

BRAC 2005
Supply and Storage Joint Cross Service Group (S&S JCSG)
Minutes of S&S JCSG Principals' Meeting, January 12, 2005

Attendees

Principal Attendees: VADM Lippert (S&S Chair; DLA), Mr. Neal (S&S JCSG Alternate, Army), Lt Gen Wetekam (S&S Principal, Air Force), Mr. Berkson (USD AT&L), Lt Gen McNabb (S&S Principal, Joint Staff), Mr. Aimone (S&S Alternate Air Force), RDML Thompson (S&S Principal, Navy), Ms. Kinney (S&S Alternate, Marines), CAPT Wright (S&S Alternate, Navy).

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 Coe (S&S JCSG 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), Mr. Galloway (DoD IG), Mr. Meyer (OSD), Mr. Desiderio (OSD) Capt Rivera (S&S JCSG Marine Team), LCDR Stark (S&S JCSG Data team), Mr. Sears (S&S JCSG COBRA team), CAPT Myhre (Navy BRAC team), CDR Larcher (S&S JCSG Navy Team), Mr. Williams (S&S JCSG Army Team), Mr. Sears (S&S JCSG DLA Team), CDR Martin (S&S JCSG Navy Team), Major Champagne (S&S JCSG Data Team), CAPT Bianchi (OSD AT&L), Ms. Horvath (DLA BRAC Team), Mr. Marshall (S&S JCSG DLA Team), Mr. Okabayashi (S&S JCSG Army Team), Ms. Lacy (S&S JCSG Army Team) Mr. Bohinski (DoDIG), Mr. Colson (S&S JCSG Air Force team).

- VADM Lippert directed Col Neeley to commence the 31st meeting of the S&S JCSG Principals at 1305
- VADM Lippert briefed Chart 3, and noted that the schedule slip of all teams was a concern for Mr. Wynne. VADM Lippert noted that 942 scenarios were in work across all the BRAC teams and each team was experiencing unique problems. VADM Lippert also noted he had been asked to modify the DLR scenario such that DLA would assume ownership of all DLRs.
- Col Neeley discussed the information given this morning to the service certifying officials and briefly outlined results. Col Neeley summarized the service certifying officials' position that while the services would not certify data changed by the application of standards, the services understood and generally were comfortable with what the S&S JCSG was proposing. In several cases, the service certifying officials desired engagement by the S&S COBRA team to correct data vice applying a standard. VADM Lippert asked for comments. Mr. Aimone stated that USAF would informally respond to the proposal and noted that the standard of applying 10% BOS savings in each scenario would get push back. Col Neeley summarized that Dr. College had noted not to use the term normalize, but standardize.

contact between the Industrial and Supply and Storage groups. Col Neeley noted he has worked closely with Jay Berry from the industrial JCSG and that the only scenarios where significant overlap was noted was the movement of munitions from Sierra, and efforts directed at closing the maintenance activity in Barstow. Mr. Berkson asked if the S&S JCSG had captured all of the retail storage activity that might be in operation. VADM Lippert noted that what the team is trying to do is to support the strategic worldwide demand requirement. Col Neeley noted the focus of the effort in the S&SJCSG was predominantly wholesale. Mr. Berkson noted that the team may be missing a significant portion of the supply and storage opportunities especially the activity in the maintenance facilities. VADM Lippert noted that data problems were likely with a look this deep, and analysis at this level might challenge the ability of the team to finish. Mr. Williams noted that some data had been collected down to the division/battalion level but that the data was inconsistent.

- Col Neeley noted that his experience at Warner-Robins suggested that the “flying side” had personnel engaged in supply and storage activity. Mr. Berkson expressed concern that the retail side may have been missed by the S&S group and that the retail capacity was as relevant for analysis as the wholesale infrastructure. Mr. Berkson estimated that 1/3 of the storage assets and 1/3 of infrastructure (personnel) may be in the retail area and may not have been considered by the S&S team despite the BRAC charter which was to consider the entire footprint. Lt Gen Wetekam asked the group to consider how much infrastructure was really in this area. Col Neeley suggested that the retail infrastructure had been considered in much of the analysis but acknowledged the potential for a seam that had been untouched by the S&S analysis between the retail and wholesale efforts. Mr. Aimone suggested that the team could study the seam and if the savings were justified by the scope of the effort, that the department would have two years to implement and bring the savings forward including harvesting retail opportunities.
- Mr. Berkson asked if S&S JCSG scenarios considered inventory savings, cycle time reductions and readiness impacts. Mr. Williams noted that COBRA did not consider these aspects. VADM Lippert noted that the analytical model used by the S&S team called for customer wait time to be maintained or improved. VADM Lippert added that additional inventory savings may be facilitated by business systems modernization initiatives. Ms. Horvath from DLA noted that additional efficiencies may be gained by consolidation alone based experiences from previous BRAC rounds.
- VADM Lippert asked when the Oklahoma City/Red River discussion would be resolved so the four SDP scenarios could be finalized. Ms. Horvath noted DLA owed an answer and the COBRA standards process would assist DLA in completing its analysis.
- VADM Lippert revisited the retail/wholesale seam. Mr. Berkson stated that he was concerned that one outcome of the S&S effort would be that the Defense Department might miss savings opportunities in the retail infrastructure. LtGen Wetekam stated that the data was held for the retail sites and was part of the initial data calls. Maj Champagne stated that data was collected but quality was doubtful. VADM Lippert suggested that

bad data was one reason why the team had decided some time ago to focus exclusively on wholesale infrastructure.

- VADM Lippert noted that analysis to address the seam between wholesale and retail needed to include impacts to the A-76 process and opportunities for contractors. Mr. Berkson asked if the S&S JCSG could assert that the retail infrastructure would not change based on S&S analysis, and/or if the S&S recommendations would impact the infrastructure to the seam but not beyond. Mr. Aimone suggested that the S&S JCSG conduct research about the seam, and that a legal analysis would be a prudent step. Mr. Aimone agreed to lead the assessment. Mr. Berkson suggested that any subsequent analysis and language be specific about what the impact would be on the seam. Mr. Aimone noted he would take lead on the action to review the seam issue and report back to the group.
- Col King briefed the risk/time chart as it applied to the analysis conducted by his team. Mr. Berkson asked where the risks were located. Col King responded that some of the S&S JCSG ICP recommendations could result in creating a “technical background mismatch” with a subsistence person attempting to manage a component with significant engineering and technical requirements, as example. Mr. Berkson noted that the risk assessment needed some degree of dis-aggregation since many of the logistics commodity functions in place today would change dramatically over the next few years. Mr. Berkson added that the technical skills base needed to be protected but that significant savings could be had in other areas of acquisition such as procurement, contracting where business models were changing radically. Col King noted that the service experts in the supporting survey for the risk analysis were concerned about breaking an important link between technical engineers and supply/contracting personnel. VADM Lippert suggested that the link between engineering and procurement was an important one but concurred with Mr. Berkson that the risk picture needed to distinguish between technical and other commodities.
- Ms. Kinney depicted the discussion as analysis that attempted to create a work breakdown structure of the ICP and asked if the S&S JCSG had cost data for ICP work along work breakdown structure concepts. Major Champagne stated that the team did gather this type of related data.
- Mr. Berkson asked if the DLR to DLA option moved people or just changed flags, systems and processes. VADM Lippert noted that the processes envisioned were similar to DMRD 902 efforts where leadership changes preceded business changes.
- VADM Lippert asked Col King to explain how the ICP mix scenario could demonstrate little to no savings. CDR Larcher noted that MilCon and transfer costs appeared to counter any potential savings. RADM Thompson suggested that the application of COBRA standards would refine the analysis. Mr. Berkson asked if changes in transaction costs (savings) were considered in the COBRA analysis. Major Champagne stated that COBRA did not assess transaction cost savings.

- Col King noted that new scenario data call would be created for the option of moving all DLRs to DLA management, and the Principals' concurred.
- Col Neeley revisited Mr. Berkson's concern about the seam between the retail and wholesale management. VADM Lippert directed the S&S JCSG to review the seam issue next week in preparation to brief S&S JCSG scenarios at the ISG. Mr. Aimone acknowledged to VADM Lippert that he was accountable for the critical path to VADM Lippert meeting a 28 January deadline to resolve the seam issue.
- Lt Gen McNabb asked if some of the BRAC type items such as the wholesale/retail seam and ICP options would be better served as QDR discussion items. Mr. Berkson suggested that at the end, the BRAC result must significantly improve effectiveness as well as efficiency. Mr. Berkson added that analysis must ultimately support efficiency and effectiveness results. Mr. Neal suggested that some of this type of analysis may be based on a degree subjectivity that would likely be challenged. VADM Lippert concurred and asked the teams to press on to complete the work ahead and to examine the seam issue to be ready to address the issue in future JCSG meetings.
- The S&S JCSG concluded at 1530.

Approved: *AD 20 JAN 05*

K. W. Lippert

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: 5025-0101
 COPY 1 OF 1 COPIES
 DATE RECEIVED 25 Jan 05
 TIME RECEIVED 1130
 Pages: 1-46



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

Principals' Meeting

January 12, 2005

Chair: VADM Keith Lippert

Overview



- Chairman's Remarks VADM Lippert
- DAS Meeting Review Col Neeley and Mr. Meconnahey
- Status and Issues Col Neeley
- Decision Brief Mr. Williams
- Decision Brief Col King
- Optimization Re-visit Col Neeley
- Summary/Way Ahead Col Neeley



Chairman's Remarks

■ 7 Jan 05 ISG

- Wynne meeting with SECDEF
 - Concerned about schedule
- Wynne commented on his concerns about data
 - JCSGs trying for perfection; getting consumed by “gnats”
- 946 registered scenarios
- VADM Lippert brief ISG 28 Feb 05: Four Region Scenario and Sierra
- Wynne's tasking to VADM Lippert: Transfer all DLRs to DLA



DAS Meeting Review

Col Neeley & Mr. Meonnahey

DAS Overview

- COBRA memo released to DASs 6 Jan 05
- 12 Jan 05 COBRA standards briefing to DASs
- Background
- How Did We Get Where We Are?
- What We Need Today?
- COBRA Review
- Summary

The logo for the Joint Cross-Service Supply and Storage (JCSG) is circular with a purple border. Inside the border, the text "Joint Cross-Service Supply and Storage" is written in a circular path. The center of the logo features several smaller circular emblems representing different military services.

Background

- 5 Jan 05 S&S JCSG Principals' Meeting
- Candidate Scenario Challenges (long pole in tent)
 - Timely responses for COBRA Data Calls
 - COBRA Data Call Responses
 - Inconsistent
 - Incomplete
- Proposed standards (memo)
- AF/IL requested AF BRAC DAS brief
- Subsequently, all Components and DLA

How Did We Get Where We Are?

- Transformational Options: Joint
- Data Calls: Service Components and DLA
 - Absent data response standardization
 - Different process methodologies
 - Result: numerous Requests For Clarification (RFCs)
 - Not enough resident knowledge to understand or translate inputs
 - Need to “normalize” data
- Timely completion of scenario analysis difficult

What We Need Today

- 
- Service Component and DLA Decision on handling of submitted and to-be submitted data
 - Use “as is” data (currently submitted); certify
 - Approve S&S proposed standards; certify
 - Direct assistance to “normalize” data

What We Got Today



■ DAS Position



Status and Issues

Col Neeley



S&S JCSG Scenarios

- S&S-0004 Regionalization of Strategic Distribution (4 Regions)
- S&S-0005 Consolidate DLA ICPs in a Single Location

- S&S-0006 Consolidate USAF ICPs in a Single Location
- S&S-0010 Consolidate NAVICP in a Single Location (Mechanicsburg)
- S&S-0026 Consolidate USAF ICP C2 Operations

- S&S-0027 Consolidate USA ICPs in a Single Location (Ft. Monmouth)
- S&S-0028 Transfer Service Common DLRs to DLA
- S&S-0029 Consolidate USA ICPs in a Single Location (Redstone Arsenal)

- S&S-0030 Realign Storage & Distribution Functions at Sierra Army Depot
- S&S-0031 Consolidate USAF NICPs in a Single Location (Hill AFB)
- S&S-0036 Establish a Single USA ICP at Ft. Monmouth

- S&S-0038 Establish a Single USA ICP at Redstone Arsenal
- S&S-0040 Consolidate USAF ICPs in a Single Location (Warner-Robins AFB)
- S&S-0041 Consolidate NAVICP at NSA Philadelphia

- S&S-0042 Consolidate Service and DLA ICPs to Minimize Excess Capacity
- S&S-0043 Privatize Supply, Storage, and Distribution of Tires
- S&S-0044 Privatize Supply, Storage, and Distribution of Packaged POL Products

- S&S-0045 Privatize Supply, Storage, and Distribution of Compressed Gases
- S&S-0046 Regionalization of Strategic Distribution (4 Regions) / Oklahoma City

Scenario ECD for ISG Submission

- 
- S&S 0004 Four regional SDPs 21 Jan 05
 - S&S 0030 Sierra Army Depot 21 Jan 05
 - S&S 0043-0045 Privatization 28 Jan 05
 - S&S 0046 OKC v. Red River 28 Jan 05
 - S&S 0028 Common DLRs 28 Jan 05
 - All others (13 ICP Scenarios) 4 Feb 05
 - Single Service
 - Virtual ICP
 - DOD (Market Basket)



Status and Issues

- Candidate scenario status
 - Six submitted to OGC 11 Jan 05
 - 13 submitted to OGC 12 Jan 05
 - Two ready for JCSG approval; awaiting the Summary of Scenario Environmental Impact report

- Issue for today: Optimization Model Run
 - Confidence level in model process and output
 - Candidate scenario and installation selection



Candidate Scenario Recommendations: Team #1 Decision Briefs

Mr. Williams



Objective

DCN: 11442

Present 2 Candidate Recommendations for Submission to OSD:

- * **S&S-0004, Regionalize Strategic Distribution (4 Regions)**
- * **S&S-0030, Disestablish Storage and Distribution Functions at Sierra Army Depot**



Candidate #S&S-0004

Candidate Recommendation: Disestablish Defense Distribution Depot, Columbus. Realign and expand mission and infrastructure at Defense Distribution Depots, Red River and Warner Robins as Strategic Distribution Platforms (SDPs). Realign and downsize mission and infrastructure at Defense Distribution Depots, Tobyhanna, Richmond, Norfolk, Cherry Point, Albany, Jacksonville, Anniston, Oklahoma City, Corpus Christi, Puget Sound, Bartsow, San Diego and Hill as Forward Distribution Points (FDPs). Redistribute inventories from FDPs to Red River, Warner Robins, San Joaquin and Susquehanna SDPs. Relocate or eliminate personnel at FDPs and also eliminate infrastructure at FDPs.

Justification

- ✓ Provides for regional support to customers worldwide.
- ✓ 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.

Military Value

- ✓ **Overall Effect on Military Value:** None.
- ✓ **Relative Military Value Against Peers:** Mil Val rankings, storage capacity and geographical locations were considered in selecting SDPs.
- ✓ **Military Judgment:** Applied in selecting SDPs to minimize MILCON and optimize support to customer organizations.

Payback

- ✓ One-time Cost: \$222.4M
- ✓ Net Implementation Savings: \$202.9M
- ✓ Annual Savings: \$137.4M
- ✓ NPV (Savings): \$1.5B
- ✓ Payback Period: 2010

Impacts

- ✓ **Economic:** Assuming no economic recovery...
Direct Jobs Lost: 1,444 Direct Jobs Gained: 1,798
Indirect Jobs Lost: 1,680 Indirect Jobs Gained: 1,150
- ✓ **Community:** Minor issues found...no impact.
- ✓ **Environmental:** 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

Candidate Recommendation S&S-0004: Regionalize Strategic Distribution (4 Regions)

DCN: 11442

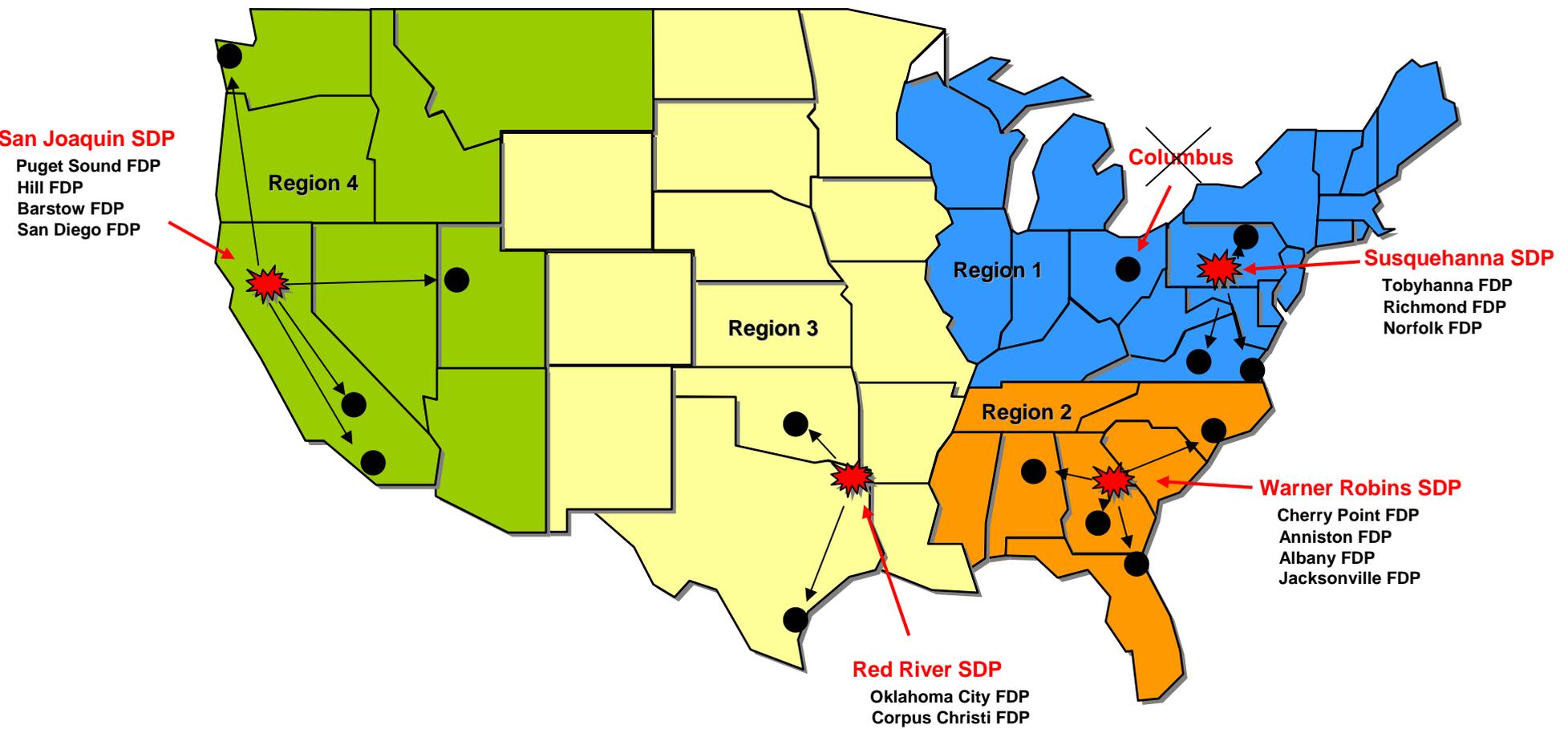


- * **Disestablish Defense Distribution Depot, Columbus**
- * **Realign and Downsize Thirteen Defense Distribution Depots into Forward Distribution Points (FDPs)**
- * **Increase Strategic Distribution Platforms (SDPs) from Two to Four**
- * **Establish Four CONUS Supply-Support Regions with Dedicated SDP Support to Customers when Home-based and Deployed**

Establishes a Consolidated Multi-Service Storage and Distribution System that Enhances the Strategic Deployment and Sustainment of Expeditionary Joint Forces Worldwide.

Candidate Recommendation S&S-0004: Regionalize Strategic Distribution (4 Regions)

DCN: 11442



BRAC Results



- * At 14 Existing Defense Distribution Depots
 - * Downsizes Infrastructure
 - * Returns 72 - 100% of Existing Capacity to Hosts
 - * Approx 34M GSF

- * Eliminates 971 Personnel Positions

- * Realigns 473 Personnel Positions

- * Transforms Wholesale Storage and Distribution Structure and Processes, and Provides Greater Flexibility in Supporting Forces, when Home-based and Deployed



COBRA Data

Net Present Value = \$1.5B (Savings)

One Time Cost = \$222M

MILCON = \$63M

Net Implementaton Cost/Savings = \$203M (Savings)

Annual Steady State Savings = \$137M

Execution Years: 2006 - 2008

Payback Year = 2010



Criteria 6-8 Analysis

- * Economic Impacts:

- * Direct Jobs Lost: 1,444

- Indirect Jobs Lost: 1,680

- * Direct Jobs Gained: 1,798

- Indirect Jobs Gained: 1,150

- * Community Impacts:

- * Insignificant

- * Environmental Impacts:

- * Insignificant...Even Though Every Location has some Existing Environmental Condition that Must be Considered

- * Air Quality

- * Groundwater Contamination

- * Remediation

- * Historical Sites

- * Wetlands

- * Etc.

Issues

- * **Cost and Savings May Change Due to Other Scenarios Involving DD-Barstow**
- * **Will Continue to Tweak Numbers Based on New or Changed Information**
- * **Developing S&S-0046 (Oklahoma City Option) if Unable to Resolve Conflict with Red River**



Candidate #S&S-0030

DCN: 11442

Candidate Recommendation: Disestablish storage and distribution functions for general supplies, war reserves, operational project stocks and retrograde combat vehicles at Sierra Army Depot. Relocate general supplies, operational project stocks from Sierra to Defense Distribution Depot, Barstow. Relocate retrograde combat vehicles from Sierra to Aerospace Maintenance and Regeneration Center (AMARC) at Davis Monthan AFB. Add contractor personnel at Barstow and relocate some personnel from Sierra to AMARC. Eliminate remaining storage and distribution personnel at Sierra.

Justification

- ✓ Enables Army scenario #USA-0008 which closes Sierra Army Depot.
- ✓ Eliminates excess storage and distribution infrastructure.

Military Value

- ✓ **Overall Effect on Military Value:** N/A
- ✓ **Relative military value against peers:** N/A
- ✓ **Military Judgment:** Applied in selection of receiving installations...high desert climate for open storage and proximity to Sierra to reduce transportation costs were key factors in selection of receiving installations

Payback (No COBRA)

- ✓ One-Time Cost: \$127.7M
- ✓ Net Implementation Savings: \$73.3M
- ✓ Annual Savings: \$34.0M
- ✓ NPV (Savings) \$381.6M
- ✓ Payback Period: 2009

Impacts

- ✓ **Economic:** Total Jobs Lost: 562 Total Jobs Gained: 2
- ✓ **Community:** No significant impact.
- ✓ **Environmental:** Barstow...severe air quality problems.

✓ **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 Recommendation S&S-0030 - Realign Storage and Distribution Functions at Sierra Army Depot

DCN 11442

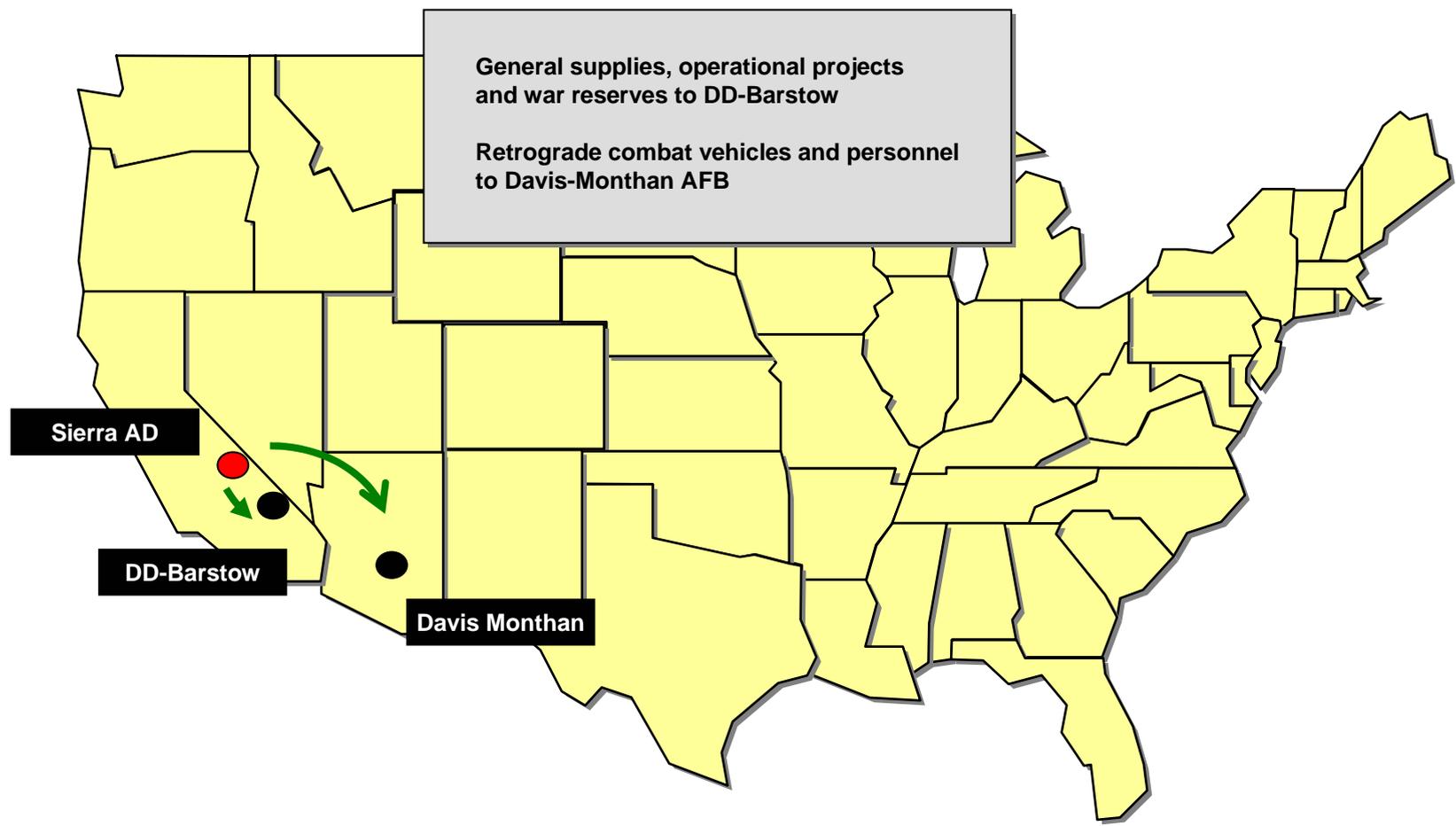
- * **Disestablish Storage and Distribution Functions for General Supplies, War Reserves, Operational Project Stocks and Retrograde Combat Vehicles at Sierra Army Depot**
- * **Relocate General Supplies, War Reserves, and Operational Project Stocks from Sierra to DD-Barstow**
- * **Relocate Retrograde Combat Vehicles from Sierra to AMARC at Davis Monthan AFB**
 - * **Relocate or Eliminate Sierra Personnel Positions**

Enables Army Scenario USA-0008, Close Sierra Army Depot



Candidate Recommendation S&S-0030 - Realign Storage and Distribution Functions at Sierra Army Depot

DCM 11442



An enabling scenario supporting USA-0008, Close Sierra Army Depot



BRAC Results

- * Reduces Excess Supply & Storage Infrastructure by 2.4M GSF
- * Enables the Full Closure of Sierra Army Depot
- * Eliminates 346 Personnel Positions
- * Realigns 1 Personnel Position



COBRA DATA

Net Present Value = \$381.6M (Savings)

One Time Cost = \$127.7M

MILCON = \$45.4M

Net Implementation Cost/Savings = \$73.3M (Savings)

Annual Steady State Savings = \$34.0M

Execution Years = 2006 - 2008

Payback Year = 2009



Criteria 6-8 Analysis

- * Economic Impacts:

- * Direct Jobs Lost: 409

- Indirect Jobs Lost: 153

- * Direct Jobs Gained: 1

- Indirect Jobs Gained: 1

- * Community Impacts:

- * Small Town of Susanville, CA (POP: 33,576) will be impacted by Job Losses

- * Environmental Impacts:

- * Insignificant

Issues



- * **Industrial JCSG Scenario May Require Us To Develop an Alternate Scenario**
- * **Still Clarifying Data...May Cause Changes in COBRA Results**



Recommendation

DCN: 11442



Submit to ISG

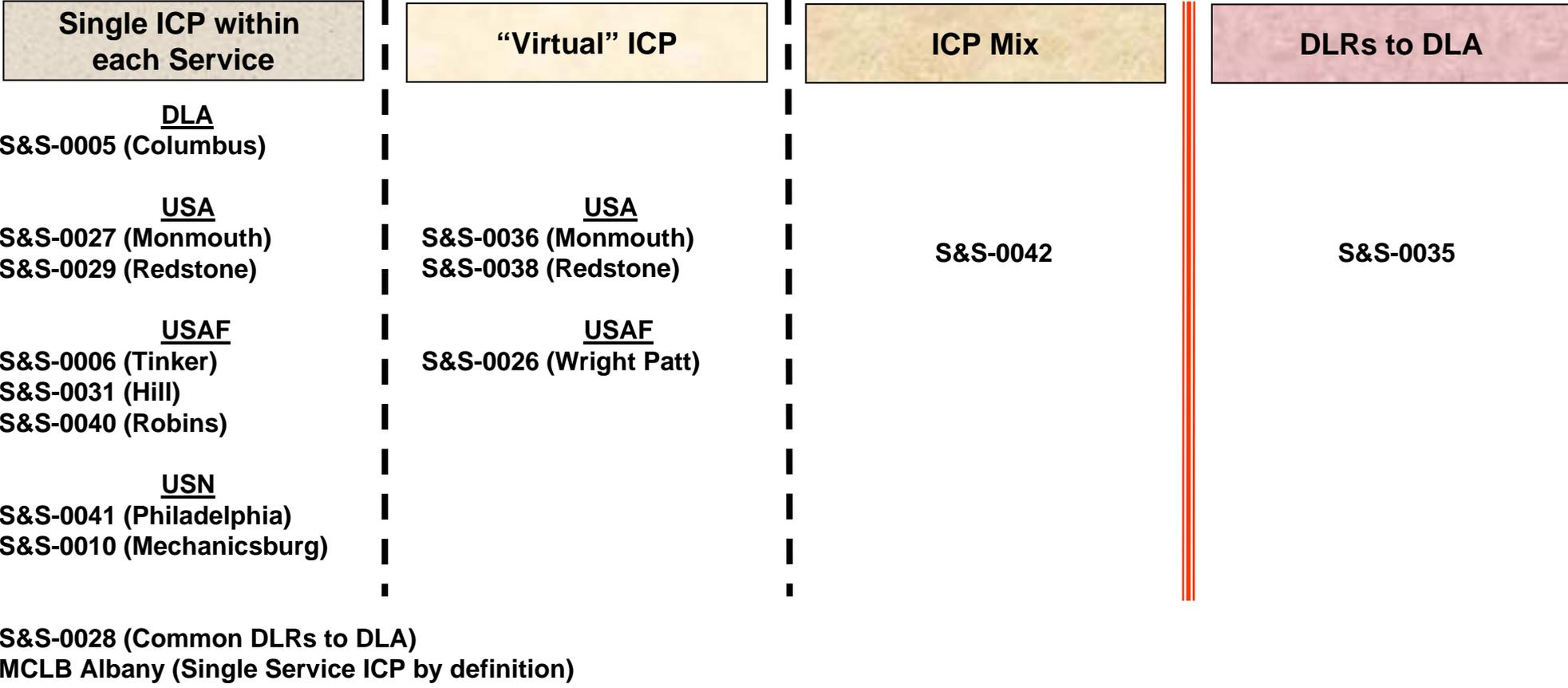


Candidate Scenario Recommendations: Team #2 Decision Briefs

Col King



Service Control of ICPs Scenarios



DLR Scenario Summary (TO 22)



➤ S&S-0035: Transfer Service ICPs to DLA and Consolidate ¹

Open

DSC Richmond

Relocate

Realign (under DLA)

Warner Robins ALC
Hill ALC
Tinker ALC
NAVICP Philadelphia
AMCOM Redstone (Air)

DSC Columbus

TACOM Rock Island
TACOM Detroit Arsenal
CSLA Ft Huachuca
CPSG Lackland

AMCOM Redstone (Ground)
NAVICP Mechanicsburg
CECOM Ft Monmouth
MCLB Albany

DSC Philadelphia

TACOM Natick

¹ Scenario includes partial realignment of AFMC, AMC, NAVSUP, and MARLOGCOM based on elimination of ICP oversight functions



Optimization Review

Col Neeley

ICP Summary: Max MilVal/Min Excess Capacity (S&S 042 & 0035)



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		

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

Summary of the effects of S&S 004 (Regionalization of Strategic Distribution (4 Regions))



Region	Sites	MILVAL	Status
1	DEFENSE DISTRIBUTION DEPOT SUSQUEHANNA, PA	0.4092	SDP
	DEFENSE DISTRIBUTION DEPOT RICHMOND, VA	0.2770	FDP
	DEFENSE DISTRIBUTION DEPOT TOBYHANNA, PA	0.2809	FDP
	DEFENSE DISTRIBUTION DEPOT NORFOLK, VA	0.4043	FDP
	DEFENSE DISTRIBUTION DEPOT COLUMBUS, OH	0.2239	Closed
2	DEFENSE DISTRIBUTION DEPOT WARNER ROBINS, GA	0.2413	SDP
	DEFENSE DISTRIBUTION DEPOT CHERRY POINT, NC	0.2164	FDP
	DEFENSE DISTRIBUTION DEPOT ALBANY, GA	0.2661	FDP
	DEFENSE DISTRIBUTION DEPOT ANNISTON, AL	0.3235	FDP
	DEFENSE DISTRIBUTION DEPOT JACKSONVILLE, FL	0.3527	FDP
3	DEFENSE DISTRIBUTION DEPOT RED RIVER, TX	0.3362	SDP
	DEFENSE DISTRIBUTION DEPOT CORPUS CHRISTI, TX	0.2269	FDP
	DEFENSE DISTRIBUTION DEPOT OKLAHOMA CITY, OK	0.3639	FDP
4	DEFENSE DISTRIBUTION DEPOT SAN JOAQUIN, CA	0.4163	SDP
	DEFENSE DISTRIBUTION DEPOT BARSTOW, CA	0.2505	FDP
	DEFENSE DISTRIBUTION DEPOT SAN DIEGO, CA	0.2524	FDP
	DEFENSE DISTRIBUTION DEPOT PUGET SOUND, WA	0.2636	FDP
	DEFENSE DISTRIBUTION DEPOT HILL, UT	0.4687	FDP
Other	DEFENSE DISTRIBUTION DEPOT PEARL HARBOR, HI	0.2113	Unchanged

Color Key

Open 

Closed 

SDP = Strategic Distribution Pt
FDP = Forward Distribution Pt

Sites and Distance Based Optimization cases



Sites	Case 1	Case 2	Case 3
Columbus	X	X	
Richmond	X	X	X
San Joaquin	X	X	X
Susquehanna	X	X	X
Tobyhanna	X	X	X
Anniston	X	X	X
Detroit	X	X	
Huachuca			
Monmouth	X	X	
Red River	X	X	X
Redstone			
Rock Island			
Soldier Systems Command			
Hill	X	X	X
Lackland			
Robins	X	X	X
Tinker	X	X	X
Albany	X	X	X
Barstow	X	X	X
Cherry Point			
Corpus			
Jacksonville			
Mechanicsburg			
Norfolk	X	X	X
Pearl	X	X	X
Philadelphia	X	X	X
Puget			
San Diego			X

X = Retained Site

STATISTICS

Retained sites
 DLA
 USA
 USAF
 USN
 USMC
 Retained ICPs
 DLA
 USA
 USAF
 USN
 USMC
 Retained DDDs
 Retained ICPs' MilVal
 Retained DDDs' MilVal
 DDD: ave shppng dist

	Case 1	Case 2	Case 3
Retained sites	17	17	15
DLA	5	5	4
USA	4	4	2
USAF	3	3	3
USN	3	3	4
USMC	2	2	2
Retained ICPs	10	10	7
DLA	3	3	2
USA	2	2	0
USAF	3	3	3
USN	1	1	1
USMC	1	1	1
Retained DDDs	14	14	14
Retained ICPs' MilVal	0.1863	0.1863	0.1855
Retained DDDs' MilVal	0.3159	0.3159	0.3204
DDD: ave shppng dist	902	910	896

Color Key

- DLA
- USA
- USAF
- USN
- USMC
- DDD and ICP
- Two ICPs
- DDD Only

Case 1. Fewest sites, ICPs, DDDs. Maximize total MV. Penalize shipping distances (300 mile cross-over). All resource constraints are active. Maintain average MV. Force Pearl DDD into the solution.

Case 2. Fewest sites, ICPs, DDDs. Maintain average MV. All resource constraints are active. Penalize shipping distances (300 mile cross-over). Force Pearl DDD into solution.

Case 3. Fewest sites, ICPs, DDDs. Maximize total MV. Penalize shipping distances (300 mile cross-over). All resource constraints are active except for the workforce constraints. Maintain average MV. Force Pearl DDD into the solution.

Comparison of S&S-0004/0042 and Sites and Distance Optimization



Sites	Case 1	Case 2	Case 3	S&S 042	S&S 004	042 and 004 Combined
Columbus	X	X		X		ICP open, DD Closed
Richmond	X	X	X	X	FDP	ICP open, FDP
San Joaquin	X	X	X		X	DD open
Susquehanna	X	X	X		X	DD open
Tobyhanna	X	X	X		FDP	FDP
Anniston	X	X	X		FDP	FDP
Detroit	X	X				ICP Closed
Huachuca						ICP Closed
Monmouth	X	X		X		ICP open
Red River	X	X	X		X	DD open
Redstone				X		ICP open
Rock Island						ICP Closed
Soldier Systems Command						ICP Closed
Hill	X	X	X	X	FDP	ICP open, FDP
Lackland						ICP Closed
Robins	X	X	X	X	X	ICP open, DD open
Tinker	X	X	X	X	FDP	ICP open, DD open
Albany	X	X	X	X	FDP	ICP open, DD open
Barstow	X	X	X			FDP
Cherry Point					FDP	FDP
Corpus					FDP	FDP
Jacksonville					FDP	FDP
Mechanicsburg				X		ICP open
Norfolk	X	X	X		FDP	FDP
Pearl	X	X	X		X	DD open
Philadelphia	X	X	X	X		Both ICPs open
Puget					FDP	FDP
San Diego			X		FDP	FDP

X = Retained Site
FDP = Forward Distribution Pt

Color Key

- DLA
- USA
- USAF
- USN
- USMC
- Open
- Closed
- Not Applicable
- DDD and ICP
- Two ICPs
- DDD Only



Decision / Taskings Review and Way Ahead

Col Neeley



Way Ahead

- 14 Jan** – *ISG Meeting (1530), VADM Lippert attends, Pentagon (3D1019)*
- 20 Jan** – *MilDep candidate recommendations due to the ISG for information and conflict identification only, not approval*
- 21 Jan** – *ISG Meeting (1030), VADM Lippert attends, Pentagon (3D1019)*
- 26 Jan** – *JCSG Principals' Meeting (1300 – 1500), J4 Conference Room / 2C836*
- 28 Jan** – *ISG Meeting (1030), VADM Lippert attends, Pentagon (3D1019)*
- 4 Feb** – *ISG Meeting (1030), TBD attends, Pentagon (3D1019)*
- 11 Feb** – *ISG Meeting (1030), TBD attends, Pentagon (3D1019)*
- 14 Feb** – *JCSG Principals' Meeting (1500 – 1700), J4 Conference Room / 2C836*
- 22 Feb** – *JCSG Principals' Meeting (0930 – 1130), J4 Conference Room / 2C836*
- 25 Feb** – *ISG Meeting (1030), TBD attends, Pentagon (3D1019)*
- 25 Feb** – *ISG completes review of candidate recommendations*
- 25 Feb – 25 Mar** – *IEC review of candidate recommendations*
- 4 Mar** – *ISG Meeting (1030), VADM Lippert attends, Pentagon (3D1019)*



Way Ahead

11 Mar – *ISG Meeting (1030), VADM Lippert attends, Pentagon (3D1019)*

18 Mar – *ISG Meeting (1030), VADM Lippert attends, Pentagon (3D1019)*

25 Mar – *ISG Meeting (1530), VADM Lippert attends, Pentagon (3D1019)*

25 Mar – 25 Apr – *Report writing*

1 Apr – *ISG Meeting (1030), VADM Lippert attends, Pentagon (3D1019)*

8 Apr – *ISG completes review of candidate recommendations*

15 Apr – *ISG Meeting (1530), VADM Lippert attends, Pentagon (3D1019)*

25 Apr – 6 May – *Report coordination*

13 May – *ISG Meeting (1530), VADM Lippert attends, Pentagon (3D1019)*

16 May – *Secretary transmits recommendations to Commission*

20 May – *ISG Meeting (1530), VADM Lippert attends, Pentagon (3D1019)*

27 May – *ISG Meeting (1530), VADM Lippert attends, Pentagon (3D1019)*