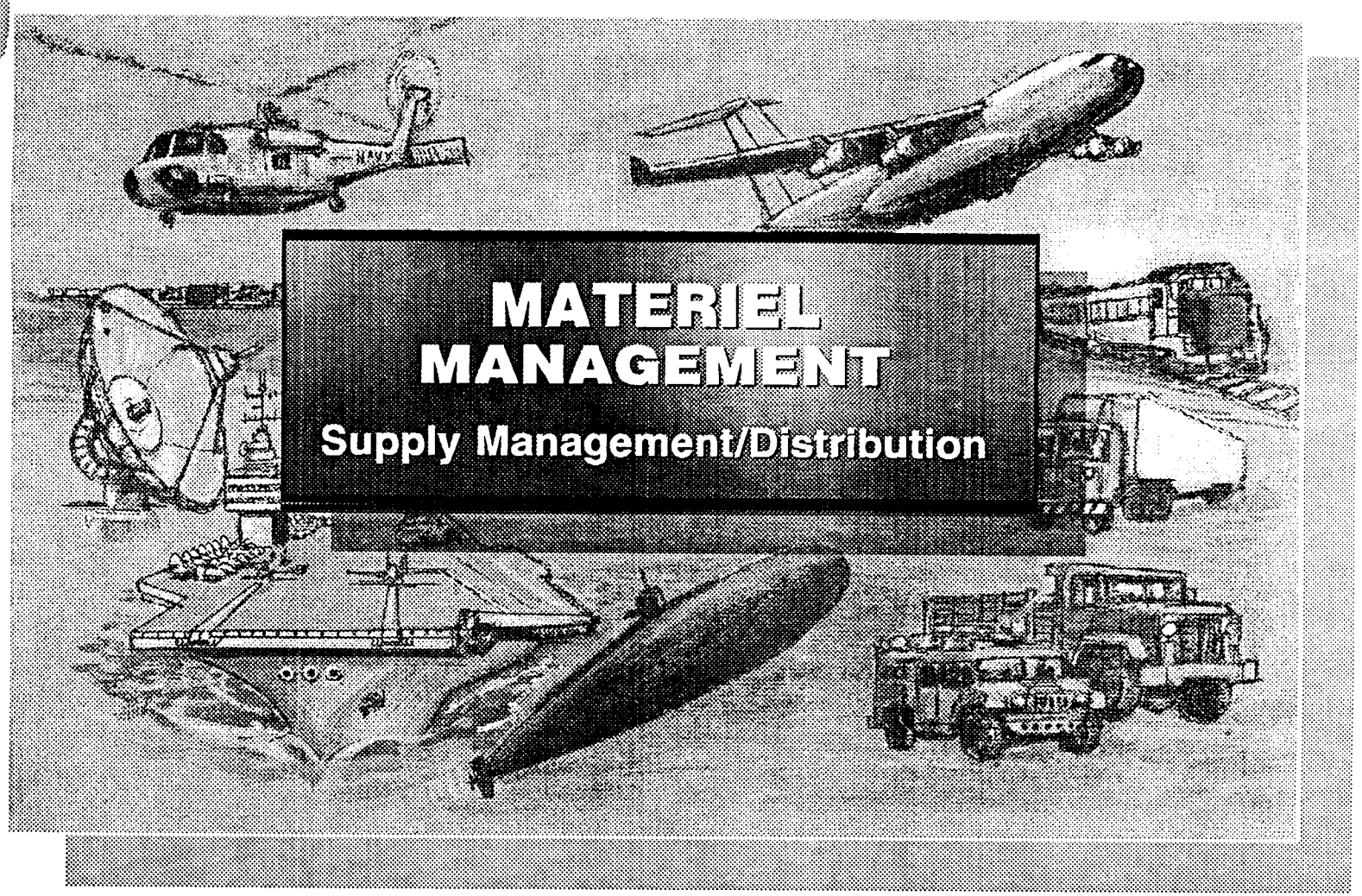
EXECUTIVE TEAM



DEFENSE LOGISTICS AGENCY

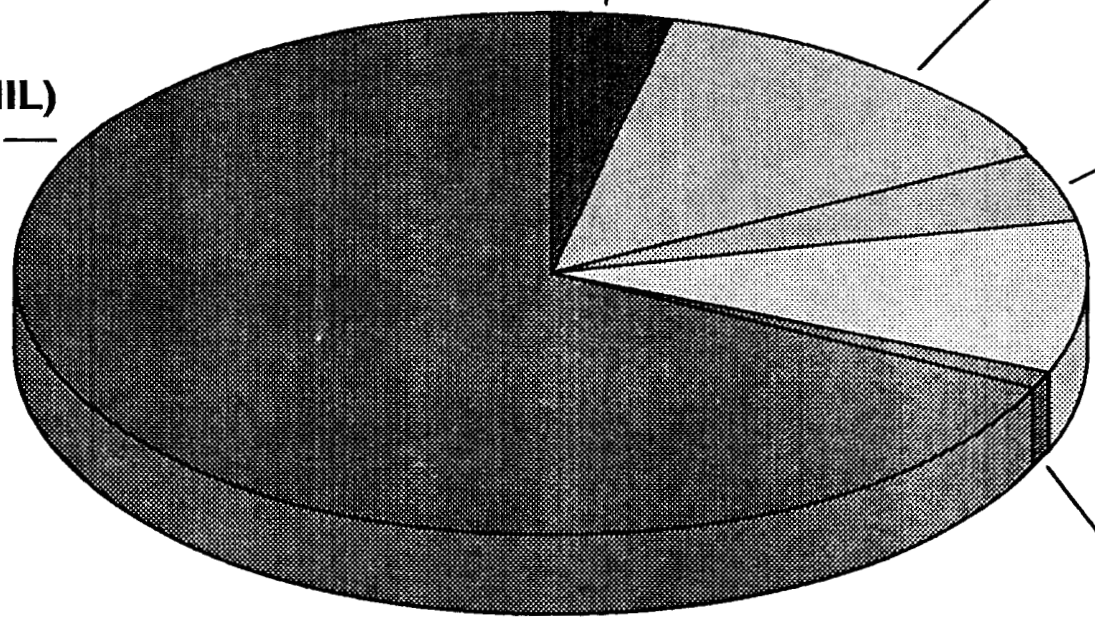


CMD1QN


MATERIEL
MANAGEMENT
Supply Management/Distribution

DoD
Item Management

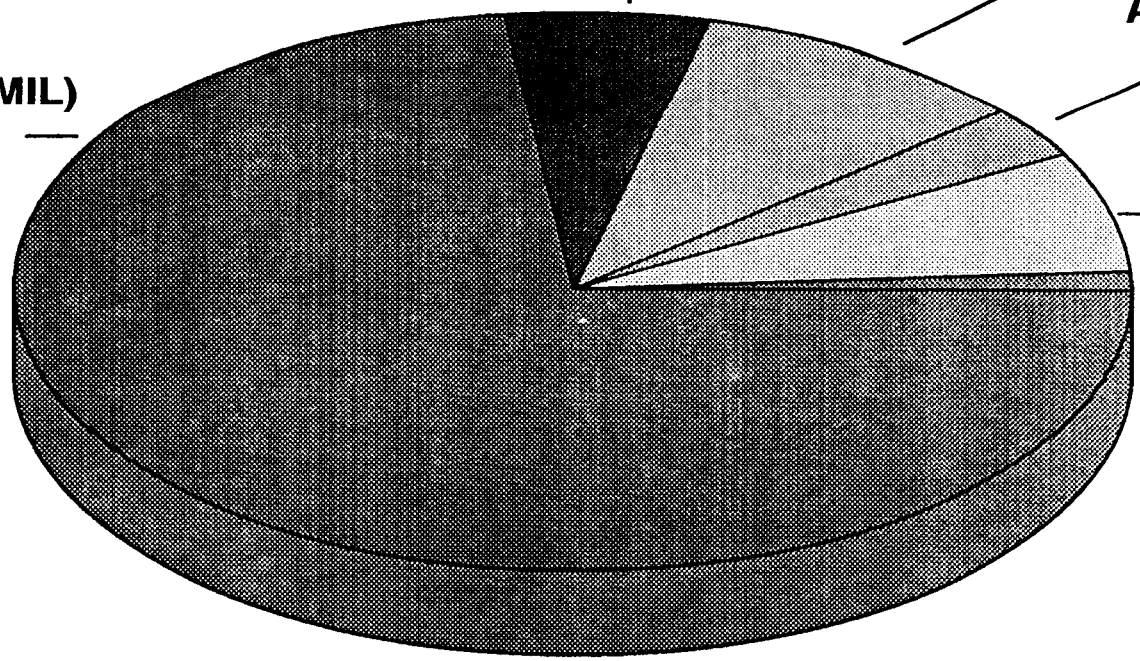
TOTAL: 5.0 MILLION



*Thru 3rd QTR FY 94 OTHER = GSA ITEMS USED BY DoD (*THOUSANDS)*

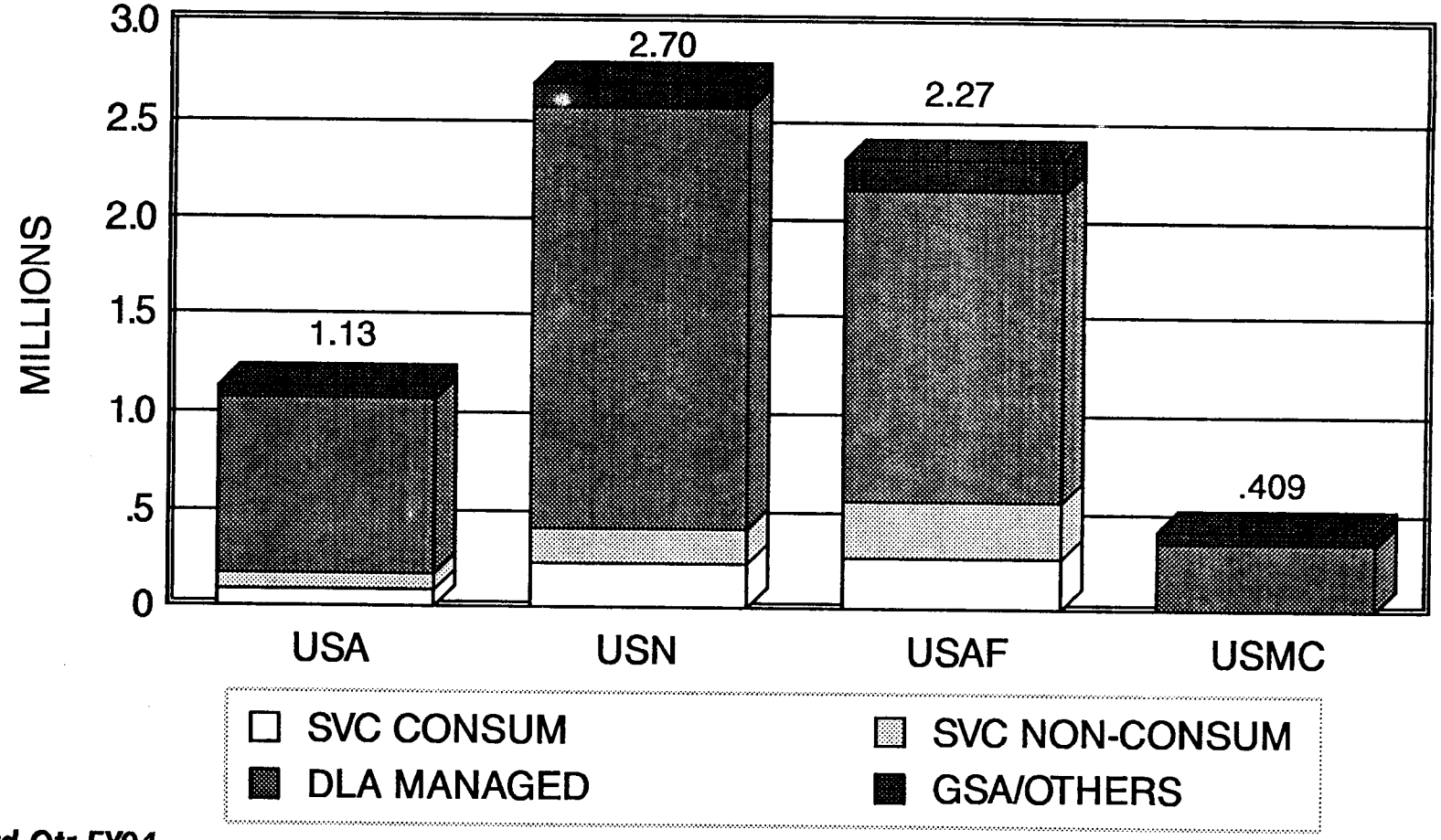
DoD
Consumable Item Management

TOTAL NSNs: 4.4 MILLION



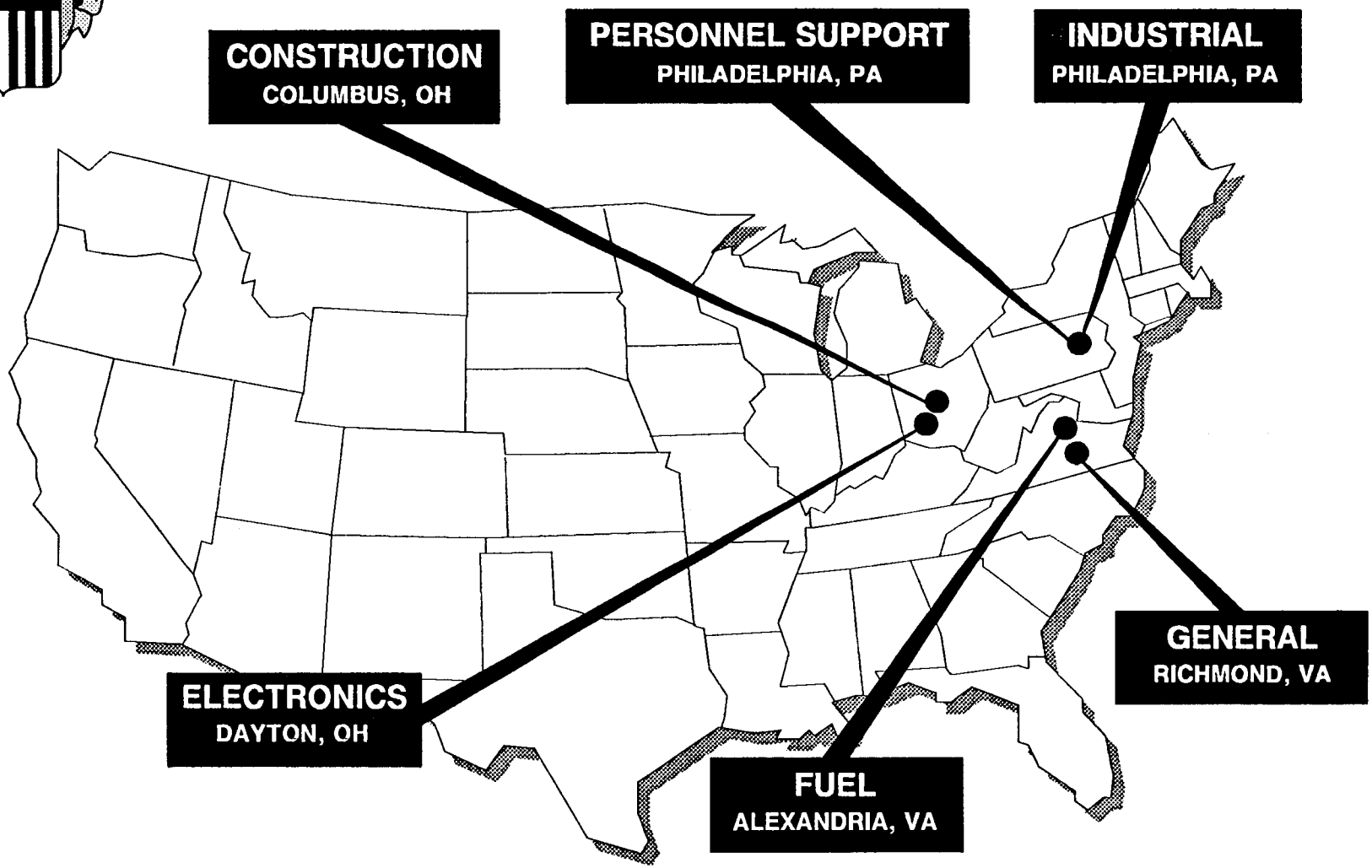
*Thru 3rd QTR FY 94 OTHER = GSA ITEMS USED BY DoD (*THOUSANDS)*

DoD ITEM USE AND MANAGEMENT

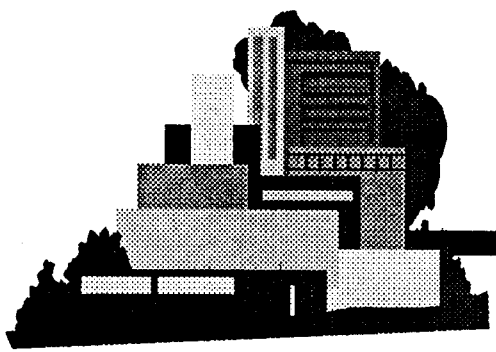


**Thru 3rd Qtr FY94*

DLA SUPPLY CENTERS



DLA SUPPLY CENTERS MAJOR FUNCTIONS



SUPPLY OPERATIONS

- DETERMINE REQUIREMENTS
- GENERATE PURCHASE REQUESTS
- PROCESS REQUISITIONS
- STOCK CONTROL

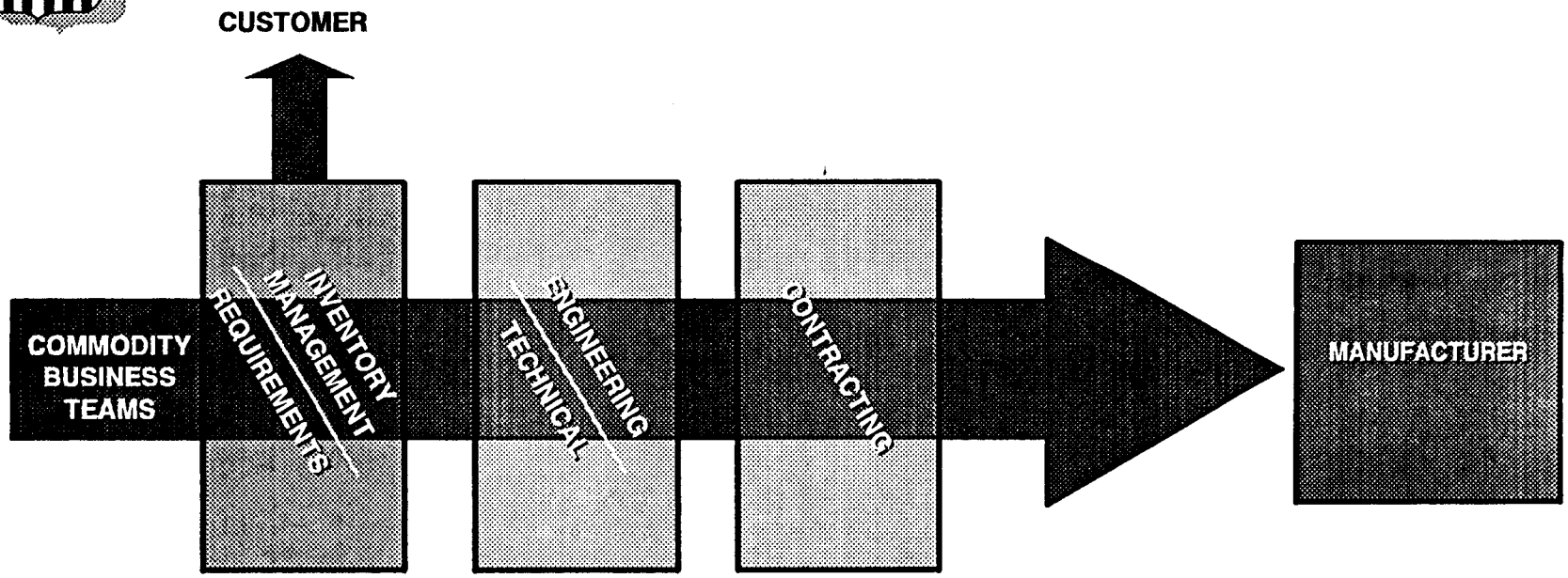
CONTRACTING & PROD

- SUPPLIES & SERVICES
- PROD MGMT/SCHEDULES
- INDUSTRIAL MOBILIZATION PLANNING

TECH OPERATIONS

- CATALOGING OPNS
- TECHNICAL DATA
- PARTS CONTROL PROG
- VALUE ENGINEERING

Commodity Business Units



SHORTER CYCLE TIME/IMPROVED RESPONSE

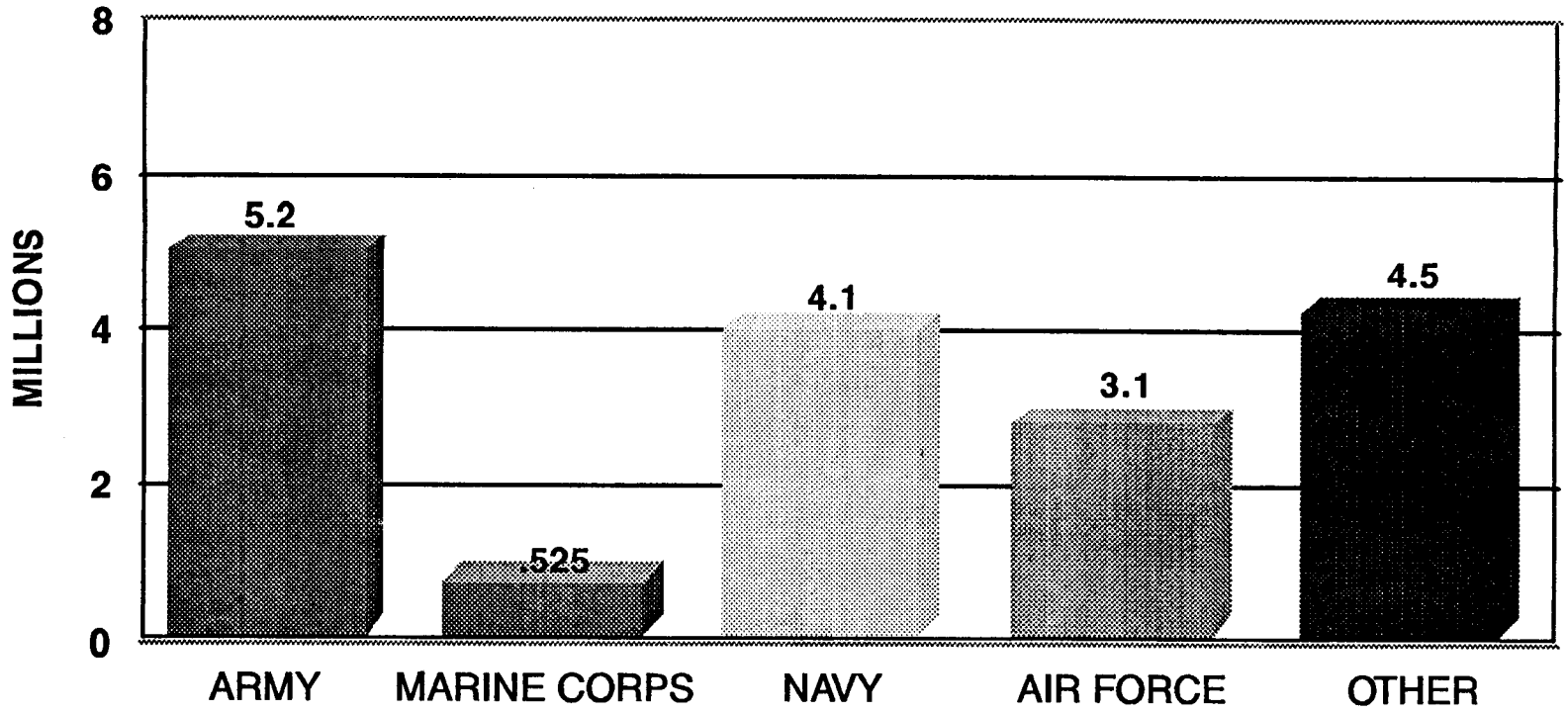
Defense Supply Centers
At A Glance

• Items Managed	3.6 M
• Requisitions Received	17.4 M
• Overall Stock Availability	85.9%
• Sales to Customers	8.5 B
• Proc Actions Awarded	.862 M

** Thru 3rd Qtr FY 94*

DSCs WORKLOAD SUMMARY
GROSS REQUISITIONS RECEIVED

TOTAL: 23,937,000



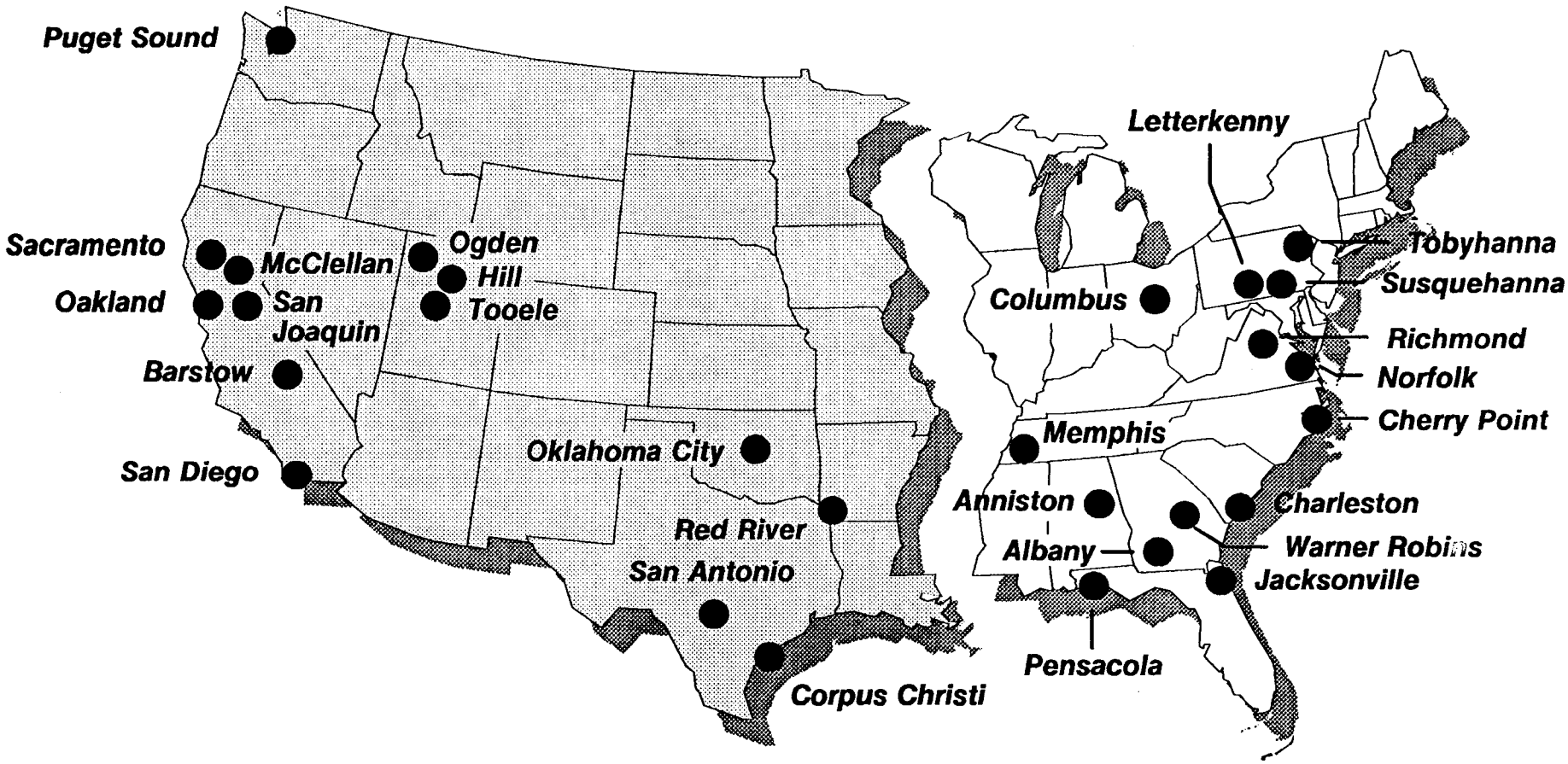
THRU 3rd QTR

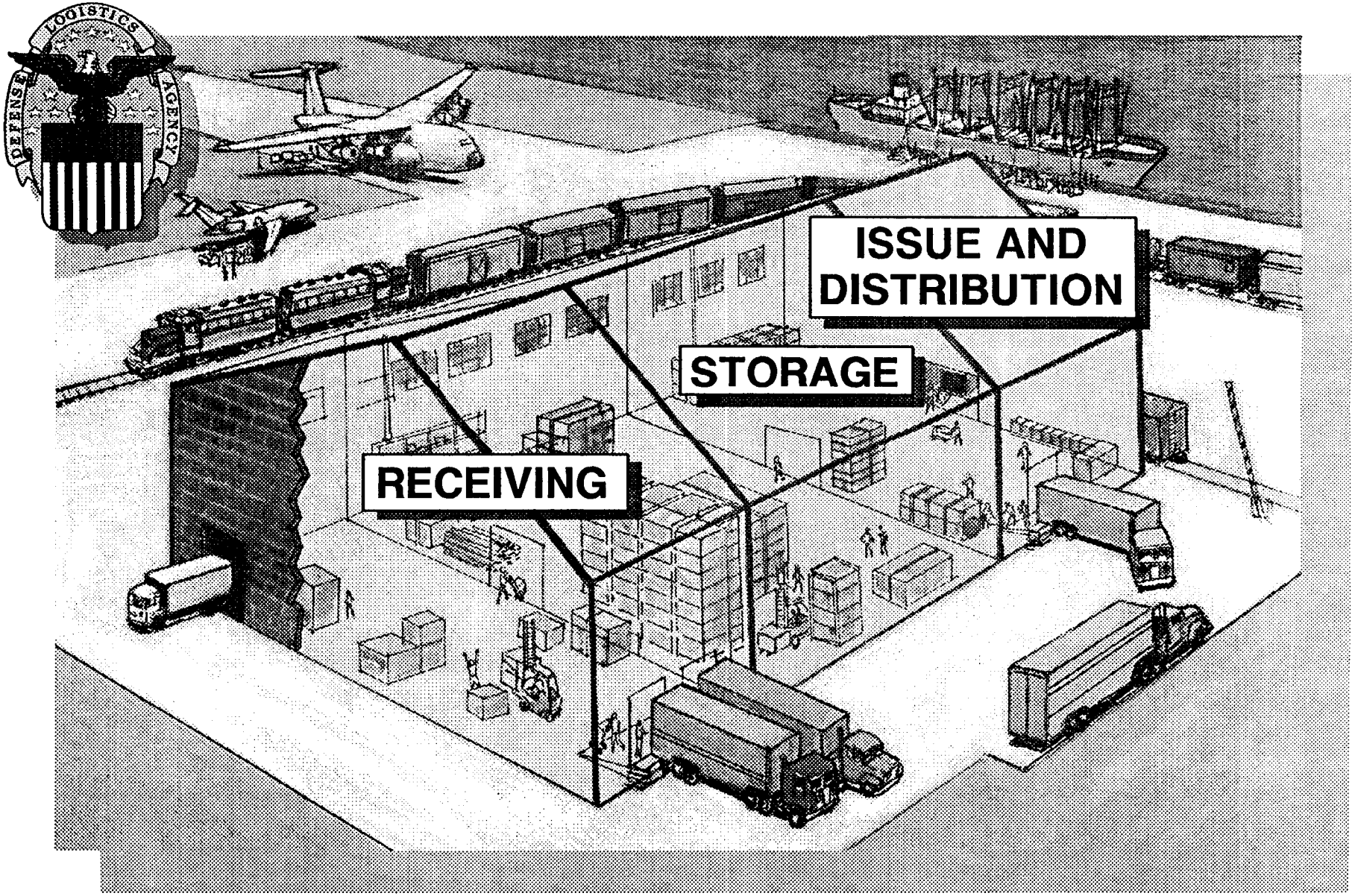
Defense Business Operations Fund
Supply Business Area

FY94 SALES PROGRAM

• FUEL	$4.6B
• HARDWARE	$3.5B
• SUBSISTENCE	$1.6B
• CLOTHING & TEXTILES	$1.1B
• MEDICAL	$0.8B
• OTHER	$0.1B
	$11.7B

Defense Distribution Depots



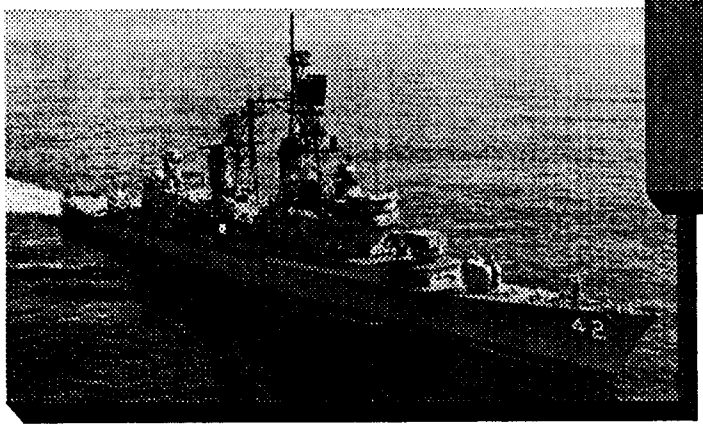

DEFENSE LOGISTICS AGENCY
ISSUE AND DISTRIBUTION
STORAGE
RECEIVING

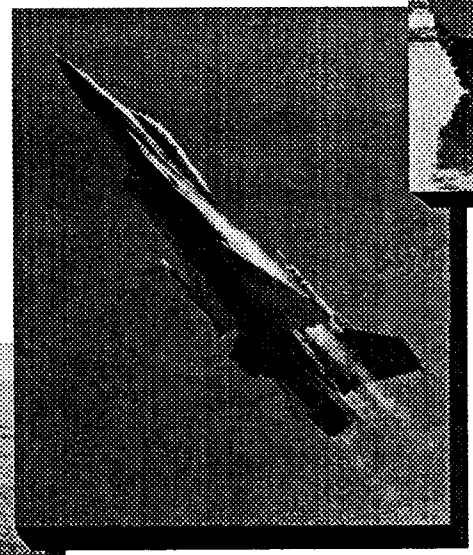
Defense Depots
At A Glance

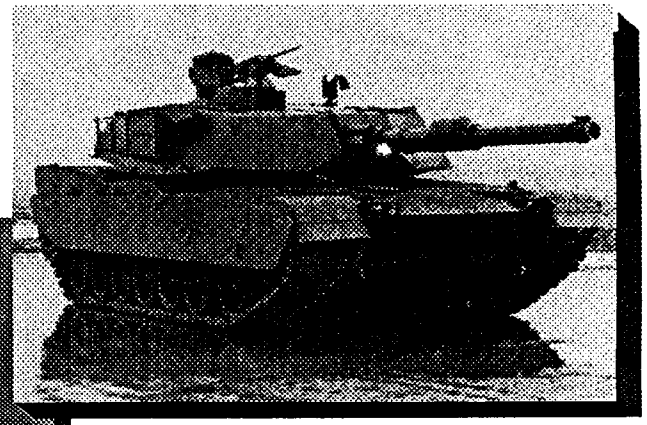
• NSNs in storage *	6.8 M
• Value of inventory	101.8 B
• Lines received/issued	36.7 M
• Total storage space	
• Covered	103.0 M
• Improved open	46.0 M
• Workforce	18,900

** Includes duplicate NSNs at different depots*

DLA WEAPON SYSTEMS SUPPORT PROGRAM







DLA WEAPON SYSTEMS SUPPORT PROGRAM

- Intensified Management of Weapon Systems
- Services Identify Weapon Systems
- Weapon Systems Currently Supported:

	Systems	*NSNs*
Army	419	336,669
Marine Corps	172	123,717
Navy	415	1,215,018
Air Force	356	680,049
Total	1,362	2,355,453

As of July 94

Unique NSNs 1,971,876

ARMY LEVEL A SYSTEMS

WEAPON SYSTEM	SUPPLY AVAILABILITY %
• CH-47 Chinook	94.4
• M109 Howitzer	93.4
• M1/M1A1 Tank	94.1
• M2/M3 BFVS	93.4
• Patriot	94.4
• UH-60, Blackhawk	94.1
• AH-64 Apache	93.7
• LRS/MLRS Improved	93.1
• AN/TPQ 36/37 Firefinder	96.5
• M198 Howitzer	92.3
• AN/TSC-85M/93 TACSAT	97.3
• AN/TTC-39	98.8
• Avenger	96.3
• OH-58D Kiowa	95.3
• Hellfire	97.4
• AN/TSQ-73	98.3
• HET FOV	92.8
• HEMITT FOV	89.6
• Tow Missile	97.2
• HMMWV	82.3

MARINE CORPS LEVEL A SYSTEMS

WEAPON SYSTEM	SUPPLY AVAILABILITY %
• Water Purif Unit-Rec Osmosis	89.6
• Howitzer, Med, Towed, 155mm	95.9
• Tank, FT, 120mm Gun M1A1	98.2
• Light Armored Vehicles	94.9
• Assault Amphibious Vehicles	87.1
• Recovery Vehicle, F/Tracked	95.4
• Power Unit, 12 1/2 Ton MK48 LVS	91.5
• Forklift, Rough Terrain, 6000LB	92.6
• Manpack, Sat Com Term AN/PSC-3	100.0
• Speech Sec Equip Tact TSEC/KY-57	100.0
• Communication System, AN/TSC-95	97.0
• Fleet Sat Communications Term	96.2
• Grd Mobile Force Sat AN/TSC-93A	97.9
• Radio Set AN/PRC-104	85.3
• Radio Set AN/MRC-140	100.0
• Night Vision Goggles, AN/PVS-5A	91.5
• Cont'nr Handler, Rough Terrain	92.6
• Night Vision Goggles - Individual	75.0
• Tractor, RT, Articulated Steer	89.8

NAVY LEVEL A SYSTEMS

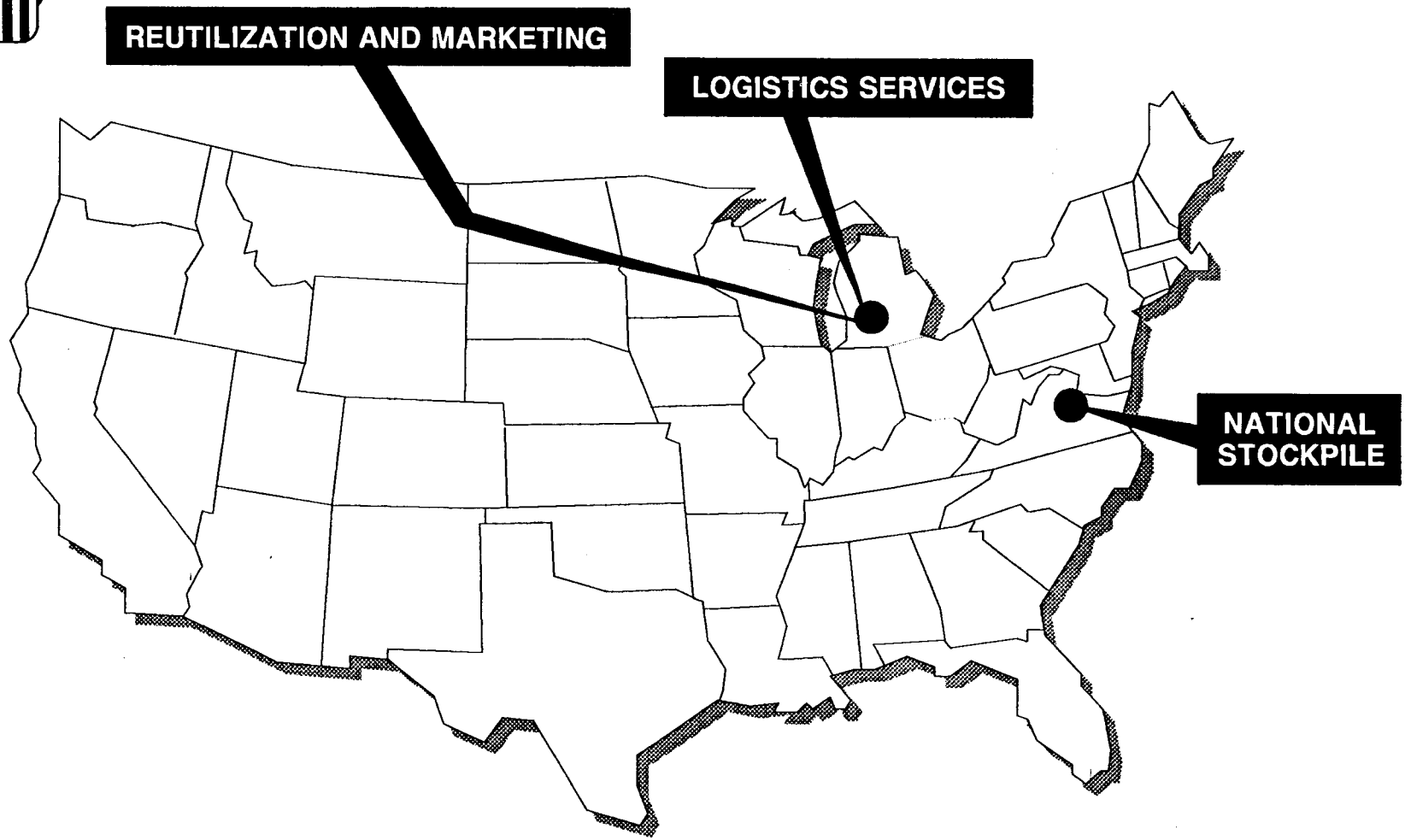
WEAPON SYSTEM	SUPPLY AVAILABILITY %
• Nuclear Power Plants	92.9
• Strategic Weapon Systems	94.4
• Ben Franklin Class SSBN	90.9
• E-6 Tacamo III/IV	94.5
• Los Angeles Class SSN	88.0
• Sturgeon Class SSN	92.0
• Ticonderoga Class CG	90.6
• Virginia Class CGN	91.7
• Spruance Class DD	90.4
• Leahy Class CG	91.6
• S-3 Viking	92.4
• SH-60B Seahawk	91.1
• SH-60F Seahawk (Carrier Based)	91.3
• F/A-18 Hornet	89.0
• F-14A/D Tomcat	91.8
• EA-6B Prowler	93.1
• Ohio Class, SSN	90.9
• LAMPS, MKIII, HELO Landing Sys	96.0

AIR FORCE LEVEL A SYSTEMS

WEAPON SYSTEM	SUPPLY AVAILABILITY %
• SOF Aircraft	88.5
• E-3A Aircraft	89.7
• E-4 Aircraft	94.1
• Minuteman	94.3
• Cruise Missile	94.3
• B-1 Bomber	89.6
• MH-60G Helicopter	92.6
• F-16 Fighter	88.5
• MH-53J Helicopter	92.2
• C-5A Airlifter	88.4
• Def Support Program	94.5
• BMEWS	95.5
• Regency Net Program	96.5
• Milstar	100.0
• Def Met Sat Program	93.1

Service Centers

DLA SERVICE CENTERS



DEFENSE LOGISTICS SERVICES CENTER

Mission

- Manages the Federal Catalog System and Performs a Broad Range of Cataloging, Item Identification Data Development, and Dissemination Functions.
- Provides Training in Cataloging Principles to DoD, Civil Agencies, Industry, NATO, and other Foreign Governments.
- Acts as a Central Design Activity and Maintains the Federal Logistics Information System (FLIS) (Formerly the Defense Integrated Data System (DIDS)) and the Military Engineering Data Asset Locator System (MEDALS).
- Serves as US Codification Bureau for the NATO Cataloging System.

DEFENSE REUTILIZATION & MARKETING SERVICE

Mission

- Serves as Integrated Manager of Excess Personal Property Reutilization
- Conducts Worldwide Disposal Operation
- Manages Precious Metals Recovery Program
- Conducts Disposal of Hazardous Property

REUTILIZATION & MARKETING BUSINESS ...

Is Growing In Response To Inventory Reductions, Force Restructuring, And Base Closures

	FY 93	*FY 94 (thru Jun)*
RECEIPTS (ACQUISITION VALUE)	$ 29.0 BILLION	$ 22.3 BILLION
REUTILIZATION/TRANS DONATION (ACQUISITION VALUE)	$ 2.9 BILLION	$ 2.4 BILLION
SALES PROCEEDS:		
USABLE PROPERTY	$ 160.7 MILLION	$ 115.5 MILLION
SCRAP	$ 83.8 MILLION	$ 61.6 MILLION
TOTAL	$ 244.5 MILLION	$ 177.1 MILLION

HAZARDOUS PROPERTY DISPOSAL

	FY 1993	*FY 1994 (YTD)**
Generations	**328,207 L/I**	**170,264 L/I**
LBS.	285,000 lbs.	NOT AVAIL
Dispositions	**326,095 L/I**	**168,277 L/I**
(RTDS)	(54,487 L/I)	(26,187 L/I)
(ULT DISP)	(271,608 L/I)	(142,090 L/I)
Sales $	**$2.96 M**	**$1.4 M**
Contract $	**$136.0 M**	**$68.6 M**
(DLA)	($5.8 M)	($2.4 M)
(DoD Activities)	($130.2 M)	($66.2 M)
Source: RCS 26 Fact Book		**2nd Qtr*

DEFENSE NATIONAL STOCKPILE CENTER

- Secretary of Defense is the National Defense Stockpile Manager
- Manages Stock of Strategic and Critical Materials Maintained to Decrease Dependence on Foreign Sources
- Manages Stock Located at 88 CONUS Locations Valued at about $6.1 Billion

STOCKPILE STORAGE FACILITIES

VAULT - HIGHLY SENSITIVE MATERIALS

• Ft. Knox, KY	Analgesics
• Citibank, NY	Industrial Diamonds
• West Point, NY	Silver

LIGHT VAULT - HIGH VALUE, PILFERABLE MATERIALS

• Hammond, IN	Quinidine
• Somerville, NJ	Beryllium
• New Haven, IN	Germanium

WAREHOUSE STORAGE

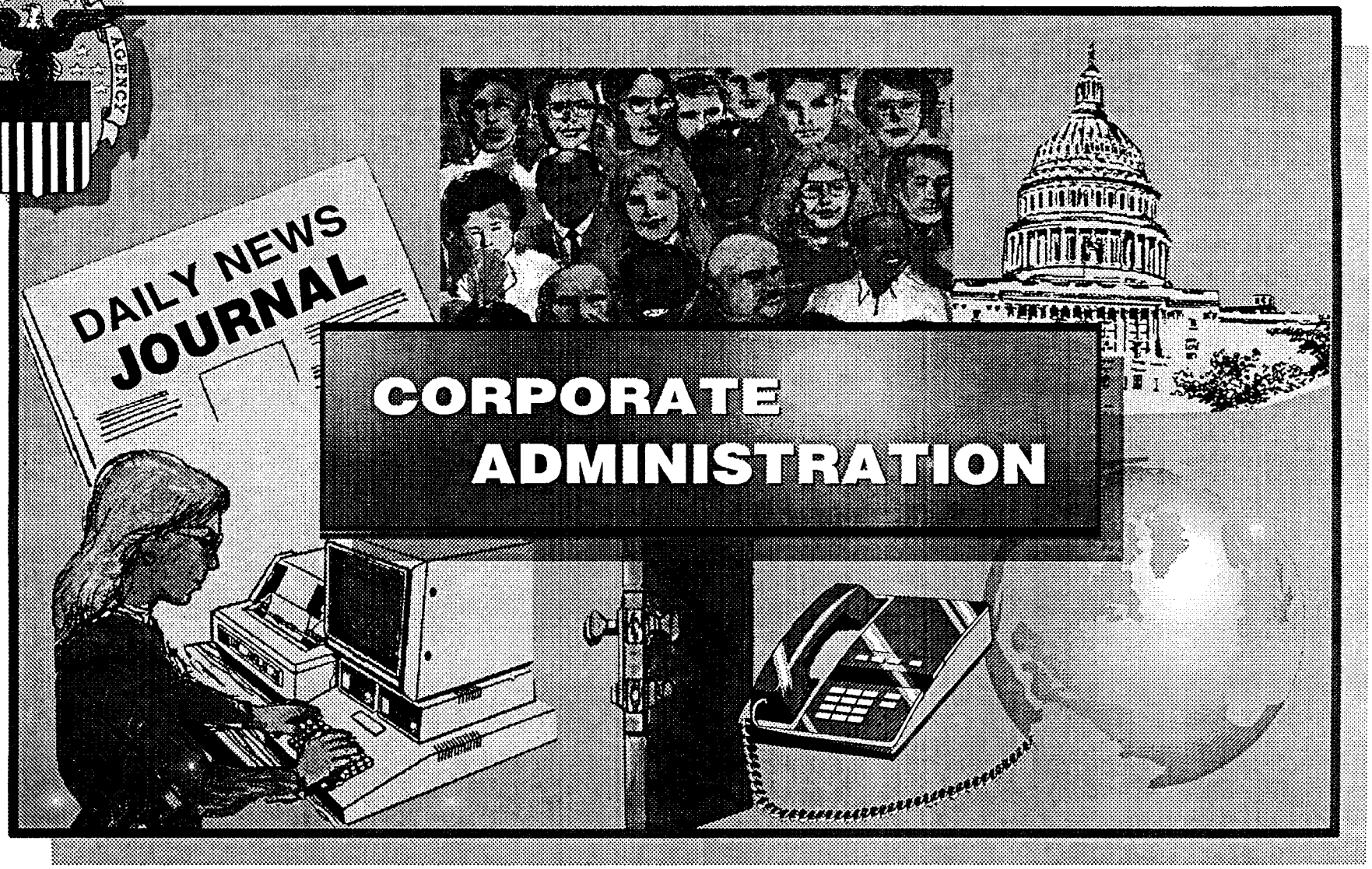
• DoD/GSA Depots	Rubber, Cobalt, Tannin, Mercury

OPEN STORAGE - SECURE COMPOUND (METALS)

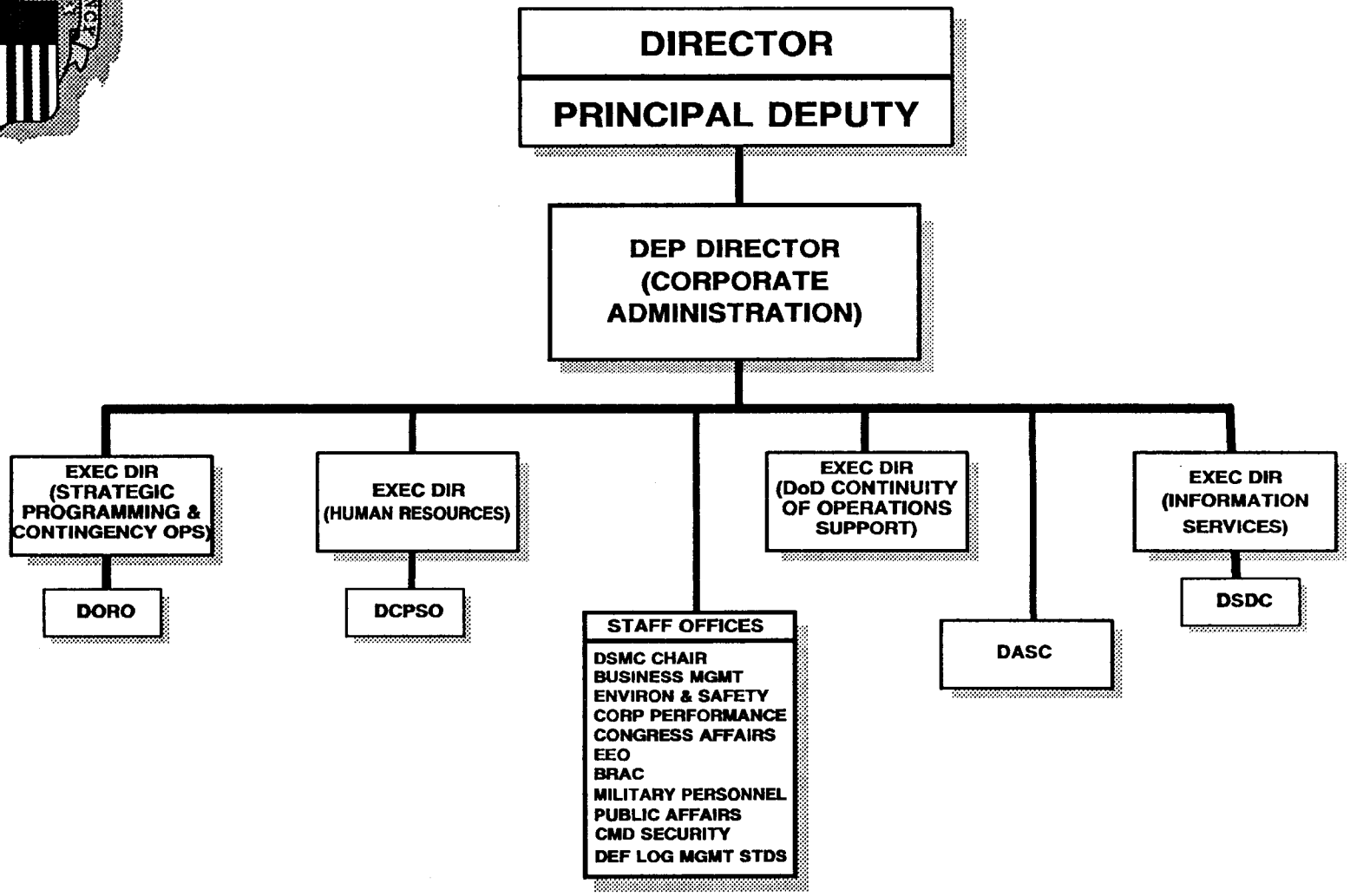
• DoD/GSA/Lease Sites	Copper, Tin, Lead, Zinc

OPEN STORAGE - UNSECURED COMPOUND (BULK ORES)

• DoD/GSA/Lease Sites	Bauxite, Manganese, Chromite, Fluorspar


DEFENSE LOGISTICS AGENCY
DAILY NEWS
JOURNAL
CORPORATE
ADMINISTRATION

CORPORATE ADMINISTRATION

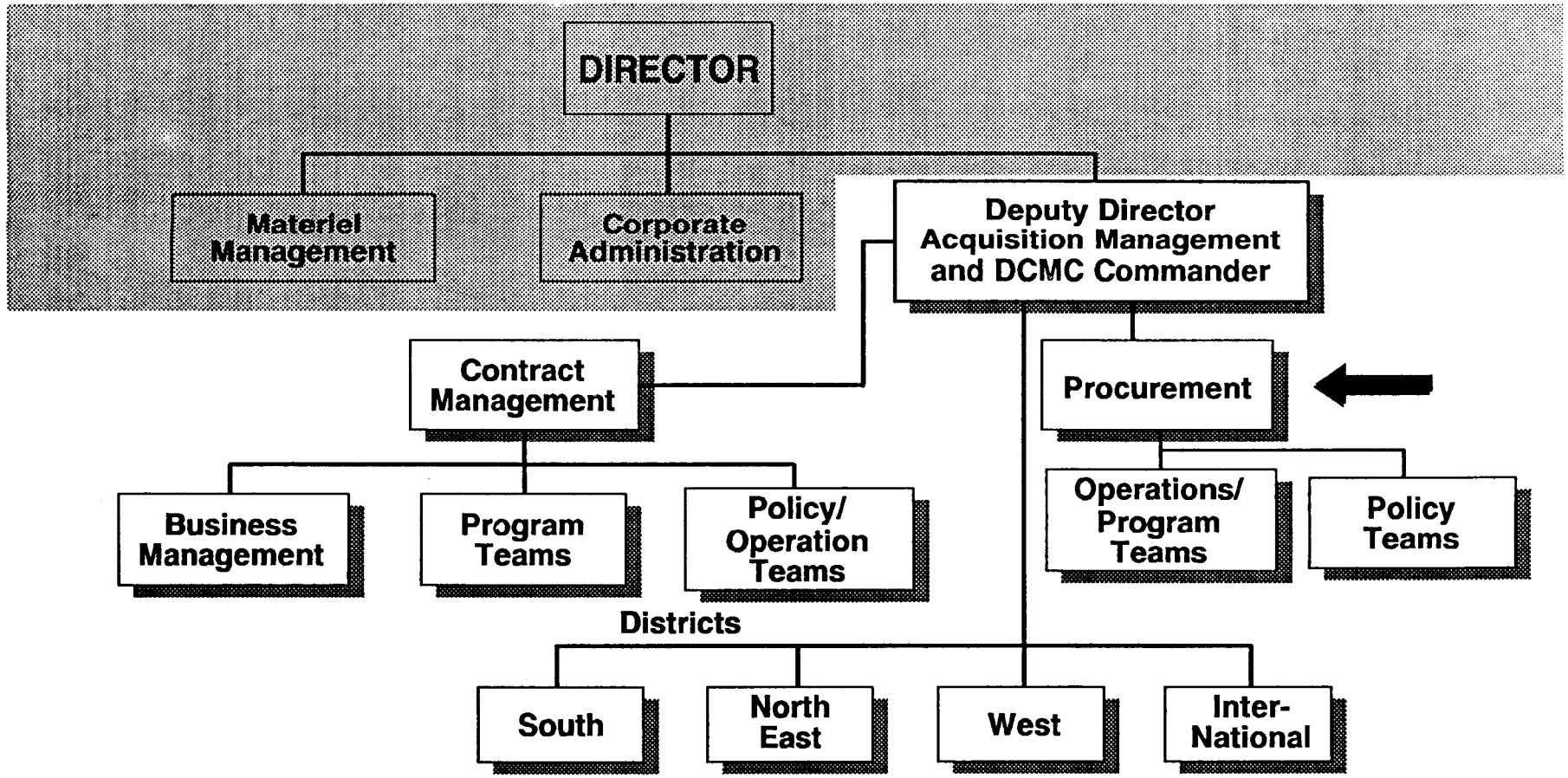


Base Realignments and Closures (BRAC)

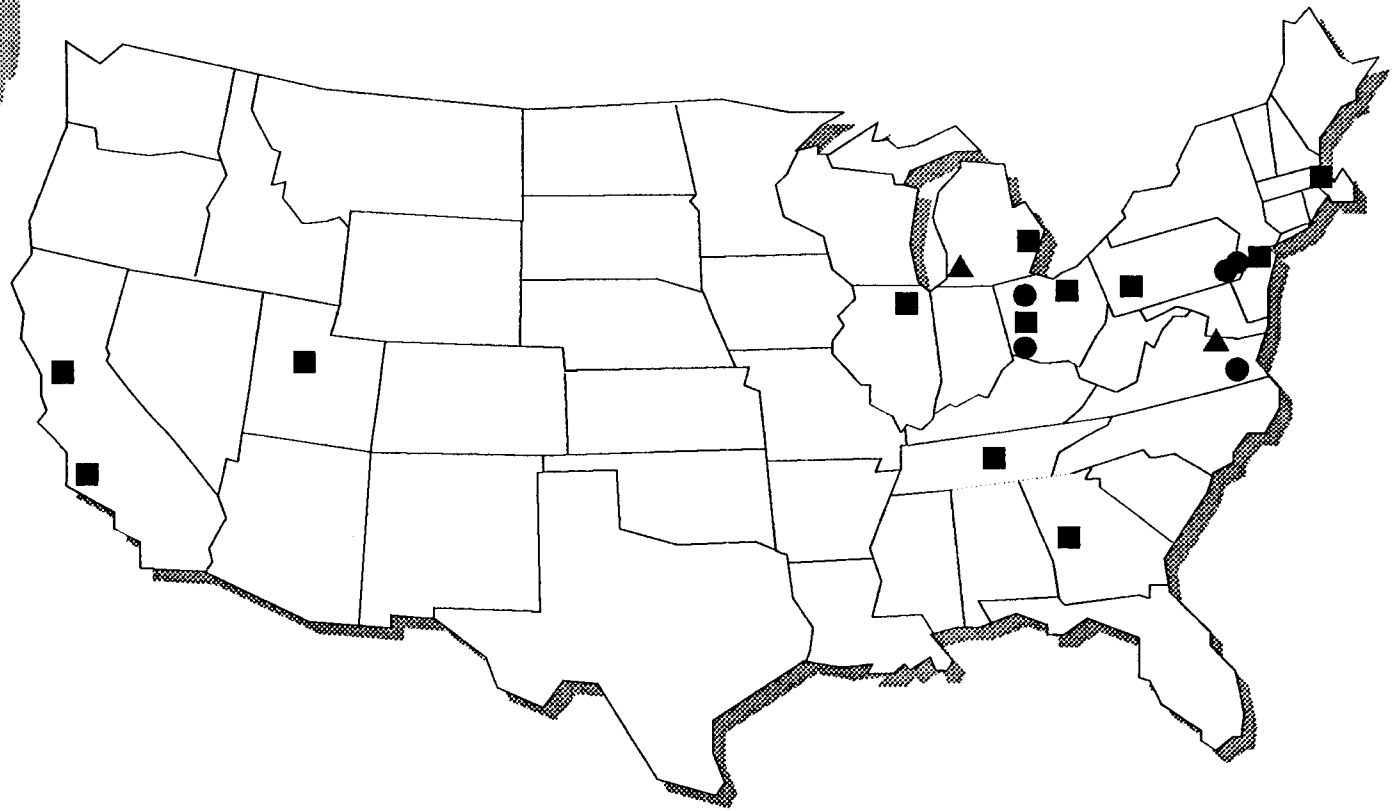
- Process established by public law
- DLA participant for first time in FY 93
- Realignment/closure recommendations made for all business areas
  - Over $650 million in savings ... multiple installation recommendations
- President's Commission recommendation approved by the President and accepted by Congress
- President Clinton has announced a major new initiative to speed economic recovery in communities where bases are closing
- Military departments and DLA still responsible for implementation of Commission recommendations
- Planning for BRAC 95 has begun

People Making A Difference Around The World

Defense Logistics Agency



DLA CONTRACTING OFFICES



LEGEND

- ● Contracting Activities and Supply Centers w/Unlimited Base Contracting Authority
- ▲ Service Centers
- ■ Depots and other DLA Contracting Offices w/Base Contracting Authority

Procurement at a Glance

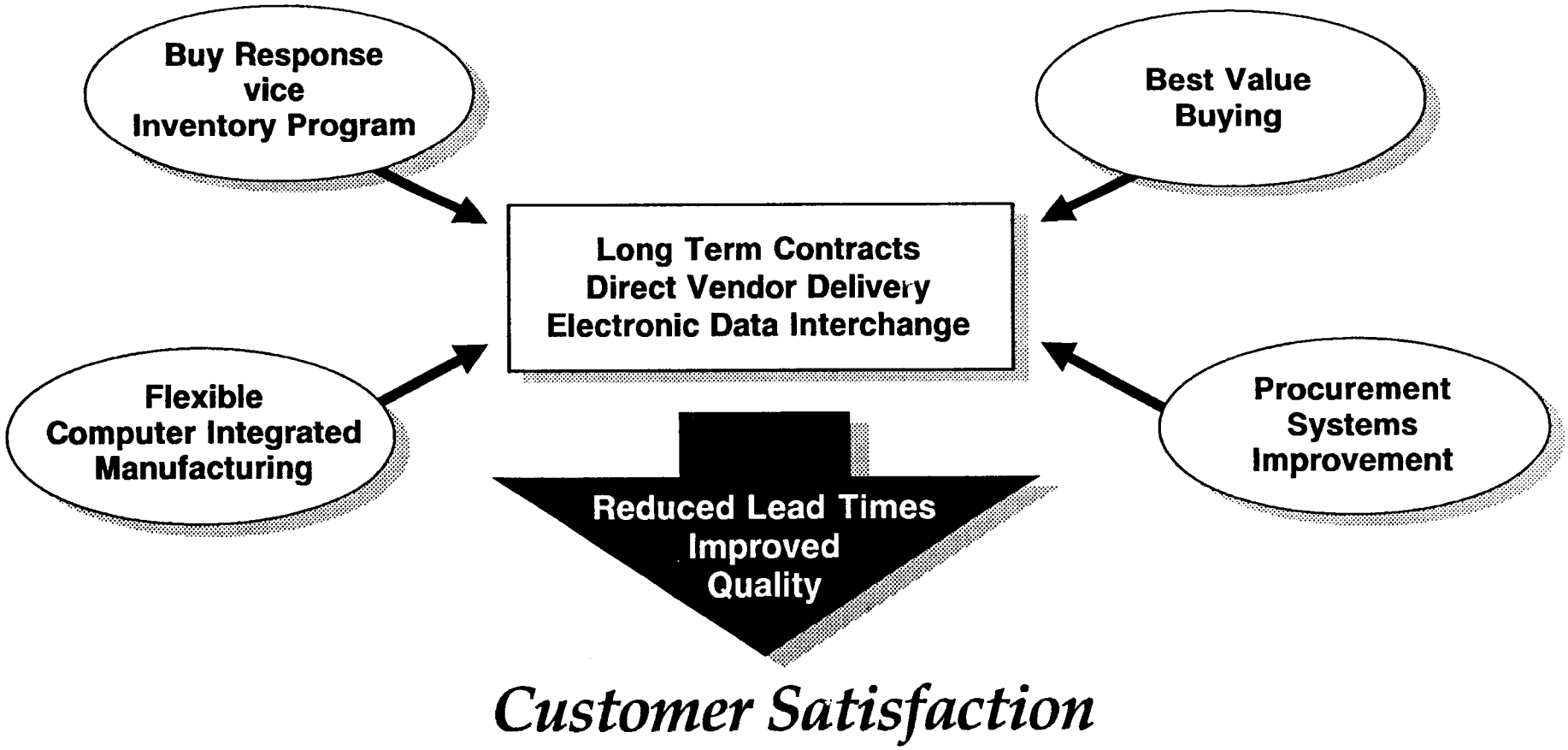
FY94 DOLLARS OBLIGATED

• FUEL	$4.5B
• HARDWARE	$1.8B
• SUBSISTENCE	$1.2B
• CLOTHING & TEXTILE	$ .4B
• MEDICAL	$ .4B
• OTHER	$ .1B
	$8.4B

Objectives

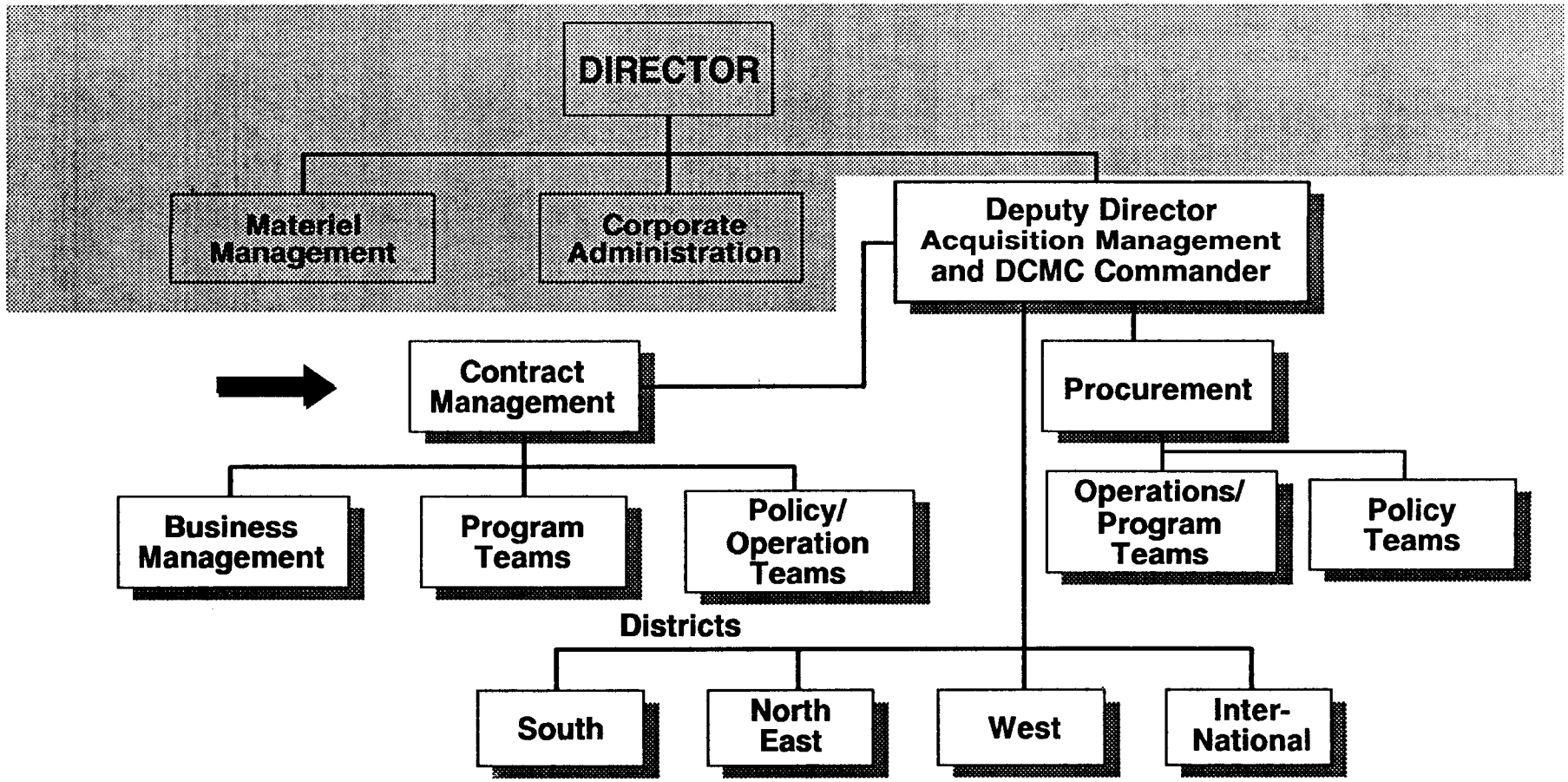
- IMPROVED CUSTOMER SUPPORT
- REDUCED COSTS TO CUSTOMERS
- HIGHER RETURN ON INVESTMENT
- REDUCED INVENTORY LEVELS

Contracting Initiatives



Customer Satisfaction

Defense Logistics Agency



DCMC Mission

- Manage Government Interests
  - * Cost
  - * Delivery
  - * Technical
  - * Quality
- Accept Products
- Provide Program Support
- Ensure the Contractor is Paid

DCMC Support

Assess Contractor Capabilities

Price/Negotiation Support

Support Source Selections

Contract Award

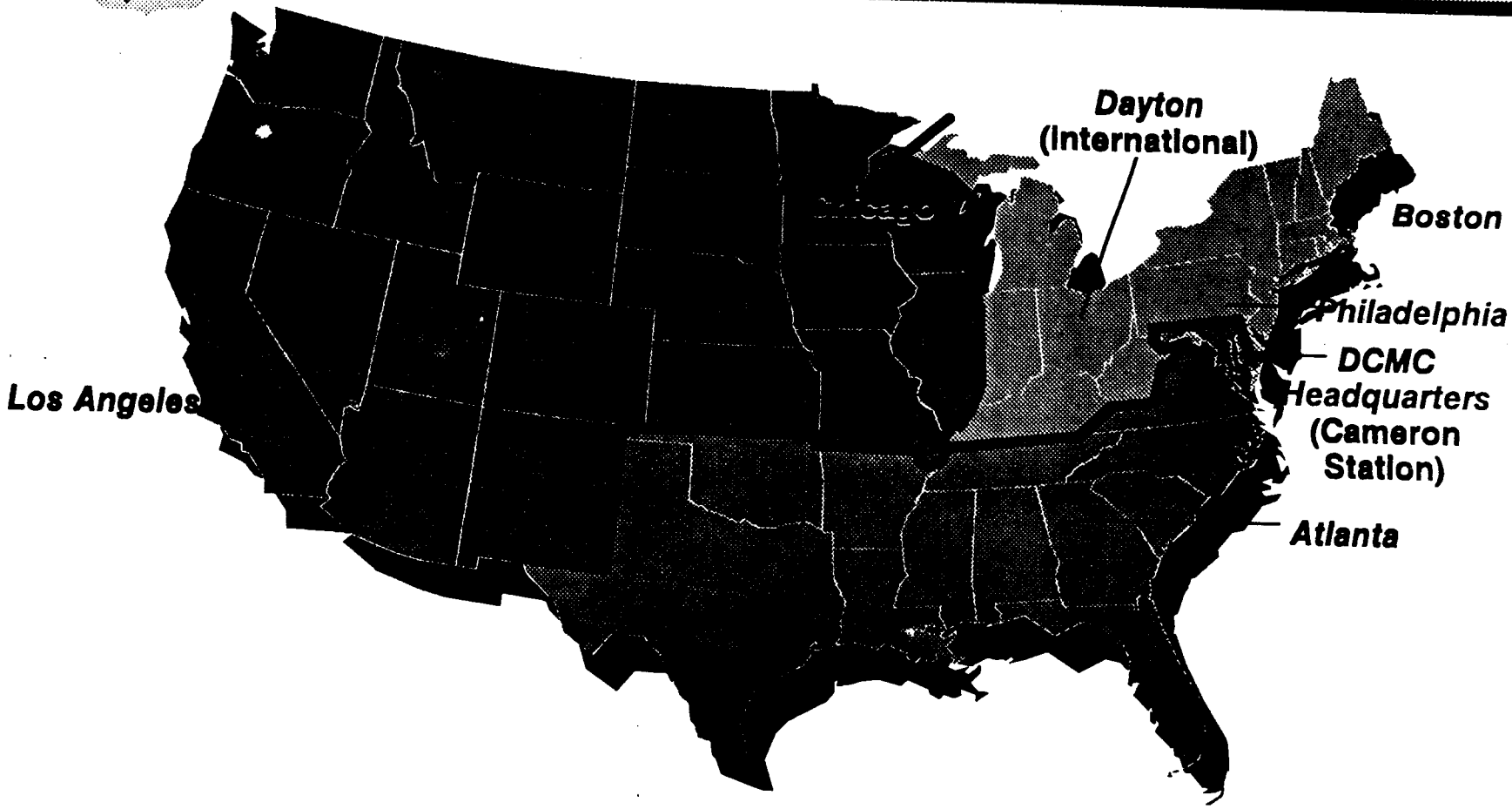
Manage Contract

Provide Technical Support

Accept Product

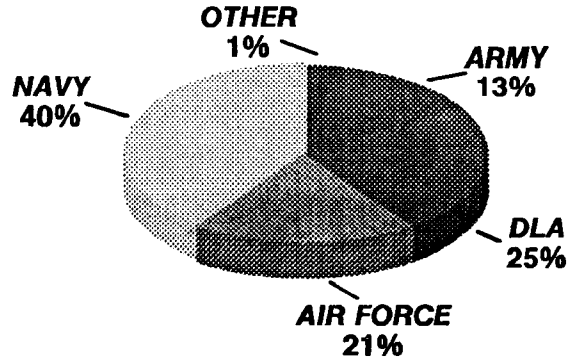
Coordinate Payment

Where We Are


Dayton
(International)
Boston
Philadelphia
DCMC
Headquarters
(Cameron
Station)
Atlanta
Los Angeles

DCMC at a Glance

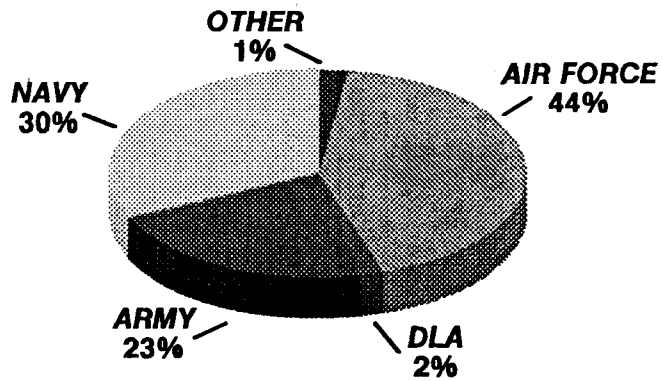
- **Prime Contracts: 376,000**
  - ***(23,000 Contractors)***

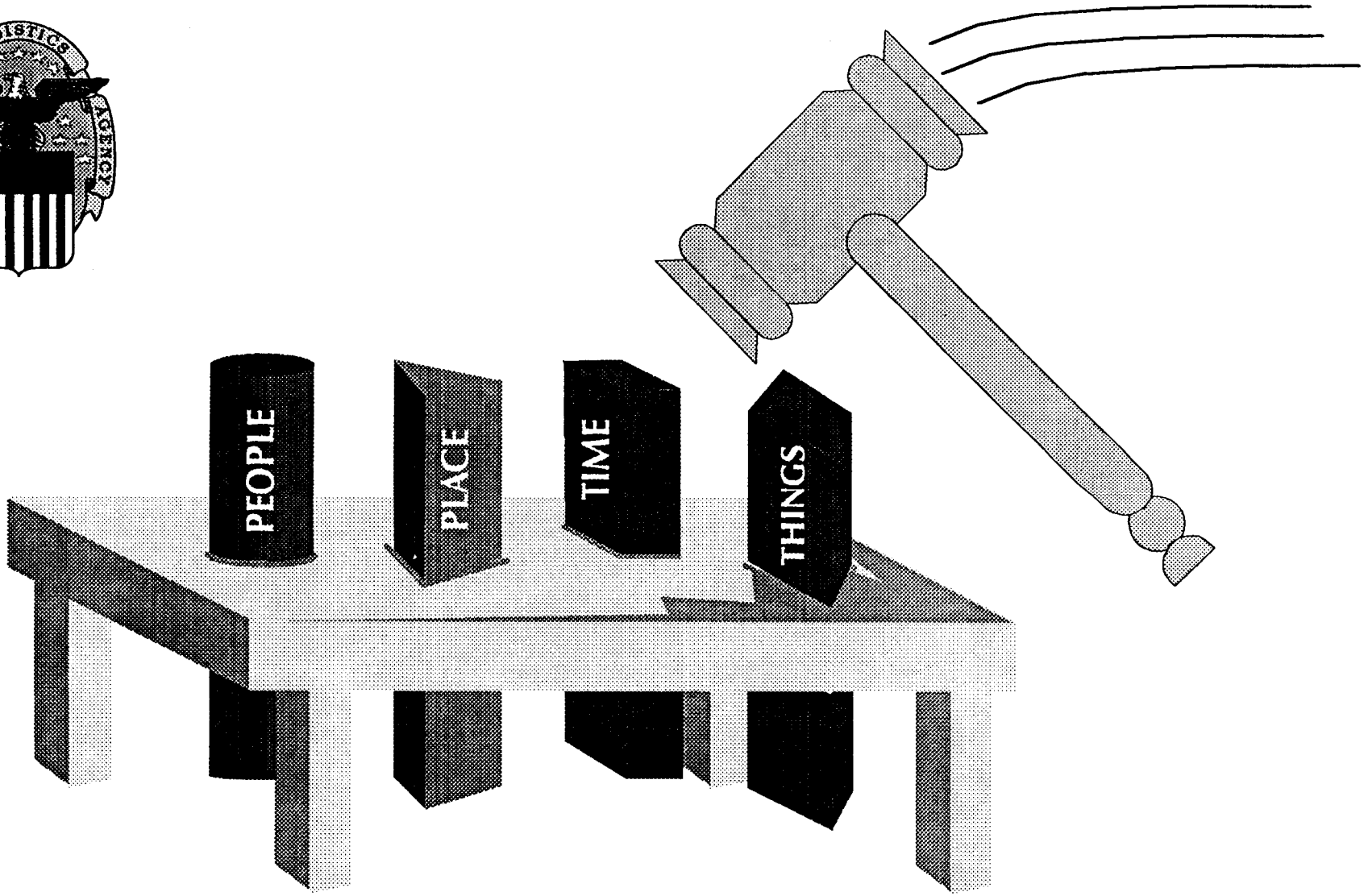


- **Contracts Value: $826 Billion**
  ($168B WIP)

- **Workforce:**

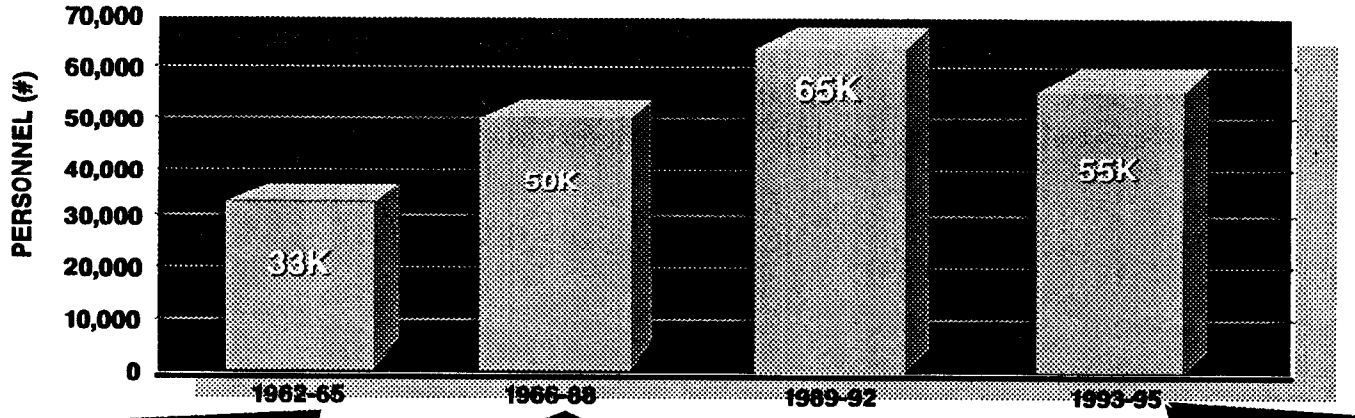
Civilian	**16,500**
Military	**600**
TOTAL	**17,100**





DCMC ..... Results Oriented

DLA Workforce



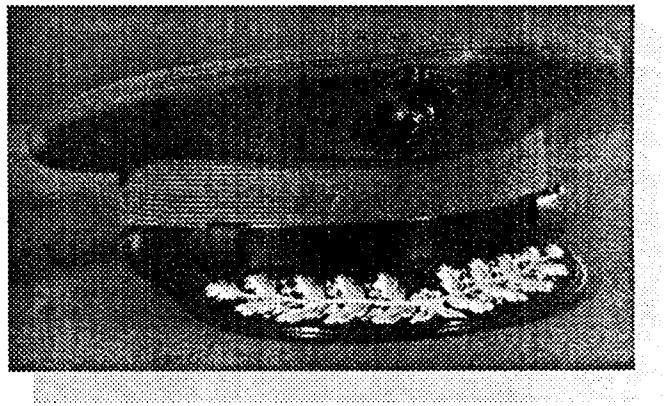
DLA ESTABLISHED
- 1.2M CONSUMABLES. . .
  8 ICPs. . .8 DEPOTS
- CONTRACT MGMT '65

- FOOD/MEDICAL/CLOTHING '66
- DISPOSAL '72
- FOOD WORLDWIDE '72
- FUEL WORLDWIDE '73
- STOCKPILE '88

- FULL CONTRACT MGMT '90
- DEPOT CONSOLIDATION '92

- RIGHTSIZING AND EMPLOYEE INCENTIVES
- DISA AND DFAS TRANSFERS

DEFENSE LOGISTICS AGENCY



BRAC 95 PROCESS

Briefing for OSD BRAC Reps.

Presented by Maj. Gen. L. P. Farrell, Jr. (USAF)

21 December 1994

OVERVIEW

- DoD Selection Criteria
- DLA Decision Rules
- Excess Capacity
- DLA Military Value Criteria
- DLA BRAC 95 Evaluation Tools
- DLA BRAC 95 Process Flow Chart
- DLA Structure
- BRAC 95 Audit Process

DLA's Version of the DoD Criteria

Military Value:

1. The current and future mission and the impact on operational readiness of DoD's total force.
2. The availability and condition of land, facilities, and associated airspace at both the existing and potential receiving locations.
3. The ability to accommodate contingency, mobilization, and future total force requirements at both the existing and potential receiving locations.
4. The cost and manpower implications.

Return on Investment:

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.

Impacts:

6. The economic impact on communities.
7. The ability of both the existing and potential receiving communities' infrastructure to support forces, missions, and personnel.
8. The environmental impact.

MEASURES OF MERIT

1. MISSION SCOPE
   1, 3
2. MISSION SUITABILITY
   1, 2, 3
3. OPERATIONAL EFFICIENCIES
   2, 4
4. EXPANDABILITY
   1, 2, 3

DLA BRAC 95 DECISION RULES

- Consistent with the law, base decisions on the DoD Force Structure Plan and the DoD Selection Criteria
- Achieve an infrastructure consistent with the DLA Strategic Plan and Business Areas Concepts of Operations
- Consistent with above, seek leanest, most cost-effective infrastructure by (not in rank order):
  - » Minimize infrastructure costs;
  - » Close as a top priority;
  - » Eliminate duplications;
  - » Maximize use of shared overhead;
  - » Optimize use of remaining DLA space;

DLA BRAC 95 DECISION RULES (con't)

» Maximize cross-Service utilization of bases and support;

» Get out of leased space and on to DoD-owned installations

✦ Military judgment will be the overarching criteria for all decisions--Optimally satisfy the 4 military value criteria by balancing outputs of all analyses to achieve maximum military benefit.

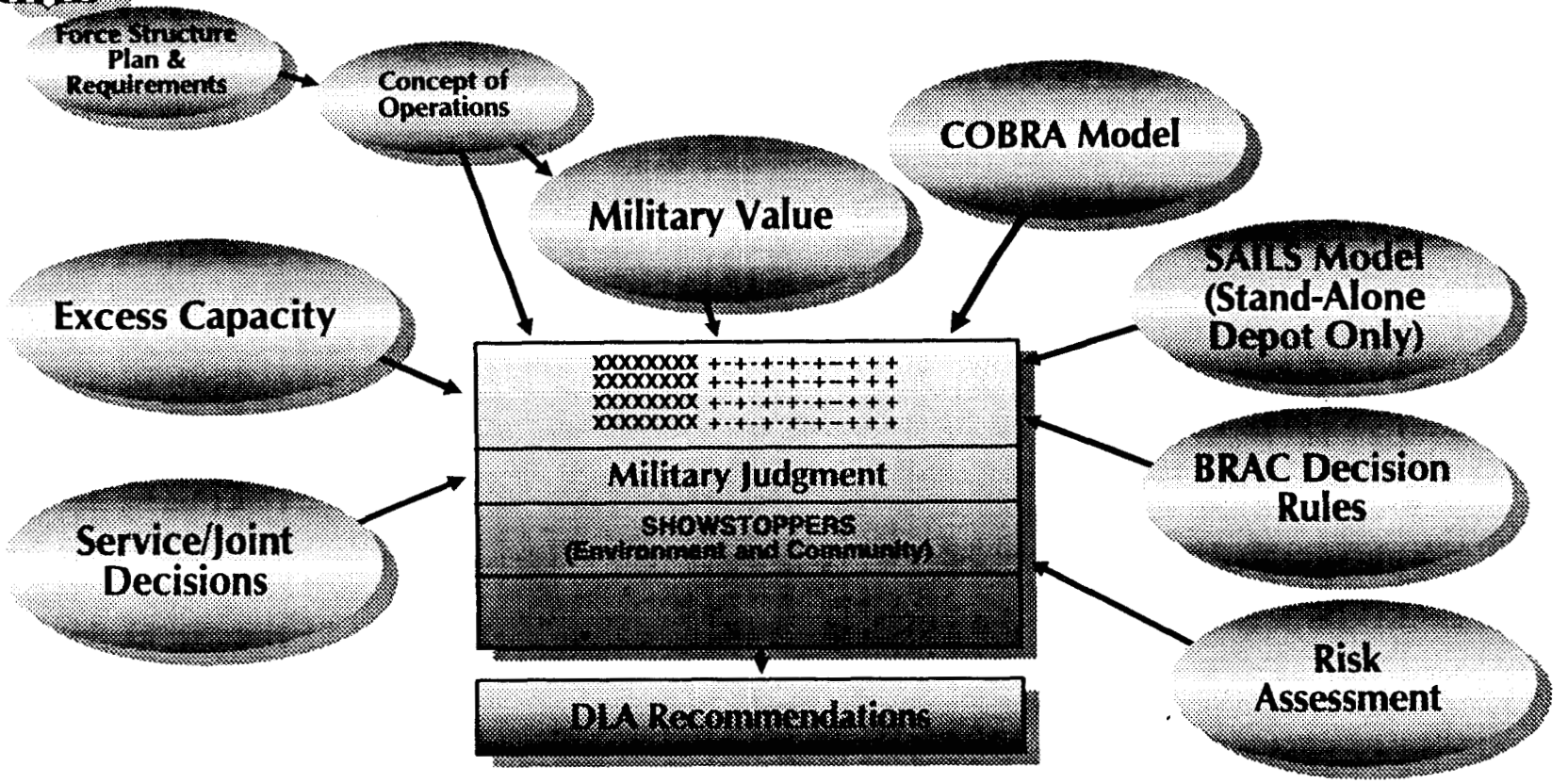
EXCESS CAPACITY

- Existing Administrative Space
- Utilization Rate of Existing Admin Space
- Other Administrative or Warehouse Storage Space
- Utilization Rate of Other Administrative or Warehouse Storage Space

MILITARY VALUE CRITERIA

- Mission Scope
  - » Essentiality of Mission & Current & Future Mission
  - » Mission Components
    - Subordinate Activitivities
    - Customer Base
    - Business Volume
- Mission Suitability
  - » Location
  - » Condition of Facilities
- Operational Efficiencies
  - » Base Operating Systems Costs (BOS)
  - » Real Property Maintenance Costs (RPM)
  - » Communications Costs
  - » Personnel Costs
- Expandability
  - » Facility Installation
  - » Mobilization Expansion

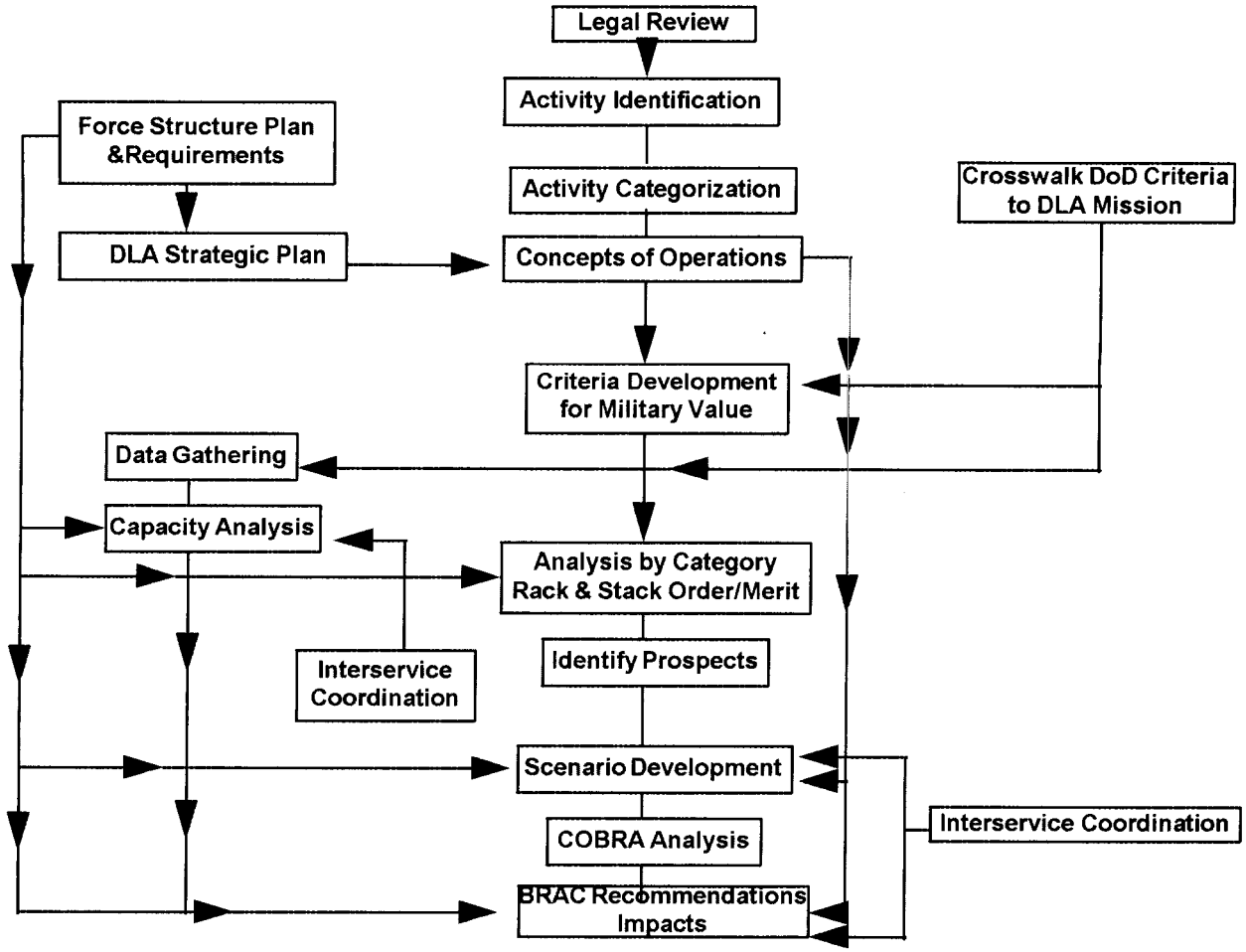
DLA BRAC Evaluation Tools



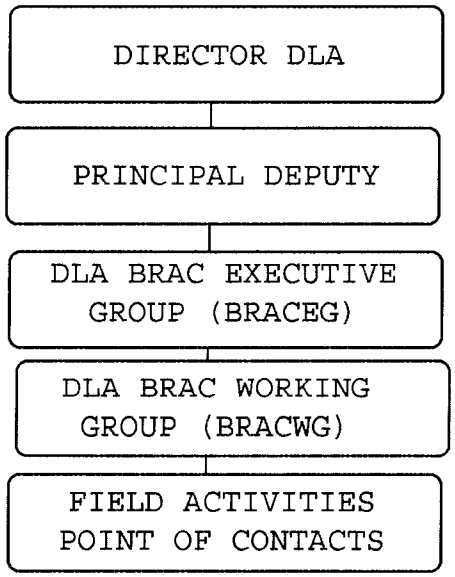
Close Hold

BRAC01

DLA BRAC 95 PROCESS



DLA STRUCTURE



- DIRECTOR MAKES FINAL DLA RECOMMENDATIONS
- BRACEG CHAIRED BY PRINCIPAL DEPUTY DIRECTOR. DIRECTS STUDY EFFORT, ENSURES FOCUS ON AGENCY MISSION, MAKES RECOMMENDATIONS TO DIRECTOR
- BRACWG COMPRISED OF CORE TEAM OF FUNCTIONAL EXPERTS AND MATRIXED BUSINESS AREA EXPERTS
- POINTS OF CONTACT ESTABLISHED AT ALL FIELD ACTIVITIES UNDER REVIEW
- RIFICATION/OVERSIGHT BY INTERNAL REVIEW, GAO, AND DoDIG

BRAC 95 AUDIT PROCESS

- DoD IG WORKING DIRECTLY FOR DLA:
  - » DLA INTERNAL REVIEW STAFF WORKING FOR DoD IG
  - » DoD IG RESPONSIBLE FOR VALIDATION OF DATA AND DLA PROCESS
- GAO REVIEW MANDATED BY LAW

United States General Accounting Office

GAO

Report to the Secretary of Defense

January 1995

DEFENSE SUPPLY

Inventories Contain Nonessential And Excessive Insurance Stocks

GAO/NSIAD-95-1

GAO

United States
General Accounting Office
Washington, D.C. 20548

National Security and
International Affairs Division

B-258425

January 20, 1995

The Honorable William J. Perry
The Secretary of Defense

Dear Mr. Secretary:

The Department of Defense (DOD) stocks hundreds of millions of dollars of what it calls insurance items to ensure that the operational capability of a weapon system is not compromised. These items are mission essential spare parts and supplies that are not expected to fail through normal usage. They include aircraft parts such as doors, rudders, and ejection seats. DOD regulations state that only one replacement unit of an item may be stocked for insurance purposes.

We reviewed the Navy's and the Defense Logistics Agency's (DLA) management of insurance items. Our objectives were to determine if insurance stocks were limited to (1) mission essential parts and (2) one replacement unit as required by DOD regulations.

Background

DOD inventory control points are responsible for managing insurance items. We performed our review at the Aviation Supply Office (ASO), one of two Navy inventory control points, and the Defense Industrial Supply Center (DISC), one of six DLA inventory control points. As of March 1994, ASO managed insurance inventories valued at $193 million and, as of April 1994, DISC managed insurance inventories valued at $3 million.

Spare parts and other supplies normally are designated as insurance items during the initial provisioning process. Initial provisioning is designed to provide parts until there is a requisitioning history from which relatively accurate forecasts of future demands can be made. Typically, these parts support a weapon system during the first 2 years of operation. At ASO, contractors or manufacturers recommend which parts should be stocked for insurance purposes, ASO reviews these recommendations, and the Naval Air Systems Command approves the recommendations if it agrees with the contractor and ASO. DISC classifies items on the basis of submissions by the using military service during the initial provisioning process.

Results in Brief

ASO and DISC stock millions of dollars of unnecessary insurance items. Most are not mission essential and frequently are stocked in quantities greater than one unit. ASO records show that only about 10 percent of the insurance items are mission essential. We questioned the managers of a sample of these items, and they stated that about 22 percent are mission essential. Similarly, DISC records indicate that only about 42 percent of their insurance items are mission essential. We also questioned DISC managers, but none had responded to the questionnaire at the time our fieldwork was completed. Furthermore, contrary to DOD regulations, both ASO and DISC stock about one half of the insurance items in quantities greater than one unit.

The unnecessary inventories occurred because ASO and DISC do not periodically review insurance items to ensure that they are mission essential and stocked in appropriate quantities. It costs DOD millions of dollars each year to manage and maintain these unnecessary inventories.

Most Insurance Items Are Not Mission Essential

We analyzed ASO and DISC records to identify insurance items and determine if they were properly classified. We found that most of the items were not mission essential and, therefore, should not have been classified as insurance items. Table 1 summarizes the results of our analysis.

Table 1: Analysis of Insurance Items on ASO and DISC Records

	ASO			DISC		
Item classification	**Number**	**Percent**	**Cost**	**Number**	**Percent**	**Cost**
Fully justified as insurance item	1,042	10.5	$65,917,000	1,410	42.3	$1,694,000
Not mission essential, should not be insurance item	8,118	81.7	109,466,000	325	9.7	222,000
Insurance item justification was not determined	777	7.8	17,749,000	1,600	48.0	841,000
Total	**9,937**	**100.0**	**$193,132,000**	**3,335**	**100.0**	**$2,757,000**

Because only a small percentage of the insurance items were fully justified in the inventory control point records, we asked item managers to verify the classification of the insurance items. We randomly sampled 329 ASO items and 110 DISC items and sent questionnaires to item managers asking them to validate the records. According to the ASO item managers surveyed, 51 percent of the items were not mission essential. Table 2 summarizes the sample results.

Table 2: Summary of Sample Results From ASO Item Managers

Item classification	Number	Percent
Fully justified as insurance item	73	22
Not mission essential, should not be insurance item	169	51
Insurance item justification could not be determined	42	13
Questions not answered	45	14
Total	**329**	**100**

We did not make a similar analysis for DISC because none of the item managers had responded to the questionnaire at the time our fieldwork was completed.

Essentiality Is Not Validated

Significant numbers of nonessential parts and supplies continue to be stocked as insurance items because ASO and DISC do not have the internal controls to periodically review insurance items to identify those that are unneeded because they do not meet essentiality criteria. As noted in tables 1 and 2, only 10.5 percent of ASO's insurance items were mission essential according to ASO records and only 22 percent were mission essential according to item manager responses to our questionnaire. At DISC, 42.3 percent were mission essential according to its records.

ASO assigns mission essentiality codes on the basis of reports from end users on how the failure of a part affects mission capability. These codes range from one where item failure results in minor mission impact to one where item failure results in loss of a primary mission capability. DISC assigns essentiality codes, called weapon system indicator codes, on the basis of data provided by the using military service.

Neither ASO nor DISC systematically reviews insurance items to validate the essentiality codes. ASO does require an annual review to ensure that the data elements used to prevent automatic purchases of insurance items are correctly loaded in the computer. However, this review does not verify that insurance items are mission essential. DISC does not require a review of insurance item essentiality.

The absence of essentiality reviews contributed significantly to the low percentage of mission essential items identified in our review. In addition to the 22 percent ASO item managers said were mission essential, they indicated that 51 percent of the insurance items were not mission essential

and that they either could not or did not determine essentiality for the remaining 27 percent. The following examples illustrate the error conditions identified.

ASO stocks three skin assembly units used on the AV-8B aircraft as insurance items. These units, which are valued at a total of $158,927, have a nonessential coding in ASO's records. In responding to our questionnaire, the item manager agreed with the coding in the record and indicated that the units were not mission essential. These assemblies have been in the Navy supply system since the weapon system was provisioned in 1986.

In another case, ASO stocks 12 manual control levers used on the F/A-18 aircraft as insurance items. These levers, which are valued at a total of $997,020, have been in the supply system since 1983. Again, the item manager indicated that the lever, although categorized as an insurance item in the records, was not mission essential.

Excessive Quantities Are Stocked

Although DOD Material Management Regulation 4140.1-R, dated January 1993, states that only one replacement unit of an item may be stocked for insurance purposes, we found that ASO and DISC stocked many of the insurance items in quantities greater than one unit. This condition was true for both mission essential items and nonessential items. At ASO, 4,997 insurance items, valued at $126 million, or 50 percent, of the 9,937 insurance items were stocked in quantities greater than one unit. Of the 1,042 mission essential items included in these totals, 510 items had excessive quantities valued at $49 million. At DISC, 1,602, or 48 percent, of the 3,335 insurance items were stocked in quantities greater than one unit, including 784 of 1,410 mission essential items.

The reasons for the excessive quantities are similar to the reasons that nonessential items are stocked as insurance items. That is, much of the excessive buildup occurred during the initial provisioning process. DOD downsizing and weapon system obsolescence and retirement also contributed to the stock buildup. However, neither ASO nor DISC has established the internal controls to periodically review insurance items to ensure that quantities are kept at the allowable stock level of one unit.

An additional factor contributing to the excessive quantities is the inventory control points' stock retention policies. ASO and DISC have computer programs to identify and recommend excess stock for disposal. ASO programs search for stocks in excess of retention levels and are run

for all stocked items, not just insurance items. However, irrespective of retention levels, the programs will not recommend disposal action on quantities that fall below a floor of five units at ASO. The DISC programs identify disposal prospects on a selective basis and have not been run for insurance items.

The computer programs have not been effective in reducing excess insurance stocks at ASO for two major reasons. First, contrary to DOD regulations, ASO has established retention levels for many insurance items that exceed the allowed stockage quantity of one unit. Second, the requirement that any disposal recommendation leave an on-hand quantity of five units precludes reducing the stockage level to one unit. As a result, only 330 of the 4,997 insurance items that we found to be overstocked were identified as such by ASO's computer program.

The following examples illustrate the overstockage conditions identified. ASO stocks 20 aircraft seat structures used on the A-7 aircraft as insurance items. These structures, which are valued at a total of $2,559,586, have been in the supply system since 1979. In responding to our questionnaire, the item manager indicated that 14 of these units were removed from aircraft as a result of design changes and were unserviceable. The remaining six units were serviceable but exceeded the allowed insurance stock level of one unit.

In another case, ASO stocks two electrical equipment racks used on the E-2C aircraft as insurance items. These racks, which are valued at a total of $687,480, exceed the allowed insurance stock level of one unit but will not be reviewed for potential disposal because the quantity falls below ASO's on-hand stockage floor of five units. The item manager agreed that the racks were in an excess position but would not recommend this item for disposal because of the on-hand stockage floor.

Holding Costs Are High

In addition to unneeded procurement costs, DOD incurs large costs to manage and maintain excess inventories, particularly items with low demand or years of supply on hand. DOD expresses these holding costs as a percentage of the value of on-hand inventory. Holding costs include investment cost, or the cost of having funds tied up in inventory; storage costs; and obsolescence costs. The holding cost rate varies by inventory control point and averages 22 percent at ASO and 18 percent at DISC.

In commenting on our draft report, DOD stated that the holding cost rates we used may be correct before a purchase decision is made, but once material is in inventory the risk of obsolescence is represented as a sunk cost and the opportunity to spend the funds on an alternative investment has been foregone. DOD also stated that the holding cost rates that should have been applied for material in stock is at least an order of magnitude less than the rates used in the report.

DOD did not give an alternative percentage or amount and DOD's accounting systems are not designed to capture actual holding costs. In commenting on another report (GAO/NSIAD-94-110, June 29, 1994), DOD agreed that unnecessarily large inventories increase holding costs and acknowledged that holding cost rates that only cover storage costs may not be appropriate. For example, reducing inventories by quantities sufficient to close warehouses would result in savings that exceed storage costs.

While it is difficult to precisely determine the costs to manage and maintain nonessential and excessive insurance stocks, our review and DOD's comments indicate that these costs would be millions of dollars a year.

Recommendations

We recommend that the Secretary of Defense direct the Secretary of the Navy and the Director, Defense Logistics Agency, to (1) periodically review insurance items to ensure that they are mission essential and stocked in allowable quantities and (2) dispose of existing nonessential and excess insurance stock.

We further recommend that the Secretary of the Navy direct the Commanding Officer, ASO, to set the retention level for insurance items at one unit and change the disposal computer program so that the on-hand stockage floor for these items also is one unit.

Agency Comments and Our Evaluation

DOD generally agreed with the thrust of our recommendations but did not agree with most of our report findings (see app. I). We have evaluated DOD's comments and continue to believe that our basic position is sound; that is, the insurance inventories contain nonessential and excessive stocks. Our comments on some of DOD's specific statements are at the end of appendix I.

With regard to our recommendations, DOD stated that it would issue a memorandum by June 30, 1995, (1) reemphasizing the need to review insurance requirements prior to stock replenishment and (2) directing the disposal of nonessential stocks. DOD also stated that the Navy will direct ASO to reduce insurance stocks where the stockage is not in compliance with DOD regulations.

The promised actions will be helpful, but they do not go far enough. Because insurance items are not expected to fail, most will not be reviewed if DOD only reviews those in need of stock replenishment. We believe that DOD should review all insurance items periodically to identify nonessential and excessive stocks. Over one half of the ASO insurance items have been in the supply system more than 10 years, and 87 percent have been in the supply system more than 5 years. Since then, requirements may have changed due to DOD downsizing and weapon system modification, obsolescence, or retirement. Unneeded insurance stocks tie up warehouse space and increase managerial burdens.

Scope and Methodology

To determine the adequacy of internal controls in the management of insurance items, we reviewed DOD, Navy, and DLA procedures; interviewed agency officials; and analyzed ASO and DISC computer files that contained insurance item data as of March and April 1994. ASO files included the master data file and disposal file. DISC files included the combined file (similar to a master data file) and contract file.

By reviewing the files, we identified all insurance items managed by ASO and DISC. We then analyzed these items to determine which were classified as mission essential and which were stocked in quantities greater than one unit. We did not assess the reliability of these files. However, to validate insurance item data, we randomly sampled items that were not essential or exceeded authorized stock levels. The sample included 329 items from ASO files and 110 items from DISC files.

We sent a questionnaire to the ASO and DISC item managers responsible for the sampled items. We asked the managers to validate and update the file information, provide opinions on the essentiality of the items and causes of excess stock buildups, and define the extent that excess stock was disposable. Using this data from the ASO managers, we projected the results to the universe from which the sample items were drawn at a 95-percent confidence interval. None of the DISC item managers had responded to the questionnaire at the time our fieldwork was completed.

We performed our review between February and September 1994 in accordance with generally accepted government auditing standards.

The head of a federal agency is required by 31 U.S.C. 720 to submit a written statement on actions taken on our recommendations to the Senate Committee on Governmental Affairs and the House Committee on Government Reform and Oversight not later than 60 days after the date of the report. A written statement also must be sent to the Senate and House Committees on Appropriations with the agency's first request for appropriations made more than 60 days after the date of the report.

We are sending copies of this report to the appropriate congressional committees; the Director, Office of Management and Budget; the Secretary of the Navy; and the Director, Defense Logistics Agency.

Please contact me at (202) 512-5140 if you have any questions. The major contributors to this report are listed in appendix II.

Sincerely yours,

Mark E. Gebicke
Director, Military Operations
and Capabilities Issues

Comments From the Department of Defense

Note: GAO comments supplementing those in the report text appear at the end of this appendix.

ACQUISITION AND TECHNOLOGY

(L/MDM)

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON DC 20301-3000

2 8 NOV 1994

Mr. Henry L. Hinton, Jr.
Assistant Comptroller General
National Security and International
Affairs Division
U.S. General Accounting Office
Washington, D.C. 20548

Dear Mr. Hinton:

This is the Department of Defense (DoD) response to the General Accounting Office (GAO) draft report, "DEFENSE SUPPLY: Inventories Contain Nonessential and Excessive Insurance Stocks," dated September 29, 1994 (GAO Code 703037), OSD Case 9793. The DoD partially concurs with the report.

See comments 1 to 4.

Although the DoD generally agrees with the thrust of the GAO recommendations, the Department does not agree with most of the draft report findings. The GAO made several incorrect interpretations of DoD policies and procedures, resulting in flawed analysis and improper conclusions. For example, the report does not accurately (1) quantify the percentage of insurance items which are mission essential, (2) describe the DoD policy for reviewing mission essentiality determinations for insurance items, and (3) distinguish between policies governing the acquisition of insurance items versus the retention of insurance stocks.

See comment 5.

In addition, the draft report grossly overstates the holding costs for stock retention. The holding cost rates the GAO used were derived from economic order quantity policy. That policy includes provision for opportunity and obsolescence costs. Such costs, however, should not be applied against stocks that are already procured.

See comment 6.

The GAO issued the draft report for comment without first having the benefit of an exit conference dialog between the DoD and GAO audit staff. It is likely that such a meeting would have surfaced many of the underlying problems identified and provided an earlier opportunity to resolve factual errors and misinterpretations reflected in the draft report.

2

The detailed DoD comments on the draft GAO report findings and recommendations are provided in the enclosure. The DoD appreciates the opportunity to comment on the draft report.

Sincerely,

James R. Klugh

James R. Klugh
Deputy Under Secretary of Defense
(Logistics)

Enclosure

GAO DRAFT REPORT - DATED SEPTEMBER 29, 1994
(GAO CODE 703037) OSD CASE 9793

"DEFENSE SUPPLY: INVENTORIES CONTAIN NONESSENTIAL AND EXCESSIVE INSURANCE STOCKS"

DEPARTMENT OF DEFENSE COMMENTS

* * * * *

FINDINGS

- **FINDING A**: **The DoD Inventory System**. The GAO reported that DoD inventory control points are responsible for managing insurance items. The GAO performed the review at the Aviation Supply Office (ASO), one of two Navy inventory control points, and the Defense Industrial Supply Center (DISC), one of six Defense Logistics Agency (DLA) inventory control points. The GAO noted that, as of March 1994, the ASO managed insurance inventories valued at $193 million and, as of April 1994, the DISC managed insurance inventories valued at $3 million.

  The GAO reported that spare parts and other supplies normally are designated as insurance items during the initial provisioning process. The GAO explained that initial provisioning is designed to provide parts until there is a requisitioning history from which relatively accurate forecasts of future demands can be made. The GAO noted that, typically, those parts support a weapon system during the first two years of operation. The GAO determined that, at the ASO, contractors or manufacturers recommend which parts should be stocked for insurance purposes, the ASO reviews the recommendations, and the Naval Air Systems Command approves the recommendations if it agrees with the contractor and the ASO. The GAO also noted that the DISC classifies items on the basis of submissions by the using Military Service during the initial provisioning process. (p. 2/GAO Draft Report)

  Now on p. 1.

  DoD RESPONSE: Concur.

- **FINDING B**: **Most Insurance Items Are Not Mission Essential**. The GAO analyzed ASO and DISC records to identify insurance items and determine if they were properly classified. The GAO concluded that most of the items were not mission essential and, therefore, should not have been classified as insurance items. The GAO summarized the results of its analysis in Table 1 of the draft report (page 4).

  Now on p. 2.

Enclosure

Now on pp. 2-3.

See comment 1.

The GAO reported that, because only a small percentage of the insurance items were fully justified in the inventory control point records, item managers were asked to verify the classification of the insurance items. The GAO randomly sampled 329 ASO items and 110 DISC items and sent questionnaires to item managers asking them to validate the records. According to the GAO, the ASO item managers surveyed reported 51 percent of the items were not mission essential. The GAO summarized the sample results in Table 2 of the draft report (page 5). (pp. 4-5/GAO Draft Report)

DoD RESPONSE: Nonconcur. Contrary to the report finding, most insurance items are mission essential. The determination of an item's mission essentiality is a technical decision made by engineers based on whether the absence of a component item renders a weapon system or end item inoperable. The GAO erroneously relied upon the wrong data element to perform its analysis, resulting in incorrect findings and conclusions.

Engineers assign source code "PB" to designate an insurance item when an analysis indicates that an item's failure would degrade the operation of the weapon system, and the predicted failure rate is so low that item stockage would not otherwise be warranted. The determinations for new systems are generally based on a Failure Mode Effects and Criticality Analysis. Mission Essentiality Codes are also assigned based on engineering data, but DoD policy does not require assignment of mission essentiality codes to justify source codes for insurance items. Nevertheless, when mission essentiality codes are assigned, the assignment should indicate that the items are essential.

The GAO used the wrong data element when attempting to validate the mission essentiality for insurance items at the ASO. Rather than using the Mission Essentiality Codes, which are based on engineering data, the GAO used Item Management Essentiality Codes, which are supply management codes based on demand data. While the latter codes provide some indication of mission essentiality for items with demand history, by definition, insurance items are not predicted to fail and few have any demand history. Not surprisingly, only a small percentage of insurance items are assigned this latter code.

According to the draft, the GAO found that the overwhelming majority of insurance items at the DISC were essential. Of the insurance items that the GAO was able to determine the mission essentiality, only about nine percent were not essential, according to the GAO. For its analysis, the GAO used Weapon System Identification Codes, which are derived from Mission Essentiality Codes assigned by the Military Services' engineers. The GAO was unable to determine the

2

mission essentiality of nearly half the items at the DISC because no codes were assigned. The DoD policy does not require the codes to be assigned.

See comment 2.

At both the ASO and the DISC, the GAO incorrectly sent questionnaires to item managers in an attempt to validate the coding. The questionnaires should have been sent instead to the engineers--the personnel who make the determination of mission essentiality. Item managers manage inventory and do not possess the engineering qualifications to make mission essentiality determinations. Compounding the problem at the ASO, the GAO attempted to validate the wrong data element. For DISC items, mission essentiality determinations must be made by the Service which has engineering cognizance of the parent weapon system. That is why the GAO received no responses to the questionnaires at the DISC.

See comment 3.

Examples cited in the report intended to illustrate nonessential insurance items actually illustrate the opposite. For example, the AV-8B skin assembly units and F/A-18 manual control handles that the GAO indicated are coded as not essential based on the supply management codes are, in fact, essential. The skin of an aircraft and the handles used in an emergency to crank down an aircraft's landing gear would not normally be expected to wear out, and, therefore, may not be considered essential to an item manager. However, those items are subject to accidental damage and are mission essential because the aircraft cannot fly with a hole in its skin or with the handle broken.

- **FINDING C: Essentiality Is Not Validated.** The GAO reported that significant numbers of nonessential parts and supplies continue to be stocked as insurance items because the ASO and the DISC do not have the internal controls to periodically review insurance items to identify those that are unneeded because they do not meet essentiality criteria. As noted by the GAO in tables 1 and 2 of the draft report, only 10.5 percent of the ASO insurance items were mission essential according to the ASO records, and only 22 percent were mission essential according to item manager responses to the GAO questionnaire. The GAO pointed out that, at the DISC, records indicated 42 percent were mission essential. The GAO reported that the ASO assigns mission essentiality codes on the basis of reports from end users on how the failure of a part affects mission capability. According to the GAO, those codes range from one where item failure results in minor mission impact to one where item failure results in loss of a primary mission capability. The GAO noted that the DISC assigns essentiality codes, called weapon system indicator codes, on the basis of data provided by the using Military Service.

3

The GAO added that neither the ASO, nor the DISC, systematically reviews insurance items to validate the essentiality codes. The GAO noted that the ASO does require an annual review to ensure that the data elements used to prevent automatic purchases of insurance items are correctly loaded in the computer. The GAO pointed out, however, that review does not verify that insurance items are mission essential. The GAO also noted that the DISC does not require a review of insurance item essentiality.

The GAO determined that the absence of essentiality reviews contributed significantly to the low percentage of mission essential items identified in the review. The GAO noted that, in addition to the 22 percent the ASO item managers said were mission essential, the managers indicated that 51 percent of the insurance items were not mission essential, and that they either could not or did not determine essentiality for the remaining 27 percent. The GAO provided examples to illustrate the error conditions identified. (pp. 5-7/GAO Draft Report)

Now on pp. 3-4.

DoD RESPONSE: Nonconcur. The report did not correctly describe current DoD policy for periodic review of insurance items, nor evaluate Component compliance. The DoD Regulation 4140.1-R requires that the classification of insurance items be reviewed upon stock replenishment, which can be more or less frequently than a year. The GAO apparently mistakenly applied DoD policy for retail stocks, which requires annual reviews of insurance items, to wholesale stocks. Item managers do not annually conduct essentiality reviews.

As discussed in the DoD response to finding B, the GAO findings and conclusions indicating that a low percentage of insurance items are essential is based on analysis of incorrect data. The lack of credible data undermines the GAO case that more frequent essentiality reviews are necessary. In addition to using the wrong data element to evaluate mission essentiality, it also appears that the GAO used the results of questionnaires to item managers to validate the wrong data.

The DoD also does not agree that more frequent review of essentiality data would not be warranted or cost effective. Essentiality determinations are made when a weapon system or end item is initially provisioned and when redesigns occur. If redesigns do not occur, there is little reason to expect that the initial determination would change during subsequent reviews. That is because the costs of retaining an insurance item in stock are often less than the cost of disposal. The process for conducting reviews would be labor intensive and costly because it would entail engineering

4

reviews. On the other hand, of all the items that the DoD manages, eliminating insurance items potentially offers the least benefit since they are stocked in such small quantities. The objectives the GAO seeks to achieve are more economically achieved through the DoD pre-buy review policy.

- **FINDING D: Excessive Quantities Are Stocked**. The GAO reported that the ASO and the DISC stocked many of the insurance items in quantities greater than one unit--for both mission essential items and nonessential items. The GAO further reported that, at the ASO, 4,997 insurance items--valued at $126 million, representing 50 percent of the 9,937 insurance items--were stocked in quantities greater than one unit. Likewise, the GAO noted that, of the 1,042 mission essential items included, 510 items had excessive quantities valued at $49 million. The GAO noted that at the DISC, 1,602--48 percent, of the 3,335 insurance items--were stocked in quantities greater than one unit, including 784 of 1,310 mission essential items.

  The GAO reported that the reasons for the excessive quantities are similar to the reasons why nonessential items are stocked as insurance items. The GAO explained that much of the excessive buildup occurred during the initial provisioning process. The GAO noted that the DoD downsizing, as well as weapon system obsolescence and retirement, also contributed to the stock buildup. The GAO further noted, however, that neither the ASO, nor the DISC, has established the internal controls to periodically review insurance items to ensure that quantities are kept at the allowable stock level of one unit.

  The GAO concluded that an additional factor contributing to the excessive quantities is the stock retention policies of the inventory control points. The GAO noted that the ASO and the DISC have computer programs to identify and recommend excess stock for disposal. The GAO pointed out that the ASO programs search for stocks in excess of retention levels and are run for all stocked items, not just insurance items. The GAO found, however, irrespective of retention levels, the programs will not recommend disposal action on quantities that fall below a floor of five units at the ASO. The GAO also pointed out that the DISC programs identify disposal prospects on a selective basis and have not been run for insurance items.

  The GAO concluded that the computer programs have not been effective in reducing excess insurance stocks at the ASO for two major reasons: (1) contrary to DoD regulations, the ASO has established retention levels for many insurance items that exceed the allowed stockage quantity of one unit; and (2) the requirement that any disposal recommendation leave

5

an on-hand quantity of five units precludes reducing the stockage level to one unit. The GAO explained that, as a result, only 330 of the 4,997 insurance items that it found to be overstocked were identified as such by the ASO computer program. The GAO provided examples to illustrate the overstockage conditions identified. (pp. 7-9/GAO Draft Report)

Now on pp. 4-5.

DoD RESPONSE: Partially concur. The DoD Regulation 4140.1-R establishes a maximum acquisition requirement of one minimum replacement unit for insurance items. That limit is the maximum quantity that can be procured for insurance items. The regulation establishes criteria for retention stocks, but not specific quantity limits. Therefore, the report is incorrect in stating that, contrary to DoD regulations, retention levels for many insurance items exceed the allowed stockage quantity of one unit. There are many reasons why retention quantities exceed the allowed acquisition quantity, including items removed from end items as part of force structure reductions and the fact that the current acquisition limit was only issued last year. The Department does agree that the implementation of the retention policy should be examined to ensure quantities are not excessive.

See comment 4.

- **FINDING E**: **Holding Costs Are High**. The GAO reported that in addition to unneeded procurement costs, the DoD incurs large costs to maintain inventories, particularly items with low demand or years of supply on hand. The GAO noted that the DoD expresses those holding costs as a percentage of the value of on-hand inventory. The GAO noted that holding costs include investment cost, or the cost of having funds tied up in inventory; storage costs; and obsolescence costs. The GAO pointed out that the holding cost rate varies by inventory control point, and averages 22 percent at the ASO, and 18 percent at the DISC.

The GAO applied those rates to the value of nonessential and excessive stocks to estimate the holding costs. The GAO concluded that, on the basis of the data in the ASO records, the holding costs would amount to $39 million, or 22 percent, of $177 million in not mission essential and excessive stocks. The GAO pointed out, however, that on the basis of the estimates of the item managers, the holding costs would amount to $30 million. The GAO also pointed out that, similarly, on the basis of the data in the DISC records, the holding costs would amount to $463,000, or 18 percent, of the $2.6 million in not mission essential and excessive stocks. (p. 10/GAO Draft Report)

Now on pp. 5-6.

See comment 5.

DoD RESPONSE: Nonconcur. The holding costs cited in the report are grossly overstated. The actual holding cost rate

6

that should have been applied for material in stock is at least an order of magnitude less than rates used in the report. The rates used in the report may be correct for determining holding cost before a purchase decision is made. Economic order quantity policy includes an obsolescence cost component and opportunity cost component, which are relevant prior to procurement of stock. Once the material is in the inventory, the risk of obsolescence is represented as a sunk cost. The risk has already been assumed and the opportunity to spend the funds on an alternative investment has been forgone. There is little market for the items that the Department buys as insurance items, and the cost of disposing of those stocks exceeds the revenue generated from their disposal.

* * * * *

RECOMMENDATIONS

Now on p. 6.

- **RECOMMENDATION 1**: The GAO recommended that the Secretary of Defense direct the Secretary of the Navy and the Director, DLA, to periodically review insurance items to ensure that they are mission essential and stocked in allowable quantities. (p. 11/GAO Draft Report)

  DoD RESPONSE: Partially concur. The DoD Regulation 4140.1-R already requires all DoD Components to review insurance requirements prior to stock replenishment. The DoD agrees, however, that reemphasis of the policy may be desirable. By June 30, 1995, the DoD will issue a memorandum reemphasizing the requirement.

Now on p. 6.

- **RECOMMENDATION 2**: The GAO recommended that the Secretary of Defense direct the Secretary of the Navy and the Director, DLA, to dispose of existing nonessential and excess insurance stock. (p. 11/GAO Draft Report)

  DoD RESPONSE: Partially concur. Although the DoD disagrees with much of the GAO underlying analysis, the DoD does agree that disposal of nonessential stocks should be done where those stocks are determined not to be in compliance with the current policy. Accordingly, by June 30, 1995, the DoD will issue a memorandum directing that such disposal occur.

- **RECOMMENDATION 3**: The GAO recommended that the Secretary of the Navy direct the Commanding Officer, ASO, to set the retention level for insurance items at one unit and change the disposal computer program so that the on-hand stockage

7

Now on p. 6.

floor for those items also is one unit. (p. 11/GAO Draft Report)

DoD RESPONSE: Partially concur. Although the DoD disagrees with much of the GAO underlying analysis, the DoD agrees with the thrust of the GAO recommendation. Accordingly, by June 30, 1995, the Secretary of the Navy will direct the ASO to reduce its stockage of insurance items where the stockage is not in compliance with DoD Regulation 4140.1-R.

8

The following are GAO's comments on the Department of Defense's (DOD) letter dated November 28, 1994.

GAO Comments

1. The item mission essentiality codes we used in our analysis are assigned to items to indicate their level of impact on the mission of applicable equipment in the event stocks are depleted. The military essentiality codes DOD said we should have used are assigned to indicate the military importance of a part in relation to a higher component, equipment, or weapon. Both sets of codes should provide the same indication of mission essentiality and be based on input from technical personnel. We analyzed the item mission essentiality codes because the Aviation Supply Office's (ASO) records showed these codes for 92 percent of the insurance items. We could not analyze the military essentiality codes because these codes were not shown on the records ASO provided us for over 99 percent of the insurance items. After receiving our draft report, DOD asked the Navy to determine the distribution of military essentiality codes. This analysis showed that 58 percent of the ASO insurance items were assigned a mission essential code, less than 1 percent were assigned a not mission essential code, and the remaining 41 percent were blank and not assigned a code. The Navy agreed that insurance items that are not coded as mission essential must be validated.

2. Although engineers may make essentiality determinations, we opted to send the questionnaire to the managers that have overall responsibility for the items. In making this decision, we consulted with ASO officials and asked them to review the questionnaire. We made their suggested changes and pretested the questionnaire with item managers before it was finalized. At no time in the process did ASO officials indicate that the questionnaire should be sent to engineers rather than item managers. Furthermore, we did not ask the item managers to refrain from consulting with engineers, equipment specialists, end users, or others with greater technical knowledge in preparing the responses. In fact, the responses indicated that such consultations did take place in some cases.

3. We did receive responses to our questionnaire. In July 1994 we asked the Defense Industrial Supply Center (DISC) to complete the questionnaire for 110 insurance items, but DISC did not respond to the request by the time our fieldwork was completed. However, in October 1994, after receiving our draft report, the Defense Logistics Agency (DLA) provided responses for 64 of the 110 items managed by DISC. The responses indicated that 14 percent of the insurance items were mission essential, 43 percent were

not mission essential, and the item managers did not know if the items were mission essential for the remaining 43 percent. Also, the responses indicated that 57 percent of the insurance items were stocked in quantities that exceeded the authorized level of one unit.

4. At least two sections of the cited regulation state that one unit of an item may be stocked for insurance purposes. For example, page 3-3 states that essential items with no forecast of failure may be stocked as insurance items in quantities not to exceed one replacement unit.

5. We have modified the report to address DOD's comments on holding costs.

6. At the completion of our fieldwork, we furnished ASO and DISC with written summaries of our findings and potential recommendations. We held an exit conference with ASO officials and gave them the opportunity to comment on the summary. We gave DISC officials the same opportunity, but they did not provide any comments. All of these actions were taken before the draft report was submitted to DOD for formal review and comment. In addition, prior to the ASO exit conference and the DISC exit conference offer, we had numerous discussions with ASO and DISC officials during the course of the review.

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Performance Plan

Fiscal Year 1995

DEFENSE LOGISTICS AGENCY

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

IN REPLY REFER TO CAI

03 NOV 1994

MEMORANDUM FOR COMPTROLLER, DEPARTMENT OF DEFENSE

SUBJECT: Defense Logistics Agency (DLA) Government Performance and Results Act (GPRA) of 1993 - FY 95 Performance Plan

DLA is pleased to forward its Fiscal Year 1995 Performance Plan for DoD presentation to the Office of Management and Budget.

Since our initial performance plan submission, we have refined our performance targets and measurement processes, and have aligned our performance indicators with customer-oriented goals that support the goals and outcomes in the DoD Logistics Strategic Plan. In accordance with the agreement between Mr. Klugh and Vice Admiral Straw, specific performance measures have been worked out by Ms. Gallo and Mr. Jones.

We appreciate the support and cooperation we received from the DoD Comptroller's Office in preparing this plan.

1 Encl

GARY S. THURBER
Deputy Director
(Corporate Administration)

TABLE OF CONTENTS

EXECUTIVE SUMMARY i

I. INTRODUCTION 1

DLA Overview 1

II. STRATEGIC PLANNING 3

Department of Defense Logistics Strategic Plan 3

DLA Corporate Plan 3

Strategies for Reinvention and Reengineering 4

III. BUDGET RELATIONSHIPS 6

Budget Estimates 6

Budget Allocations 7

IV. PERFORMANCE PLAN SUMMARY 8

Introduction 8

Changes from FY94 Performance Plan 8

Structure 8

V. PERFORMANCE PLAN 11

Business Area: Supply Management 11

Business Area: Distribution 15

Business Area: Contract Management 18

VI. CONCLUSION 21

APPENDIX: Corporate Strategic Initiatives A-1

EXECUTIVE SUMMARY

Defense Logistics Agency Performance Plan
Fiscal Year 1995

The Defense Logistics Agency (DLA) was selected in January 1994 as the initial Department of Defense pilot project under the provisions of the Government Performance and Results Act of 1993. This is our second annual performance plan; it incorporates changes and additions resulting from reviews of our FY 1994 Performance Plan by the Office of Management and Budget, the Office of the Secretary of Defense, and the National Academy of Public Administration, as well as improvements we have initiated.

The Defense Logistics Agency is responsible for providing worldwide logistics support for the Military Services. We accomplish this mission through three major businesses - supply management, distribution, and contract management. This Performance Plan describes the performance indicators and sets target goals for the business areas.

The performance indicators we have selected are focused on the specific outcomes presented in the Department of Defense Logistics Strategic Plan and on the DLA Corporate Plan, thus providing a clear sense of direction in consonance with higher level objectives. Individual performance indicators have been defined, new ones have been developed (e.g., inventory change), and target values have been provided where they were unavailable previously.

Performance indicators are presented in terms of the customer-oriented goals of responsiveness, timeliness, quality, operating efficiency, financial performance, and customer satisfaction with the services and products provided to DLA's customers.

To reach our target goals, we have undertaken 50 corporate strategic initiatives, some of which are also designated as reinvention laboratories under the auspices of the National Performance Review. Each initiative is expected to explore and develop new options for conducting our business operations, in order to maximize the efficient and effective use of our resources while improving overall performance.

The Agency's performance indicators and their FY95 and FY96 targets are presented on the following page.

PERFORMANCE INDICATOR SUMMARY

Indicator	Business Area	FY 95 Target	FY96 Target
Responsiveness			
Stock Availability	Supply	85%	85%
--Direct Vendor Delivery	Supply	35%	42%
Product Availability	Supply	90%	
90%			
Denial Rate	Distribution	≤0.8%	≤0.8%
Timeliness			
Logistics Response Time:			
--ICP Processing Time	Supply	0.9 day	0.9 day
--MRO Processing Time	Distribution	≤1 day hi priority	≤1 day hi priority
		≤7 days routine	≤6 days routine
DRO Processing Time	Distribution	≤21 days	≤21 days
Pricing & Negotiation Cases	Contract Mgmt	60%	70%
Days to Close PQDRs	Contract Mgmt	38days	30 days
Quality			
Product Conformance	Supply	95%	95%
Customer Complaints	Distribution	.08%	.05%
Audits -->Correction	Contract Mgmt	7%	14%
Effectiveness of Reviews	Contract Mgmt	Available by end 2Q FY 95	
Operating Efficiency			
Reut/Trnsfer/Donation Ratio	Supply	30%	35%
DRMS Return on Investment	Supply	3%	3.5%
Sample Inventory Accuracy	Distribution	85%	90%
Space Utililization	Distribution	85%	85%
Financial Performance			
Unit Cost	Supply	$0.86	$0.91
Unit Cost/Barrel (Fuel)	Supply	$29.82	$31.21
Customer Price Chg (non-Fuel)	Supply	3.2%	-1.2%
Depot Line Rate w/Initiatives	Distribution	$27.60	$27.43
Inventory Change:			
--Active	Supply	-$255M	-$425M
--Inactive	Supply	-$345M	-$325M
Earnings vs Costs	Contract Mgmt	1:1 (Preaward)	1:1
Earnings vs Costs	Contract Mgmt	Earnings > Cost (Postaward)	
--Cost of Reviews	Contract Mgmt	Available by end 2Q FY95	
Customer Satisfaction			
Customer Satisfaction Index	Supply	82%	85%
	Distribution	82%	85%
	Contract Mgmt	Available by end 1Q FY95	

ICP - Inventory Control Point
MRO/DRO - Materiel/Disposal Release Order
PQDR - Product Quality Deficiency Report
DRMS - Defense Reutilization and Marketing Service

I. INTRODUCTION

The Defense Logistics Agency (DLA) is a Combat Support Agency, responsible for providing the Military Services with a broad range of logistics support. Responsibilities include the acquisition, storage, and distribution of most of the Department of Defense's spare parts and other consumable items, contract administration services, reutilization and marketing of excess military personal property, and operation of the Defense National Stockpile. DLA directly contributes to the warfighting readiness and sustainability of U.S. Forces, literally "around the clock- around the world." The Agency goal is to be the provider of choice for logistics goods and services.

The Defense community is responding to changes in the world situation. Our challenge is to provide world-class logistics capabilities and achieve optimum readiness, with fewer people and dollar resources. To meet this challenge, the Agency is enthusiastically and actively participating in the National Performance Review, reinventing and reengineering our organization and processes. We are pursuing fifty strategic initiatives, and have designated a number of reinvention laboratories to try new ways to do business and to improve operations. We are identifying and developing performance indicators to focus on the things that matter to our customers.

To institutionalize these processes we volunteered - and were accepted - to be a pilot project under the provisions of the Government Performance and Results Act (GPRA) of 1993. This Performance Plan, for fiscal year 1995, is in compliance with that Act. Our initial submission, in March 1994, was for fiscal year 1994. We have made significant changes in format and content, based on suggestions and critiques from the Office of Management and Budget, the Office of the Secretary of Defense, and the National Academy of Public Administration, in addition to our experiences in developing and articulating meaningful performance indicators and targets. The Department of Defense Logistics Strategic Plan was issued in June 1994; the outcomes presented in that plan form a foundation and focus for our performance indicators in the Supply Management and Distribution business areas, and are generally supported by the Contract Management indicators.

DLA OVERVIEW

The Defense Logistics Agency, headquartered at Cameron Station in Alexandria, Virginia, has 58,000 civilian and military personnel in activities throughout the world. Its facilities include supply centers, distribution depots, property disposal offices, contract administration offices, and contractor in-plant residencies. We manage 3.6 million consumable items with annual sales of over $11 billion, provide distribution services for $102 billion of materiel, and provide contract administration services for contracts with a face value of over $840 billion. Our customers include the Military Services, DLA, other federal agencies, state and local governments, foreign governments, contractors, and the general public.

Business Areas and Major Functions

DLA is organized into three major businesses: Supply Management, Distribution, and Contract Management. In turn, they encompass ten core logistics operations, as follows:

Business Areas:	Supply	Distribution	Contract Management
Logistics Operations:	Supply Management Fuels Reutilization/Marketing National Stockpile	Receiving/Shipping Storage Operations Special Operations	Preaward Postaward Contractor Performance

Supply Management - DLA's six inventory control points purchase and manage a vast number and variety of items including food, fuel, clothing, medical supplies, construction material, electronic supplies, industrial supplies, and other general supplies. Customers are the Military Services, DLA, other federal agencies, international organizations, and foreign governments.

The Department of Defense Reutilization and Marketing Program is the program for excess and personal property - assets are screened for reutilization, demilitar-ized to ensure that military equipment is not misused, and, as appropriate, sold to contractors, scrap dealers, and the public. Customers are the Military Services, DLA, contractors, and the general public.

Through DLA's Defense National Stockpile, the Department of Defense maintains statutorily mandated stockpiles of strategic and critical materiels to preclude dependence upon foreign sources in times of crisis. The Annual Materiel Plan (AMP) specifies the acquisition and sales to be conducted. Proceeds from sales are returned to the Department. Customers are industries that need these commodities.

Distribution - Major functions of the Distribution business area include receiving and issuing materiel as directed by DLA and Military Service inventory control points, the care and preservation of materiel in storage, and other reimbursable services requested by the Military Services, such as unit and set assembly and assembly of deployable medical hospitals. Customers are the Military Services, DLA, other federal agencies, and state and local governments under humanitarian assistance programs.

Contract Management - DLA's Defense Contract Management Command (DCMC) performs contract management and contract administration functions prior to formal contract award (preaward), after formal contract award (post-award), and during performance of administrative and review operations associated with in-plant contractor specific activities (contractor performance). Functions include preaward surveys, pricing/negotiations, contract administration, quality assurance, program integration, engineering/production/price-related systems surveillance, review/approval of contractor property systems, and evaluation of manufacturing systems. Besides the Military Services, customers include DLA, other federal agencies, and foreign governments.

II. STRATEGIC PLANNING

DEPARTMENT OF DEFENSE LOGISTICS STRATEGIC PLAN

The Department of Defense Logistics Strategic Plan, (EDITION 1994), provides the following:

Mission: To provide responsive support to ensure readiness and sustainability for the Total Force in both peace and war.

Goals:
- o Reduce Logistics Response Times
- o Develop Seamless Logistics System
- o Streamline Logistics Infrastructure

All are aimed at achieving the two principal desired outcomes:

- o Better, faster, more precise, and highly mobile response capability
- o Leaner structure that better balances public/private capabilities

The Plan identifies two primary performance measures that support the two outcomes, in terms of readiness and cost.

The DLA business area operations and the indicators developed to measure performance support these Department goals and outcomes.

DLA CORPORATE PLAN

DLA Mission: The Defense Logistics Agency is a combat support agency responsible for worldwide logistics support throughout the Department of Defense. The primary focus of the Agency is to support the warfighter in time of war and in peace, and to provide relief efforts during times of national emergency.

DLA Vision: To be the provider of choice, around the clock - around the world.... providing logistics readiness and enabling weapon systems acquisition at reduced cost....by leveraging our corporate resources against global logistics targets....and finding savings through teams, improved business practices, and technological breakthroughs.

DLA Strategic Goals:
- o Put customers first
- o Improve the process of delivering logistics support
- o Empower employees to get results
- o Meet customer readiness and weapon systems acquisition requirements at reduced cost

Customer-Oriented Goals:

- o Responsiveness
- o Timeliness
- o Quality
- o Operating Efficiency
- o Financial Performance
- o Customer satisfaction

(Status and progress are tracked through the Executive Information System - EIS)

Each performance indicator in this plan supports one of the above goal areas.

STRATEGIES: REINVENTION AND REENGINEERING

The Agency recognizes that in order to achieve the performance results we have targeted in this plan, we must consciously and deliberately plan and implement specific actions to improve our processes and look at new ways of doing things.

CORPORATE INITIATIVES

The Agency is pursuing 50 initiatives designed to enhance performance of logistics operations within the three business areas. The initiatives are investment strategies which embody new management concepts to enhance current processes and develop the logistics business processes and systems of the future. To achieve long-range objectives, many of the initiatives call for key actions to be completed within the next few years. In some instances, demonstration projects and/or designated reinvention laboratories will evaluate new concepts and technologies which, if successful, will form the basis for new logistics policies and procedures. Many of the initiatives will result in reduced operating costs. Others specifically target improvements that will reduce the materiel acquisition outlays of our customers. Still others will provide enhancements to DLA's logistics capabilities and service to its customers. The individual initiatives are briefly described in Appendix A.

The following matrix depicts the relationships between the individual investment initiatives, listed along the left-hand column and grouped by strategic goal, and the ten core logistics operations shown across the top of the matrix, grouped by business area. A filled-in block at the intersection of an initiative and a core logistics operation shows which business area and specific logistics operations will be improved or enhanced after the initiative is accomplished or completed. For example, the logistics operation Supply within the Supply Management business area will be improved by the Materiel Positioning investment initiative in that accomplishment of the initiative will result in lower costs to the DLA customer. As another example, the Federal Contract Administration Services investment initiative will impact the Preaward and Contract Performance logistics operations in that it will result in lower overall costs to the taxpayer. In addition, a number of DLA's strategic initiatives will benefit all logistics operations. For example, the strategic initiative for Employee Recognition should result in more effective business operations across the Agency.

Impact Of Strategic Investments On Business Area Logistics Operations

Agency Initiatives	SUPPLY					DISTRIBUTION		CONTRACT MGMT		
	Supply Mgt except Fuels	Supply Mgt Fuels	Reutilization & Marketing	Def Nat'l Stockpile	Receiving & Shipping	Storage Operations	Special Operations	PreAward	Post Award	Contractor Perform
1. PUT CUSTOMERS FIRST										
Contract Administration Svcs Early Involvement	■				■	■	■	■		
Customer Satisfaction	■				■	■	■	■		
Contract Management On Time Delivery										■
Contingency Support Team	■	■	■	■	■	■	■	■	■	■
Electronic Commercial Catalog	■									
Executive Information System	■	■	■	■	■	■	■	■	■	■
Forward Deployed Depot	■						■			
Logistics Response Time	■	■			■	■	■			
Materiel Positioning	■	■			■	■	■			
Premium Logistics					■	■				
Reserve Utilization	■	■	■	■	■	■	■	■	■	■
Warfighting Assessment/Requirements Model	■				■	■				
War Reserve Management	■	■								
2. IMPROVE THE PROCESS OF DELIVERING LOGISTICS SUPPORT										
Activity Based Costing	■	■	■	■	■	■	■	■	■	■
Commercial Asset Visibility	■									
Demilitarization Policy			■							
Distribution Standard System	■				■	■				
Elec Commerce/Elec Data Interchange	■	■			■	■		■	■	
Environmental Excellence	■	■	■	■	■	■	■	■	■	■
Federal Contract Admin Services									■	■
Fee for Service Product Testing Svcs	■				■					
In-Storage Visibility of Retail Assets	■				■	■				
Intransit Visibility	■				■					
Preaward Contract Admin Involvement								■	■	■
Process Oriented Contract AdminSvcs								■	■	■
Quality of Parts	■									
3. EMPOWER EMPLOYEES										
Affirmative Action Recognition	■	■	■	■	■	■	■	■	■	■
Employee Recognition	■	■	■	■	■	■	■	■	■	■
Equal Employment Opportunity Coverage	■	■	■	■	■	■	■	■	■	■
Partnering With Unions	■	■	■	■	■	■	■	■	■	■
Professional Development	■	■	■	■	■	■	■	■	■	■
Teaming	■	■	■	■	■	■	■	■	■	■
4. INCREASE READINESS AT REDUCED COST										
Base Realignment & Closure 1993	■	■	■	■	■	■	■	■	■	■
Base Realignment & Closure 1995	■	■	■	■	■	■	■	■	■	■
GSA Strategy/Prototypes	■									
Buy Response Vice Inventory	■	■				■				
Cancelling Funds/Closeout Strategy										■
Chief Fin Ofcr Act Accounting Initiatives	■	■	■		■	■	■			
Consumable Item Transfer	■					■				
Depot Unit Cost Accuracy					■	■				
Fee for Service (Admin Service Centers)	■	■	■	■	■	■	■	■	■	■
Food (Govt Owned Contractor Operated Facility)	■									
Inventory Accuracy						■				
Logical Inventory Control Point	■	■								
Fuel Savings Initiatives		■								
Overhead Strategy									■	
Returns Backlog	■				■					
Reutilization and Marketing Self-Sufficiency	■			■						
Savings Through Value Enhancements	■									
Specification Busting	■							■	■	

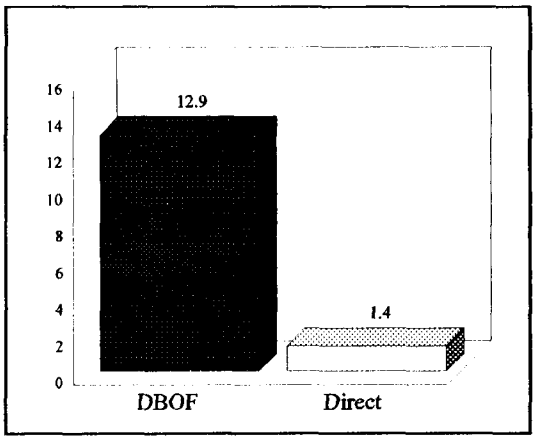
III. BUDGET RELATIONSHIPS

In accomplishing its broad logistics mission, DLA executes an approximately $14 billion annual program. Over 90 percent of the DLA program is resourced through the Defense Business Operations Fund (DBOF)[1]. Of the three primary DLA logistics businesses, two (Supply Management and Distribution) are conducted within the framework of the DBOF, with direct appropriation support provided to these businesses for such items as military construction, family housing, and mobilization preparedness. Contract Management is the only business area financed directly by the Operation and Maintenance (O&M), Defense-wide appropriation.

Budget Estimates

The DLA FY 95 Budget Estimates[2] submitted to the Congress in February 1994, reflect funding for DLA's primary missions (i.e., Supply, Distribution, and Contract Management) at $14.3 billion for FY95 ($12.9 billion in DBOF operations and capital costs, and $1.4 billion in direct appropriation funding). The numbers shown here reflect DBOF cost and capital obligations. As a business entity, our supply management sales are another important factor. For FY95, our total sales are projected at over $11 billion, with a unit cost per dollar of sales of $.86. The figure to the right depicts the DLA budget for FY95, with breakouts between DBOF and direct appropriation financing.

DLA FY95 Budget
DBOF vs Direct Appropriation



[1]*DBOF is a centralized business management revolving fund. Under this concept, DoD's business entities, such as DLA's Supply Management and Distribution businesses, operate in a similar manner to the private sector. Funds are not provided to these businesses in the form of direct appropriations. Rather, the business "sells" its products or services to the Military Service customers, who in turn pay for the products or services with their appropriated dollars, thus replenishing the fund. Hence the revolving nature of the fund. DBOF is designed to instill, within the Department's commercial and industrial support activities, many of the business disciplines and practices found in the private sector. Cost and performance are linked together, and business managers are expected to operate within cost goals established in operating and capital budgets.*

[2]*The Budget of the United States Government, Appendix, Fiscal Year 1995, Office of Management and Budget, Executive Office of the President.*

A very small proportion of DLA planned resources is excluded from the previous chart. DLA receives funding from the Research, Development, Test and Evaluation (RDT&E) Defense-wide appropriation for such items as development of joint service training programs and support of manufacturing technology initiatives. Funding for the operation of the Defense Technical Information Center (DTIC) is included in DLA's top line for RDT&E for FY95, although DLA does not exercise any management control over DTIC's operation. Beginning in FY94, DLA also receives funding from the Base Realignment and Closure (BRAC) Account to carry out the BRAC 1993 decisions. Separate funding is provided for these actions since they are not part of our normal business operations. The planned budget of these separately managed RDT&E and BRAC funds totals $143 million in FY95 --- less than 1 percent of the total DLA budget.

BUDGET ALLOCATIONS

For purposes of this plan, we have aggregated several separate funding accounts (Reutilization and Marketing, Industrial Plant Equipment, Defense National Stockpile Center, and the William Langer Jewel Bearing Fund) within the Supply Management business area. A large proportion of resources is attributed to Supply Management. However, most of the DBOFresources for Supply Management pertain to direct materiel acquisition costs. Less than $2 billion represent the costs incurred in operating the Supply Management business and the inventory control points.

The chart below displays the estimated, relative resource size for each of the primary logistics operations that comprise each major business area. It should be noted that DLA budget submissions do not currently break out the business areas in this manner.

Supply Management FY 95		Distribution FY 95		Contract Management FY 95	
Supply	$ 7.37B	Rec'g/Shpg	$ 634.5M	Preaward	$ 106.2M
Fuel	3.77B	Storage ops	390.0M	Postaward	1,042.7M
DRMS	0.47B	Special Ops	376.0M	Contract Perf	103.6M
DNSC	0.04B	Total	$1,400.5M	Total	$1,252.5M
Total	$11.65B				

DRMS - Defense Reutilization and Marketing Service
DNSC - Defense National Stockpile Center

IV. PERFORMANCE PLAN SUMMARY

The scope of the Defense Logistics Agency GPRA pilot project is the entire Agency, encompassing the three business areas of Supply Management, Distribution, and Contract Management. Within each of these core businesses, DLA has identified basic logistics operations to track performance.

CHANGES FROM FY94 PERFORMANCE PLAN

We have incorporated changes based on feedback on our FY94 plan. Performance indicators are aligned with the customer-oriented goals of responsiveness, timeliness, quality, operating efficiency, financial performance, and customer satisfaction. These customer-oriented goals support the two principal desired outcomes as stated in the Department of Defense Logistics Strategic Plan, to improve defense response capability and provide for a leaner/balanced infrastructure. We also have provided more detailed descriptions of each indicator, along with an assessment of the indicator category (i.e., outcome, output, or internal measure), and baseline figures (from FY93) for indicators for which they are available.

In the Supply Management and Distribution business areas, some of the indicators submitted in the FY94 Performance Plan have been deleted and new indicators have been added. The intention is to more accurately portray that set of measures that focus on the outcomes desired by our customers and stakeholders. The targets for FY95 and FY96 indicate guaranteed minimum levels of performance committed to our customers. These minimum standards are reflective of customer feedback, and Department of Defense and Military Service objectives. The value added measure is judged by the attainment of lowered unit cost (i.e. cost charged to the customer) while maintaining performance at or beyond the established standards.

Significant refinements have been made to the Contract Management business area performance indicators. While the majority of the FY94 indicators had no targets, a majority do have targets in the FY95 plan, signifying business area maturation in the implementation of the GPRA requirements. For the remaining indicators, baselines and automated systems are being developed which will allow the establishment of meaningful targets.

STRUCTURE

Description: A brief description is provided for each business area.

Budget Structure and Resource Requirements: This section ties each logistics operation to the Program and Financing Structure of the President's Budget (Appendix, Fiscal Year 1995) and presents other resources and investments required.

Program and Financing Schedule: For each business area and for each logistics operation we have provided the appropriate identification codes and Budget Appendix page number where it is found. It should be noted that there is not a one-to-one tracking of these codes to the DLA logistics operations. In some cases, multiple identification codes apply. Some identification codes pertain to DoD-wide funding and only partially apply to DLA (e.g.,Defense Business Operations Fund).

Budget: Budget information is derived from the President's Budget, (Appendix, Fiscal Year 1995).

Other Resource Requirements: For each DLA business area logistics operation, resource investments are identified, or a statement is provided that there are no incremental requirements.

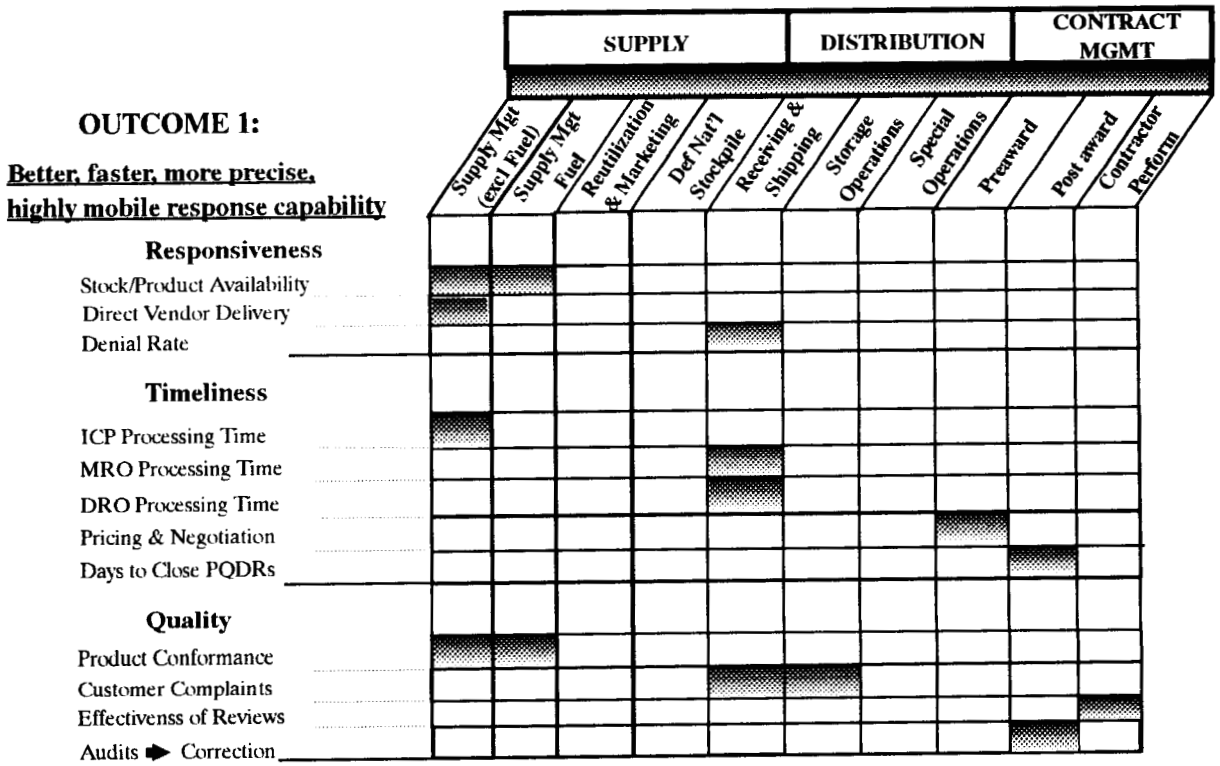
Performance: This section presents the specific measures and targets of the DLA Annual Performance Plan.

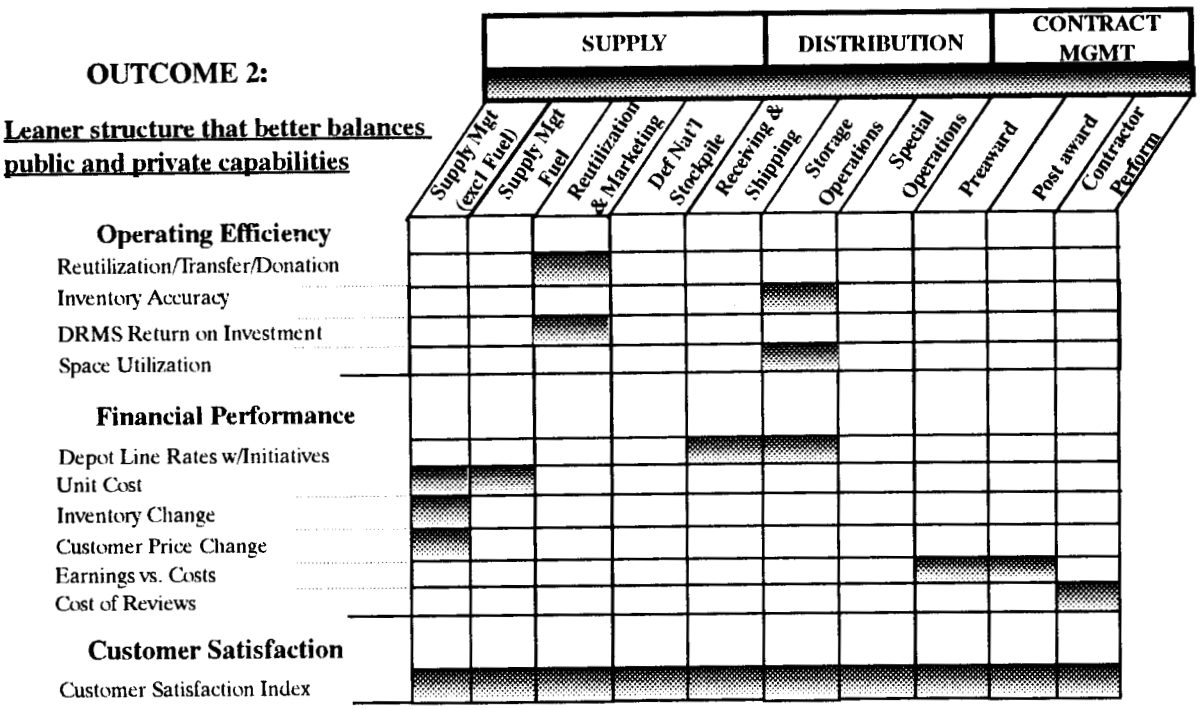
Indicators: The DLA Annual Performance Plan follows the GPRA requirement to present one or more goals or targets for each program activity, and the performance measures that will be used to measure the outputs and outcomes. DLA's logistics operations goals are defined in terms of target levels of performance expressed as tangible, measurable objectives. DLA has established, where possible, outcome indicators to permit a future assessment of program results against the intended purpose of each program. Yet in many cases the Agency is working with output measures, while outcome measures are being developed. It is DLA's intent to further develop its targets and measures in terms of outcomes or results. Such measures will eventually allow the Agency to better judge its progress in providing service to the customer.

Means of Comparison/Means of Validating Measured Values: These sections show the manner by which actual performance results and target performance values will be compared, and how we plan to validate those values. In all instances, the performance indicators are being tracked in the DLA Executive Information System, which provides on-line performance data and tracks performance and trends in that performance. In general, the sources of the performance data which feed the DLA Executive Information System are the various automated logistics information systems within each of the DLA business areas. Validation is generally accomplished by routine periodic management reviews.

Waivers Desired: DLA is currently in the process of identifying desired waivers. None are requested in this plan.

Performance Indicator Summary
(by Business Area)





V. PERFORMANCE PLAN

BUSINESS AREA: Supply Management

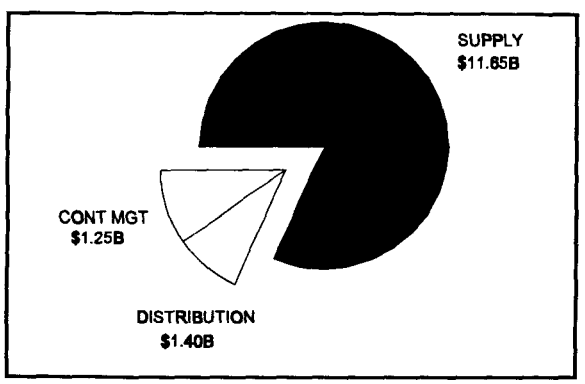
DESCRIPTION: Major functions of the Supply Management business area include materiel purchase and inventory management; technical operations; reutilization, recovery and disposal; and the Defense National Stockpile. DLA has six inventory control points (ICPs) which provide critical spare parts, weapons systems items, fuel, medical supplies, food, and clothing to the Military Services, civil agencies, and international organizations. DLA operates the Department of Defense program for excess and personal property, which is screened for reutilization, demilitarized to ensure that military equipment is not misused, and, as appropriate sold to contractors, scrap dealers, and the public. DLA maintains the statutorily mandated stockpile of strategic and critical materiels to preclude dependence upon foreign sources in times of crisis.

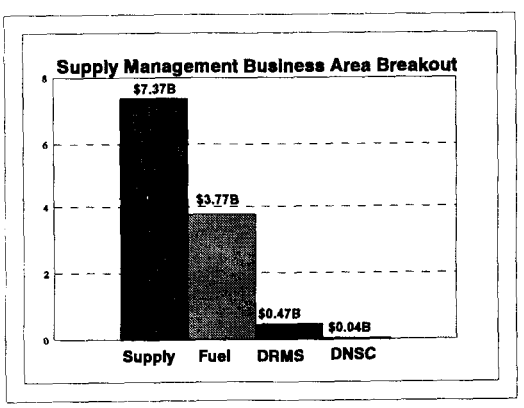
BUDGET STRUCTURE AND RESOURCE REQUIREMENTS:

Program and Financing Schedule:

97-4930-0-4-051 (Defense Business Operations Fund, partial), p. 329
97-0706-0-1-051 (Family Housing, Defense-Wide, partial), p. 326
97-0500-0-1-051 (Military Construction, Defense-Wide, partial), pp. 319-320
97-4093-0-3-051 (William Langer Jewel Bearing Plant Revolving Fund), p. 328
97-0100-0-1-999 (Operation & Maintenance, Defense-Wide, partial), p. 287
97-4555-0-3-051 (Stockpile Fund), p. 327

FY95 Budget: (millions) $11,652





Other Resource Requirements: No incremental requirements. Funded out of existing resources, DLA is pursuing a number of initiatives which are expected to enhance supply management logistics operations.

PERFORMANCE

Responsiveness	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Stock/Product Availability			
Logistics Operation(s)			
Supply Management (excluding Fuel)	87%	85%	85%
Supply Management (Fuel)	Not available	90%	90%
Indicator: Direct Vendor Delivery (DVD)			
Logistics Operations(s)			
Supply Management (excluding Fuel)	24%	35%	42%

Timeliness	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Logistics Response Time (Inventory Control Point Processing)			
Logistics Operation(s)			
Supply Management (excluding Fuel)	Not available	0.9 day	0.9 day

Quality	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Product Conformance Verification			
Logistics Operation(s)			
Supply Management (excluding Fuel)	Not available	95%	95%
Supply Management (Fuel)	Not available	(data collection begins 9/1/94)	

Operating Efficiency	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Reutilization/Transfer/Donation Ratio			
Logistics Operation(s)			
Defense Reutilization & Marketing Service	Not available	30%	35%
Indicator: Return on Investment (Reutilization)			
Logistics Operation(s)			
Defense Reutilization & Marketing Service	Not available	3.0%	3.5%

Financial Performance	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Unit Cost			
Logistics Operation(s)			
Supply Management (excluding Fuel)	$0.83	$0.86	$0.91
Supply Management (Fuel) - cost per barrel	$31.49	$29.82	$31.21

NOTE: The unit cost goal may fluctuate relevant to workload/sales, and actual operating costs are masked within the target. That is why the change in customer price relevant to unit cost goal is an important comparison. The unit cost goal is increasing because DLA is converting from the traditional method of satisfying customer requisitions from stock available in DLA depots (materiel obligation replacement rate of 65 percent) to satisfying the requisition by direct vendor deliveries - DVD- (materiel obligation replacement rate of 100 percent). As the mix changes and we satisfy more of our sales via DVD, we should receive a higher replacement rate for materiel obligations and therefore, a higher unit cost goal.

Indicator: Customer Price Change			
Logistics Operation(s)			
Supply Management (excluding fuels)	Not available	3.2%	-1.2%

Financial Performance	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Inventory Change			
Logistics Operation(s)			
Supply Management (excluding Fuel)			
Active	Not available	-$255M	-$425M
Inactive	Not available	-$345M	-$325M

Customer Satisfaction	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Customer Satisfaction Index			
Logistics Operation(s)			
Supply Management - all areas	Not available	82%	85%

NOTE: Targets are notional, based on preliminary test data. A corporate level baseline survey will be sent to approximately 32,000 DLA customers this year. Results of the survey are expected to provide quantitative information from which to develop a customer satisfaction index target.

Means of Comparison (Target vs Actual): The DLA Executive Information System (EIS) and the Initiative Tracking System (ITS) display monthly information on the above indicators for each inventory control point and service center. The EIS and ITS show monthly and yearly progress for trends and comparison purposes.

Means of Validating Measured Values: Data will be validated and verified during Headquarters management reviews. For Defense National Stockpile indicator, execution of the AMP is additionally monitored by the Office of the Secretary of Defense and Congress.

Definitions of Performance Indicators

Stock Availability -- The percentage of requisitions that are filled immediately from stock on hand. The calculation for stock availability is: Backorders established divided by net demands with the quotient subtracted from 100 percent. Stock availability does not apply to subsistence or fuel. (Indicator category - outcome)

Product Availability --The availability of fuel. Both the on-hand inventory and a projection of future inventory status are evaluated against customer requirements for all products. The status is the percentage of requirement being met. This indicator shows how close we are to the objective-- 100% would mean that if any or all required product is on-hand, then customer operational requirements are being met 100 percent of the time. (Indicator category - business process outcome)

Direct Vendor Delivery -- An output measure which supports the strategy to enhance responsiveness at reduced cost. It refers to shipments from a vendor directly to a customer; shipments do not go through the depot. The goal is 50% of sales in FY97. Data are collected at the inventory control points, which provide a monthly "trial balance" to the DLA Comptroller, who rolls up the monthly data quarterly. (Indicator category - internal)

Logistics Response (Inventory Control Point Processing) Time -- The amount of time (mean days) that elapses between the date a requisition was received at an inventory control point and the date the Materiel Release Order (MRO) is transmitted to a depot/storage site; expressed in days or for immediate issues, tenths of days. It is the inventory control point component of the total "pipeline" time of Logistics Response Time. (Indicator category - business process outcome)

Product Conformance Verification --The number of National Stock Numbers (NSNs) that failed random testing for critical and major defects/characteristics divided by the total number of NSNs tested. The data is for materiel on contract for the current and previous two contract years. Currently, this indicator applies to construction, electronics, industrial, and general supplies. (Indicator category -outcome)

Reutilization/Transfer/Donation -- This indicator represents the aggregate acquisition value of the reutilized, transferred, and donated property processes, expressed as a percentage of acquisition value of all usable and scrap property reutilized or sold. The indicator applies to available assets which are economically reused thus preventing concurrent procurement of new assets. It addresses disposal via reutilization by another Defense customer, transfer to another federal agency, or donation to eligible state and local governments or non-profit organizations. Viewing R/T/D as a percentage of usable turn-ins indicates compliance with federal regulations that mandate reuse through these cost avoidance programs as the first priorities of disposal. (Indicator category - outcome)

Return on Investment (reutilization)-- This indicator depicts the percent return on the original investment and is calculated by dividing the gross sales proceeds by the original acquisition value of items sold. (Indicator category - outcome)

Unit Cost--The desired cost per unit of output. Each "hardware" center has a specific unit cost goal. This indicator is derived by combining supply operations costs and material product costs, and dividing by the total amount of sales. (Indicator category - outcome)

Customer Price Change -- The change in customer price. Expressed as a percentage, this is the difference in the price charged for an item (standard price) from one year to the next. (Not applicable to fuels, subsistence, and items not having a standard price, e.g., local purchase items.) The Customer Price Change is a measure of our financial performance to our external customers. (Indicator category - outcome)

Inventory Change-- Indicators for active and inactive inventory depict the dollar value of reduction or increase to the Agency's wholesale inventory from the end of the prior fiscal year. The inventory is valued at latest acquisition cost, with assets considered unserviceable valued at 50% and assets considered eligible for disposal valued at 2%. Continued reduction of wholesale inventory while maintaining or improving the materiel support to customers is anticipated as a result of implementation of improved forecasting techniques, use of both commercial business practices and alternative methods of support. (Indicator category - internal)

Customer Satisfaction Index -- Overall customer satisfaction based on survey data- the percentage of customers who are satisfied with DLA services/products. A corporate-level survey of DLA materiel management customers is scheduled for this year. The survey was developed by a team of DLA field and headquarters representatives, with assistance from a contractor familiar with customer satisfaction survey processes. An important step in this process was the conduct of 13 focus groups. These focus group interviews provided a great deal of insight into what features of DLA service were most valuable to different groups of customers, and what questions should be included in the survey. A test of the survey was conducted in March 1994. This test identified important questions which should be retained for a baseline survey, and provided some bases for preliminary indicators. The index shown in this performance plan update is based on the small sample test described above. Clearances for formal surveys are required from OSD, GSA, and OMB under Paperwork Reduction Act procedures. The baseline survey, which will be sent to approximately 32,000 DLA customers, will be conducted when those clearances are received. The results of the survey are anticipated to provide DLA with specific quantitative information on customer perceptions (including a corporate customer satisfaction index), which will be incorporated into the DLA Executive Information System. (Indicator category - outcome)

BUSINESS AREA: Distribution

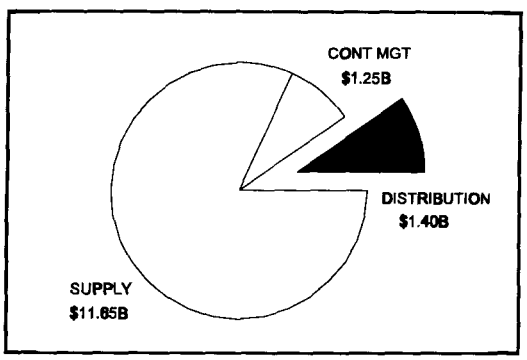
DESCRIPTION: Major functions of the Distribution business area include receiving and issuing materiel as directed by the managing inventory control points, care and preservation of materiel in storage, and other reimbursable services requested by the customer, such as unit and set assembly and assembly of deployable medical hospitals.

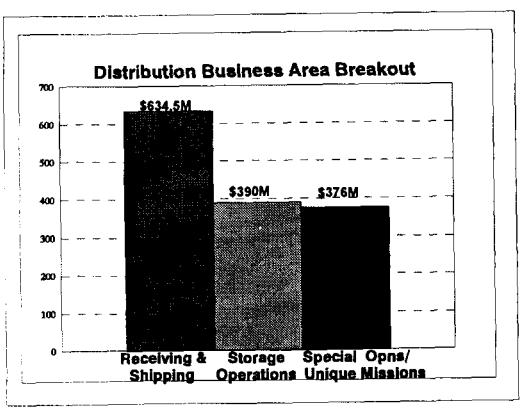
BUDGET STRUCTURE AND RESOURCE REQUIREMENTS:

Program and Financing Schedule:

97-4930-0-4-051 (Defense Business Operations Fund, partial), p. 329
97-0706-0-1-051 (Family Housing, Defense-Wide, partial) p. 326
97-0500-0-1-051 (Military Construction, Defense-Wide, partial), pp. 319-320

FY95 Budget: (millions) $1,400





Other Resource Requirements: No incremental requirements. Funded out of existing resources, DLA is pursuing a number of initiatives which are expected to enhance distribution logistics operations.

PERFORMANCE

Responsiveness	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Denial Rate			
Logistics Operation(s)			
Receiving and Shipping	.74%	≤ 0.8%	≤ 0.8%

Timeliness		*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Materiel Release Order Processing Time				
Logistics Operation(s)				
Receiving and Shipping	Not available	≤ 1 day	≤ 1 day	high priority
	Not available	≤ 7 days	≤ 6 days	routine

Timeliness	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Disposal Release Order Processing Time			
Logistics Operation(s)			
Receiving and Shipping	21 days	<21 days	<21 days

Quality	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Customer Complaints- Reports of Discrepancy			
Logistics Operation(s)			
Receiving and Shipping	Not available	. 08%	.05%

Operating Efficiency	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Inventory Accuracy			
Logistics Operation(s)			
Storage Operations	Not available	85%	90%
Indicator: Space Utilization			
Logistics Operation(s)			
Storage	84%	85%	85%

Financial Performance	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Depot Line Rates (w/Initiatives)			
Logistics Operation(s)			
Receiving & Shipping; Storage	$27.75	$27.60	$27.43

Customer Satisfaction	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Customer Satisfaction Index			
Logistics Operation(s)			
All	Not available	82%	85%

Note: A corporate level *baseline survey will be sent to approximately 32,000 DLA customers this year. Results of the survey are expected to provide quantitative information from which to develop a customer satisfaction index target.*

Means of Comparison (Target vs Actual): The DLA Executive Information System (EIS) displays monthly information on the above indicators for each distribution depot. The EIS shows monthly and yearly progress for trends and comparison purposes.

Means of Validating Measured Values: Denial and processing time data is contained in the Distribution Standard System (DSS) Management Information System. Other data is validated and verified during headquarters management reviews.

Definitions of Performance Indicators

Denial Rate -- A percentage based on the number of requisitions denied, in whole or part, and the total number of requisitions shipped. (Indicator category - outcome)

Materiel Release Order (MRO) Processing Time --The average number of calendar days it takes depots to process MROs. It measures the time period between when the depot receives the MRO and

the time the materiel is offered to transportation for shipment. In accordance with DoD directives, we automatically downgrade to surface transportation all high priority MROs which do not have a Required Delivery Date or special project code, to realize transportation efficiencies. For the same reason, we consolidate up to 8 days of MROS. Achieving shorter processing times would require reallocation of (Indicator category - business process outcome)

Disposal Release Order (DRO) Processing Time -- The average number of calendar days it takes depots to process/ship DROs. It measures the time period between when the depot receives the DRO and the time transportation actually ships the materiel. (Indicator category - internal)

Customer Complaints -- A percentage based on the number of valid Reports of Discrepancies (RODs) received and the total number of MROs shipped. (Indicator category -outcome)

Inventory Accuracy--This indicator determines how accurately we account for the quantity and value of inventory. Since all distribution processes impact how well we account for materiel, a variety of indicators, i.e., location survey, materiel denials, etc., are used to evaluate inventory accuracy. Sample inventory accuracy provides an evaluation of the accuracy of the accountable record as compared to the physical on-hand quantity. DoD is developing a standard sampling formula that will be incorporated into the Distribution Standard System, to measure accuracy across all depots and types of materiel.

Space Utilization --This measurement indicates the total usable storage space occupied in DLA warehouses/storage facilities for all depots. (Indicator category - internal)

Depot Line Rate (w/Initiatives)-- The depot line rate is the charge to the inventory control point per unit of distribution work performed (i.e., lines received, issued, etc.) Distribution cost is a component of surcharge reflected in the unit price of an item. Initiatives are designed to lower per line costs and thus pass on savings to the military customer. Countervailing pressure on this indicator is occurring as significant workload reductions from military downsizing and increased Direct Vendor Deliveries (DVD) present the challenge of reducing overhead costs (facilities, people, hardware, etc.) faster than workload decreases. (Indicator category - outcome)

Customer Satisfaction -- Customer Satisfaction Index -- Customer satisfaction is the degree of customer fulfillment in relation to the expected service or product received, based on survey data. Results of surveys provide specific quantitative information on customer perceptions as well as the Customer Satisfaction Index (percentage of overall customer satisfaction). The baseline survey will be sent to approximately 32,000 DLA customers, after clearances are received from OSD, GSA, and OMB under Paperwork Reduction Act procedures. (Indicator category - outcome)

BUSINESS AREA: Contract Management

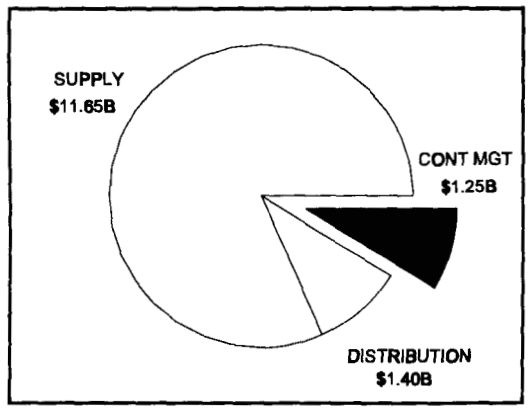
DESCRIPTION: The Defense Contract Management Command (DCMC) performs various contract management and administration functions prior to formal contract award (preaward), after formal contract award (postaward), and during performance of administrative and review operations associated with in-plant contractor specific activities (contractor performance). Some of the functions performed by DCMC include preaward survey and pricing/negotiations, core contract administration, quality assurance, program integration, engineering surveillance, production surveillance, price-related systems surveillance, review/approval of contractor property systems, and evaluation of manufacturing systems.

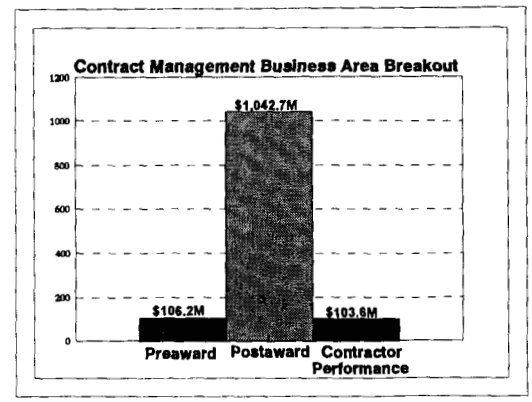
BUDGET STRUCTURE AND RESOURCE REQUIREMENTS:

Program and Financing Schedule:

97-0100-0-1-999 (Operation & Maintenance, Defense-Wide, partial), p. 287
97-0500-0-1-051 (Military Construction, Defense-Wide, partial), pp. 319-320
97-0300-0-1-051 (Procurement, Defense-Wide, partial), pp. 309-310

FY95 Budget: (millions) $1,253





Other Resource Requirements: No incremental requirements. Funded out of existing resources, DLA is pursuing a number of initiatives which are expected to enhance contract management logistics operations.

PERFORMANCE

Timeliness		*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Pricing and Negotiations				
Logistics Operation(s)				
Preaward	Will be established by beginning of 3Q FY95 when PLAS is fielded.		60%	70%

PLAS is the automated Performance Labor Accounting System.

Timeliness	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Days to Close Product Quality Deficiency Reports (PQDRs)			
Logistics Operations(s)			
Postaward	42 days	38 days	30 days

Quality	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Product Audits that Result in Request for Corrective Actions			
Logistics Operation(s)			
Postaward	3.3%	7%	14%

Indicator: Effectiveness of Reviews/ROI
Logistics Operation(s)
Contractor performance — Will be established by beginning of 3Q FY95 when PLAS is fielded.
PLAS is the automated Performance Labor Accounting System.

Financial Performance	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Earnings vs.Costs			
Logistics Operation(s)			
Preaward	Will be established by beginning	1:1	1:1
Postaward	of 3Q FY95 when PLAS is fielded.	Earnings > Cost	

PLAS is the automated Performance Labor Accounting System.

Indicator: Cost of Reviews (Price Related Systems)
Logistics Operation(s)
Contractor Performance — New - Expected to be available by end of 2Q FY95

Customer Satisfaction	*Baseline*	*FY95 Target*	*FY96 Target*
Indicator: Customer Satisfaction Index			
Logistics Operation(s)			
All areas	New - Expected to be available by end of 1Q FY95		

Means of Comparison (Target vs Actual): The DLA Executive Information System (EIS) displays monthly information on the above indicators for each Defense Contract Management area. The EIS shows monthly and yearly progress for trends and comparison purposes.

Means of Validating Measured Values: The data is validated and verified during district field technical assistance/operations reviews and Headquarters in-process reviews.

Definitions of Performance Indicators

Pricing and Negotiations (Completion on time) -- Percentage of pricing and negotiation actions that are completed by the customer's original due date. (Indicator category - output)

Days to Close PQDRs-- The average number of calendar days it takes to close (respond to/complete) a Product Quality Deficiency Report. (Indicator category - output)

Audits Resulting in Corrections -- This indicator shows the number of product audits accomplished, the number of Corrective Action Requests (CARs) issued as a result of the product audits, and the percent of product audits resulting in CARs. (Indicator category - output)

Effectiveness of Reviews/ROI -- This indicator shows the cost effectiveness of the various reviews performed and the Government's return on investment. It is a measure of the relationship between the costs saved or avoided and the cost of the various reviews. (Indicator category - outcome)

Earnings vs. Costs -- Total earnings (for preaward, postaward, and contractor performance) divided by the actual costs to perform the functions. It is a measure of the relationship between the costs saved or avoided and the cost of the various functions. (Indicator category - outcome)

Cost of Reviews (Price Related Systems) -- The total cost required to accomplish price related system reviews. (Indicator category - output)

Customer Satisfaction -- This is an indicator showing the percentage of customer repondents who said performance exceeded their expectations (ratings +1 through +5) or those customers responding that we failed to meet their expectatations (ratings -1 through -5). Ratings of zero are excluded. This indicator also provides the mean rating of performance on a -5 to +5 scale where the zero rating indicates "Meets Expectations", +5 being "Far Exceeds Expectations", and -5 being "Greatly Falls Short of Expectations". (Indicator category - outcome)

VI. CONCLUSION

The Defense Logistics Agency has been making steady progress in identifying and defining performance measures. For each measure DLA has developed - or is in the process of developing - target performance goals. The total process has been, and continues to be, a valuable learning experience.

In this plan, we have taken into consideration reviewer and analyst suggestions, recommendations, and directions, and we have made significant improvements over our initial plan. There are still a number of areas where we need to provide outcome measures instead of output or internal measures, and we need to assess our customer requirements and develop performance metrics in order to accurately reflect performance in those activities that are most significant to our customers.

Since submitting our FY94 plan, the Department of Defense Logistics Strategic Plan has been published. We have aligned our performance indicators with six customer-oriented strategic goals that support the Department desired outcomes. This provides a clear focus and direction for all of our logistics operations.

In addition to stating performance indicator target goals, we have provided information on how we will reach these goals. In our FY94 plan we reported on 34 strategic initiatives; the number has grown to 50 initiatives in this plan. Each initiative is a significant attempt to break new ground, to try innovative techniques that will allow us to provide even better service while our resources are dwindling. The Agency is committed to improvement in all mission areas.

We actively support and participate in the National Performance Review and the Defense Performance Review. One aspect of our involvement is the designation of reinvention laboratories, ranging from the specific but customer-oriented "Wood Products" laboratory which is comparing the quality of customer support resulting from local purchase procedures against centralized buying at two Marine Corps bases, to the "Process Oriented Contract Administration Services (PROCAS)" laboratory which facilitates continuous improvement through government-contractor teaming and applies Agency/government-wide.

While we believe this FY 1995 Performance Plan is an accurate and meaningful assessment of our planning at this time, we are already preparing for improvements and refinements to fully meet the objectives of the Government Performance and Results Act.

APPENDIX

STRATEGIC INITIATIVES

Activity Based Costing (ABC) - Methodology that measures the cost and performance of activities, resources, and cost objects. Resources are traced to activities which are then assigned to the business process that consumes them. This information allows us to identify which activities contribute to our customers' needs, and to eliminate activities that don't. It also allows us to identify cost drivers within each process.

Affirmative Action Recognition - Link awards with Agency objectives. The goal is to establish an EEO Activity of the Year award.

Base Realignment and Closure (BRAC) 1993 - Integrate implementation actions to close/realign activities on or ahead of schedule and within cost projections.

Base Realignment and Closure (BRAC) 1995 - Develop an Agency closure and realignment recommendation to DoD that fully incorporates OSD policies, selection criteria, and force structure requirements while maintaining the highest possible level of Agency capability.

Buy Response vs Inventory - Use Buy Response and Power Buying initiatives (long-term contracts, Direct Vendor Delivery (DVD), Electronic Commerce/Electronic Data Interchange (EC/EDI), and prime vendor) to reduce the value of DLA inventory by FY 97 to $6B.

Cancelling Funds/Contract Closeout Strategy - Expedite contract closeout by using funds that are due to become unavailable at the end of the fiscal year.

Chief Financial Officer (CFO) Act Accounting Initiatives - Improve the accuracy and usefulness of all information contained in the Agency financial statements.

Commercial Asset Visibility - Explore the feasibility of and possible mechanisms for achieving commercial asset visibility.

Consumable Item Transfer (CIT) - Complete in an efficient and timely manner the transfer of management responsibility for consumable items from the Military Services to DLA.

Contract Administration Services (CAS) Early Involvement - Expand the Defense Contract Management Command's (DCMC) role in the early phases of systems acquisitions to "nontraditional" applications; e.g., source selection and Cost/Schedule Control System Criteria (C/SCSC) validation by a minimum of eight per year.

Customer Satisfaction - Develop a process for continuously obtaining and acting upon feedback from customers.

DCMC On-Time Delivery - To ensure contractors adhere to delivery schedules and impose discipline on the delivery surveillance process.

Defense Reutilization and Marketing Services (DRMS) Self-Sufficiency - Increase revenues and decrease costs to make DRMS self-sufficient.

Demilitarization (DEMIL) Policy - Ensure that marketable personal property does not have an erroneous demilitarization code while ensuring a proper level of control or destruction is maintained, to preclude sale of critical material (weapon system and technologies) to unauthorized customers.

Depot Unit Cost Accuracy - Improve accuracy of depot unit costs by achieving more reliable unit cost data; a more accurate costing system; and a better/more reliable efficiency measure.

Distribution Standard System (DSS) - Deploy a standard distribution information system to all DLA depots.

DLA Contingency Support - Develop a tailored contingency support plan for each warfighting Commander-in-Chief.

DLA Premium Logistics - Provide selected logistics services that can meet the most demanding requirements of our customers.

Electronic Commerce/Electronic Data Interchange (EC/EDI) - Exploit electronic commerce methods to streamline DoD logistics. The goal is to incorporate EC/EDI technology within DLA business areas of procurement, contract administration, materiel management, transportation, and fuels.

Electronic Commercial Catalog- Adopt commercial buying practices that will make the Agency competitive in any market for the purchase of commercial type items.

Employee Recognition - Link awards with Agency objectives. Emphasize team performance recognition through award criteria.

Environmental Excellence - The goal is for DLA to become the leader in promoting environmental excellence in 3-5 years (on/about FY 95-96).

Equal Employment Opportunity (EEO) Coverage - Expand availability of EEO managers to DLA employees. The goal is to obtain a staffing ratio of 1:600 for EEO resources by the end of FY 96.

Executive Information System (EIS) - Field an on-line performance management system including all Agency business areas and warfighting/contingency preparedness.

Federal Contract Administration Services (FEDCAS) - Perform contract administration for selected non-DoD agencies. The goal is to double the number and dollar value of contracts assigned in FY95 from the top 20 civilian agencies.

Fee-For-Service DASCs - Implement fee-for-service operational concept at the HQ DLA Administrative Support Center (DASC) and field DASCs.

Fee-For-Service (FFS) Product Testing Centers - Implement FFS operational concept at DLA Product Testing Centers.

Forward Deployed Depot - Develop a forward depot capability to support forces engaged in operational military missions.

Fuel Savings Initiatives - Optimize the procurement, storage, and distribution of fuel.

Government Owned - Contractor Operated (GOCO) Food Depot - Prototype a contracted-out depot.

GSA Strategy/Prototypes - Achieve a single face to industry and customers, and eliminate duplication of logistics effort among Government agencies.

In-Storage Visibility of Retail Assets - Implement an automated interface with the Services to obtain visibility of DLA managed, Service owned retail assets.

Intransit Visibility - Implement Automated Manifest System (AMS); i.e., use "smart cards" for all DLA depot shipments. Simply put, the goal is to improve visibility of intransit shipments.

Inventory Accuracy - Goal is to achieve increased inventory accuracy, resulting in reduced investment.

Logical Inventory Control Point (ICP) - Develop a command and control structure to integrate ICPs across geographic and commodity lines, streamlining to provide the best service to our customers.

Logistics Response Time (LRT) (Average Customer Wait Time) - Establish a means for DLA to measure the time from the receipt of the requisition by the Inventory Control Point (ICP) through receipt of the materiel by the customer.

Materiel Positioning - Develop a materiel positioning policy which maximizes customer responsiveness while minimizing the aggregate overall DoD stocking and distribution costs.

Overhead Strategy - Achieve a consistent and effective approach across DCMC in assessing contractor overhead activities, negotiated forward pricing rate agreements, and settling final overhead rates. Establish an Overhead Center of Excellence.

Partnering with Unions - Establish a formal partnership arrangement with the union via a written agreement. Ensure effectiveness of the agreement by continuing evaluations.

Preaward CAS Involvement - Continuously improve the quality of preaward CAS activities and reduce the cost of our customers' weapon system acquisition by effectively using lessons learned during contract execution. Track cost avoidances from improved proposal negotiations.

Process Oriented Contract Administration Services (PROCAS) - Fully implement PROCAS by increasing the number of agreements and the number of bluelined processes. Track cost savings/avoidances from PROCAS implementation.

Professional Development - Ensure that training and development expenditures are linked to, and have a positive impact on, the achievement of organizational objectives and that they foster competition for EEO excellence.

Quality of Parts - To track the management of completion of the DLA Quality Action Plan to continually improve product and service quality provided to our customers.

Reserve Utilization - Utilize Military Reserve personnel to enhance DLA support of warfighters and achieve cost savings by utilizing Reserve personnel in place of commercial contractors where appropriate.

Returns Backlog - Reduce the backlog of all materiel returns (drawdowns, base closures, etc.) at depots to 10 days workload or less (DLA standard for processing returns).

$avings Thru Value Enhancement ($AVE) - Attain tangible savings for customers through Value Engineering and similar strategies: $70M/year beyond Defense Management Review Decision (DMRD) commitment of $132M.

Spec Busting - Transition to the use of Commercial Item Descriptions (CIDs) (vice Military Specs) for commonly used items. Achieve downward trend for MILSPECs and an upward trend for CIDs.

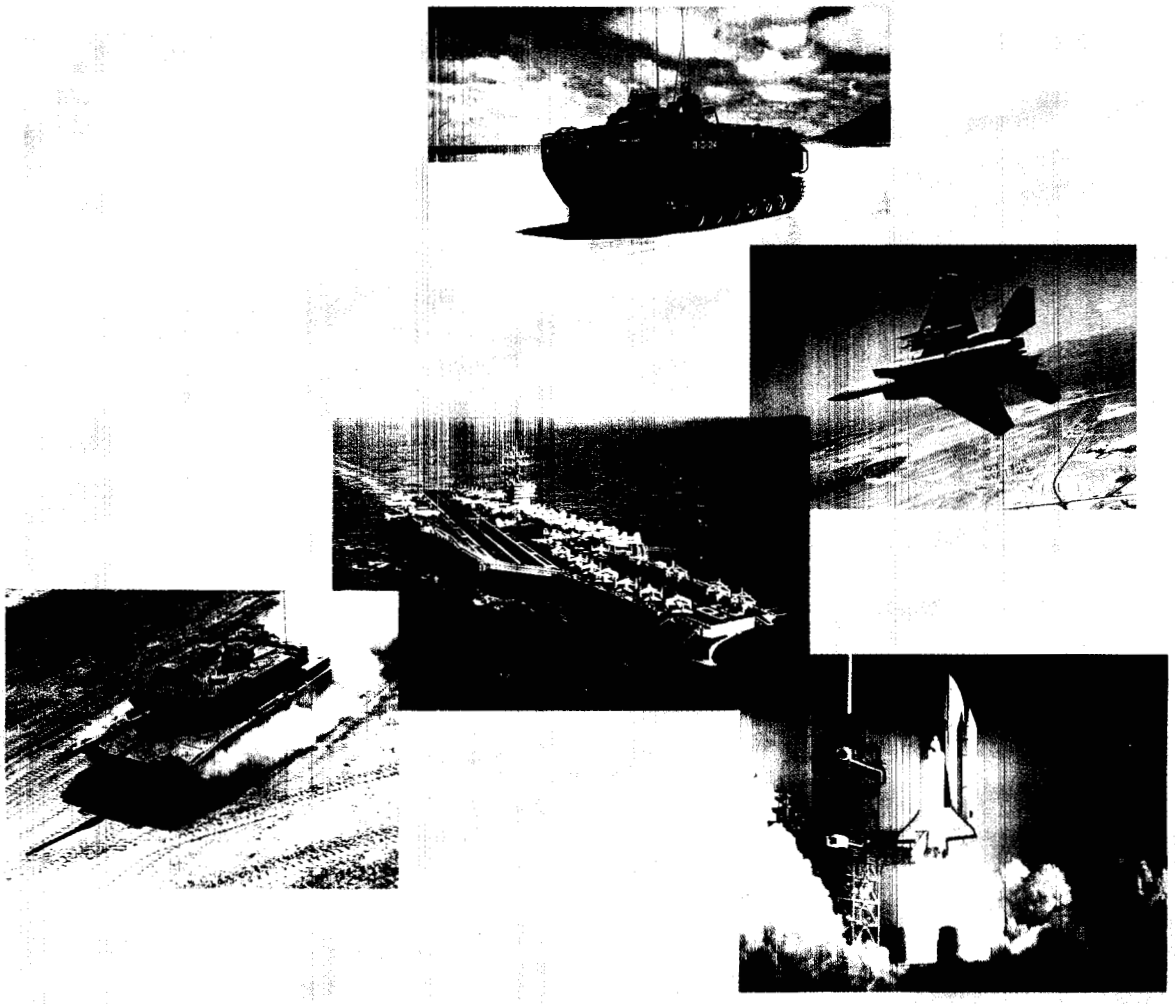
Teaming - Establish teaming as the exhibited behavior throughout the Agency in dealing with our customers and each other.

Warfighting Assessment/Requirements Model - Develop a model to determine critical NSN shortfalls, project when a specific item would be out of stock, identify weapons systems at risk, and provide significant information to make investment decisions.

War Reserve Management - Improve DLA's preparedness position by developing (1) a defendable funding package (coordinating with the Services) and (2) war reserve materiel requirements that would allow DLA to quickly develop materiel investment strategies in support of the most probable contingencies.

DEFENSE LOGISTICS AGENCY

A Combat Support Agency



The DLA Corporate Plan

The DLA Corporate Plan
is produced
by
the members
of the DLA team

Defense Logistics Agency
Cameron Station
Alexandria, Virginia 22304-6100

HQ DLA
Corporate Administration
Cameron Station
Alexandria, VA 22304-6100
703 274-6271 DSN 284-6271

Message from the Director

For over 30 years, the Defense Logistics Agency (DLA) has been an integral part of our Nation's military defense. We have been a full partner with the Services in helping to bring about the end of the Cold War. We have also provided crucial relief to victims of natural disasters and humanitarian aid to those in need. We have seen starving people fed, the homeless sheltered, and the oppressed freed. We have been in a unique position to serve our country and have distinguished ourselves at every opportunity.

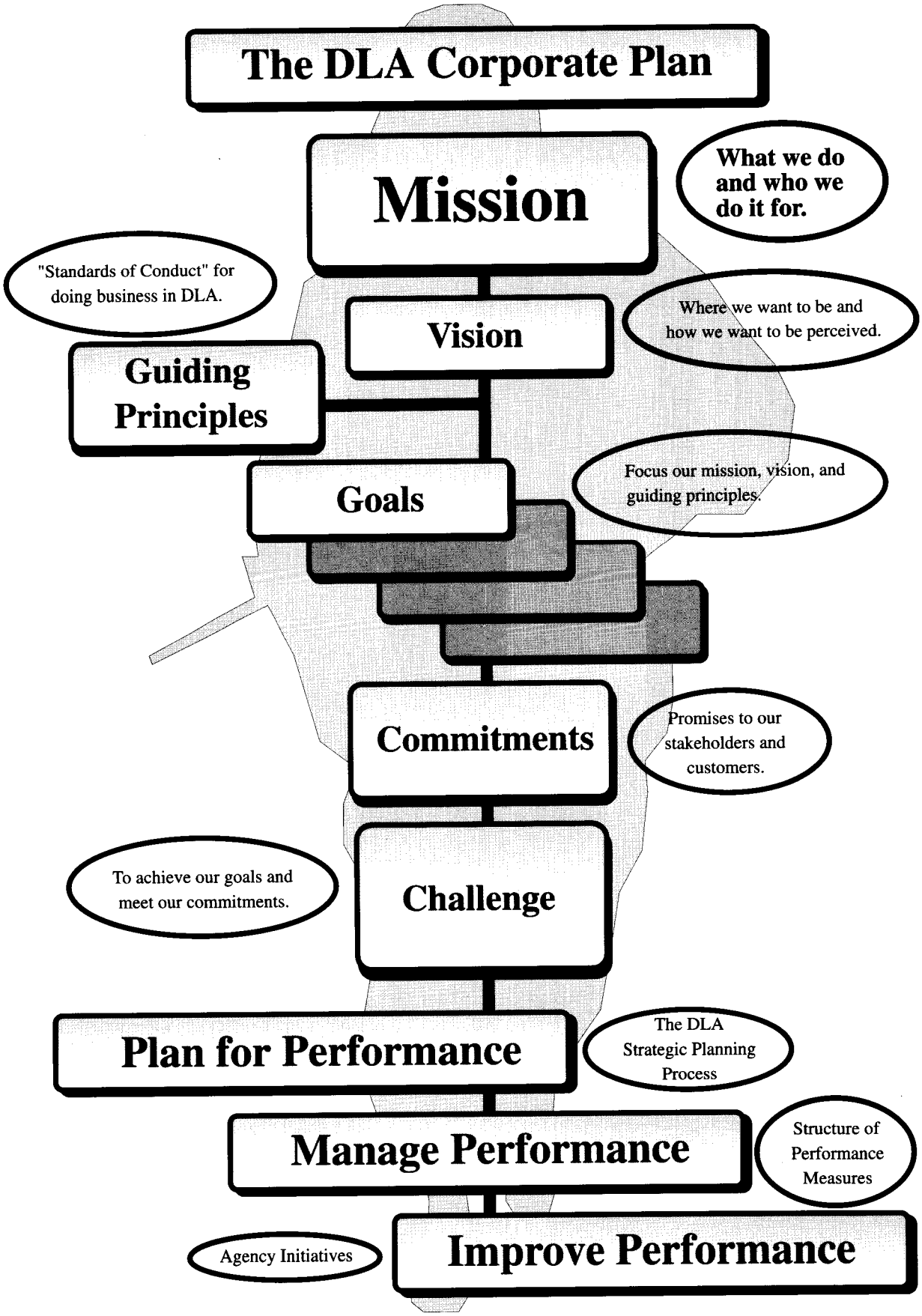
Today we are presented with new opportunities for distinguished service. Our success is, as in the past, guaranteed by our own efforts - our creativity - our dedication to excellence. We are redefining the benchmark for logistics services for the Department of Defense and the Federal Government. As the first Department of Defense agency to serve as a Pilot for the Government Performance and Results Act of 1993, we are shaping performance planning and budgeting policy for the Department as well as the rest of the Federal Government. As a leader in the National Performance Review (NPR) and the Defense Performance Review (DPR), we are in the forefront of creating and pursuing innovative ways to cut red tape, put customers first, empower employees to get results, and get back to basics. I believe DLA's focus on results, implementation of imaginative strategies, and willingness to take risks were instrumental in my being given the unique privilege to serve as the leader of the DPR for the next 2 years.

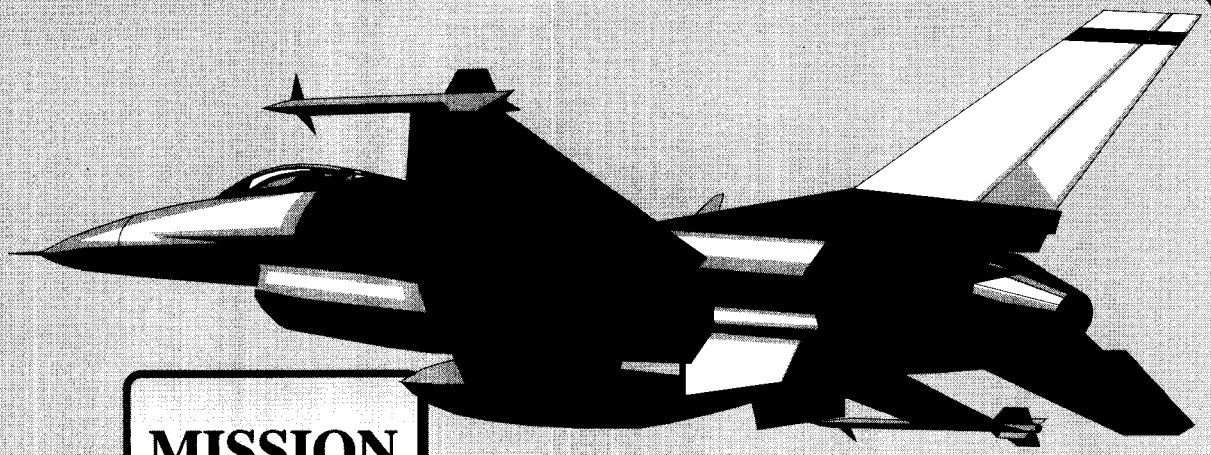
To guide our efforts we have produced the broad Corporate Plan you see here. This Plan, coupled with the Performance Plans for our business segments, is the Agency's strategic road map to the 21st century. We will track our progress through our Corporate Executive Information System and support initiatives to secure the excellence we seek by planning, programming, and budgeting for those resources needed to ensure success.

This Corporate Plan embodies the tenets of management that will make us successful. We must always make our customers highly visible in every aspect of our performance. We must be very clear in our commitments and hold ourselves and others accountable in achievement of our goals - goals that make us reach beyond what is comfortable. We will take risks to achieve logistics excellence and return even greater value to our customers.

Ed Straw

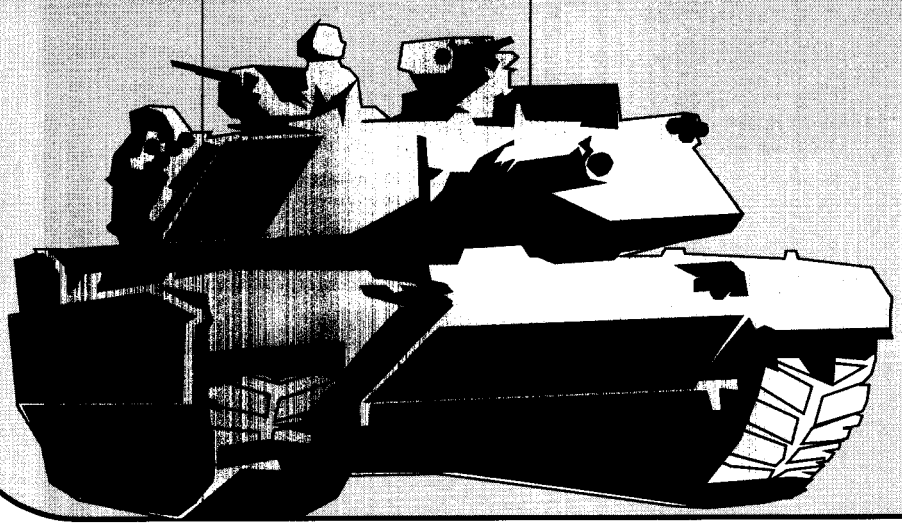
EDWARD M. STRAW
Vice Admiral, SC, USN
Director

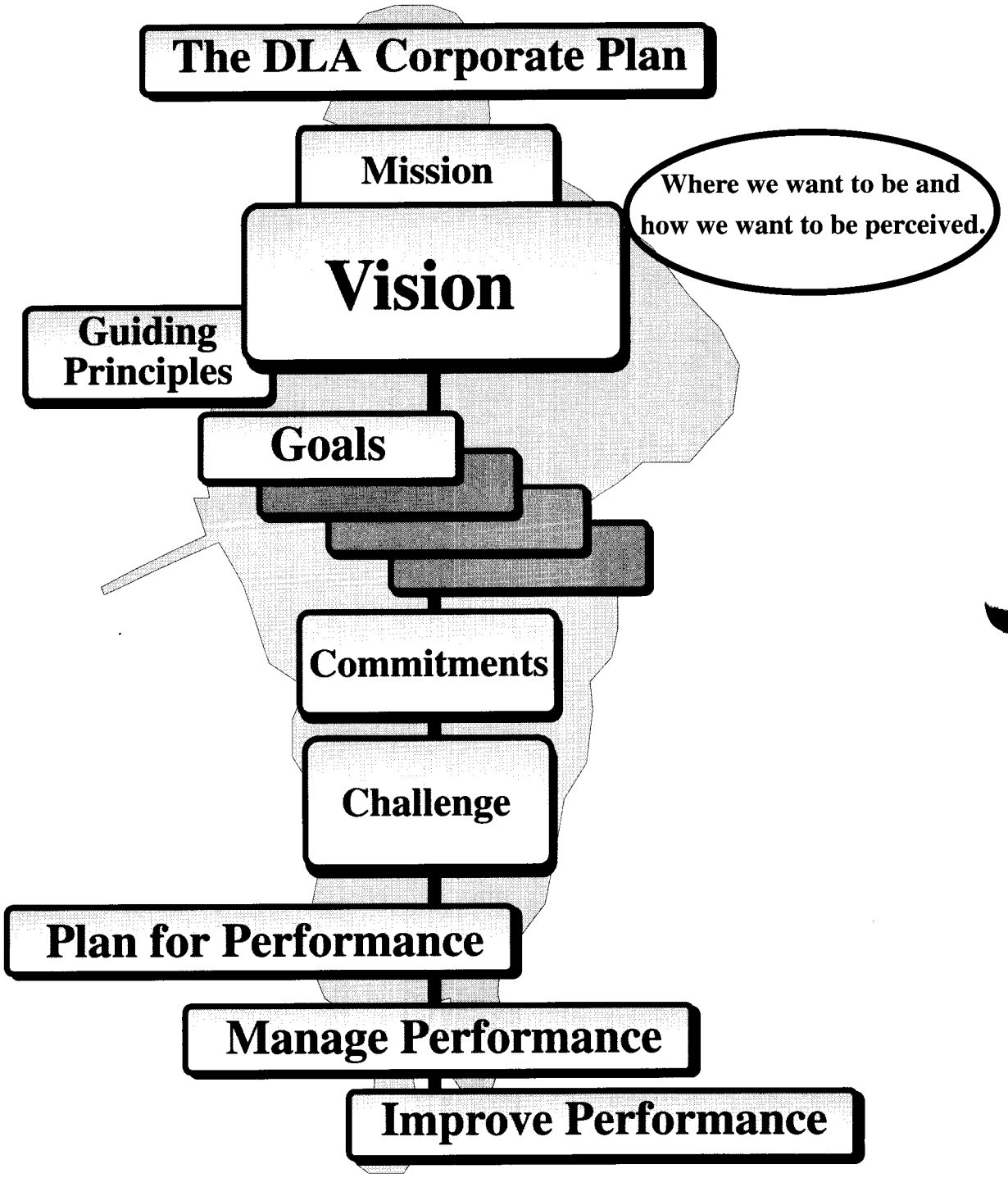

The DLA Corporate Plan
Mission
What we do and who we do it for.
"Standards of Conduct" for doing business in DLA.
Vision
Where we want to be and how we want to be perceived.
Guiding Principles
Goals
Focus our mission, vision, and guiding principles.
Commitments
Promises to our stakeholders and customers.
To achieve our goals and meet our commitments.
Challenge
Plan for Performance
The DLA Strategic Planning Process
Manage Performance
Structure of Performance Measures
Agency Initiatives
Improve Performance



MISSION

The Defense Logistics Agency is a combat support agency responsible for worldwide logistics support throughout the Department of Defense. The primary focus of the Agency is to support the warfighter in time of war and in peace, and to provide relief efforts during times of national emergency.

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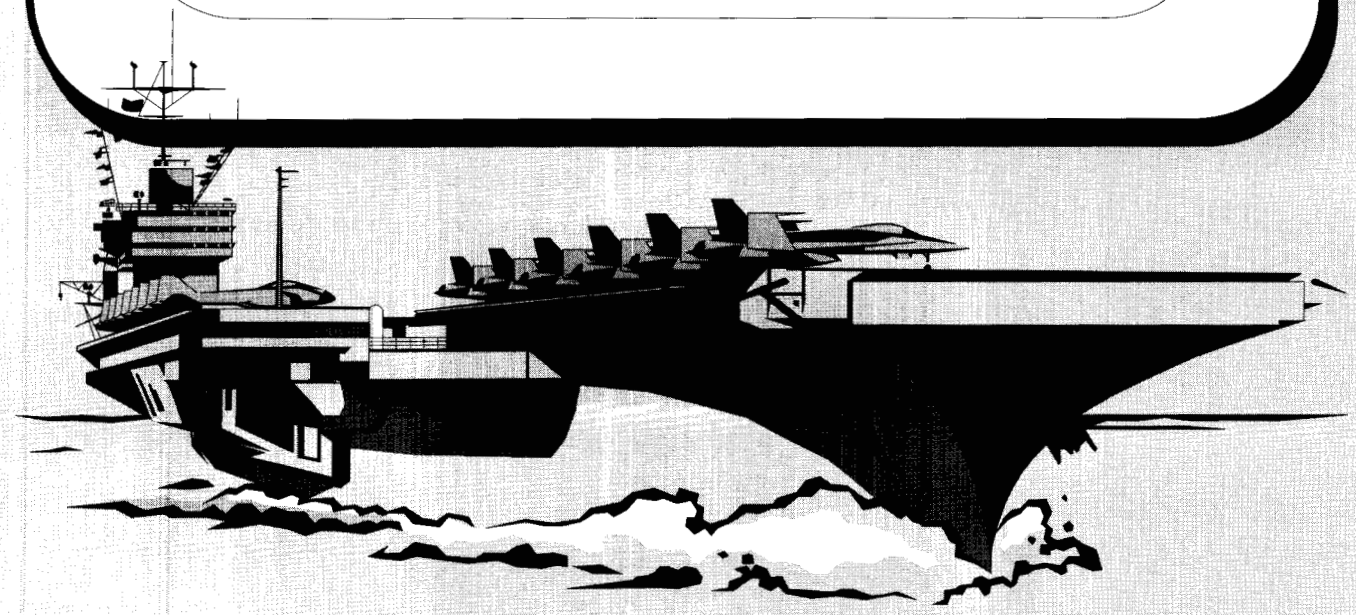
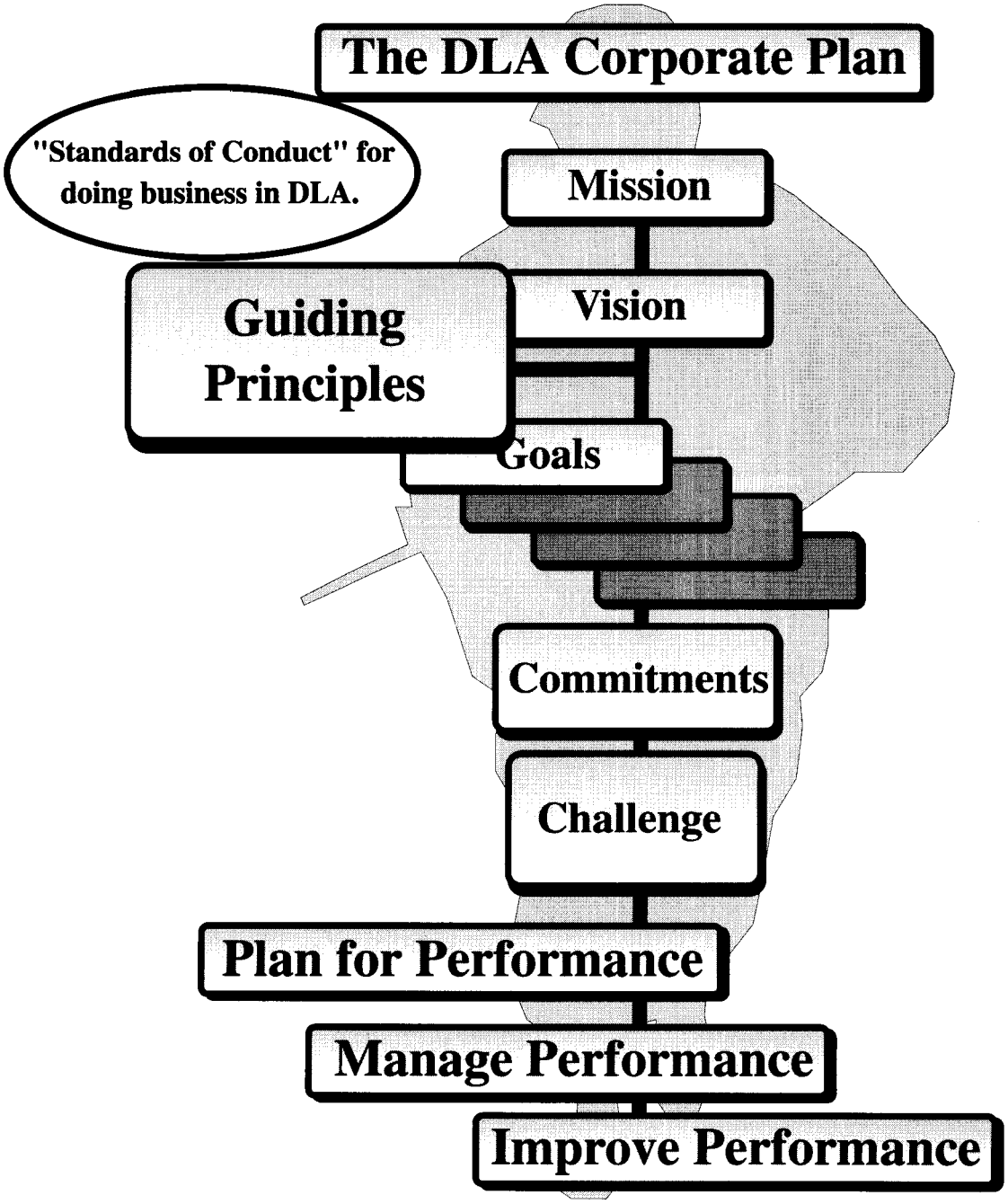
VISION

- **Provider of choice - our customers want to buy from DLA.**
- **Around the Clock - Around the World.**
- **Providing logistics readiness and enabling weapon systems acquisition at reduced cost.**
  - **By leveraging our corporate resources against global logistics targets, and**
  - **Finding savings through *teams*, improved business practices, and technological breakthroughs.**

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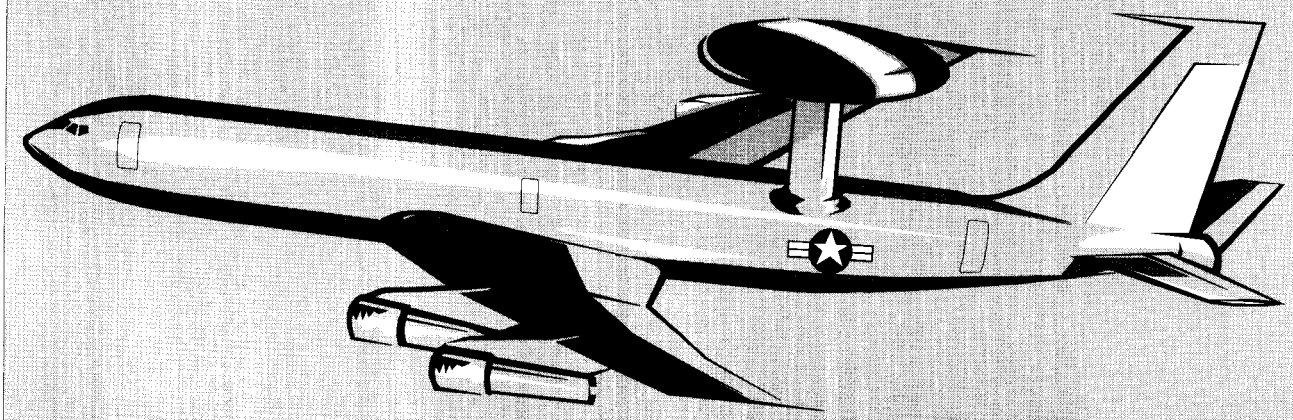
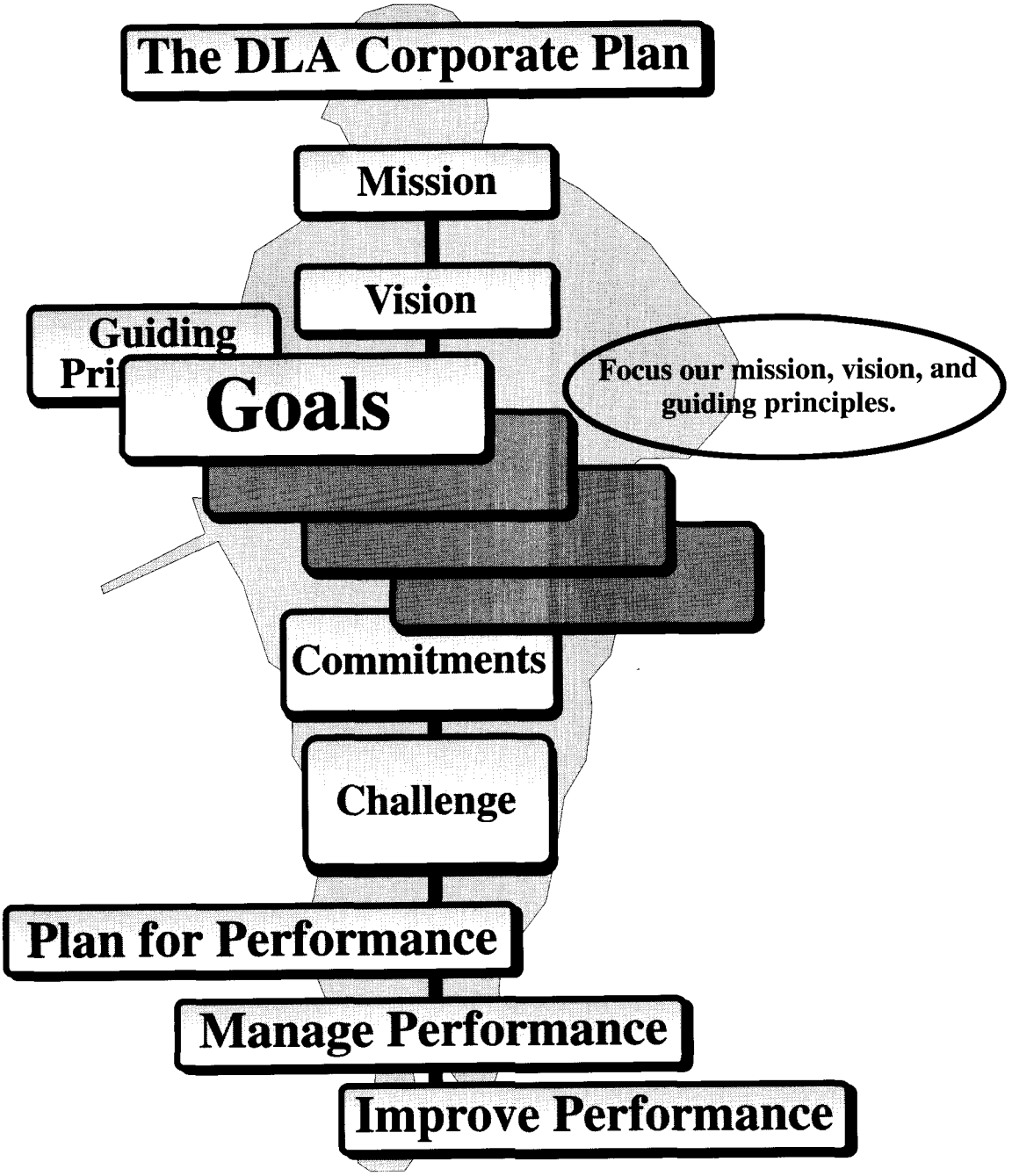


Guiding Principles for Achieving Logistics Excellence

1. We are close to our customers and able to measure how well we meet their needs.

2. We are the quality provider of choice -- the benchmark for others.

3. We continuously succeed at doing it better, faster, cheaper.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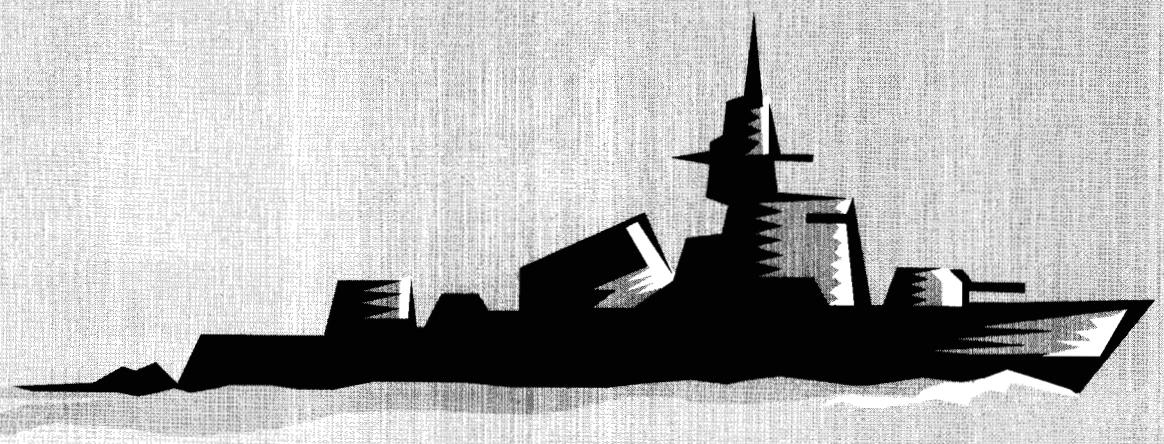
STRATEGIC GOALS

GOAL #1 - Put customers first

GOAL #2 - Improve the process of delivering logistics support

GOAL #3 - Empower employees to get results

GOAL #4 - Meet customer readiness and weapon systems acquisition requirements at reduced cost



GOAL #1 - Put Customers First

HOW:

- **Focus on the warfighters' and other customers' special needs.**
- **Ensure our operating practices are responsive to customer needs through benchmarking our processes.**
- **Establish open communication channels with all customers.**
- **Team with customers (that is, become their partner).**

TO THE DLA TEAM THIS MEANS:

- **KNOW THE CUSTOMER - Understand your customers --- who they are and what they need.**
- **TALK TO YOUR CUSTOMER - Communicate often with customers and solicit their feedback to improve your service to them. (Exchange ideas, issues, problems, and solutions with *each* other.)**
- **THINK PARTNERSHIP - Work together --- and treat your customer as you would like to be treated.**
- **PUT THE CUSTOMER FIRST - Never forget that customer needs are our number one priority.**

GOAL #2 - Improve the process of delivering logistics support

HOW:

- **Continually improve basic logistics practices by adopting "World Class" commercial and Government processes.**
- **Promote technological advancements in every part of the logistics process. Make full use of Electronic Commerce/ Electronic Data Interchange.**
- **Determine and assess the true cost of doing business. Use Activity Based Costing.**
- **Develop and use measures that show the performance of our logistics systems and their responsiveness to customer needs.**

TO THE DLA TEAM THIS MEANS:

- **WORK SMART - Streamline your work methods and focus on critical functions.**
- **THINK TECHNOLOGY - Seek opportunities to apply advanced technology that improves customer support.**
- **IMPROVE PROCESSES - Focus on improving the *way* we do our job.**
- **MEASURE PERFORMANCE - Become personally involved in developing and using performance measures in your area of responsibility.**

GOAL #3 - Empower employees to get results

HOW:

- **Foster an environment where people and their individual differences and contributions are valued.**
- **Use teaming arrangements to achieve synergy and to eliminate functional barriers.**
- **Use management practices that empower everyone. Focus on training, partnering with unions, and use of both individual and team recognition.**
- **Assure an environment that recognizes and harnesses individual contributions in meeting customers' needs.**

TO THE DLA TEAM THIS MEANS:

- **JOIN IN - Participate in and promote use of teams. Create a sense of community in DLA.**
- **GET INVOLVED - Expand your horizons. Capitalize on opportunities for greater challenges.**
- **UNDERSTAND EMPOWERMENT - Look for ways to advance your innovative ideas. Share information.**
- **SUPPORT EACH OTHER - Treat everyone with trust and respect. Enhance each person's ability to develop his or her talents. Help people reach their potential.**

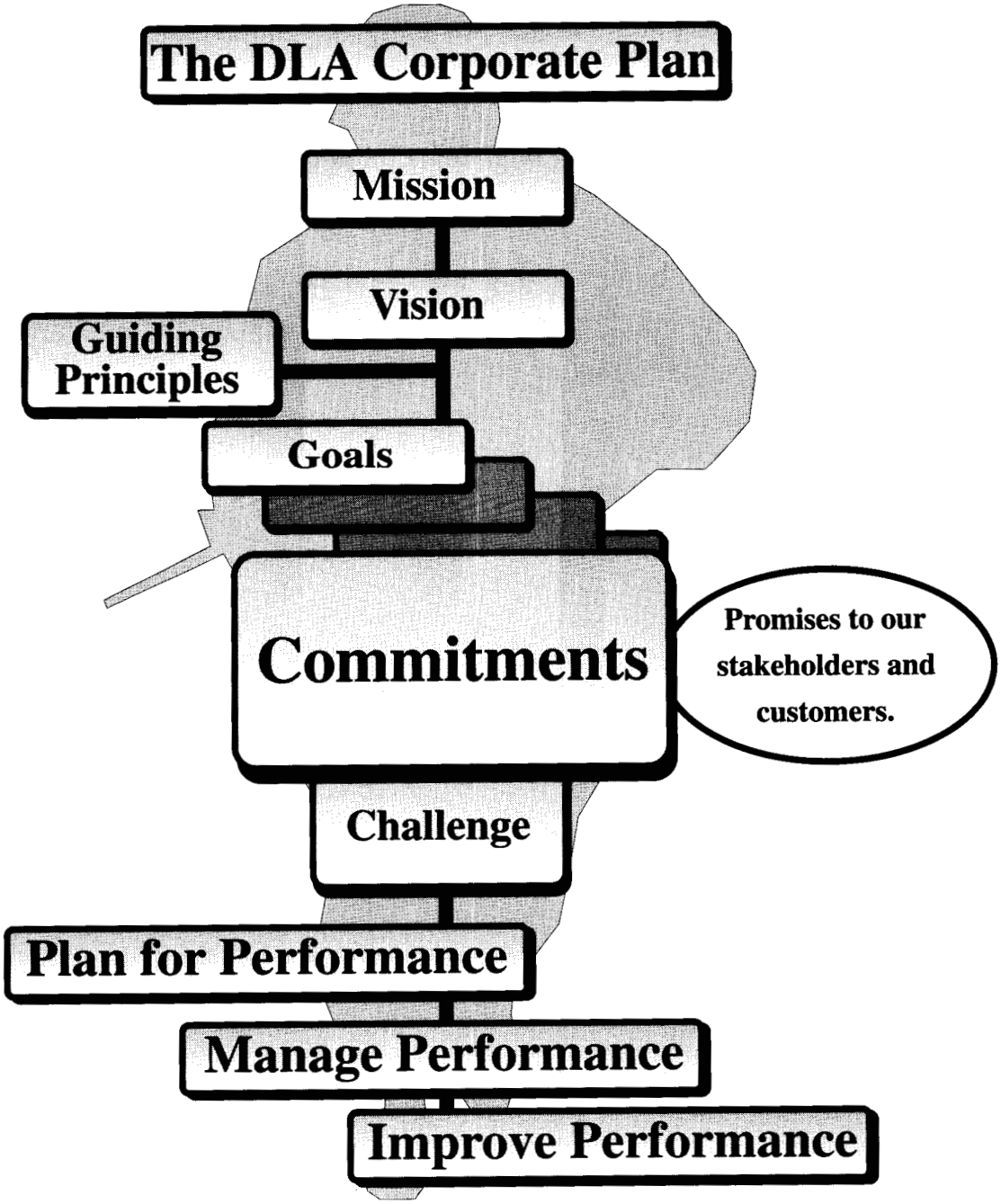
GOAL #4 - Meet customer readiness and weapon systems acquisition requirements at reduced cost

HOW:

- **Rightsize by having the right people -- in the right place -- at the right time.**
- **Work with industry to improve performance on Government contracts and reduce costs. Employ techniques such as Process Oriented Contract Administration Services (PROCAS).**
- **Leverage our logistics expertise to improve responsiveness, while reducing charges to the customer and generating savings for customer programs. Employ business strategies that reduce dependence on costly storage of large inventories.**
- **Continually improve our capability to support the warfighter.**

TO THE DLA TEAM THIS MEANS:

- **BE CREATIVE - Find innovative ways to improve our performance.**
- **CUT COSTS - Find ways to reduce customer costs.**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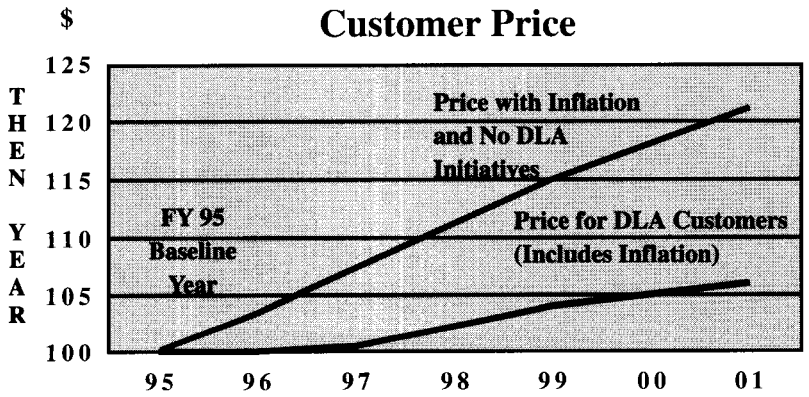
Commitments

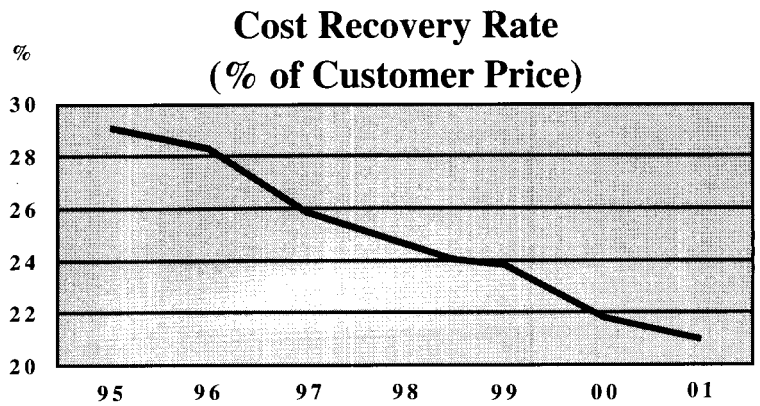
To our customers who order our supplies and services

We Commit

To beat inflation in the prices you pay while meeting your readiness needs.

We will maintain a customer price change rate below the rate of inflation, reduce our cost recovery rate as a part of that customer price, and ensure an average price increase that is less than 1% per year between now and FY 2001. We are aiming to exceed your expectations but this is what we guarantee.





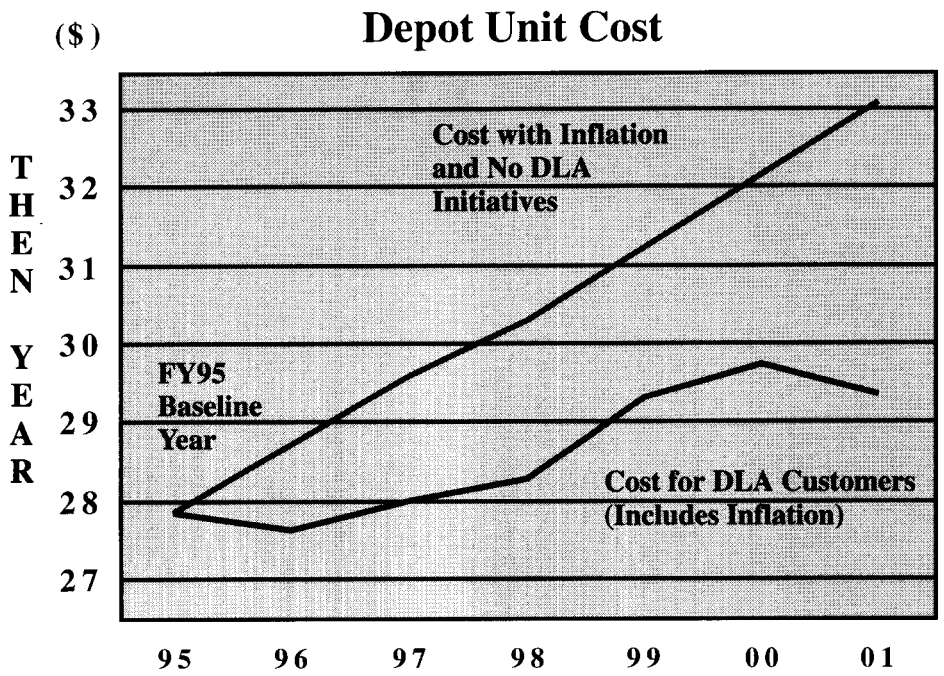
Commitments

To our customers who store goods in our depots

We Commit

To hold off inflation with process improvements and meet or beat your standards for responsiveness.

While lowering our overall costs for distribution services we will also separately price issues by the type of storage and handling required, allowing each customer to pay only for the specific service received.

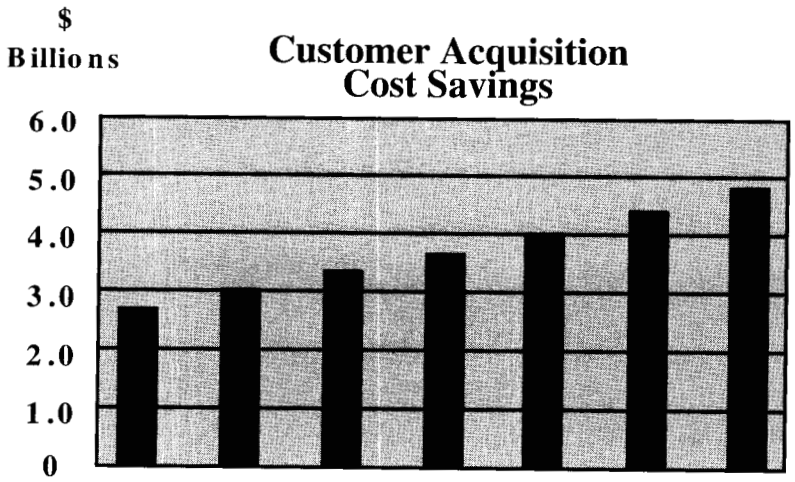


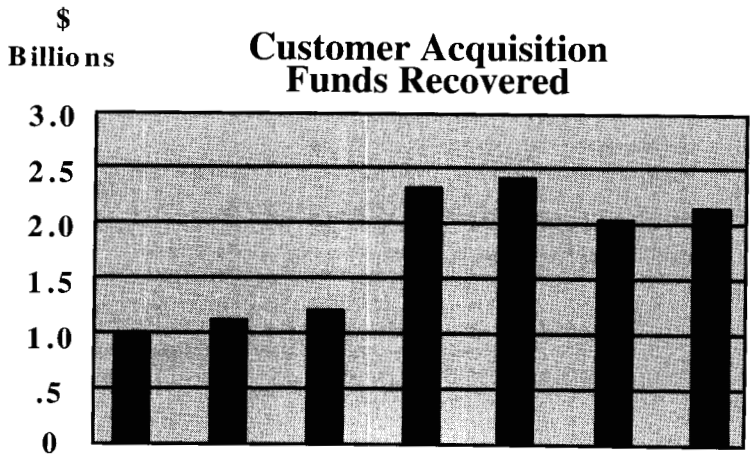
Commitments

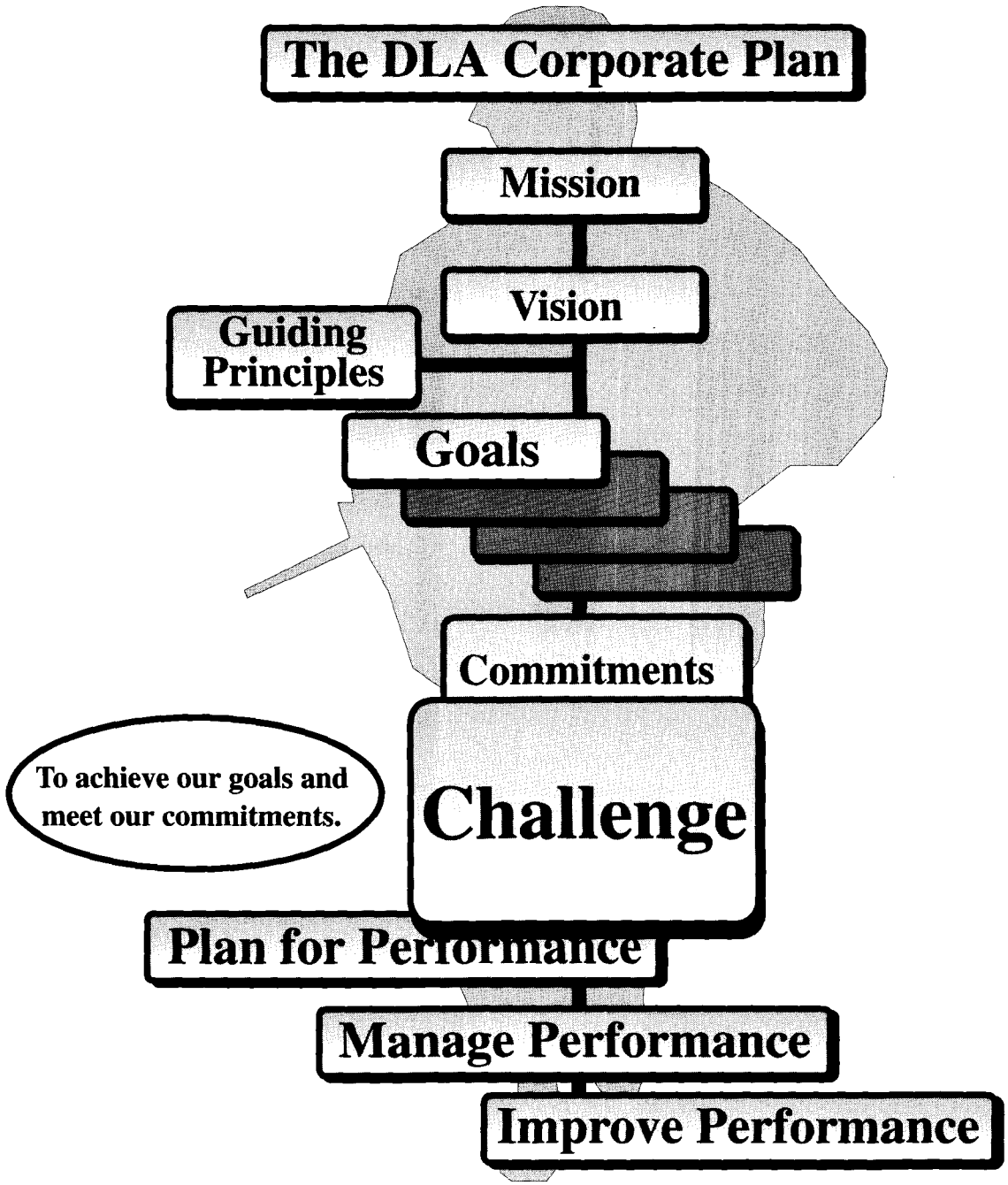
To our customers who send us contracts to administer

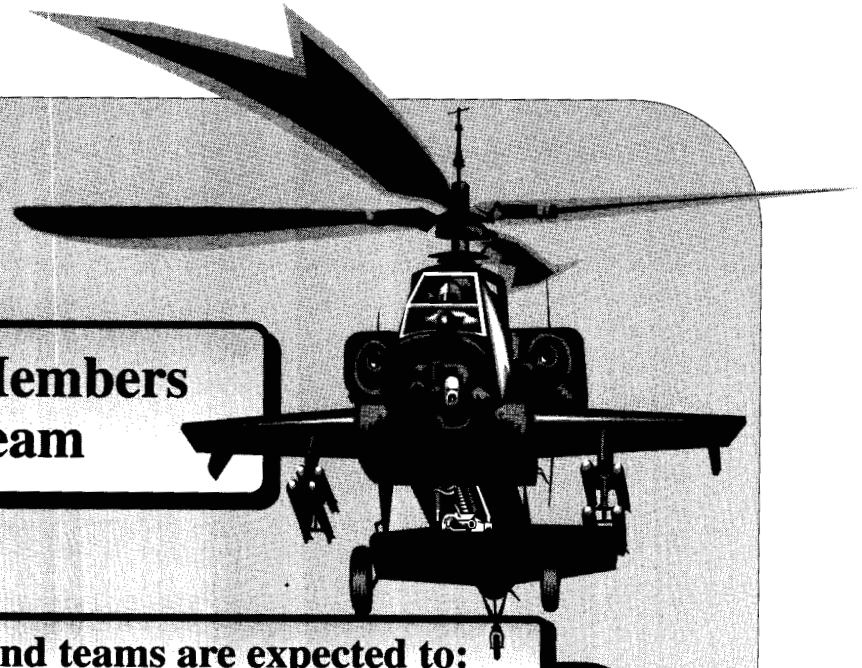
We Commit

To reduce the overall cost of your acquisitions and free resources to enhance readiness.






The DLA Corporate Plan
Mission
Vision
Guiding Principles
Goals
Commitments
To achieve our goals and meet our commitments.
Challenge
Plan for Performance
Manage Performance
Improve Performance



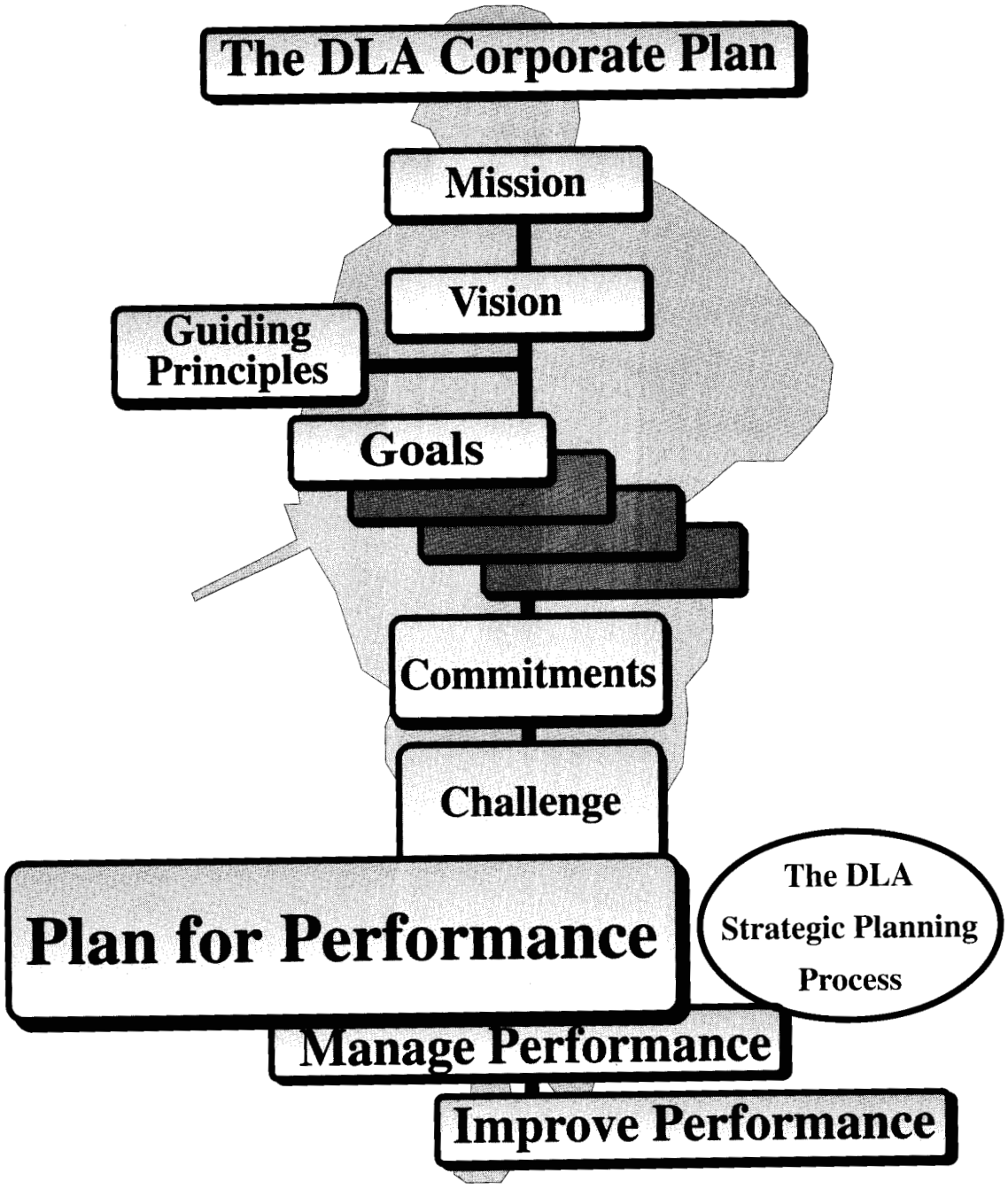
Challenge to All Members of the DLA Team

All employees and teams are expected to:

1. **Know their customers.**
2. **Meet the Agency's goals, strategic initiatives, outcome measures, and customer commitments.**
3. **Have process metrics to show how well they are supporting their customers and the Agency's goals, initiatives, and measures through continuous process improvement.**

BOTTOM LINE:

Individual and team performance will be evaluated on how well employees and teams achieve measurable goals and meet customer commitments.


The DLA Corporate Plan
Mission
Vision
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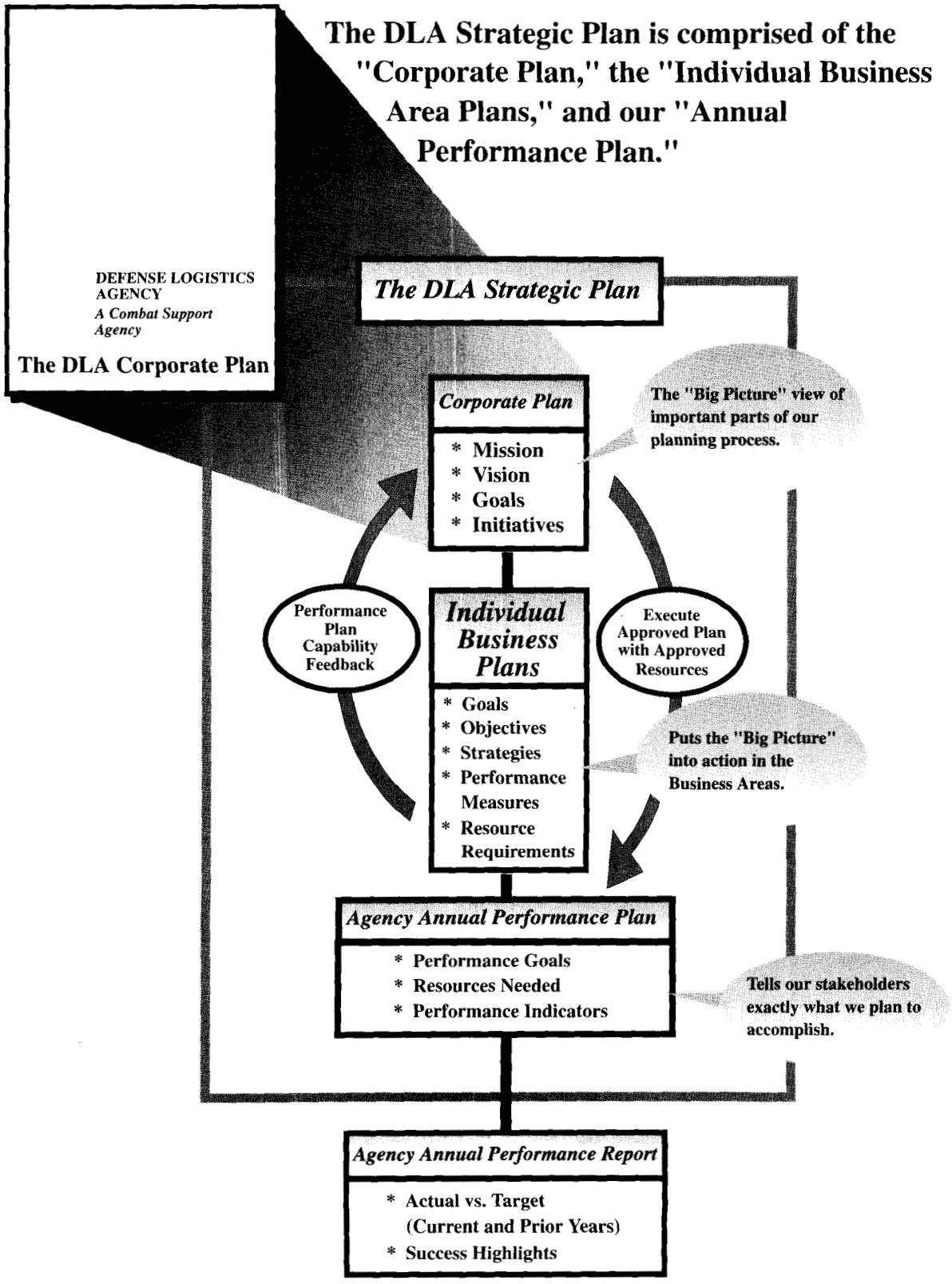
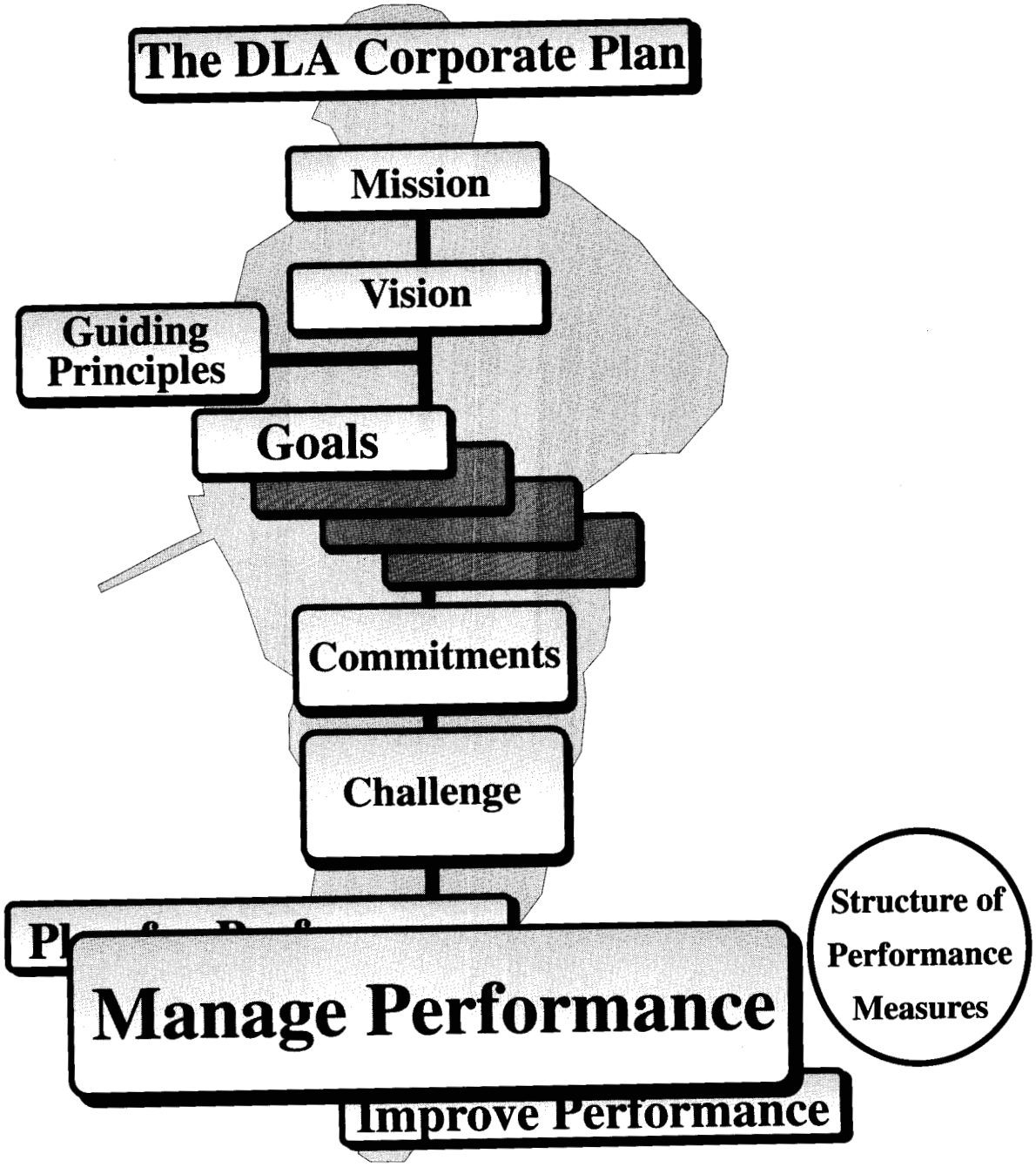
Goals
Commitments
Challenge
Plan for Performance
The DLA Strategic Planning Process
Manage Performance
Improve Performance

The DLA Planning Process

The DLA Strategic Plan is comprised of the "Corporate Plan," the "Individual Business Area Plans," and our "Annual Performance Plan."




The DLA Corporate Plan
Mission
Vision
Guiding Principles
Goals
Commitments
Challenge
Manage Performance
Improve Performance
Structure of Performance Measures

Managing Performance

- We will manage to outcome measures -- outcomes that are important to our customers.
- These outcome measures are in the Corporate Executive Information System (EIS).
- A description of all EIS measures follows.

DLA - Corporate

Supply Centers

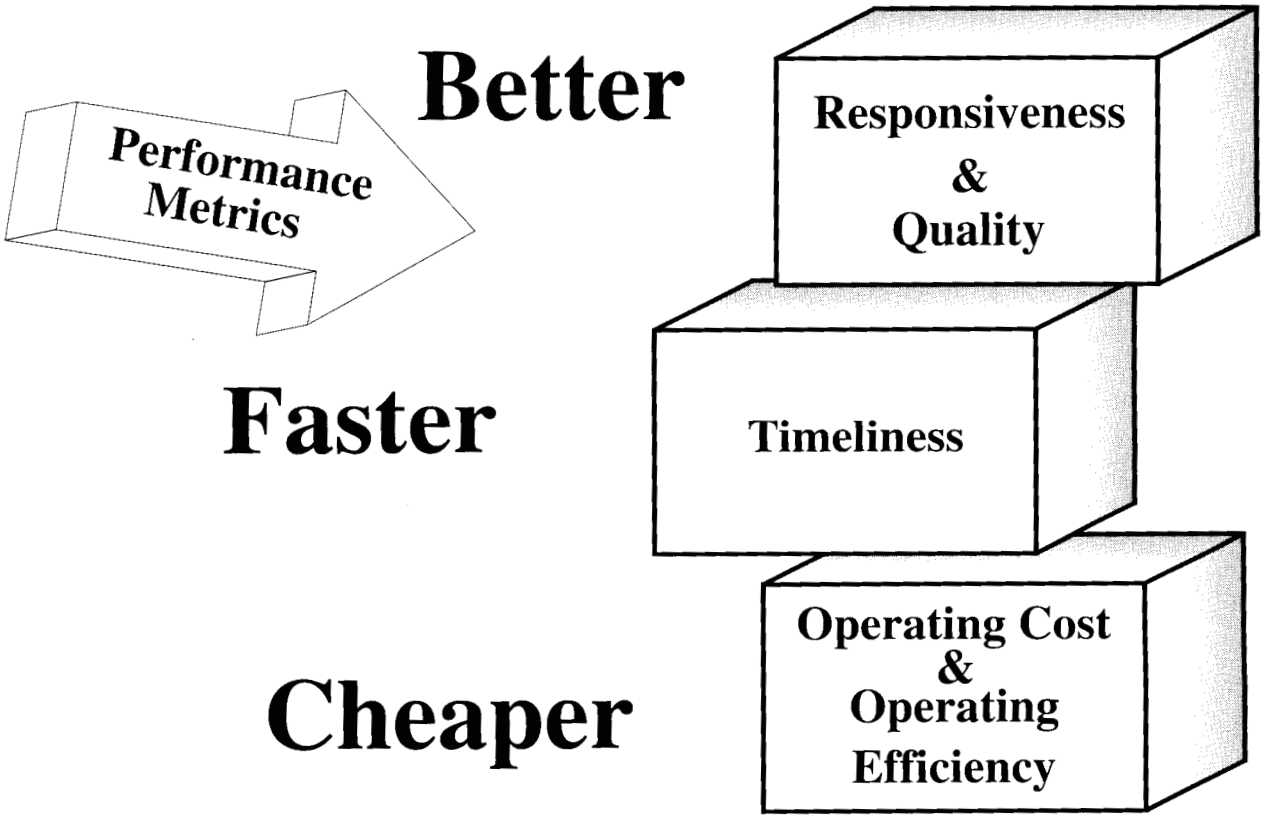
Defense Reutilization and Marketing Service (DRMS)

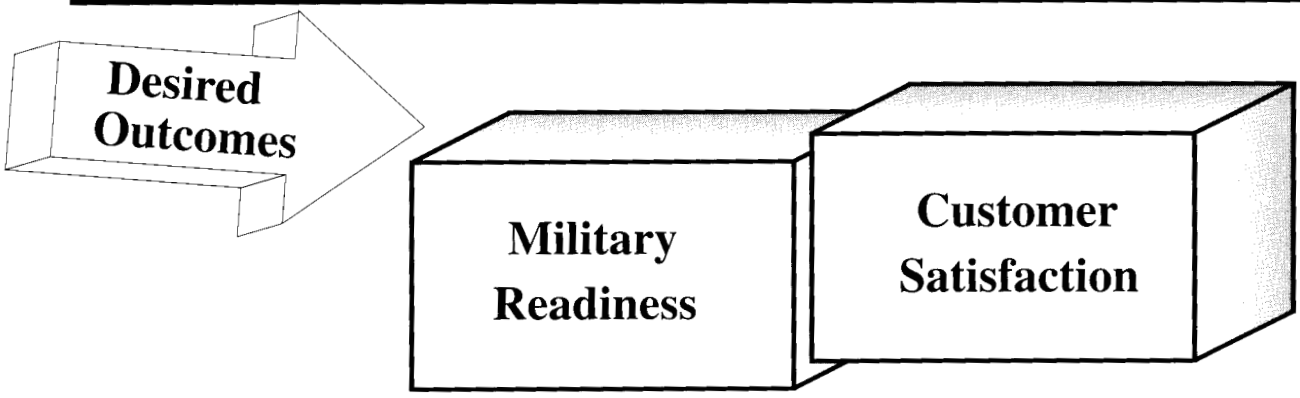
Defense National Stockpile Center (DNSC)

Distribution Depots

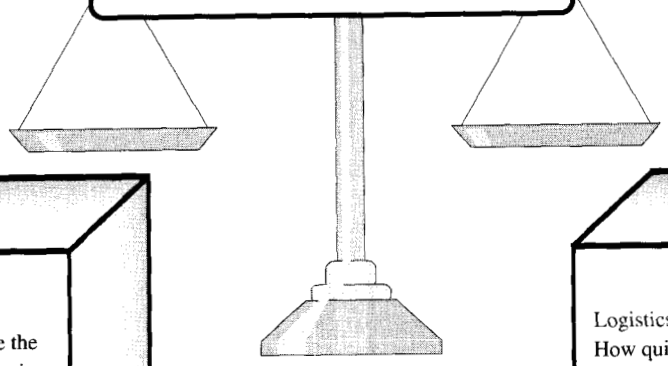
Defense Contract Management Command (DCMC) Districts

DLA Executive Information System





DLA - Corporate EIS Measures



Customer Satisfaction - How customers perceive the effectiveness of DLA services and products. Expressed as an index value.

Logistics Response Time - How quickly DLA responds to customer materiel demands. Shows the entire pipeline starting and ending with the customer.

Environmental Posture - How effective DLA is in implementing the three critical areas of 1) Environmental Compliance, 2) Environmental Clean-Up, and 3) Pollution Prevention.

EC/EDI Implementation - How well DLA is doing in developing and using the various forms of Electronic Commerce and Electronic Data Interchange as it converts to a paperless logistics system.

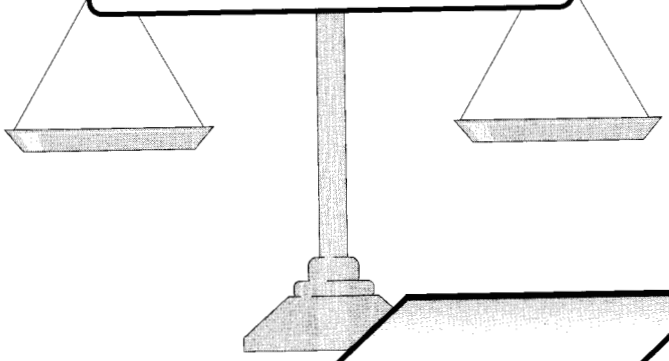
Corporate Financial Statements - 1) Operating Statement, 2) Statement of Financial Condition, 3) Analysis of Changes to Gov't Equity, 4) DBOF Budget Summary, 5) Appropriation & DBOF Financing Resources.

Compliance - How responsive DLA is in responding to recommendations and findings of inspecting entities.

Workforce "Well-Being"- How well DLA is doing in providing for improvement and maintenance of its human resources.

Warfighting/Contingency Preparedness - A separate section of the EIS which measures the ability of the Agency to support all aspects of logistics readiness for the Military Services against specified types of contingencies.

Supply Centers EIS Measures



Responsiveness

(Better)

Stock Availability (Backorders/Demands)- How often customer orders for stocked items are filled immediately. Shown by major weapon systems as well as total inventory.

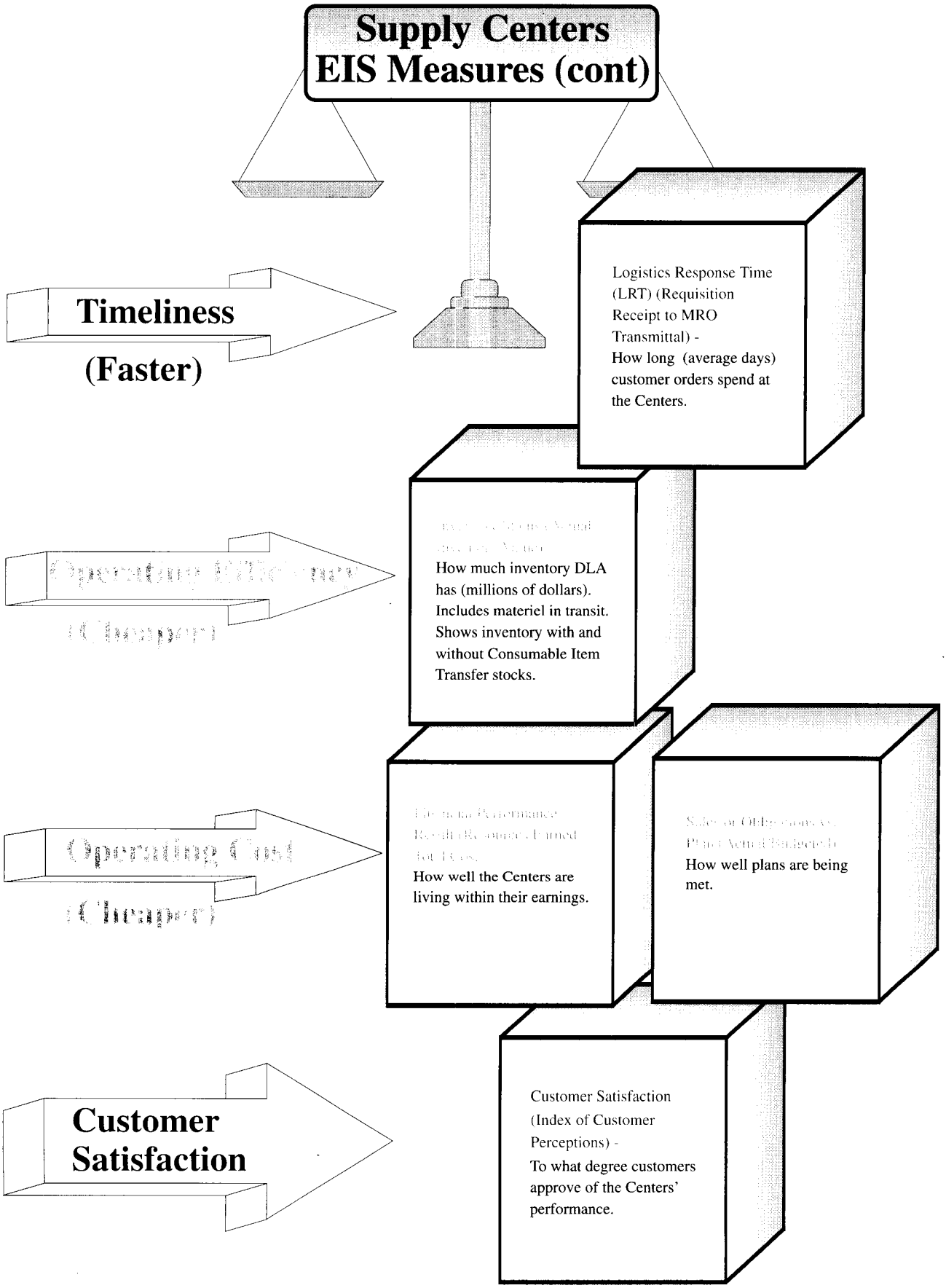
Stocked Backorders (Stocked Items not Immediately Filled/Demands) - How often customer orders cannot be filled immediately from stock on-hand. Shown also by weapon system.

Product Availability (On-Hand Inventory and Projection of Fill/ Inventory Objective) - How well DFSC makes all products available to meet their customers' requirements.

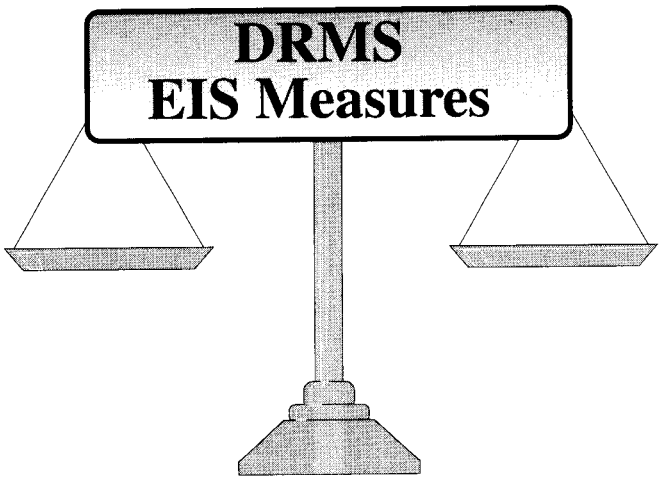
What percentage of items bought by the Centers fail random testing for critical and major defects.

How much of the materiel provided customers is not satisfactory to them based on complaints registered.

Supply Centers EIS Measures (cont)



DRMS EIS Measures



Responsiveness

(Better)

Backlog (Total Workload Backlog) -
How much workload is awaiting processing to or through disposal.

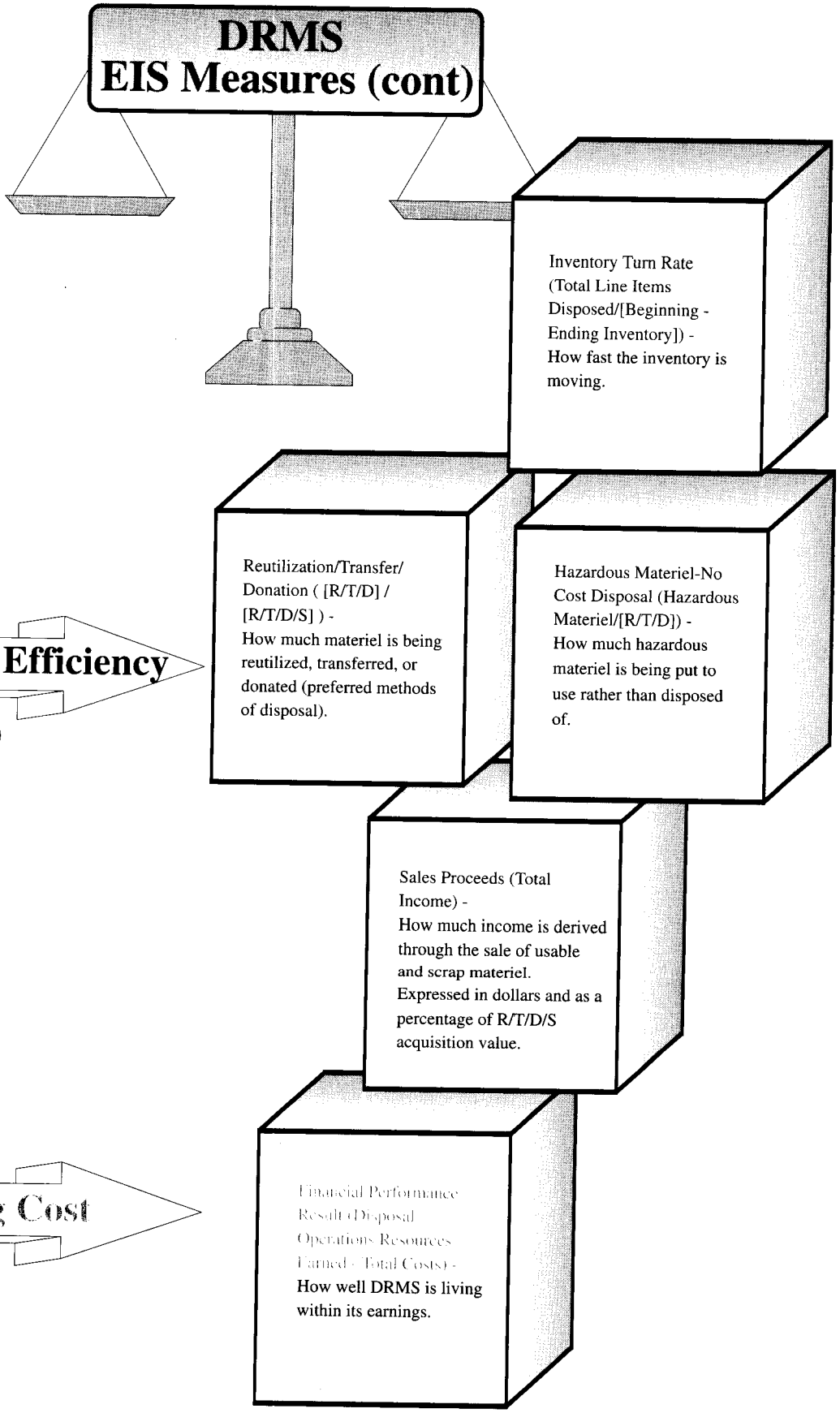
Environmental Compliance/Violations (# of Formal Violations)
How many formal environmental compliance Notices of Violation (NOVs) are open at DRMS activities.

Quality

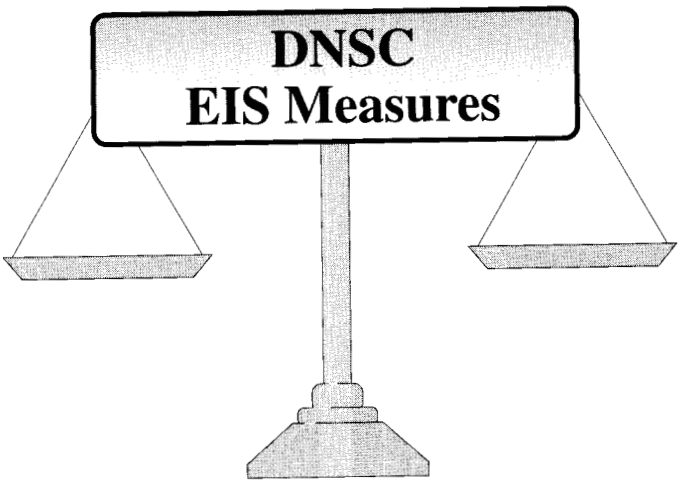
(Better)

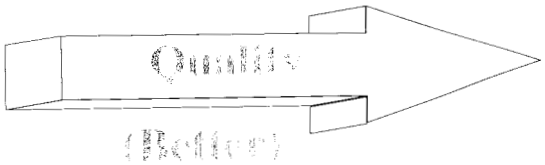
Overage Hazardous Waste (Hazardous Waste Not Removed)
How many lines of Hazardous Waste have not been removed within the required 90 days of receipt.

DRMS
EIS Measures (cont)



DNSC
EIS Measures

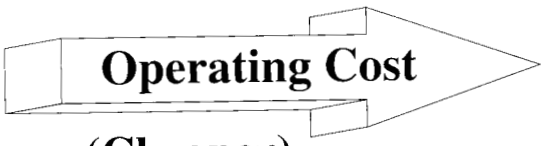




How effective are materiel buying and selling activities. Determined by comparing price received or given to an average market value.

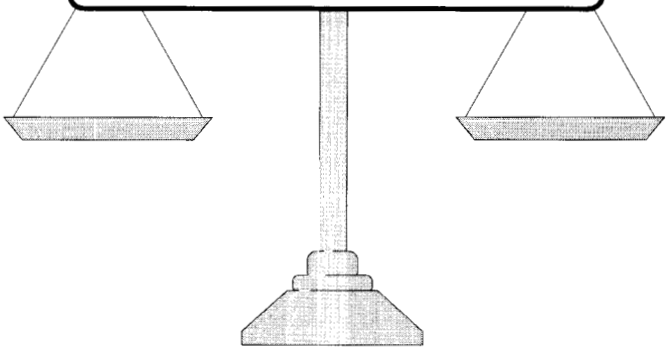
How completely material on-hand satisfies the established stockage requirement.

Cash Available for Transfer (Actual Revenue - Estimated Expenses) - How much excess cash is available for transfer from DNSC to OSD.



(Cheaper)

DNSC
EIS Measures (cont)



Operating Efficiency

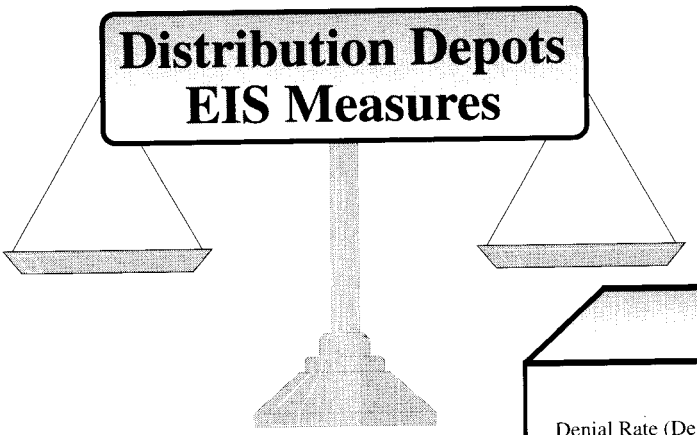
(Cheaper)

Planned Obligations (Actual vs. Planned) - How well plans are being met to acquire required materiel and services.

Storage Space Utilization (Occupied Storage/Total Available Space) - How much storage space (open and covered) is occupied.

Planned Sales (Actual vs. Planned) - How well plans are being met to sell materiel deemed excess to needs.

Distribution Depots EIS Measures



Responsiveness

(Better)

Denial Rate (Denied/Total Received) -
How accurate inventory records are and how effectively Depots respond to customer demands.

Quality

(Better)

Customer Complaints (Total RODs or TDRs/MROs Shipped) -
How often customers complain about Depot actions on shipments.

Timeliness

(Faster)

MRO Processing Time (MRO Receipt to Shipment)
How long (average days) hi-priority customer orders spend at the Depots. The Distribution part of Logistics Response Time.

DRO Processing Time (DRO Receipt to Shipment) -
How long (average days) it takes Depots to process/ship Disposal Release Orders (DROs).

Receipt Processing (Depot Average to Material Stowed) -
How long (average days) it takes Depots to post, to record, and to stow new procurement receipts to a storage location.

Distribution Depots EIS Measures (cont)

Storage Space Utilization (Total Usable Storage Space) -
How much usable storage space is occupied.

Sample Inventory Accuracy (Record Accuracy) -
How accurate inventory records are based on random samples.

Inventory Adjustments ([On-Hand - Recorded Balance]/Inventory Dollar Amount) -
How much inventory value is changed to match records with counts; Gross Monetary Adjustment Rate

Operating Efficiency

(Cheaper)

Location Reconciliations (Errors/Record) -
How often the Depot and Inventory Control Point asset records match.

Locator Accuracy (Recorded vs. Actual Data vs. Catalog Data) -
How accurate locator files are. Locator file is a directory of all locations and the materiel in them.

Operating Cost

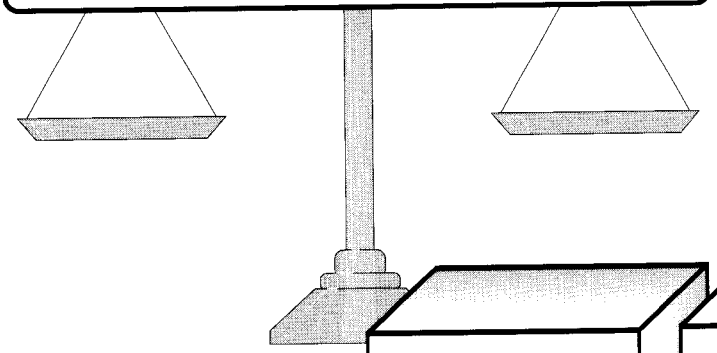
(Cheaper)

How efficiently depots are using available resources. Tracks Depot unit cost over time.

Customer Satisfaction

Customer Satisfaction (Index of Customer Perceptions) -
How customers perceive the performance of the Depots.

Contract Management Districts
EIS Measures



Quality Assurance (Product Quality Deficiency Reports/ Shipments) -
How much materiel is the subject of customer complaints. Supporting information shows efforts to improve contractor production processes

Engineering Surveillance (Percentage of Class I ECPs/ Major or Critical Waivers & Deviations to Correct Design Errors)-
How well DCMC influences contractor design and development to reduce design problems/errors.

Core Contract Administration (Contracts Exceeding FAR Closing Standards/Closed Contracts) -
How effectively contracts are closed.

Pricing and Negotiation (Recommended Negotiation Objective/ Actual Negotiation) -
How well the pricing report supports contracting officer negotiations.

Property Management (Percentage of Government Property Lost or Damaged)-
How effectively Government property is being controlled, protected, preserved, and maintained.

Quality

(Better)

Price Related Systems (Costs Avoided/Costs Expended) -
How effective system reviews are in providing cost savings/avoidances to the Government.

Program Integration (Customer Satisfaction-Quality)-
How Service program offices judge the effectiveness of program integration teams.

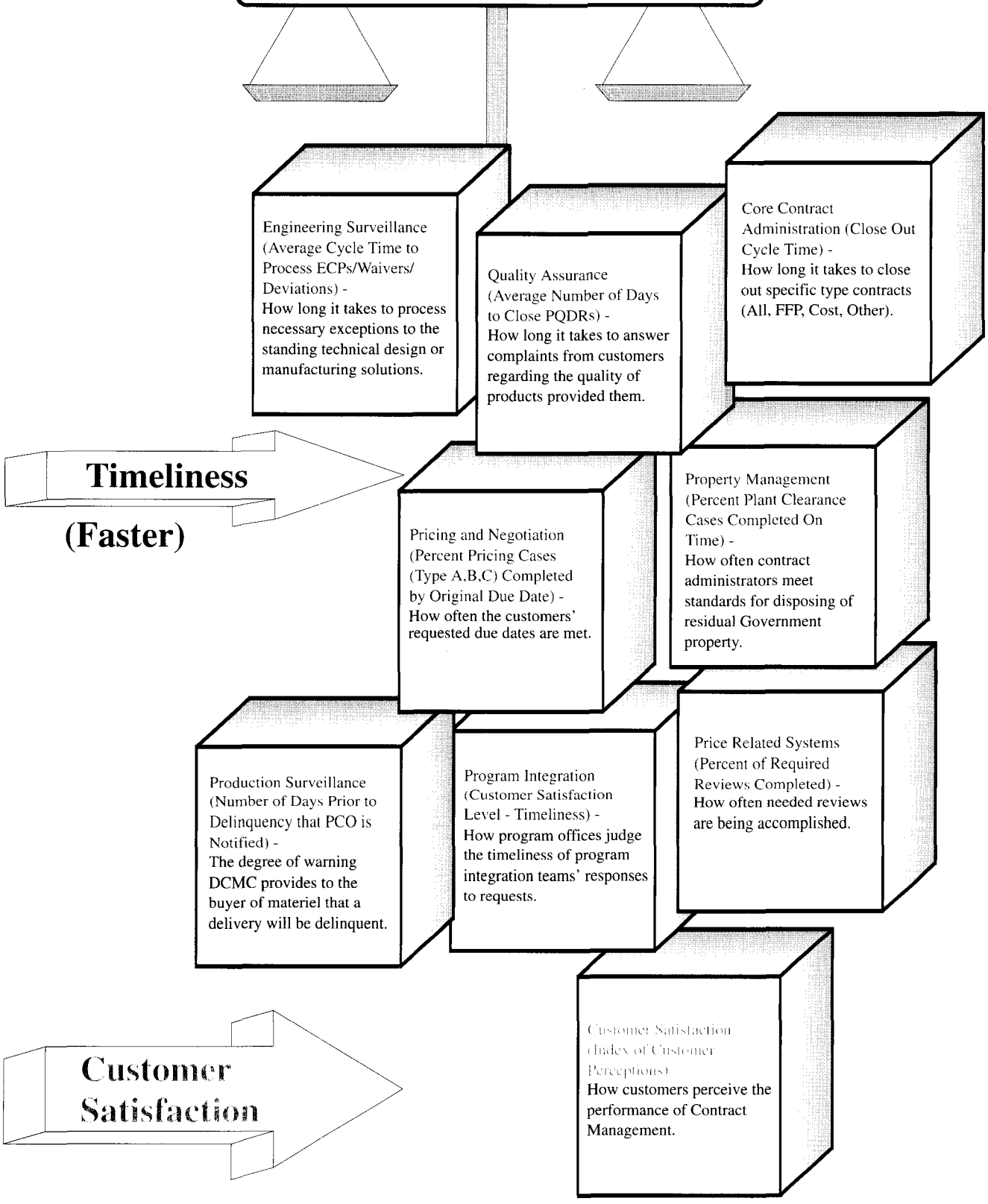
Production Surveillance (Percentage of Delinquencies Predicted)-
How effectively DCMC provides PCOs with notice of impending delays in delivery.

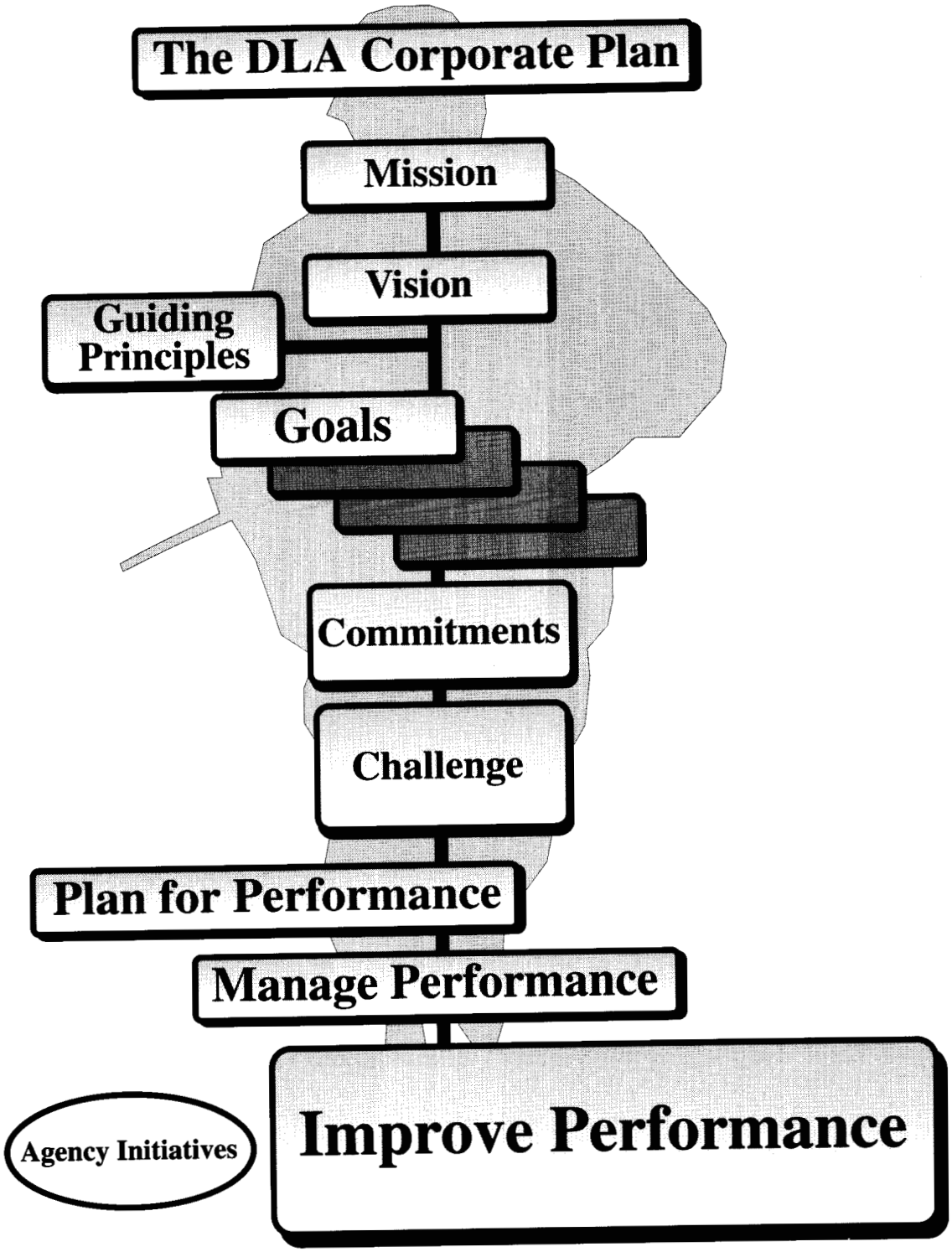
[illegible]
How well Districts are living within earnings.

Operating Cost

(Cheaper)

Contract Management Districts
EIS Measures (cont)




The DLA Corporate Plan
Mission
Vision
Guiding Principles
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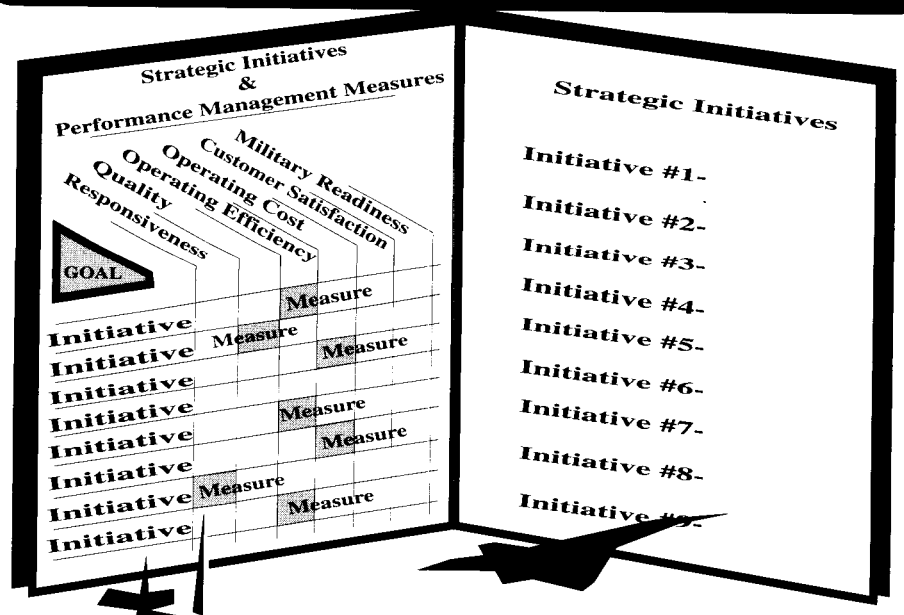
Commitments
Challenge
Plan for Performance
Manage Performance
Agency Initiatives
Improve Performance

Improving Performance

- The reason we have Strategic Initiatives is to improve our performance as shown by the EIS measures.
- The matrices on the following pages array the Strategic Initiatives by the Agency goal they support and the EIS Performance Management Measures they will improve.
- Only those EIS performance measures which are currently demanding our added attention have corrresponding Strategic Initiatives and thus are shown in the following matrices. The other EIS measures are not shown.



Strategic Initiatives and Performance Management Measures

GOAL #1 Put Customers First	Responsiveness	Timeliness	Quality	Operating Efficiency	Operating Cost	Customer Satisfaction	Military Readiness
	Performance Measurement Areas (Executive Information System)						
CAS Early Involvement						Customer Satisfaction	
Customer Satisfaction						Customer Satisfaction	
DCMC On-Time Delivery		Production Surveillance	Production Surveillance			Production Surveillance	
DLA Contingency Support Team							Warfighting Contingency Preparedness
DLA Premium Logistics						Customer Satisfaction	
Executive Information System (EIS)						Customer Satisfaction	
Forward Deployed Depot							Warfighting Contingency Preparedness
Logistics Response Time (LRT) (Average Customer Wait Time)		Logistics Response Time				Customer Satisfaction	
Materiel Positioning		Logistics Response Time		Storage Space Utilization	Financial Performance	Customer Satisfaction	
Electronic Commercial Catalog						Customer Satisfaction	
Reserve Utilization (Maximize use on "Core Teams")					Unit Cost/ Financial Performance		Warfighting Contingency Preparedness
Warfighting Assessment/ Requirements Model							Warfighting Contingency Preparedness
War Reserve Management (Reduce War Reserve Deficit)							Warfighting Contingency Preparedness

LEGEND

S = Supply Centers

D = Distribution Depots

DLA = Corporate - All Business Areas

C = Contract Management Districts

STRATEGIC INITIATIVES

GOAL #1: Put Customers First

Contract Administration Services (CAS) Early Involvement - Expand the Defense Contract Management Command's (DCMC) role in the early phases of systems acquisitions to "nontraditional" applications; e.g., source selection and Cost/Schedule Control System Criteria (C/SCSC) validation, by a minimum of 6 in FY94 and 20 in FY95.

DCMC On-Time Delivery - Ensure contractors adhere to delivery schedules and impose discipline on the delivery surveillance process.

Customer Satisfaction - Develop a process for continuously obtaining and acting upon feedback from customers.

DLA Contingency Support - Develop a tailored contingency support plan for each warfighting Commander-in-Chief.

DLA Premium Logistics - Provide selected logistics services that can meet the most demanding requirements of our customers.

Executive Information System (EIS) - Field an online performance management system including all Agency business areas and warfighting/contingency preparedness.

Forward Deployed Depot - Develop a forward depot capability to support forces engaged in operational military missions.

Logistics Response Time (LRT) (Average Customer Wait Time) - Establish a means for DLA to measure the time from the receipt of the requisition by the Inventory Control Point (ICP) through receipt of the materiel by the customer.

Materiel Positioning - Develop a materiel positioning policy which maximizes customer responsiveness while minimizing the aggregate overall DoD stocking and distribution costs.

Electronic Commercial Catalog - Adopt commercial buying practices that will make DLA competitive in any market for the purchase of commercial type items.

Reserve Utilization - Utilize Military Reserve personnel to enhance DLA support of warfighters and achieve cost savings by utilizing Reserve personnel in place of commercial contractors where appropriate.

Warfighting Assessment/Requirements Model - Develop a model to determine critical NSN shortfalls, project when a specific item would be out of stock, identify weapons systems at risk, and provide significant information to make investment decisions.

War Reserve Management - Improve DLA's preparedness position by developing (1) a defendable funding package (coordinating with the Services) and (2) war reserve materiel requirements that would allow DLA to quickly develop materiel investment strategies in support of the most probable contingencies.

Strategic Initiatives and Performance Management Measures

GOAL #2 Improve the process of delivering logistics support	Responsiveness	Timeliness	Quality	Operating Efficiency	Operating Cost	Customer Satisfaction	Military Readiness
	Performance Measurement Areas (Executive Information System)						
Activity Based Costing					Unit Cost/ Financial Performance		
Commercial Asset Visibility	Backorders	Logistics Response Time					
DEMIL Policy					Unit Cost Performance		
Distribution Standard System (DSS)				Inventory Accuracy, Storage Space Utilization, & Financial Performance			Warfighting/ Contingency Preparedness
EC/EDI Implementation		Logistics Response Time			Unit Cost/ Financial Performance		Warfighting/ Contingency Preparedness
Environmental Excellence (Recognized leader by 95/96)	Pollution Prevention, Environmental Compliance & Environmental Cleanup						
Federal Contract Administration Services (FEDCAS) (Increase # & $ value of contracts)					Unit Cost Performance		
Fee-for-Service Product Testing Centers					Unit Cost Performance		
In-Storage Visibility of Retail Assets	Backorders	Logistics Response Time					
Intransit Visibility (Implement AMS)		Customer Complaints			Financial Performance		Warfighting/ Contingency Preparedness
Preaward CAS Involvment		All		All			
Process Oriented Contract Administration Services (PROCAS)		Closeout Cycle Time / Delinquency Alerts		% PQDRs/Shipments & No. KR Design Related Corrective Actions	Unit Cost Performance	Customer Satisfaction	
Quality of Parts			Customer Complaints; Product Conformance Verification			Customer Satisfaction	

LEGEND

= Supply Centers

= Reutilization & Marketing

= Corporate - All Business Areas

= Distribution Depots

= Contract Management Districts

STRATEGIC INITIATIVES

GOAL #2: Improve the Process of Delivering Logistics Support

Activity Based Costing (ABC) - Use activity based costing to focus on process improvement opportunities. The goal is to employ ABC at field activities by Apr 94 and at Headquarters by Jul 94, and to follow deployment until ABC is institutionalized.

Commercial Asset Visibility - Explore the feasibility of, and possible mechanisms for, achieving commercial asset visibility.

Demilitarization (DEMIL) Policy - Ensure that marketable personal property does not have an erroneous demilitarization code while ensuring a proper level of control or destruction is maintained, to preclude sale of critical material (weapon system and technologies) to unauthorized customers.

Distribution Standard System (DSS) - Deploy a standard distribution information system to all DLA depots.

Electronic Commerce/Electronic Data Interchange (EC/EDI) - Exploit electronic commerce methods to streamline DoD logistics. The goal is to incorporate EC/EDI technology within all DLA business segments.

Environmental Excellence - Make DLA a leader in promoting environmental excellence in 3-5 years (on/about FY 95-96).

Federal Contract Administration Services (FEDCAS) - Perform contract administration for selected non-DoD agencies. The goal is to double the number and dollar value of contracts assigned in FY94 and FY 95 from the top 20 civilian agencies.

Fee-For-Service (FFS) Product Testing Centers - Implement FFS operational concept at DLA Product Testing Centers.

In-Storage Visibility of Retail Assets - Implement an automated interface with the Services to obtain visibility of DLA-managed, Service-owned retail assets.

Intransit Visibility - Implement Automated Manifest System (AMS); i.e., use "smart cards" for all DLA depot shipments. Simply put, the goal is to improve visibility of intransit shipments.

Preaward CAS Involvement - Continuously improve the quality of preaward CAS activities and reduce the cost of our customers' weapon system acquisition by effectively using lessons learned during contract execution. Track cost avoidances from improved proposal negotiations.

Process Oriented Contract Administration Services (PROCAS) - Fully implement PROCAS by increasing the number of agreements to 500 and the number of bluelined processes to 2,500 for FY 94, with similar increases in FY95. Track cost savings/avoidances from PROCAS implementation.

Quality of Parts - Track the management of completion of the DLA Quality Action Plan to continually improve product and service quality provided to our customers.

Strategic Initiatives and Performance Management Measures

GOAL #3 Empower employees to get results	Responsiveness	Timeliness	Quality	Operating Efficiency	Operating Cost	Customer Satisfaction	Military Readiness
	Performance Measurement Areas (Executive Information System)						
Affirmative Action Recognition (EEO Activity Award)					*		
Employee Recognition (Team-oriented award criteria)					*		
EEO Coverage (Staffing ratio = 1:600 by the end of FY96)					*		
Partnering with Unions					*		
Professional Developmnt (Increase percent of funded priority #1 training)					*		
Teaming	*	*	*	*	*	*	*

* *All initiatives are targeted on workforce productivity and performance enhancement in some fasion. (Corporate and all Business Areas)*

STRATEGIC INITIATIVES

GOAL #3: Empower Employees To Get Results

Affirmative Action Recognition - Establish an EEO Activity of the Year award.

Employee Recognition - Link awards with Agency objectives. Emphasize team performance recognition through award criteria.

Equal Employment Opportunity (EEO) Coverage - Expand availability of EEO managers to DLA employees. The goal is to obtain a staffing ratio of 1:600 for EEO resources by the end of FY 96.

Partnering with Unions - Establish a formal partnership arrangement with the union via a written agreement. Ensure effectiveness of the agreement by continuing evaluations.

Professional Development - Ensure that training and development expenditures are linked to, and have a positive impact on, the achievement of organizational objectives.

Teaming - Establish teaming as the exhibited behavior throughout the Agency in dealing with our customers and each other.

Strategic Initiatives and Performance Management Measures

Performance Measurement Areas (Executive Information System)

PAGE 1 of 2 PAGES

GOAL #4 Meet customer readiness requirements at reduced cost	Responsiveness	Timeliness	Quality	Operating Efficiency	Operating Cost	Customer Satisfaction	Military Readiness
Base Realignment & Closure 1993 (Complete Ahead of BRAC Schedule)					Storage Space Utilization	Unit Cost / Financial Performance	
Base Realignment & Closure 1995						Unit Cost / Financial Performance	
GSA Strategy/Prototypes						Unit Cost / Financial Performance	
Buy Response vs. Inventory (Reduce Inventory to $6B by FY 97)		Backorders			Inventory On Hand	Customer Price Change	Customer Satisfaction	Warfighting/ Contingency Preparedness
Chief Financial Officer (CFO) Act Accounting Initiatives						Corporate Financial Statements	
Consumable Item Transfer (CIT)						Customer Price Change	
Depot Unit Cost Accuracy						Financial Performance	
DRMS Self-Sufficiency (Earnings Greater Than or Equal To Cost)			Total Backlog		Inventory Turn Rate	Unit Cost Performance	
Cancelling Funds/Closeout Strategy				Overage Contracts			Customer Satisfaction
Fee-for-Service DASCs						Unit Cost / Financial Performance	
Food GOCO (Government-Owned, Contractor-Operated) Facility						Financial Performance	

This Matrix Is Continued On Subsequent Pages

LEGEND

S = Supply Centers D = Distribution Depots C = Contract Management Districts

R&M = Reutilization & Marketing DLA = Corporate - All Business Areas

STRATEGIC INITIATIVES

GOAL #4: Meet Customer Readiness Requirements At Reduced Cost

Base Realignment and Closure (BRAC) 1993 - Integrate implementation actions to close/realign activities on or ahead of schedule and within cost projections.

Base Realignment and Closure (BRAC) 1995 - Develop an Agency closure and realignment recommendation to DoD that fully incorporates OSD policies, selection criteria, and force structure requirements while maintaining the highest possible level of Agency capability.

GSA Strategy/Prototypes - Achieve a single face to industry and customers, and eliminate duplication of logistics effort among Government agencies.

Buy Response vs. Inventory - Use Buy Response and Power Buying initiatives (long-term contracts, Direct Vendor Delivery (DVD), Electronic Commerce/Electronic Data Interchange (EC/EDI), and prime vendor) to reduce the value of DLA inventory by FY 97 to $6B.

Chief Financial Officer (CFO) Act Accounting Initiatives - Improve the accuracy and usefulness of all information contained in the Agency financial statements.

Consumable Item Transfer (CIT) - Complete in an efficient and timely manner the transfer of management responsibility for consumable items from the Military Services to DLA.

Depot Unit Cost Accuracy - Improve accuracy of depot unit costs by achieving more reliable unit cost data; a more accurate costing system; and a better/more reliable efficiency measure.

Defense Reutilization and Marketing Services (DRMS) Self-Sufficiency - Increase revenues and decrease costs to make DRMS self-sufficient.

Cancelling Funds/Contract Closeout Strategy - Expedite contract closeout in order to use funds that are due to become unavailable at the end of the fiscal year.

Fee-For-Service DASCs - Implement fee-for-service operational concept at the HQ DLA Administrative Support Center (DASC) and field DASCs.

Government Owned - Contractor Operated (GOCO) Food Depot - Prototype a contracted-out depot.

The list of initiatives under this Goal is continued on subsequent pages

Strategic Initiatives and Performance Management Measures

Performance Measurement Areas (Executive Information System)

GOAL #4 Meet customer readiness requirements at reduced cost	Responsiveness	Timeliness	Quality	Operating Efficiency	Operating Cost	Customer Satisfaction	Military Readiness
Inventory Accuracy			Locator Accuracy	Inventory Accuracy	Sample Inventory Accuracy & Location Reconciliations	Inventory Adjustments	Warfighting/ Contingency Preparedness
Logical Inventory Control Point (ICP)					Stock Availibility; Stocked BOs; Inventory On-Hand	Unit Cost Performance	Warfighting/ Contingency Preparedness
Fuel Savings Initiatives						Unit Cost Performance	Customer Satisfaction
Overhead Strategy				$ Saved/Avoided; Price Related Systems			Customer Satisfaction
Returns Backlog (Reduce to 10 Days or Less)			Processing Time				
Savings Through Value Enhancements -- $AVE ($70M / Year Greater Than DMRD Commitment)						Unit Cost Performance	Warfighting/ Contingency Preparedness
Spec Busting (Decrease MIL Specs & Increase CID Population)						Unit Cost Performance	Warfighting/ Contingency Preparedness

LEGEND

S = Supply Centers

D = Distribution Depots

C = Contract Management Districts

R&M = Reutilization & Marketing

DLA = Corporate - All Business Areas

STRATEGIC INITIATIVES

GOAL #4: Meet Customer Readiness Requirements At Reduced Cost

Inventory Accuracy - Achieve increased inventory accuracy, resulting in reduced investment.

Logical Inventory Control Point (ICP) - Develop a command and control structure to integrate ICPs across geographic and commodity lines, streamlining the organization to provide the best service to our customers.

Fuel Savings Initiatives - Optimize the procurement, storage, and distribution of fuel.

Overhead Strategy - Achieve a consistent and effective approach across DCMC in assessing contractor overhead activities, negotiating forward pricing rate agreements, and settling final overhead rates. Establish an Overhead Center of Excellence.

Returns Backlog - Reduce the backlog of all materiel returns (drawdowns, base closures, etc.) at depots to 10 days workload or less (DLA standard for processing returns).

$avings Thru Value Enhancement ($AVE) - Attain tangible savings for customers through Value Engineering and similar strategies: $70M/year beyond Defense Management Review Decision (DMRD) commitment of $132M.

Spec Busting - Transition to the use of Commercial Item Descriptions (CIDs) (vice Military Specs) for commonly used items. Achieve a downward trend for MILSPECs and an upward trend for CIDs.

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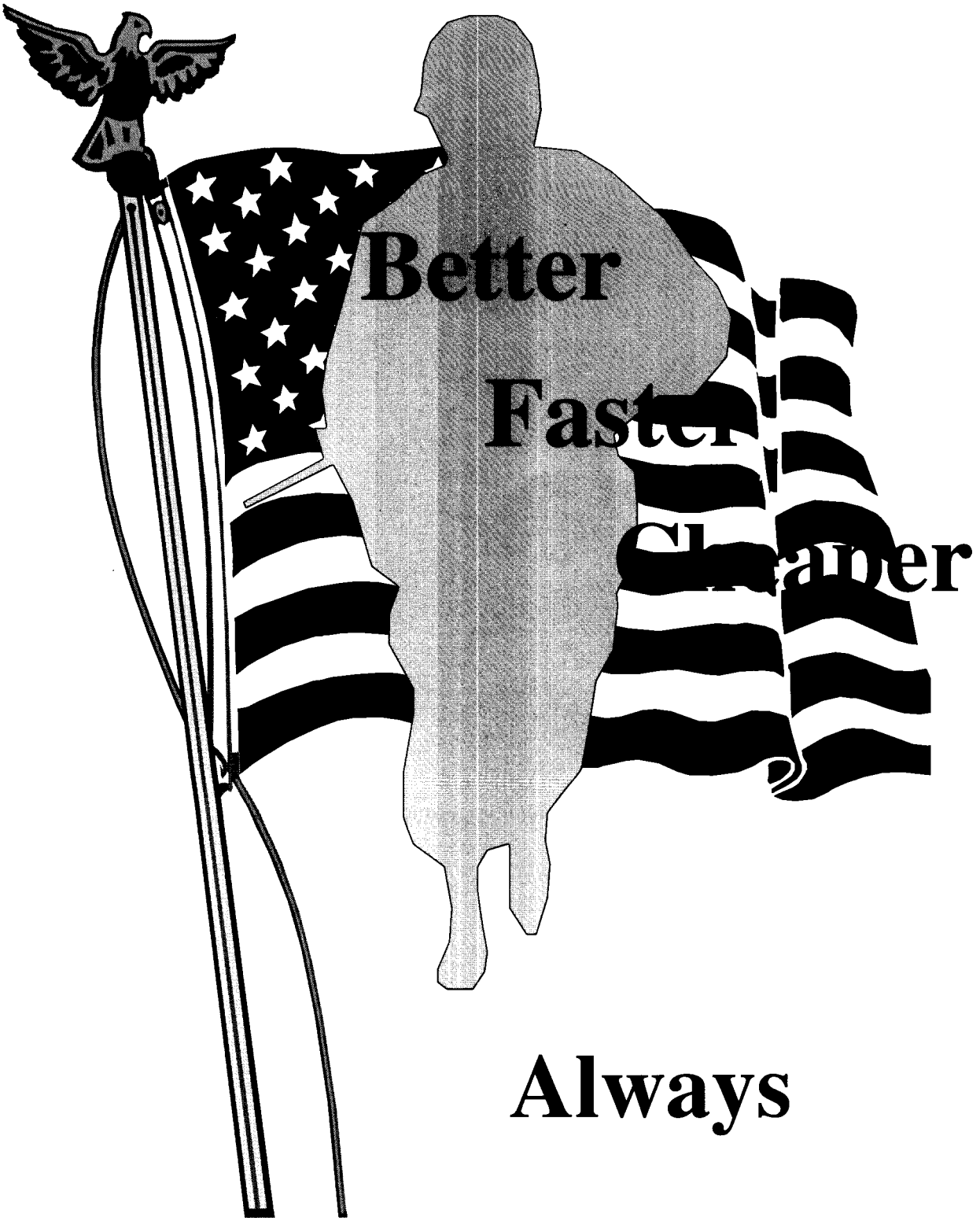
Our Bottom Line



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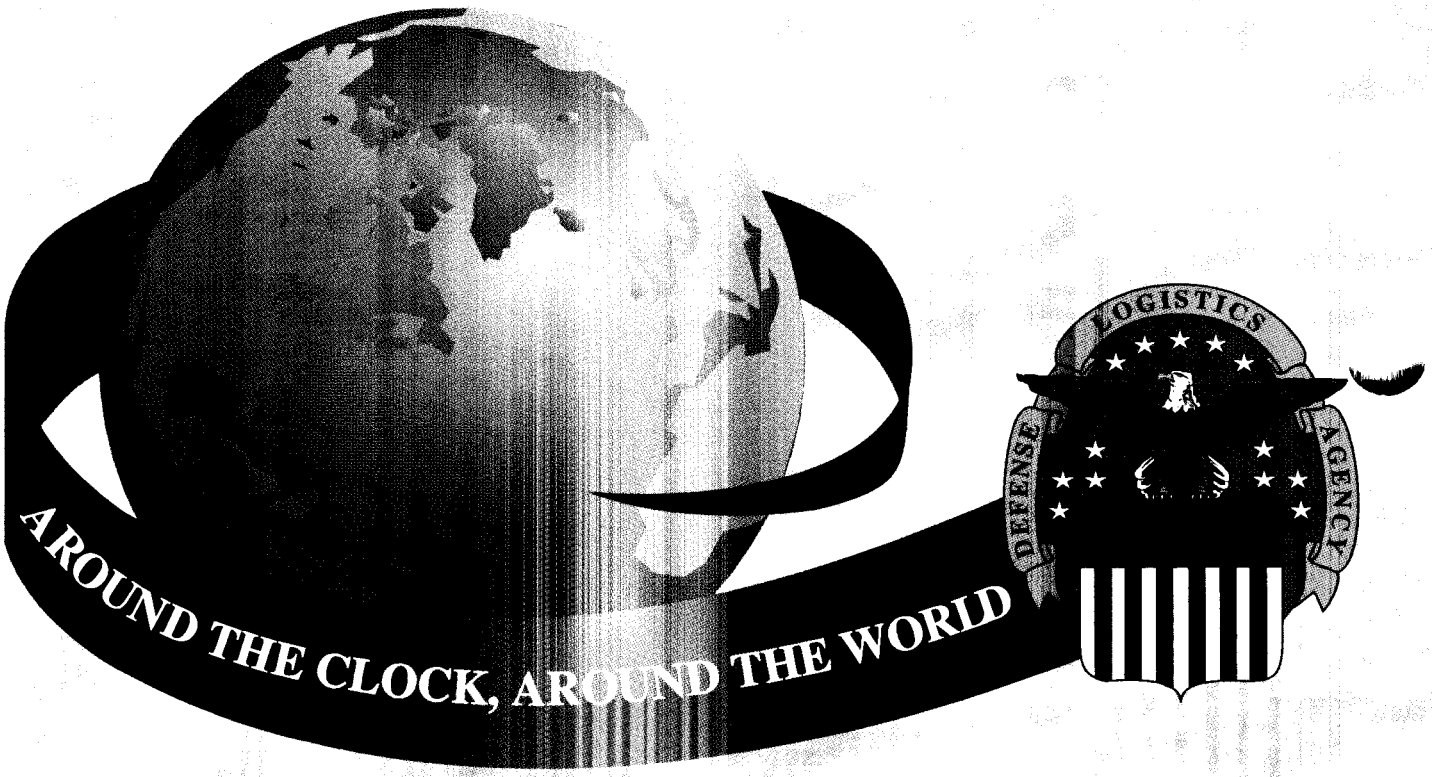
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