

**BRAC 2005**  
**Supply and Storage Joint Cross Service Group**

**Meeting Minutes of September 8, 2003**

Vice Admiral Gordon Holder, Director, Logistics (J4), the Joint Staff, chaired this 5<sup>th</sup> meeting of the JCSG principals. The list of attendees is at Attachment 1.

Captain England reiterated that that the Supply and Storage JCSG capacity status briefing for the ISG is scheduled for September 24 at 1600 hours. In order to meet the schedule for providing the supporting report and briefing slides to OSD by September 17, 2003, draft reports from each working sub-group are due to Capt England by Wednesday September 10, 2003, for review, editing, and revision as necessary. The sub-group reports will be incorporated into an overall report, and the final draft will be provided to the OSD on September 17, 2003.

The Chairman will personally conduct the September 24, 2003, ISG briefing, and expects to accompanied by the senior member from each military department and DLA.

Mr Potochney provided the group with a "Battle Plan" slide that had been used by the Medical JCSG (and was well received) as part of their presentation to the ISG. The Chairman indicated that, with modification to make it applicable to Supply and Storage issues, it would be included in the ISG presentation.

VADM Holder indicated that he is pleased with the work being done by the O-6 working group members, and that they need to continue working well if the group expects to meet its required due dates. However, he stressed the need to nail down the sub-group membership as soon as possible and stabilize the groups. The Air Force has already staffed its requirements. However, the other Services are still working out internal issues regarding their staffing support to the Supply and Storage JCSG.

The need for dedicated working space was discussed. Mr. Potochney indicated that when considering sites, email transfer of data between several sites would be acceptable only if internal controls are in place that can assure the integrity of the data. The group would prefer to have a single site, and the need will become urgent in about 2 months. Capt England will pursue acquiring a site in the Military District of Washington or the Washington Navy Yard.

Due to time constraints, the Marine Corps status briefing on Clothing and Textile and Troop Support Capacity analysis was not presented at the August 21, 2003, meeting. Prior to presenting that briefing at this meeting (Attachment 2), Col. Destafney

introduced BGen E. G. Usher, USMC, who is expected to become the new Clothing and Troop Support Sub-Group Chairman.

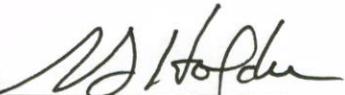
At the conclusion of the Clothing and Textile and Troop Support briefing, the Chairman stressed the need to clearly define attributes, metrics, and surge requirements for all Supply & Storage functions. Mr. Potochney indicated that the methodology for determining surge is an item of interest to the ISG, and should be addressed in their ISG briefing.

VADM Lippert indicated that DLA's experience in meeting the requirements of Operation Iraq Freedom was that "war reserve" was created based on historical data, and the methodology used could be further developed to help define capacity requirements for unfunded war reserves as part of the group's work.

Each sub-group then briefed the status of their portion of the ISG Capacity Analysis report. When finalized, these sub-group reports will be incorporated into the overall Supply and Storage JCSG report and briefing for the ISG on September 24, 2003.

The group agreed that, starting in November, a principals meeting would be scheduled on the 2nd Monday of each month.

The meeting was concluded at 1800 hours.

Approved: 

VADM Gordon Holder  
Chairman, Supply and Storage  
Joint Cross Service Group

Attachments:

1. List of Attendees
2. Briefing slides on Clothing and Textile and Troop Support Equipment Capacity Analysis

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## Supply and Storage JCSG Meeting September 8, 2003

### Attendees

#### Members:

VADM Gordon Holder, Director, Logistics (J4), Joint Staff  
VADM Keith Lippert, Commander, Defense Logistics Agency  
BGen Ed Usher, USMC, Logistics Plans, Policy, and Strategic Mobility (LP)

#### Alternates:

Colonel Dave King, AF/ILG (for Lt Gen Zettler)  
CDR John Spicer, OPNAV N41 (for RDML Thompson)  
Mr. Robert Williams, USA rep (for LTG Christensen)

#### Others:

LT Daniel Bessman, JS  
LTC Nancy Combs, USAF BRAC  
Major Adam Coons, Navy BRAC  
Mr. John Desiderio, OSD, ODUSD (I&E)  
Colonel Bob Destafney, IL HQMC  
Captain Dave England, JS J4  
Ms. Mary Horvath, DLA HQ  
Colonel Joseph Lahue, DLA  
Mr. Bob Meyer, OSD, ODUSD (I&E)  
Ms. Nancee Needham, DODIG  
Mr. Peter Potochney, Director, Housing, ODUSD (I&E)  
Mr. Tilghman Schraden, DODIG



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# Clothing & Textiles and Troop Support Materiel Capacity Analysis

*Briefing to the  
Supply and Storage Joint Cross Service Group  
(S&S JCSG)  
21 August 2003*

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# Overview

⌘ Definitions

⌘ Functions

⌘ Capacity Analysis Methodology

⌘ Approach to Data Questions

⌘ Storage Capacity Data Questions

⌘ Issues Impacting Analysis



# Categories of Material

- ☒ Clothing and Textiles includes individual and organizational clothing and equipment, as well as tentage and bulk cloth.
  
- ☒ Troop Support Materiel includes water purification sets; laundry, dry cleaning, shower, and bath units; and kitchen and bakery equipment sets. Includes modular, containerized, air transportable “garrison kits.” (Force Provider; Harvest Falcon, et al)

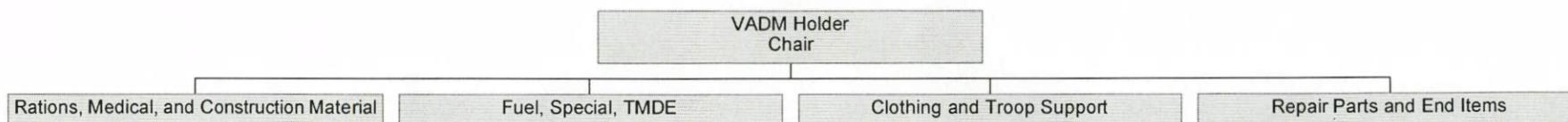


# Organization



## ⌘ S&S/Clothing & Equipment and Troop Support Materiel Workgroup

Joint Cross Steering Group  
Supply and Storage



<i>Military</i>	<i>Civilian</i>	<i>Contractor</i>
<i>TBD</i>	<i>TBD</i>	<i>TBD</i>



## Functions to be Analyzed

### ⌘ Clothing and Textiles

- ⌚ Stored aboard Service Bases and Stations (Retail/intermediate) and at DLA Distribution Depots (Wholesale)
- ⌚ Wholesale activity (above the installation level) includes both Service and DLA inventory management, and inventory in depot storage that is either Service or DLA owned
- ⌚ Includes individual and organizational C&T (including NBCD Clothing)



## Functions to be Analyzed

### ⌘ Troop Support Materiel

- ⌚ Stored aboard Service Bases and Stations (Retail/intermediate) and at Service and DLA Distribution Depots (Wholesale)
  - ☑ Includes force sustainment materiel and systems designed to accommodate (billet, feed, and maintain) deployed units during contingency operations
    - ④ Water purification and distribution units
    - ④ Laundry and dry cleaning units
    - ④ Bath and shower units
    - ④ Deployable kitchen and bakery sets
    - ④ Others (“Garrison Kits”)



# Refinements to SecDef Approved Functions



# Approach to Capacity Analysis

Standard of Measure	METRICS	Certified Data Requirements
<p>Capacity</p> <p>Capacity is defined in different ways. First is <b>Stockage/Line</b> capacity stated in lines for inventory control; Second, <b>Transaction</b> capacity stated in transactions with a given manning level which establishes a transaction-based workload; Third, <b>Tons Per Person Per Day</b> is workload capacity based on personnel strengths. Fourth is <b>Process</b> capacity stated in terms of Supply and Storage performance metrics against transactional task times independent of transaction volume or lines, but are dependent on physical limitations of the facility layout and process. Fifth is <b>Surge Capacity</b>, the capacity to increase some or all of the first four metrics in response to National emergency needs. Sixth is <b>Material Handling/Tracking</b> capacity, the capacity to internally handle/move/track materiel based on integrated materiel management/handling/ tracking systems.</p>	<p>Stockage/Line Capacity →</p> <p>Transaction capacity →</p> <p>Tons Per Person Per Day capacity →</p> <p>Process capacity →</p> <p>Surge capacity →</p> <p>Materiel Handling and Tracking Capacity →</p>	<p>Inventory value; Lines Stocked;horizontal/vertical/ outside storage square footage</p> <p>Transaction by type – Receive, Store, Turn-in, Issue, Cyclic Inventory</p> <p>Tons of Inventory Issued/ Received and Manning level/costs</p> <p>Accommodation,satisfaction, Percent fill of inventory; Time required to fill a customer request (RWT); Replenishment lead time; Transaction times</p> <p>Total Line Stockage capacity; Overtime and Second shift/costs</p> <p>Automated inventory tracking and retrieval systems capacity/ Costs; Integrated Distributive systems capacity/costs.</p>



# Approach to Data Questions

## ⌘ Where Functions Are Located:

- ⌚ Installation/intermediate Level
- ⌚ National/wholesale Level
- ⌚ Supporting/surrounding community infrastructure: Describe local transportation capabilities and capacities. (Local/regional air and sea ports, rail heads, and major highway network)

## ⌘ Inventory Assets That Perform Functions/Throughput:

- ⌚ Storage Facilities/Distribution Centers
- ⌚ Inventory Management/Inventory Control Activities (Service and DLA)

## ⌘ Performance

- ⌚ Capability to Meet Customer Requirements and Expectations
- ⌚ Growth Potential



## Capacity Analysis Methodology

- ⌘ Function: Clothing and Textile Supply Management and Storage
- ⌘ Attributes: Packaged at source (manufacturer); typically stored in bulk facilities; may require unique storage aids; repackaging requirement at depot level; NBCD clothing typically raises environmental concerns and often requires special storage and handling procedures
- ⌘ Metrics of Attributes: Space requirement (ft<sup>2</sup> or ft<sup>3</sup>); Costs
- ⌘ How capacity will be measured:
  - ⌚ DoD-wide capacity:



## Capacity Analysis Methodology

- ⌘ Function: Troop Support Materiel Supply Management and Storage
- ⌘ Attributes: Primarily bulk storage required; MHE typically required; often involves HM/HW management requirement; intermodal transportation compatibility considerations
- ⌘ Metrics of Attributes: Storage space requirement (ft<sup>2</sup> or ft<sup>3</sup>) including special storage/handling space; Transactions costs
- ⌘ How capacity will be measured:
  - ⌚ DoD-wide capacity:



## Storage Capacity Data Questions

- ⌘ What is the average daily inventory value?
- ⌘ What is the average daily # of lines stocked?
- ⌘ What is the facility's horizontal/vertical/outside storage capacity (ft<sup>2</sup> and ft<sup>3</sup>)? Any climate controlled storage requirement?
- ⌘ What is the monthly average utilization of available storage? (horizontal/vertical/outside storage)
- ⌘ What is the maximum volume of transactions that could be processed daily?



## Storage Capacity Data Questions

- ⌚ What is the average daily # returns processed from direct customers?
- ⌚ How do you measure customer satisfaction? How frequently? What metrics are significant?
- ⌚ What percentage of your daily transactions are a result of doing business with an on-base customer? What percentage are a result of business with customers from Services other than that of the host activity?
- ⌚ What is the distance to nearby DoD activities with the capability to perform identical functions?



## Storage Capacity Data Questions

- ⌘ What is the average lines reviewed in a Cyclic Inventory?
- ⌘ How many customers does the Storage facility support?
- ⌘ What is the Authorized Manning level?
- ⌘ What are the Man-year costs?
- ⌘ What is the average daily dollar value of Inventory Issued?
- ⌘ What is the daily average of lines issued?



## Storage Capacity Data Questions

- ⌘ What is the maximum number of issue and receipt transactions that could be processed daily?
- ⌘ What are the limiting factors to number of receipts and issues that could be transacted? (Manning/staffing, physical plant, material handling capacity, AIT, et al)



## Storage Capacity Data Questions

- ⌘ What is the Supply Activity Requisition Wait time?
- ⌘ What is the average replenishment lead time of authorized lines of inventory?
- ⌘ What is the supply activity receipt/issue/cyclic Transaction Time?
- ⌘ What is the storage activity Total Stockage/Line Capacity?
- ⌘ What are the local Overtime Costs for Direct and Indirect Labor? What are the labor costs to go to second shift? Costs of other surge manpower requirements?



## Storage Capacity Data Questions

- ⌘ What are the Automated inventory tracking and retrieval systems that are in place in each facility?
  - Capacity
  - Maintenance Costs
  - Expansion Costs
  - Interoperability?
- ⌘ What is the supply facility dock and shipping capacity? What is the supply facility dock and shipping costs per receipt/issue?
- ⌘ What special handling and storage space requirements exist? At what cost? (Unique MHE, unique storage spaces)



## Issues Impacting Analysis

⌘ Evolving Force Stationing Strategies

⌘ Metrics development

⌚ Requires Service participation

⌘ Data Collection and Modeling

⌚ Collection tools are not in place

⌚ Data collected may not be compatible with analysis models

⌚ Models may not be ready to accept data



## Way Ahead

- ⌘ Identify service leads and sources
- ⌘ Establish timeline for data call deliverables
- ⌘ Work analytical requirements based on established critical performance metrics
  - 🕒 Capacity
  - 🕒 Capabilities
  - 🕒 Business/Operating Costs
  - 🕒 Critical supply chain metrics
- ⌘ Begin work on defining Military Value metrics