

BRAC 2005
Supply and Storage Joint Cross Service Group (S&S JCSG)
Minutes of S&S JCSG Principals' Meeting, December 16, 2004

Principal Attendees: VADM Lippert (S&S Chair; DLA), LTG Christianson (S&S Principal, Army), RDML Thompson (S&S Principal, Navy), CAPT Wright (Alternate, Navy), BGEN Usher (S&S Principal, Marines), Mr. Aimone (S&S Alternate, Air Force), Lt Gen McNabb (S&S Principal, Joint Staff, J4), Ms. Kinney (Alternate, Marines).

Other Attendees: Col Neeley (S&S Exec Sec), CDR Goodwin (S&S XO), CAPT Coderre (S&S JCSG Navy lead), Col King (S&S JCSG Air Force Lead), Col Bockenstedt (S&S JCSG Army Lead), Col Coe (S&S JCSG Prospective Army Lead), Col Faulkner (S&S JCSG Joint Staff Lead), Mr. Meconnahey (S&S JCSG COBRA Team Lead), LtCol Truba (S&S JCSG Marine Lead), Major Champagne (S&S JCSG Data Integration Team Lead), Major Condon (Air Force BRAC Team), CAPT Myhre (Navy BRAC Team), Mr. Williams (S&S JCSG Army Team), Mr. Galloway (DoD IG), Mr. Meyer (OSD), Capt Rivera (S&S JCSG Marine Team), Mr. Sears (S&S JCSG DLA Team), Mr. O'Rourke (S&S DLA BRAC Team), CDR Larcher (S&S JCSG Navy Team), CDR Martin (S&S JCSG Navy Team), LCDR Stark (S&S JCSG Navy Team), Mr. Bulinski (DoD IG).

Chairman's Remarks: VADM Lippert opened this 26th meeting of the S&S JCSG Principals at 1400.

- (Chart 3) VADM Lippert noted that he believed that the team would not meet the 20 December due date for submission of the S&S JCSG recommendations. VADM Lippert noted that he would have to inform Mr. Wynne and would set a new date of 14 January for completion of the team's work. VADM Lippert noted he would send the appropriate memo tomorrow and Col Neeley took preparation of the memo draft for action. The group noted that delay results from the lack of sufficient COBRA data and the resulting inability to finalize recommendations. VADM Lippert also noted that he wanted Principals to begin thinking about personnel staffing of the S&S JCSG after the holiday season. He felt that some, but perhaps not all, personnel would be required and he wanted the Principals to begin consideration of their piece of the post-holiday staffing plan.
- Col Neeley briefed the path to completion of scenario recommendations. Col Neeley noted that six S&S Candidate recommendation drafts had gone this morning to the DoD Office of General Counsel (OGC) Nicole Bayert. Of the total of seven the OGC held from all entities, six were S&S JCSG Candidate recommendations. Mr. Meyer (OSD) noted that the S&S JCSG submission was what the department desired; an upfront informal review to ensure that the recommendations contained sufficient content for further assessment.

- Mr. Galloway of the DoD IG briefed the Principals concerning his recent audits of S&S JCSG data, his assessment of the process for collecting and using data, and obtaining certification. Mr. Galloway presented a chart that showed how data was received by the S&S working group and used in the various analytical models. He noted that some of the data arrived from outside the OSD Portal process and reminded that this data must come with certification from the service certifying official. Some of this data was not certified or the certification was inadequate in that certification was either from someone other than the designated service certifying official, or it did not contain the requisite information to allow traceability to the data being certified. He noted this was the case for Air Force MilVal data, and requests for clarification as well as some Army capacity data that came by spreadsheet. He noted that he had confidence that the S&S JCSG was tracking certification requirements and that proper certification would be obtained for the data. He noted that this was essential for establishing confidence in the final conclusions. VADM Lippert asked if there was any reason to postpone making decision on recommendations based on the IG's assessment of the integrity of the data. Mr. Galloway noted that there was no reason to wait on forwarding recommendations, and that the IG would continue to audit and assist the team with obtaining all certifications. Mr. Galloway noted that he had not seen any intent to alter or otherwise manipulate the data, it just needed the proper certification to enable confidence in the process and conclusions. VADM Lippert also asked about the evaluation of methods used by the team and if the IG felt that the process was acceptable. Mr. Galloway noted that the process was being assessed but felt that the integrity of the process and data was satisfactory. VADM Lippert then asked each Principal if they were comfortable with the IG's review, the methods being employed by the team, and the resulting conclusions. VADM Lippert emphasized that the time to speak up was now to ensure that all issues had been cleared. VADM Lippert stressed that the S&S JCSG cannot afford any lack of confidence issues to surface later in the process. Each principal preset stated they were comfortable with the results of the IG's audit and how the team was proceeding.
- Mr. Aimone noted that in many cases the team had attempted to correct obvious erroneous data on Air Force facilities by inserting either data resident in service systems (Widget) or data inbound via the request for clarification process. RADM Thompson asked what specific errors the Air Force was trying to correct. Mr. Aimone described problems with naming conventions and other mapping errors. Mr. Aimone stated that he believed that one unintended consequence of the extensive self-scrutiny is that the data in use by the S&S JCSG will likely have more validity and will drive higher confidence in S&S scenario recommendations later in the process. Col King asked if the market basket scenario being worked by the group rested on certified data. Mr. Galloway answered that he believed it did.
- COL Bockenstedt briefed Chart 18 to the team on retrograde analysis. He stated that he believed that the infrastructure had the capacity to absorb surges in

retrograde such as was being experienced at present. He showed how over time the amount of DoD owned storage space had decreased. A significant change to more direct vendor delivery had decreased the inventory but that in his analysis, the services still had capacity to absorb retrograde. 77% of Defense Department covered storage was currently in use leaving 23% available to absorb surge including retrograde. VADM Lippert reminded the team that any analysis should only use a factor of 85%, so only 8% of the Department's total space remained available. VADM Lippert noted that class IX materials in retrograde status would require covered storage. COL Bockenstedt agreed but added that he believed that the best solution would be to count on further reductions in space, some driven by other BRAC scenarios being worked. COL Bockenstedt stated that in the end, leasing temporary space to accommodate a retrograde surge vice permanent long term DoD ownership of storage infrastructure would be the best solution. The Principals concurred.

- COL Bockenstedt briefed the status of team 1 scenario recommendations. The Navy Tires performance based logistic (PBL) plan was briefed as it applied to Candidate # S&S 0022, 0023 and 0024. VADM Lippert asked to what extent the Navy's experience allow for an extrapolation for the rest of the programs. COL Bockenstedt noted that the Navy's experience matched up pretty well but the team noticed that the supply function had not been incorporated into the S&S privatization scenarios, as the Navy plan had done. COL Bockenstedt briefed that transformational option 21 recommended privatizing more of the process and the team made the recommendation to add the supply function in each of the three privatization scenarios. This may require new scenarios to be generated. The Principals agreed to add the supply function. Mr. Aimone noted that he believed competition could be maintained even if a large vendor competed and won the tires or other privatization contracts. RADM Thompson noted that he thought adding the supply function to the privatization was where the cost saving benefits to the service would be found. RADM Thompson also noted that at some point adding the supply functions would also impact ICPs and related ICP consolidation scenarios. The Principals agreed and COL Bockenstedt noted his team would be sensitive to ICP impacts.
- COL Bockenstedt then briefed the updated payback information on Candidate # S&S 0004. The Principals noted that MilVal information seemed counterintuitive and asked how the team arrived at its conclusions given MilVal analysis. COL Bockenstedt noted that while some sites had higher MilVal numbers, the size and capacity of some sites, and resulting MilCon requirements at smaller facilities drove military judgment issues and resulted in recommendations for the sites in the scenario. Mr. Meyer (OSD) concurred noting that this is where military judgment was needed. Regions were selected based on avoiding MilCon costs and considering best available location. VADM Lippert directed that the quad chart show how MilVal was used with comments where necessary to show why a specific option was selected.

- COL Bockenstedt briefed the request received from Washington Headquarters service for space for PEO Soldier. The Army reported that GSA will renew the lease until 2007 and the issue required no further attention from the Supply and Storage Joint Cross Service Group.
- Col King briefed team 2 issues and scenario status. Col King began with a decision slide outlining scenarios he would present for both approval and deletion.
- Col King then discussed the options available for ICP alignment and how some of the options competed. BGen Usher asked why Albany was omitted from the "Single ICP for each service scenario" option chart. Col King briefed that he understood that Albany was already a single service ICP but had understood that the BRAC guidance was to list only those sites being considered in a scenario. Col King noted that it made sense to footnote Albany when discussing ICP scenarios within the S&S JCSG. Col King's team will add footnotes on Albany to future briefs.
- Col King noted the green circles on chart 22 indicated where decisions would be sought. On the virtual ICP model, COL Bockenstedt noted that while the Army desired and requested Candidate # S&S 0038, the scenarios in 0036 and 0037 were developed following the ISG Chairman's guidance to consider all alternatives. Col King noted that Candidate # S&S 0036 and 0037 competed with the Army's preferred alternative 0038 and asked the Principals for a decision to delete 0036 and 0037. The Principals directed after discussion that Candidate # S&S 0037 did not appear to be feasible and could be deleted. The Principals directed that Candidate # S&S 0036 should be continued however to ensure logical alternatives were considered.
- Col King then briefed the remaining issues on both the single ICP option, and Virtual or ICP mix options. VADM Lippert asked if the payback analysis on Candidate # S&S 0005 had incorporated MilCon requirements. Col King noted that all costs to execute the scenario were included, including MilCon. Candidate # 0026, 0027, 0029, 0006, 0031 and 0040 were reviewed. Col King noted that all had outstanding and/or overdue COBRA data requirements and that decisions could not be made until the data was received and analyzed. Candidate # S&S 0040 was noted as being new. Mr. Aimone indicated that the Air Force was leaning towards Candidate 00026 as a preferred option and was interested in the results.
- Col King briefed the status of Candidate # S&S 0028 which is also pending payback analysis. Col King noted that payback analysis might not be conclusive to support the decision but that he recognized that moving DLR management was the first step towards a future enabler for savings. Team 2 would brief results as they were finalized. RADM Thompson noted that the Navy's preference was that DLA should do all DLRs or none.

- ✓ • Col King discussed results for Candidate # S&S 0007. Payback analysis showed that no savings would accrue and the deliberative body voted to cancel this scenario.
- Col King then discussed trends the team was seeing in the data received. Army and Air Force were including Base Operating Support (BOS) data (child care, chapels, commissary support, etc.) in the data analysis for their locations. The Navy was not including this data. Col King asked how the team should proceed. Mr. Meyer (OSD) addressed the issue and directed that the data should be gathered and he would seek clarification on how to proceed with supplemental data calls or requests for clarification
- Col King then recommended that a new scenario be established for consolidation of Navy ICPs (“Mechanicsburg +”) and the Principals approved the measure.
- Col King discussed Chart 39, the “market basket” analysis, and stated that this option provided an opportunity for the best mix and an optimized result. Col King asked Major Champagne to brief how the data and analytical model supported the scenario.
- Major Champagne noted that while it might seem strange that some of the locations in the model close and then reopen depending on how many sites in total are left open, that this is due to the model having to accommodate the total workload overall, regardless of location. The size and capacity of some sites may cause them to reopen when a fewer number of sites overall is evaluated. Col King then handed out a slide that showed that reducing below 12 ICPs resulted in diminishing returns and the analysis tended to support other options such as one ICP per service or virtual models. Col King summed up the discussion by requesting a new scenario for the market basket. The Principals suggested that an 11 ICP model seemed most feasible if data proves it will work. Col King then summed up his decision results for the day to include approval of cancellation for Candidate # S&S 0037, and 0007, and leaving scenario 0036 active, and generating new scenarios for the Navy ICP consolidation and ICP mix options.

- Col Neeley then reviewed the progress of the meeting and discussed the next series of events including the offsite planned at DLA HQ on 22 December, 2004.
- VADM Lippert noted that he wanted to be done on the 14th of January and directed that Principals and team members continue to work diligently to meet this deadline. VADM Lippert asked if each participant was clear on the way ahead and comfortable with the meeting and progress. VADM Lippert closed the meeting by expressing his gratitude for the efforts being made by all S&S members.

Approved: W 29 Dec 04



KEITH W. LIPPERT
Vice Admiral, SC, USN
Director,
Defense Logistics Agency
Chairman, Supply and Storage,
Joint Cross Service Group

Attachments:

1. Briefing Slides

ACTIVITY: S&S JCSG
CONTROL NUMBER# 4364-0933
COPY 1 OF 1 COPIES
DATE RECEIVED 29 DEC 2004
TIME RECEIVED 1400
Pages: 1-49



Supply and Storage Joint Cross-Service Group (S&S JCSG)

Principals' Meeting

December 16, 2004

Chair: VADM Keith Lippert



Overview

DCN: 11439

- Opening Remarks VADM Lippert
- Path to Scenario Completion Col Neeley
- IG Update Mr. Galloway
- COBRA Status Mr. Meconnahey
- Retrograde Analysis COL Bockenstedt
- Scenarios' Status COL Bockenstedt, Col King
- Criteria 6 – 8 Analysis CAPT Coderre
- Way Ahead Col Neeley



Path to Scenario Completion

Col Neeley



Path to Scenario Completion

DCN: 11439

- What needs to happen between now and scenario completion:
 - 20 Dec 04 submission unlikely
 - If necessary S&S JCSG will request extension to 14 Jan 05. S&S JCSG must:
 - Complete COBRA data calls and obtain 100% of outstanding RFCs.
 - Finalize analysis and reconfirm candidate scenario recommendations
 - Schedule additional S&S JCSG Principal deliberative sessions
 - General Counsel Review



IG Update

Mr. Galloway



Certified Data Controls

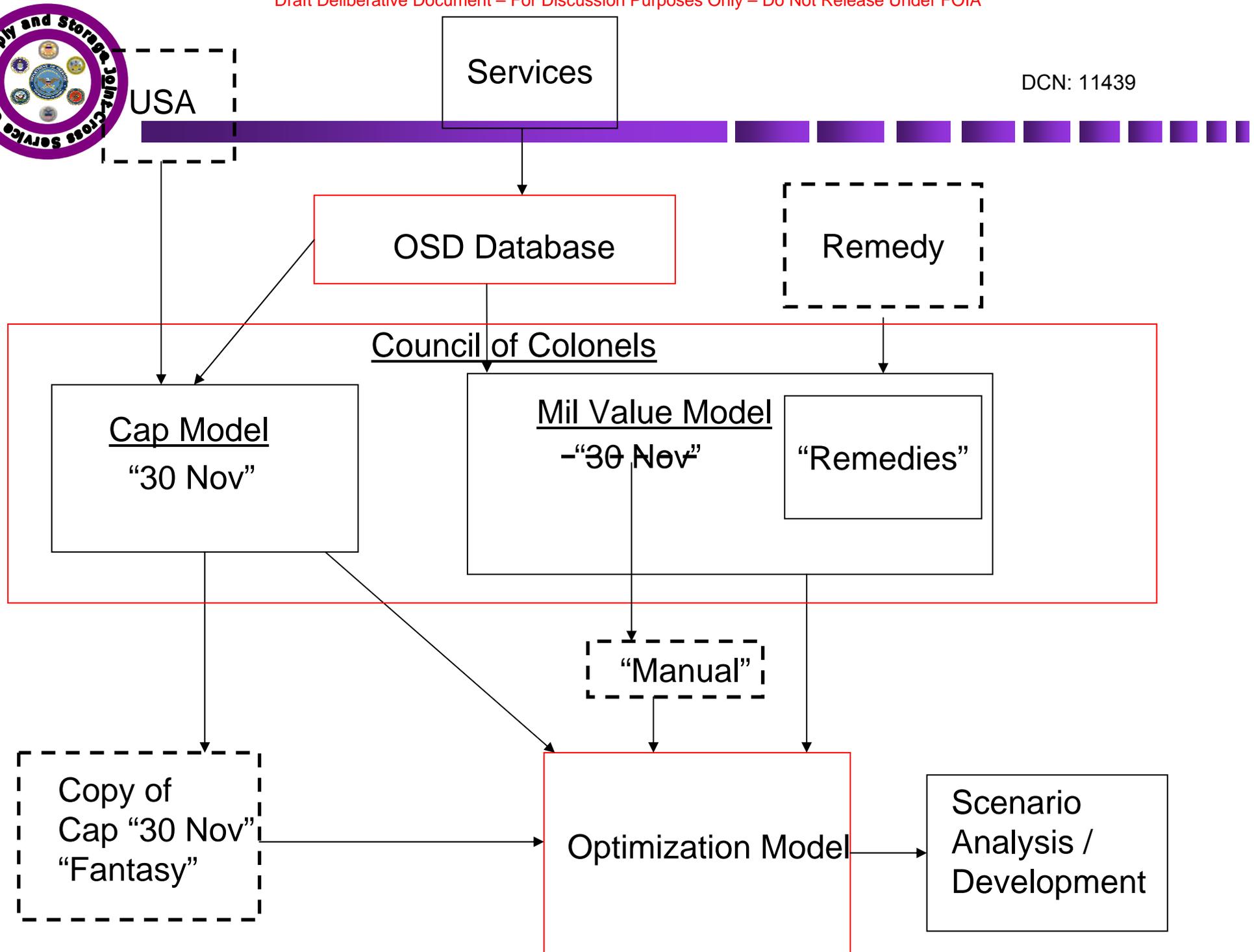
DCN: 11439

1. OSD Database: Key Control (services' systems)
2. JCSG:
 - Capacity Model (optimization feed)
 - MilValue Model (optimization feed)
 - “Remedies” / Changes
 - Recorded, Tracked, Reported
 - Council of Colonels
3. Optimization



USA

DCN: 11439





Candidate Scenario Recommendations: Team #1 Decision Briefs

COL Bockenstedt



Navy Tire PBL

DCN: 11439

Contract

- 15 Yr Period of Performance
- Cost: \$261M
- Eff Date: 23 Feb 01
- Vendor: Michelin Aircraft Tire Corp.

Contract Requirements

- Requirements Forecasting, Inv Mgt, Retrograde Mgt, Storage, Transportation
- 23 Types of Acft Tires
- Guaranteed Delivery:
 - CONUS: 2 Days
 - OCONUS: 4 Days
- Guaranteed Surge: Twice the Normal Monthly Demand
- Tire Readiness: 95%

Performance

- Better than 95% Readiness Every Period
- 8,000 Requisitions Processed 1st Month... "0" Backorders
- Estimated 15-Year Cost Avoidance: \$48.8M



PBL Vs Privatization Scenarios

DCN: 11439



Supply Function

Storage Function

Distribution Function

Navy PBL

Privatized

Privatized

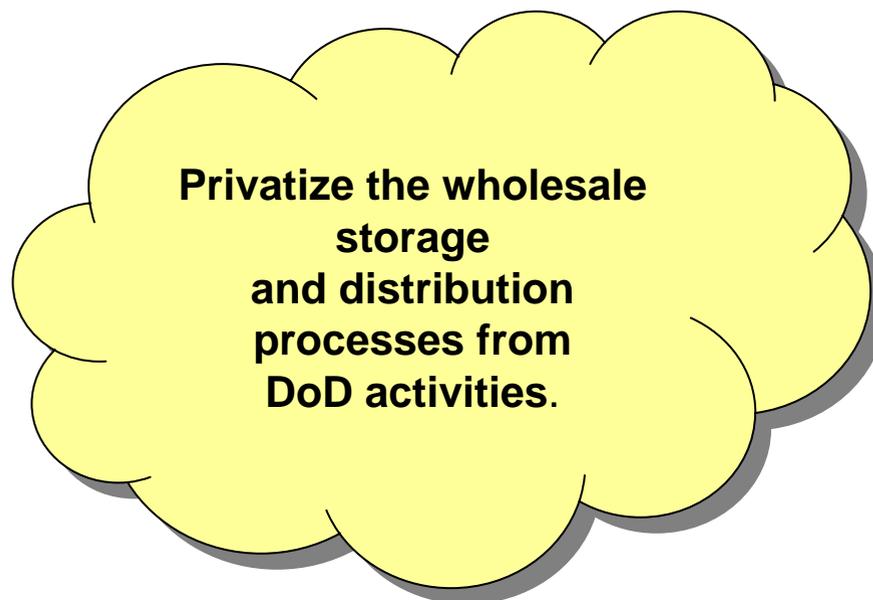
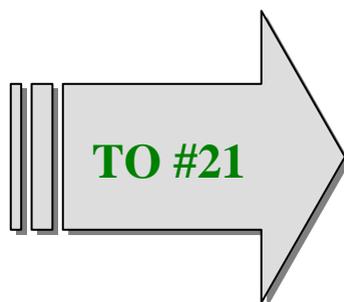
Privatized

Scenarios

Gov't

Privatized

Privatized





Candidate #S&S-0022

DCN: 11439

Candidate Recommendation: Privatizes the wholesale storage and distribution of tires used by DoD. Specific functions to be privatized include those that receive, store, issue, inspect, distribute, and dispose of tires. The scenario envisions privatized activities being performed at contractor facilities which frees up Government infrastructure and reduces requirements for personnel. Contractors will be expected to make direct deliveries of tires to customer organizations within the US. Under this scenario, supply or ICP-related functions remain in the Government.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ This scenario supports TO #21, Privatize wholesale storage and distribution processes.... ✓ Reduces excess wholesale storage capacity by 4.2M cu ft ✓ Reduces annual costs by \$9.8M ✓ Using proven best business practices, it provides acceptable responsiveness to customer requirements 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Overall Effect on Military Value: N/A ✓ Relative Military Value Against Peers: N/A ✓ Military Judgment: N/A
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One-Time Cost: \$3.2M ✓ Net Implementation Costs/Savings: -\$44.6M ✓ Annual Savings: -\$9.8M ✓ NPV: -\$132M ✓ Payback Period: Immediate 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: TBD ✓ Community: No significant impact on existing community issues ✓ Environmental: Scenario eases environmental compliance burden

- Strategy**
- Capacity Analysis / Data Verification**
- JCSG/MilDep Recommended**
- De-conflicted w/JCSGs**
- COBRA**
- Military Value Analysis / Data Verification**
- Criteria 6-8 Analysis**
- De-conflicted w/MilDeps**



Candidate #S&S-0022

DCN: 11439

Candidate Recommendation: Privatizes the wholesale **supply**, storage and distribution of tires used by DoD. Specific functions to be privatized include **inventory management, requirements forecasting, acquisition, retrograde management,** receiving, storing, issuing, inspecting, transporting, and disposing of tires. The scenario envisions privatized activities being performed at contractor facilities which frees-up Government infrastructure and reduces requirements for personnel. Contractors will be expected to make direct deliveries of tires to customer organizations within the US, and to Strategic Distribution Platforms for OCONUS customers.

Justification

- ✓ This scenario supports TO #21, Privatize wholesale storage and distribution processes....
- ✓ Reduces excess wholesale storage capacity by 4.2M cu ft
- ✓ Reduces annual costs by \$___
- ✓ Using proven best business practices, it provides acceptable responsiveness to customer requirements

Military Value

- ✓ **Overall Effect on Military Value:** N/A
- ✓ **Relative Military Value Against Peers:** N/A
- ✓ **Military Judgment:** N/A

Payback

- ✓ One-Time Cost: \$___
- ✓ Net Implementation Costs/Savings: \$___
- ✓ Annual Savings: \$___
- ✓ NPV: \$___
- ✓ Payback Period: ___

Impacts

- ✓ **Economic:** TBD
- ✓ **Community:** No significant impact on existing community issues
- ✓ **Environmental:** Scenario eases environmental compliance burden

✓ **Strategy**

✓ **Capacity Analysis / Data Verification**

JCSG/MilDep Recommended

✓ **De-conflicted w/JCSGs**

COBRA

✓ **Military Value Analysis / Data Verification**

Criteria 6-8 Analysis

✓ **De-conflicted w/MilDeps**



Candidate #S&S-0023

DCN: 11439

Candidate Recommendation: Privatizes the wholesale storage and distribution of packaged POL used by DoD. Specific functions to be privatized include those that receive, store, issue, inspect, distribute, and dispose of packaged POL products. The scenario envisions privatized activities being performed at contractor facilities, which frees up Government infrastructure and reduces requirements for personnel. Contractors will be expected to make direct deliveries of packaged POL products to customer organizations within the US. Under this scenario, supply or ICP-related functions remain in the Government.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ This scenario supports TO #21, Privatize wholesale storage and distribution processes.... ✓ Reduces excess wholesale storage capacity by 2M cu ft ✓ Reduces annual costs by \$4.6M ✓ Using proven best business practices, it provides acceptable responsiveness to customer requirements 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Overall Effect on Military Value: N/A ✓ Relative Military Value Against Peers: N/A ✓ Military Judgment: N/A 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px 10px 2px 0;">✓ One-Time Cost:</td> <td style="padding: 2px 10px 2px 0;">\$2M</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ Net Implementation Costs/Savings:</td> <td style="padding: 2px 10px 2px 0;">-\$22.9M</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ Annual Savings:</td> <td style="padding: 2px 10px 2px 0;">-\$4.6M</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ NPV:</td> <td style="padding: 2px 10px 2px 0;">-\$64.5M</td> </tr> <tr> <td style="padding: 2px 10px 2px 0;">✓ Payback Period:</td> <td style="padding: 2px 10px 2px 0;"><u>Immediate</u></td> </tr> </table>	✓ One-Time Cost:	\$2M	✓ Net Implementation Costs/Savings:	-\$22.9M	✓ Annual Savings:	-\$4.6M	✓ NPV:	-\$64.5M	✓ Payback Period:	<u>Immediate</u>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: TBD ✓ Community: No significant impact on existing community issues ✓ Environmental: Scenario eases environmental compliance burden
✓ One-Time Cost:	\$2M										
✓ Net Implementation Costs/Savings:	-\$22.9M										
✓ Annual Savings:	-\$4.6M										
✓ NPV:	-\$64.5M										
✓ Payback Period:	<u>Immediate</u>										

- | | | | |
|--|---|--|--|
| <input checked="" type="checkbox"/> Strategy | <input checked="" type="checkbox"/> Capacity Analysis / Data Verification | <input type="checkbox"/> JCSG/MilDep Recommended | <input checked="" type="checkbox"/> De-conflicted w/JCSGs |
| <input type="checkbox"/> COBRA | <input checked="" type="checkbox"/> Military Value Analysis / Data Verification | <input type="checkbox"/> Criteria 6-8 Analysis | <input checked="" type="checkbox"/> De-conflicted w/MilDepts |



Candidate #S&S-0023 (Revised)

DCN: 11439

Candidate Recommendation: Privatizes the wholesale **supply**, storage and distribution of packaged POL used by DoD. Specific functions to be privatized include **inventory management, requirements forecasting, acquisition**, receiving, storing, issuing, inspecting, transporting, and disposing of packaged POL products. The scenario envisions privatized activities being performed at contractor facilities which frees-up Government infrastructure and reduces requirements for personnel. Contractors will be expected to make direct deliveries of packaged POL products to customer organizations within the US, and to Strategic Distribution Platforms for OCONUS customers.

Justification

- ✓ This scenario supports TO #21, Privatize wholesale storage and distribution processes....
- ✓ Reduces excess wholesale storage capacity by 2M cu ft
- ✓ Reduces annual costs by \$___
- ✓ Using proven best business practices, it provides acceptable responsiveness to customer requirements

Military Value

- ✓ Overall Effect on Military Value: N/A
- ✓ Relative Military Value Against Peers: N/A
- ✓ Military Judgment: N/A

Payback

- ✓ One-Time Cost: \$___
- ✓ Net Implementation Costs/Savings: \$___
- ✓ Annual Savings: \$___
- ✓ NPV: \$___
- ✓ Payback Period: ___

Impacts

- ✓ **Economic:** TBD
- ✓ **Community:** No significant impact on existing community issues
- ✓ **Environmental:** Scenario eases environmental compliance burden

- Strategy**
- Capacity Analysis / Data Verification**
- JCSG/MilDep Recommended**
- De-conflicted w/JCSGs**
- COBRA**
- Military Value Analysis / Data Verification**
- Criteria 6-8 Analysis**
- De-conflicted w/MilDeps**



Candidate #S&S-0024

DCN: 11439

Candidate Recommendation: Privatizes the wholesale storage and distribution of compressed gases used by DoD. Specific functions to be privatized include those that receive, store, issue, inspect, distribute, and dispose of packaged compressed gas products. The scenario envisions privatized activities being performed at contractor facilities, which frees up Government infrastructure and reduces requirements for personnel. Contractors will be expected to make direct deliveries of compressed gases to customer organizations within the US. Under this scenario, supply or ICP-related functions remain in the Government.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ This scenario supports TO #21, Privatize wholesale storage and distribution processes.... ✓ Reduces excess wholesale storage capacity by 650K cu ft ✓ Reduces annual costs by \$1.7M ✓ Using proven best business practices, it provides acceptable responsiveness to customer requirements 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Overall Effect on Military Value: N/A ✓ Relative Military Value Against Peers: N/A ✓ Military Judgment: N/A
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One-Time Cost: \$745K ✓ Net Implementation Costs/Savings: -\$6.6M ✓ Annual Savings: -\$1.7M ✓ NPV: -\$21.8M ✓ Payback Period: Immediate 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: TBD ✓ Community: No significant impact on existing community issues ✓ Environmental: Scenario eases environmental compliance burden

- Strategy
- Capacity Analysis / Data Verification
- JCSG/MilDep Recommended
- De-conflicted w/JCSGs
- COBRA
- Military Value Analysis / Data Verification
- Criteria 6-8 Analysis
- De-conflicted w/MilDeps



Candidate #S&S-0024 (Revised)

DCN: 11439

Candidate Recommendation: Privatizes the wholesale **supply**, storage and distribution of compressed gases used by DoD. Specific functions to be privatized include **inventory management, requirements forecasting, acquisition**, receiving, storing, issuing, inspecting, transporting, and disposing of compressed gas products. The scenario envisions privatized activities being performed at contractor facilities which frees-up Government infrastructure and reduces requirements for personnel. Contractors will be expected to make direct deliveries of compressed gas products to customer organizations within the US, and to Strategic Distribution Platforms for OCONUS customers.

Justification

- ✓ This scenario supports TO #21, Privatize wholesale storage and distribution processes....
- ✓ Reduces excess wholesale storage capacity by 650K cu ft
- ✓ Reduces costs by \$___
- ✓ Using proven best business practices, it provides acceptable responsiveness to customer requirements

Military Value

- ✓ Overall Effect on Military Value: N/A
- ✓ Relative military value against peers: N/A
- ✓ Military Judgment: N/A

Payback

- ✓ One-Time Cost: \$___
- ✓ Net Implementation Costs/Savings: \$___
- ✓ Annual Savings: \$___
- ✓ NPV: \$___
- ✓ Payback Period: ___

Impacts

- ✓ Economic: TBD
- ✓ Community: No significant impact on existing community issues
- ✓ Environmental: Scenario eases environmental compliance burden

✓ Strategy

✓ Capacity Analysis / Data Verification

JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

COBRA

✓ Military Value Analysis / Data Verification

Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps



Candidate #S&S-0004

DCN: 11439

Candidate Recommendation: Realigns the wholesale storage and distribution system by expanding the number of Strategic Distribution Platforms (SDP) from two to four. It positions the platforms regionally across CONUS and provides for primary storage and distribution support to customers on a regional basis. They will be located at Susquehanna PA; Warner Robins, GA; Red River, TX; and San Joaquin, CA. Realign DDs to Forward Distribution Points (FDP) at Albany, Anniston, Barstow, Cherry Point, Corpus Christi, Hill, Jacksonville, Norfolk, Oklahoma City, Puget Sound, Richmond, and San Diego. Close Columbus.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Enhances Strategic Flexibility via multiple platforms to respond to routine requirements and worldwide contingencies. ✓ Improves surge options and capabilities ✓ Returns significant Storage Infrastructure to the Host Organizations ✓ Achieves acceptable Customer Wait Time and Response Times. 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Overall Effect on Military Value: None. Net Mil Val remains the same for the total storage and distribution system. ✓ Relative Military Value Against Peers: In one region, the DD with highest regional Mil Val was selected as the SDP. In three regions, selected DDs did not have highest regional Mil Val. ✓ Military Judgment: Storage capacity and geographical locations were considered decisive factors for SDP selection in three regions.
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One-time Cost: \$170.9M ✓ Net Implementation Cost/Savings: -\$387.5M ✓ Annual Savings: -\$130.7M ✓ NPV: -\$1.6B ✓ Payback Period: 2009 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criteria 6 Economic (TBD) ✓ Criteria 7 Minor Issues Found, No Impact ✓ Criteria 8 Minor Issues Found, No Impact

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ☐ COBRA
- ✓ Military Value Analysis / Data Verification
- ☐ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps

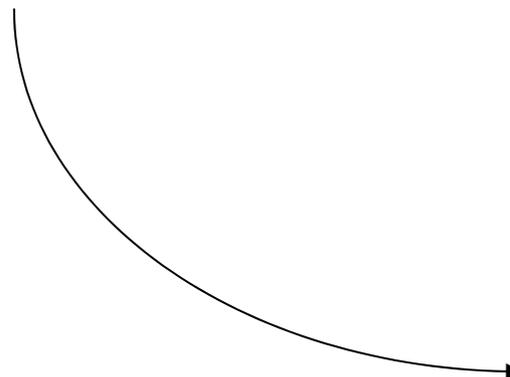


Retrograde Analysis

DCN: 11439

Total DoD Storage Requirements:

FY96: 353,523,000 cu ft
 FY97: 315,544,000 cu ft
 FY98: 267,737,000 cu ft
 FY99: 229,427,000 cu ft
 FY00: 220,374,000 cu ft
 FY01: 208,351,000 cu ft
 FY02: 206,793,000 cu ft
 FY03: 206,912,000 cu ft



After S&S-0004 Implementation:

Total Covered Storage Capacity:	199,783,370 cu ft
Unused Covered Storage Capacity:	4,537,737 cu ft (77% occupied)
Total Open Storage Capacity:	10,374,000 sq ft
Unused Open Storage Capacity:	4,483,003 sq ft (43% occupied)



PEO Soldier Request Status Update

DCN: 11439

- GSA is renewing the lease until 2007



Candidate Scenario Recommendations: Team #2 Decision Briefs

Col King



Decisions

DCN: 11439

- Approve
 - S&S-NEW (Mechanicsburg +)
 - S&S-NEW (ICP Mix)
 - S&S-0007

- Delete
 - S&S-0010
 - S&S-0033
 - S&S-0036
 - S&S-0037
 - S&S-0039



Service Control of ICPs Scenarios

DCN: 11439

Competing Scenarios

Non Competing Scenarios

Single ICP within each Service

“Virtual” ICP

ICP Mix

DLA S&S-0005 (Columbus)

USA S&S-0027 (Monmouth)
S&S-0029 (Redstone)

USAF S&S-0006 (Tinker)
S&S-0031 (Hill)
S&S-0040 (Robins)

USN S&S-0007 (Philadelphia)
S&S-0010 (Mechanicsburg)

S&S-NEW

USA S&S-0036 (Monmouth)
S&S-0037 (Detroit)
S&S-0038 (Redstone)

USAF S&S-0026

~~S&S-0033~~
~~S&S-0039~~

S&S-NEW

Decision Needed

S&S-0028 (in work/submitted for GC review)



Single ICP within each Service

DCN: 11439



		COBRA	RFCs
DLA	S&S-0005 (Columbus)	Y	N
USA	S&S-0027 (Monmouth)	Y	Y
	S&S-0029 (Redstone)	Y	Y
USAF	S&S-0006 (Tinker)	Y	Y
	S&S-0031 (Hill)	Y	Y
	S&S-0040 (Robins)	Y	Y
USN	S&S-0007 (Philadelphia)	Y	N
	S&S-0010 (Mechanicsburg)	Y	N
	S&S-NEW	?	?

- Recommended for Decision Today
- In Work Now
- All Data In



Virtual ICP and ICP Mix

DCN: 11439

Non Competing Scenarios

	"Virtual" ICP				ICP Mix		
		COBRA	RFCs			COBRA	RFCs
USA	S&S-0036 (Monmouth)	N/A			S&S-0033	N/A	
	S&S-0037 (Detroit)	N/A			S&S-0039	N/A	
	S&S-0038 (Redstone)	N	?		S&S-NEW	?	?
USAF	S&S-0026	Y	Y				

- Recommended for Decision Today
- In Work Now
- All Data In



Candidate #S&S-0005

DCN: 11439

Candidate Recommendation: Consolidate Defense Logistics Agency Inventory Control Point (ICP) functions (less the Defense Energy Supply Center) at Defense Supply Center Philadelphia (DSCP), PA, and at Defense Supply Center Richmond, (DSCR), VA, to Defense Supply Center Columbus (DSCC), OH. This will result in both weapon system (aviation, land, maritime) and troop support being provided from one location.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Supports T.O. 57: Establish a single ICP within each Service or consolidate into joint ICPs. ✓ Mission Consolidation ✓ Reduces excess capacity 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Overall effect on Military Value: DSCC consistently ranked highest in military value scoring analysis. ✓ Military judgment: Space available at DSCC makes DSCP/DSCR relocation a potential option through MILCON.
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: \$283.5M ✓ Payback Period: 2013 (5 years) ✓ Implementation Period Net Cost: \$38.2M ✓ Annual Recurring Savings: - \$36.2M ✓ Net Present Value (20 year): - \$294.8M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: (TBD) ✓ Community: No substantial impact ✓ Environmental: No substantial impact.

- | | | | |
|-------------------|--|----------------------------------|----------------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification | ✓ JCSG/MilDep Recommended | ✓ De-conflicted w/JCSGs |
| ☐ COBRA | ✓ Military Value Analysis / Data Verification | ☐ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |



Candidate #S&S-0027

DCN: 11439

Candidate Recommendation: Consolidate all personnel and functions currently performed by the Army three Major Subordinate Command, (AMCOM, Redstone Arsenal, CECOM (Fort Monmouth and Fort Huachuca), and TACOM (Detroit Arsenal, Rock Island, and Soldier System Center) and their Programs Executive Officers and Program Managers at Fort Monmouth, NJ. Align as an Army Consolidated Command. This action allows for further consolidation of common functions (inventory management, contracting, legal support, IMMC matrix support, resource management and PEOs/PMs) previous performed by the six activities, reduces infrastructure, reduces the workforce, and gain efficiencies.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Consolidates Army LCMC infrastructure in a single location ✓ Gain efficiencies in common functions ✓ Facilitates transformational objectives by further aligning business processes ✓ Supports TO 57 –Consolidate the Army ICPs at a Single location 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Fort Monmouth consistently scored highest in Military value analysis ✓ Fort Monmouth may present MILCON/restoration requirements with ICP consolidation
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost NO DATA IN ✓ Payback Period ✓ Implementation Period Net Cost: ✓ Annual Recurring Saving: ✓ Net Present Value (20 years) 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: TBD ✓ Community: Some issues noted with no significant impact to this scenario) ✓ Environmental: Air quality (Fort Monmouth); Water resources (Fort Monmouth)

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

❑ COBRA

✓ Military Value Analysis / Data Verification

❑ Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps



Candidate #S&S-0029

DCN: 11439

Candidate Recommendation: Consolidate all personnel and functions currently performed by the Army three Major Subordinate Command, (AMCOM, Redstone Arsenal, CECOM (Fort Monmouth and Fort Huachuca), and TACOM (Detroit Arsenal, Rock Island, and Soldier System Center) and their Programs Executive Officers and Program Managers at Redstone Arsenal, AL. Consolidate and align as an Army Consolidated Command This action allows for further consolidation of common functions (inventory management, contracting, legal support, IMMC matrix support, resource management and PEOs/PMs) previous performed by the six activities, reduces infrastructure, reduces the workforce, and gain efficiencies.

Justification

- ✓ Consolidates Army LCMC infrastructure in a single location
- ✓ Gain efficiencies in common functions
- ✓ Facilitates transformational objectives by further aligning business processes
- ✓ Supports TO 57 –Consolidate the Army ICPs at a Single location

Military Value

- ✓ Redstone Arsenal consistently ranked near the top of Military value scoring
- ✓ Redstone Arsenal has 4,195 buildable acres and is in the proximity to Ordnance Missile and Munitions Center and School, NASA, Logistics Support Agency and presents an potential option for Army ICP consolidation.

Payback

- ✓ One Time Cost: **NO DATA IN**
- ✓ Payback Period
- ✓ Implementation Period Net Cost:
- ✓ Annual Recurring Savings:
- ✓ Net Present Value (20 years)

Impacts

- ✓ Economic: TBD
- ✓ Community: Minor issues reported with no significant impact to this scenario
- ✓ Environmental: Cultural resources (Redstone); Water resources (Redstone).

- ✓ **Strategy**
- ✓ **Capacity Analysis / Data Verification**
- ✓ **JCSG/MilDep Recommended**
- ✓ **De-conflicted w/JCSGs**
- ❑ **COBRA**
- ✓ **Military Value Analysis / Data Verification**
- ❑ **Criteria 6-8 Analysis**
- ✓ **De-conflicted w/MilDeps**



Candidate #S&S-0006

DCN: 11439

Candidate Recommendation: Consolidate Air Force wholesale Inventory Control Points (ICPs) functions at Robins, AFB GA and Hill AFB, UT to Tinker AFB, OK. These functions include, but are not limited to, budgeting, funding, requirements determination, inventory management, materiel acquisition, and maintenance planning.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Consolidates Air Force ICP infrastructure in a single location ✓ Gain efficiencies in common functions 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Overall: Tinker AFB ICP activity consistently ranked relatively high in military value scoring. ✓ Mil Judgment: Potential disruption of engineering linkages may present challenges.
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: Payback Period: ✓ Implementation Period Net Cost: ✓ Annual Recurring Savings: ✓ Net Present Value (20 year): 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: TBD ✓ Community: Crime Index (Tinker), Small Market Impact (Robins) ✓ Environmental: Water resources (Tinker AFB)

RFCs
OUTSTANDING

- | | | | |
|------------|---|---------------------------|----------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification | ✓ JCSG/MilDep Recommended | ✓ De-conflicted w/JCSGs |
| ☐ COBRA | ✓ Military Value Analysis / Data Verification | ☐ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDepts |



Candidate #S&S-0031

DCN: 11439

Candidate Recommendation: Consolidate Air Force wholesale Inventory Control Points (ICPs) functions at Robins AFB, GA and Tinker AFB OK to Hill AFB, UT. These functions include, but are not limited to, budgeting, funding, requirements determination, inventory management, materiel acquisition, and maintenance planning.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Consolidates Air Force ICP infrastructure in a single location ✓ Gain efficiencies in common functions 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Overall: Hill AFB ICP activity consistently ranked relatively high in military value scoring. ✓ Mil Judgment: Potential disruption of engineering linkages may present challenges.
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: ✓ Payback Period: ✓ Implementation Period Net Cost: ✓ Annual Recurring Savings: ✓ Net Present Value (20 year): 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: TBD ✓ Community: Housing Cost, Hospital beds, Small Market Impact (Robins AFB) ✓ Environmental: Air quality (Hill); Water resources (Hill)

**RFCs
OUTSTANDING**

- | | | | |
|-------------------|--|----------------------------------|----------------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification | ✓ JCSG/MilDep Recommended | ✓ De-conflicted w/JCSGs |
| ☐ COBRA | ✓ Military Value Analysis / Data Verification | ☐ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |



Candidate #S&S-0040

DCN: 11439

Candidate Recommendation: Consolidate Air Force wholesale Inventory Control Points (ICPs) functions at Tinker AFB, OK and Hill AFB, UT to Robins AFB, OK. These functions include, but are not limited to, budgeting, funding, requirements determination, inventory management, materiel acquisition, and maintenance planning.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Consolidates Air Force ICP infrastructure in a single location ✓ Gain efficiencies in common functions 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Overall: Robins AFB ICP activity consistently ranked relatively high in military value scoring. ✓ Mil Judgment: Potential disruption of engineering linkages may present challenges.
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: Payback Period: ✓ Implementation Period Net Cost: RFCs ✓ Annual Recurring Savings: OUTSTANDING ✓ Net Present Value (20 year): 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: TBD ✓ Community: Crime Index (Robins) ✓ Environmental: Water resources (Robins AFB)

- Strategy
- Capacity Analysis / Data Verification
- JCSG/MilDep Recommended
- De-conflicted w/JCSGs
- COBRA
- Military Value Analysis / Data Verification
- Criteria 6-8 Analysis
- De-conflicted w/MilDeps



Candidate #S&S-0007

DCN: 11439

Candidate Recommendation: Consolidate Naval Inventory Control Point functions at NSA Philadelphia. These functions include requirements determination, material management, allowance development, technical/ILS support, security assistance, item introduction, and interim support. All functions currently performed at NAVICP Mechanicsburg will be re-located to NAVICP Philadelphia location. This action disestablishes NAVICP Mechanicsburg and transfers all Integrated Material Management and User functions to NAVICP Philadelphia resulting in a single Naval Inventory Control Point physically located at NSA Philadelphia.

Justification

- ✓ Consolidates NAVICP infrastructure in a single location
- ✓ Gain efficiencies in common functions
- ✓ Facilitates transformational objectives by further aligning business processes

Military Value

- ✓ NAVICP Phil Military Value score marginally higher
- ✓ No clear Military Value differentiation between sites
- ✓ Differentiation primarily driven by unique product lines
- ✓ Relocation of nuclear support/OSM material warehousing function to NAVICP Philadelphia a significant cost driver (\$150M+ MILCON)

Payback

- ✓ One Time Cost: \$228.6M
- ✓ Payback Period: NEVER
- ✓ Implementation Period Net Cost: 237.3M
- ✓ Annual Recurring Costs: \$2.3M
- ✓ Net Present Value (20 year): \$237.3

Impacts

- ✓ Economic: Potential reduction of 2,644 jobs (direct and indirect) in metropolitan statistical area (.69%)
- ✓ Community: No impact noted.
- ✓ Environmental: Incomplete; missing NSA Philadelphia Installation Profile (Gaining Activity); ECD 17 Dec 04.

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ❑ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



Candidate #S&S-0010

DCN: 11439

Candidate Recommendation: Consolidate Naval Inventory Control Point functions at NSA Mechanicsburg. Functions include requirements determination, material management, allowance development, technical/ILS support, security assistance, item introduction, and interim support. All functions currently performed at NAVICP Philadelphia will be transferred to NAVICP Mechanicsburg location. This action disestablishes NAVICP Philadelphia and transfers all IMM and User functions to NAVICP Mechanicsburg resulting in a single Naval Inventory Control Point physically located NSA Mechanicsburg.

Justification

- ✓ Consolidates NAVICP infrastructure in a single location
- ✓ Gain efficiencies in common functions
- ✓ Facilitates transformational objectives by further aligning business processes

Military Value

- ✓ No clear Military Value differentiation between sites.
- ✓ NAVICP Phil Military Value score marginally higher
- ✓ Differentiation primarily driven by unique product lines

Payback

- ✓ One Time Cost: \$57.1M
- ✓ Payback period: 2021 (12 Years)
- ✓ Implementation Period Net Cost: \$ 40.7M
- ✓ Annual Recurring Savings: - \$5.6M
- ✓ Net Present Value (20 year): - \$15.3M

Impacts

- ✓ Economic: Potential reduction of 2,318 jobs (direct and indirect) in metropolitan division economic area (.1%)
- ✓ Community: No impact noted.
- ✓ Environmental: Incomplete; missing NSA Philadelphia Installation Profile (Gaining Activity); ECD 17 Dec 04. Air quality (Mech); Cultural resources (Mech); Water resources (Mechanicsburg)

- | | | | |
|------------|---|---------------------------|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification | ✓ JCSG/MilDep Recommended | ✓ De-conflicted w/JCSGs |
| ✓ COBRA | ✓ Military Value Analysis / Data Verification | ❑ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |



Candidate #S&S-00XX

DCN: 11439

Candidate Recommendation: Consolidate all Naval Inventory Control Point functions at NSA Philadelphia with exception of warehousing functions (Code 009 and OSM). Functions to be consolidated include requirements determination, material management, allowance development, technical/ILS support, security assistance, item introduction, and interim support. Disestablish NAVICP Mechanicsburg. NAVICP warehousing functions (Code 009 and OSM) are retained at NSA Mechanicsburg as NAVICP Detachment Mechanicsburg.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Consolidates NAVICP infrastructure in a single location ✓ Gain efficiencies in common functions ✓ Facilitates transformational objectives by further aligning business processes 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ NAVICP Phil Military Value score marginally higher ✓ No clear Military Value differentiation between sites. ✓ Differentiation primarily driven by unique product lines ✓ Alignment of Code 009/OSM warehousing functions improves ROI of ICP consolidation at NSA Phil
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: ✓ Payback Period: ✓ Implementation Period Net Cost: ✓ Annual Recurring Costs: ✓ Net Present Value (20 year): 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: (TBD) ✓ Community: No impact noted. ✓ Environmental: Incomplete; missing NSA Philadelphia Installation Profile (Gaining Activity); ECD 17 Dec 04.

- | | | | |
|------------|---|---------------------------|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification | ✓ JCSG/MilDep Recommended | ✓ De-conflicted w/JCSGs |
| ☐ COBRA | ✓ Military Value Analysis / Data Verification | ☐ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |



Candidate #S&S-0036

DCN: 11439

Candidate Recommendation: Relocate personnel performing select functions (item and asset management, distribution and transportation, system analysis support and business management) from the three Army Major Subordinate Commands – AMCOM, Redstone Arsenal, CECOM (Fort Huachuca), and TACOM (Detroit Arsenal, Rock Island Arsenal, and Soldier System Command) to Fort Monmouth, NJ. Consolidate with the AMCOM personnel performing these same functions and align as the Army Inventory Control Point. The supporting contracting personnel for AMCOM, CECOM (Fort Huachuca) and TACOM (Rock Island Arsenal, Detroit Arsenal, and Soldier System Center) will relocate and consolidates under CECOM acquisition center.

Justification

- ✓ Consolidates Army LCMC infrastructure in a single location
- ✓ Gain efficiencies in common functions
- ✓ Facilitates transformational objectives by further aligning business processes

Military Value

- ✓ Overall effect of Military Value: Scenario not supported by optimization

Payback

- ✓ One Time Cost **NO DATA IN**
- ✓ Payback Period
- ✓ Implementation Period Net Cost
- ✓ Annual Recurring Saving:
- ✓ Net Present Value (20 years)

Impacts

- ✓ Economic: TBD
- ✓ Community: Some impacts reported but not significant to impact this scenario
- ✓ Environmental: Air quality (Fort Monmouth); Water resources (Fort Monmouth)

- | | | | |
|-------------------|--|----------------------------------|----------------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification | ✓ JCSG/MilDep Recommended | ✓ De-conflicted w/JCSGs |
| ☐ COBRA | ✓ Military Value Analysis / Data Verification | ☐ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |



Candidate #S&S-0037

DCN: 11439

Candidate Recommendation: Relocate personnel performing select functions (item and asset management, distribution and transportation, system analysis support and business management) from the three Army Major Subordinate Commands – AMCOM, Redstone Arsenal, CECOM (Fort Monmouth and Fort Huachuca), and TACOM (Rock Island Arsenal, and Soldier System Command) to Detroit Arsenal, MI. Consolidate with the TACOM personnel performing these same functions and align as the Army Inventory Control Point. The supporting contracting personnel for AMCOM, CECOM (Fort Monmouth and Fort Huachuca), and TACOM (Rock Island Arsenal and Soldier System Center) will relocate and consolidates under CECOM acquisition center.

Justification

- ✓ Consolidates Army LCMC infrastructure in a single location
- ✓ Gain efficiencies in common functions
- ✓ Facilitates transformational objectives by further aligning business processes

Military Value

- ✓ Overall effect of Military Value: Scenario not supported by optimization

Payback

- ✓ One Time Cost **NO DATA IN**
- ✓ Payback Period
- ✓ Implementation Period Net Cost
- ✓ Annual Recurring Saving
- ✓ Net Present Value

Impacts

- ✓ Economic: TBD
- ✓ Community: Some impacts reported but not significant to impact this scenario
- ✓ Environmental: Water resources (Selfridge)

- Strategy
- Capacity Analysis / Data Verification
- JCSG/MilDep Recommended
- De-conflicted w/JCSGs
- COBRA
- Military Value Analysis / Data Verification
- Criteria 6-8 Analysis
- De-conflicted w/MilDeps



Candidate #S&S-0038

DCN: 11439

Candidate Recommendation: Relocate personnel performing select functions (item and asset management, distribution and transportation, system analysis support and business management) from the three Army Major Subordinate Commands - CECOM (Fort Monmouth and Fort Huachuca, and TACOM (Detroit Arsenal, Rock Island Arsenal, and Soldier System Command) to Redstone Arsenal, AL. Consolidate with the AMCOM personnel performing these same functions and align as the Army Inventory Control Point. The supporting contracting personnel for CECOM (Fort Monmouth and Fort Huachuca) and TACOM (Detroit Arsenal, Rock Island Arsenal and Soldier System Center) will relocate and consolidates under AMCOM acquisition center.

Justification

- ✓ Consolidates Army LCMC infrastructure in a single location
- ✓ Gain efficiencies in common functions
- ✓ Facilitates transformational objectives by further aligning business processes

Military Value

- ✓ Overall effect of Military Value: Scenario not supported by optimization

Payback

- ✓ One Time Cost **NO DATA IN**
- ✓ Payback Period
- ✓ Implementation Period Net Cost
- ✓ Annual Recurring Saving
- ✓ Net Present Value (20 years)

Impacts

- ✓ Economic: TBD
- ✓ Community: Some impacts reported but not significant to impact this scenario
- ✓ Environmental: Cultural resources (Redstone); Water resources (Redstone)

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

☐ COBRA

✓ Military Value Analysis / Data Verification

☐ Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps



Candidate #S&S-0026

DCN: 11439

Candidate Recommendation: Consolidates select AF ICP functions to create a virtual ICP for the Air Force.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Mission Consolidation ✓ Management and functional oversight activity drawdowns ✓ Aligns commercial Supply Chain Mgt commercial practices with AF ICP business processes 	<p style="text-align: center;"><u>Military Value</u></p> <p>(1) Improve command & control of Air Force spares support by consolidating Inventory Control Point (ICP) command and control operations at a single point/commander, with the remaining functions consolidated to 3 sustainment wings at the ALCs.</p> <p>(2) Solidify strategic supply chain sourcing by physically aligning commodity management, SOS, and TRC through movement of the SOS and/or TRC.</p>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: ✓ Payback Period: ✓ Implementation Period Net Cost: ✓ Annual Recurring Savings: ✓ Net Present Value (20 year): <p style="text-align: center;">RFCs OUTSTANDING</p>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: TBD ✓ Community: Small market impact (Robins AFB) ✓ Environmental: Water resources (Wright-Patterson AFB)

- | | | | |
|------------|---|---------------------------|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification | ✓ JCSG/MilDep Recommended | ✓ De-conflicted w/JCSGs |
| ☐ COBRA | ✓ Military Value Analysis / Data Verification | ☐ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |



Candidate #S&S-0028

DCN: 11439

Candidate Recommendation: Realign approximately 31,000 common Depot Level Repairables (DLRs) from the Military Services to the Defense Logistics Agency (DLA). “Common” DLRs are defined as those DLRs used by more than one Service/Agency.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Supports T.O. 22: Migrate oversight and management of all Service DLRs to a single DoD Agency/Activity. 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Common DLR movement to DLA relocates a portion of MILDEP Inventory Control Points (ICPs) DLR management to DLA
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost ✓ Payback Period ✓ Implementation Period Net Cost: ✓ Annual Recurring Saving: ✓ Net Present Value (20 years) 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: (TBD) ✓ Community: No substantial impact ✓ Environmental: No substantial impact

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

☐ COBRA

✓ Military Value Analysis / Data Verification

☐ Criteria 6-8 Analysis

✓ De-conflicted w/MilDepts



Decisions

DCN: 11439

- Approve
 - S&S-NEW (Mechanicsburg +)
 - S&S-NEW (ICP Mix)
 - S&S-0007

- Delete
 - S&S-0010
 - S&S-0033
 - S&S-0036
 - S&S-0037
 - S&S-0039



Decision / Taskings Review and Way Ahead

Col Neeley



Way Ahead (2004)

DCN: 11439

16 Dec – *JCSG Principals' Meeting (1400 – 1600), J4 Conference Room / 2C836*

17 Dec – *ISG Meeting (1030), VADM Lippert attends, Pentagon (3D1019)*

20 Dec 04 – *JCSG candidate recommendations due to the ISG (S&S JCSG internal suspense)*

22 Dec – *JCSG Principals' Meeting (0800 – Finished), DLA Conference Room*

24 Dec – *No ISG scheduled*

31 Dec – *No ISG scheduled*



Way Ahead (2005)

DCN: 11439

14 Jan 05 – *Target?*

20 Jan 05 – *MilDep candidate recommendations due to the ISG for information and conflict identification only, not approval*

25 Feb – *ISG completes review of candidate recommendations*

25 Feb – 25 Mar – *IEC review of candidate recommendations*

25 Mar – 25 Apr – *Report writing*

25 Apr – 6 May – *Report coordination*

16 May – *Secretary transmits recommendations to Commission*



BACK-UP



COBRA STATUS

DCN: 11439

US Army

Outstanding: S&S0028, S&S0030, S&S0036, S&S0037, S&S0038

Expect to send out RFC on S&S0027, S&S0029 today to Army

US Navy

Outstanding: None

Had 4 COBRA Runs on S&S0007, 3 on S&S0010

COBRA waiting on USA/DLA input on S&S0028, USA input on S&S0030

Expect to send out new RFCs on S&S0007, S&S0010 to Navy

US Air Force

Outstanding: S&S0040 (New)

Had 1 COBRA Runs on S&S0026, 1 on S&S0031

COBRA waiting on USA/DLA input on S&S0028, USA input on S&S0030

Expect to send out new RFCs on S&S0026, S&S0031 to Air Force

DLA

Outstanding: S&S0028

Had 2 COBRA Runs on S&S0004, 3 on S&S0022, S&S0023, S&S0024

COBRA waiting on USA/DLA input on S&S0028, USA input on S&S0030

Expect to send out new RFCs on S&S0022, S&S0023, S&S0024 to DLA



12 ICPs

DCN: 11439

- Reductions beyond 12 ICPs results in diminishing marginal returns
- Each Service maintains control of at least one ICP
- It allows the Navy to have a “Clean Kill” with Philadelphia when combined with S&S-0010
 - Optimization tends to Supports Combination
- It allows maximum flexibility
 - Further reductions begin to restrict the Army’s flexibility



Candidate #S&S-00XY

DCN: 11439

Candidate Recommendation: Relocate and consolidate MCLB Albany (NICP) to Detroit Arsenal (ILSC). Relocate Soldier System Command, Natick (TACOM-NICP) to Detroit Arsenal (ILSC). Relocate and consolidate Rock Island Arsenal (TACOM-NICP) to Detroit Arsenal (ILSC). Relocate and consolidate Redstone Arsenal (AMCOM-NICP) to Ft Monmouth (CECOM-NICP). Relocate and consolidate CSLA Ft Huachuca (NICP) to Ft Monmouth (CECOM-NICP). Relocate and consolidate CPSG Lackland AFB (NICP) to ALC Tinker (NICP). Gaining NICPs will assume all functions currently performed at the NICPs they absorb.

Justification

- ✓ Reduces DoD NICP infrastructure by consolidating NICPs to a reduced number of locations.
- ✓ Gain labor efficiencies through consolidation of common functions
- ✓ Facilitates transformational objectives by further aligning business processes

Military Value

- ✓ Scenario is derived from optimization modeling which maximizes military value while minimizing excess capacity.

Payback

- ✓ One Time Cost:
- ✓ Payback Period:
- ✓ Implementation Period Net Cost:
- ✓ Annual Recurring Savings:
- ✓ Net Present Value (20 year):

Impacts

- ✓ Economic: TBD
- ✓ Community: No significant impacts.
- ✓ Environmental: Incomplete; missing NSA Philadelphia Installation Profile (Losing Activity); due 10 December. No significant impacts anticipated.

✓ Strategy

✓ Capacity Analysis / Data Verification

☐ JCSG/MilDep Recommended

☐ De-conflicted w/JCSGs

☐ COBRA

✓ Military Value Analysis / Data Verification

☐ Criteria 6-8 Analysis

☐ De-conflicted w/MilDeps



Candidate #S&S-0035

DCN: 11439

Candidate Recommendation: Transfers, Consolidates, and Realigns Service Inventory Control Points (ICP) to the Defense Logistics Agency (DLA).

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Supports T.O. 22: Migrate oversight and management of all Service DLRs to a single DoD Agency/Activity. ✓ Mission consolidation ✓ Reduces excess capacity 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Consolidates ICP Activities ✓ Maximizes military value while minimizing excess capacity across <u>all</u> ICP Activates
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost ✓ Payback Period ✓ Implementation Period Net Cost: ✓ Annual Recurring Saving: ✓ Net Present Value (20 years) 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: (TBD) ✓ Community: No substantial impact. ✓ Environmental: No Substantial impact.

CANX

EFFECTIVE 13 DEC 04

Data Calls
(Out/In)
Army 1/0
Navy 1/1
AF 1/0
DLA 1/0

- | | | | |
|-------------------|--|----------------------------------|----------------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification | ✓ JCSG/MilDep Recommended | ✓ De-conflicted w/JCSGs |
| ☐ COBRA | ✓ Military Value Analysis / Data Verification | ☐ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |



Candidate #S&S-0034

DCN: 11439

Candidate Recommendation: Transfers and Realigns Service Inventory Control Points (ICP) to the Defense Logistics Agency (DLA) by mission area. Mission areas are aviation, cryptological, land, maritime, and troop support.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Supports T.O. 22: Migrate oversight and management of all Service DLRs to a single DoD Agency/Activity. ✓ Mission consolidation ✓ Reduces excess capacity 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Aligns ICPs by Mission Area ✓ Maximizes military value; minimizes <u>mission area</u> excess capacity
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost ✓ Payback Period RFC Outstanding ✓ Implementation Period Net Cost: ✓ Annual Recurring Saving: ✓ Net Present Value (20 years) 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: (TBD) ✓ Community: No substantial impact. ✓ Environmental: No substantial impact.

CANX

EFFECTIVE 13 DEC 04

Data Calls
 (Out/In)
 Army 1/0
 Navy 1/1
 AF 1/1
 DLA 1/0

- | | | | |
|------------|---|---------------------------|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification | ✓ JCSG/MilDep Recommended | ✓ De-conflicted w/JCSGs |
| ☐ COBRA | ✓ Military Value Analysis / Data Verification | ☐ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDeps |



Candidate #S&S-0039

DCN: 11439

Candidate Recommendation: Relocate and consolidate MCLB Albany (NICP) to Detroit Arsenal (ILSC). Relocate Soldier System Command, Natick (TACOM-NICP) to Detroit Arsenal (ILSC). Relocate and consolidate Rock Island Arsenal (TACOM-NICP) to Detroit Arsenal (ILSC). Relocate and consolidate Redstone Arsenal (AMCOM-NICP) to Ft Monmouth (CECOM-NICP). Relocate and consolidate CSLA Ft Huachuca (NICP) to Ft Monmouth (CECOM-NICP). Relocate and consolidate CPSG Lackland AFB (NICP) to ALC Tinker (NICP). Gaining NICPs will assume all functions currently performed at the NICPs they absorb.

Justification

- ✓ Facilitates transformational objectives by further aligning business processes

Military Value

- ✓ **Overall effect in Military value:** Scenario is derived from optimization modeling which maximizes military value while minimizing excess capacity.

CANX

Payback

- ✓ One Time Cost:
- ✓ Payback Period:
- ✓ Implementation Period Net Cost:
- ✓ Annual Recurring Savings:
- ✓ Net Present Value (20 year):

Impacts

- ✓ Economic: 7B\$
- ✓ Community: No significant impacts.
- ✓ Environmental: Incomplete; missing NSA Philadelphia Installation Profile (Losing Activity); due 10 December. No significant impacts anticipated.

EFFECTIVE 15 DEC 04

✓ Strategy

✓ Capacity Analysis / Data Verification

☐ JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

☐ COBRA

✓ Military Value Analysis / Data Verification

☐ Criteria 6-8 Analysis

☐ De-conflicted w/MilDeps



Candidate #S&S-0033

DCN: 11439

Candidate Recommendation: Consolidates Services/DLA ICP activities to maximize military value and minimize excess capacity. Relocate Soldier System Command, Natick (TACOM-ICP) to Ft Monmouth. Relocate NAVICP Philadelphia to NSA Mechanicsburg and consolidate with NAVICP Mechanicsburg. Relocate and consolidate Detroit Arsenal (ILSC) to Redstone Arsenal (AMCOM-ICP). Relocate and consolidate Ft Huachuca ICP to Redstone Arsenal (AMCOM-ICP). Relocate and consolidate Rock Island Arsenal (TACOM-ICP) to Redstone Arsenal (AMCOM-ICP). Relocate and consolidate Lackland AFB-NICP to Tinker AFB-NICP. Gaining NICPs will assume all functions currently performed at the NICPs they absorb.

Justification

✓ Maximizes military value while minimizing excess capacity across the Services/DLA ICP universe

Military Value

Overall effect in Military value: Scenario is derived from optimization modeling which maximizes military value while minimizing excess capacity.

CANX

Payback

	Army	Navy	AF	DLA	Date Call (Out/In)
✓ One Time Cost:					
✓ Payback Period:					
✓ Implementation Period Net Cost:					
✓ Annual Recurring Savings:					
✓ Net Present Value (20 year):					

Impacts

✓ Economic: TBD
 ✓ Community: No significant impacts.
 ✓ Environmental: Incomplete; missing NSA Philadelphia Installation Profile (Losing Activity); due 10 December. No significant impacts anticipated.

EFFECTIVE 15 DEC 04

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ☐ COBRA
- ✓ Military Value Analysis / Data Verification
- ☐ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



Candidate #S&S-00XZ

DCN: 11439

Candidate Recommendation: Consolidate all Naval Inventory Control Point functions at NSA Mechanicsburg. All functions currently performed at NAVICP Philadelphia will be transferred to NAVICP Mechanicsburg location. Disestablish NAVICP Philadelphia . Consolidate DSC Philadelphia with DSC Columbus at DSC Columbus. Disestablish DSC Philadelphia.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Consolidates NICP infrastructure ✓ Gain efficiencies in consolidation of common functions ✓ Facilitates transformational objectives by further aligning business processes ✓ Enables closure of NSA Philadelphia 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ DSC Philadelphia .1588 ✓ DSC Columbus .1924 ✓ NAVICP Philadelphia .1993 ✓ NAVICP Mechanicsburg .1882
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: ✓ Payback Period: ✓ Implementation Period Net Cost: ✓ Annual Recurring Saving: ✓ Net Present Value (20 years): 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Economic: Data not available ✓ Community: No impacts noted. ✓ Environmental: Incomplete; missing NSA Philadelphia Installation Profile (Losing Activity); due 10 December. Air quality (Mechanicsburg); Cultural resources (Mechanicsburg); Water resources (Mechanicsburg)

- | | | | |
|-------------------|--|----------------------------------|----------------------------------|
| ✓ Strategy | ❑ Capacity Analysis / Data Verification | ❑ JCSG/MilDep Recommended | ❑ De-conflicted w/JCSGs |
| ❑ COBRA | ❑ Military Value Analysis / Data Verification | ❑ Criteria 6-8 Analysis | ❑ De-conflicted w/MilDeps |



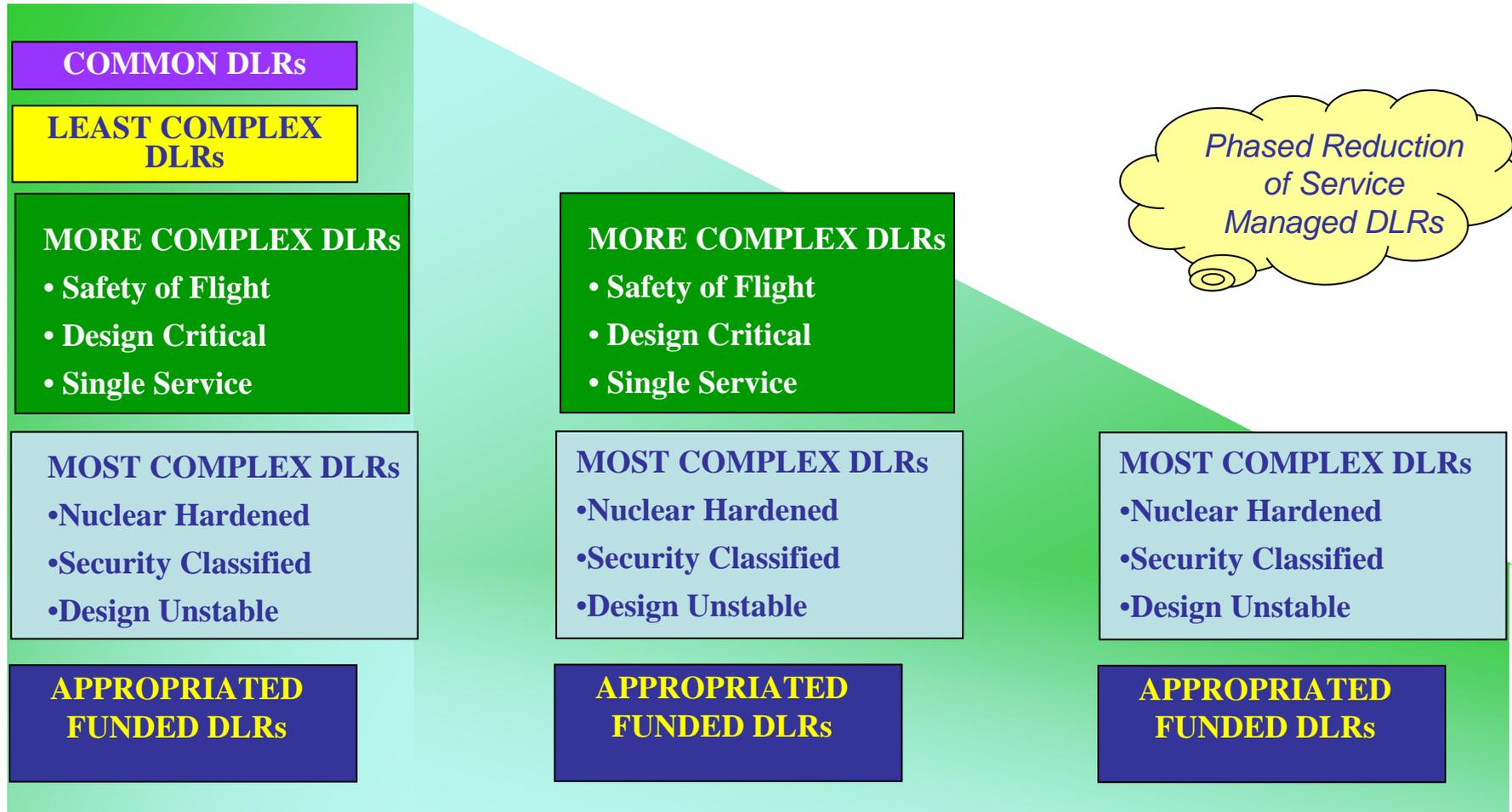
22.1.3 Transfer Service DLRs to DLA

DCN: 11439

All DLRs



Service Retained





Item Management Codes

DCN: 11439

- Identifies:
 - Items to be managed by DLA / GSA
 - Items retained for management by Military Services
 - Design Unstable
 - Nuclear Hardened Items
 - Major End Items
- Based on DOD criteria (DOD 4100.39-M)
- DLIS providing percentage of reparable items by category



Item Management Codes

DCN: 11439

- A – Nuclear Hardened Items
 - ✓ Specifically designed to be nuclear hardened against the effects of electromagnetic pulse, radiation thermal (heat), blast, shock, etc.
- B – Special Waivers
 - ✓ Approved by DUSD
- C – Engineer/Design/Critical
 - ✓ Complexity and system criticality necessitates intensive management
- D – Major End Item of Equipment
 - ✓ Subject to continued centralized item management and asset control
- E – Repairables
 - ✓ Repair of unserviceables considered by IM in satisfying requirements
- F – Single Agency
 - ✓ Assigned to single agency for integrated management
- H – National Vital Program
 - ✓ Requires extraordinary management control techniques and close surveillance for execution of nationally vital program



Item Management Codes

DCN: 11439

- J – Design Unstable
 - ✓ Highly subject to design change of item itself or replacement of item through modification of next high assembly
- L – Fabricated or Reclaimed Items
 - ✓ Fabricated at military industrial activity for local use or direct issue to customers
- N – Modification/Alteration/Conversion Sets or Kits Intended for One-Time user
 - ✓ Replenishment or replacement not contemplated
- P – Nuclear Propulsion Items
 - ✓ Items used in nuclear power plans or associated systems requiring stringent technical or quality control
- S – Security Classified Items
 - ✓ Requiring special management because of security classification
- W – Foreign Military Sales Only
 - ✓ Items used only by Security Assistance Programs (FMS unique)
- Z – Integrated Management
 - ✓ Relinquishment of Military Service management to an IMM for management



ICP Summary: Maximize Military Value

DCN: 11439



The objective function is to maximize total military value

ICP	Service	Total MV	Number ICPs retained								
			16	15	14	13	12	11	10	9	
DEFENSE SUPPLY CENTER COLUMBUS	DLA	0.1909	Open	Open	Open	Open	Open	Open	Open	Open	infeasible
DEFENSE SUPPLY CENTER RICHMOND	DLA	0.1778	Open	Open	Open	Open	Open	Open	Open	Open	infeasible
DEFENSE SUPPLY CENTER PHILADELPHIA	DLA	0.1588	Open	Open	Open	Open	Closed	Open	Open	Open	infeasible
FT MONMOUTH (CECOM-ICP)	USA	0.2035	Open	Open	Open	Open	Open	Open	Open	Open	infeasible
REDSTONE ARSENAL (AMCOM-ICP)	USA	0.1793	Open	Open	Open	Open	Open	Open	Open	Closed	infeasible
DETROIT ARSENAL (TACOM-ICP)	USA	0.1701	Open	Open	Open	Open	Open	Open	Closed	Open	infeasible
ROCK ISLAND ARSENAL (TACOM-ICP)	USA	0.1666	Open	Open	Open	Open	Open	Open	Closed	Closed	infeasible
FT HUACHUCA (CECOM-ICP)	USA	0.0722	Open	Open	Closed	Closed	Closed	Closed	Closed	Closed	infeasible
SOLDIER SYSTEM COMMAND (TACOM-ICP)	USA	0.0301	Open	Closed	Closed	Closed	Closed	Closed	Closed	Closed	infeasible
Hill AFB-NICP	USAF	0.2090	Open	Open	Open	Open	Open	Open	Open	Open	infeasible
Robins AFB-NICP	USAF	0.1956	Open	Open	Open	Open	Open	Open	Open	Open	infeasible
Tinker AFB-NICP	USAF	0.1810	Open	Open	Open	Open	Open	Open	Open	Open	infeasible
Lackland AFB-NICP	USAF	0.0853	Open	Open	Open	Closed	Closed	Closed	Closed	Closed	infeasible
CO_MCLB_ALBANY_GA	USMC	0.1770	Open	Open	Open	Open	Open	Open	Open	Closed	infeasible
NAVICP_PHIL	USN	0.1994	Open	Open	Open	Open	Open	Open	Open	Open	infeasible
NAVICP_MECH	USN	0.1884	Open	Open	Open	Open	Open	Open	Open	Open	infeasible
Total retained MV			2.585	2.555	2.483	2.397	2.239	2.061	1.875		
Average retained MV			0.1616	0.1703	0.1773	0.1844	0.1866	0.1873	0.1875		
Retained USA ICPs			6	5	4	4	4	2	2		
Retained USAF ICPs			4	4	4	3	3	3	3		
Retained USMC ICPs			1	1	1	1	1	1	0		
Retained USN ICPs			2	2	2	2	2	2	2		
Retained DLA ICPs			3	3	3	3	2	3	3		
Labor utilization (%)			64.9	65.6	66.4	66.6	76.8	73.2	75.1		
Work space utilization (%)			52.6	53.8	54.4	54.4	58.6	62.7	77.1		
Labor util x Total MV			168	168	165	160	172	151	141		
Wrk spc util x Total MV			136	138	135	130	131	129	145		

1. Overall system size and resource constrained optimization
2. Supply & Storage JCSG Data file: Input_ICP_20041215_1819.dat