

**S&S Principals Meeting
OSD BRAC Red Team Brief
30 Mar 05 (1300)
J-4 Conference Room, Pentagon**

Attendees: VADM Lippert, Mr. Neal, Ms. Kinney, CAPT Wright, Col Neeley (S&S JCSG, Executive Secretary), Mr. Williams (S&S JCSG, Army Team), CAPT Coderre (S&S JCSG, Navy Team), Col King (S&S JCSG, Air Force Team), Mr. Meconnahey (S&S JCSG, COBRA Team Lead), COL Coe, CDR Goodwin (XO, S&S JCSG), Capt Rivera (S&S JCSG Marine Corps team), Mr. Bohinski (DoDIG), Ms. Cole (DoDIG), Lt Col Truba, Mr. Meyer (OSD), LT Boucek,

Red Team: Mr. H.T. Johnson, General Saloman, Mr. Turnquist, Red Team Staff Jennifer Atkin,

Minutes:

- The 37th meeting of the S&S JCSG, a briefing to the OSD BRAC Red Team began at 1305.
- VADM Lippert introduced the S&S attendees.
- Mr. Johnson noted that the Red Team had seen all of the JCSGs except for Intel, and that many of the problems and issues that they had observed were common across the groups. Integration would be a challenge for OSD as well since one of the issues Mr. Johnson had noted was that the JCSG and MilDeps had done some things differently. Mr. Johnson noted that during the session, he would attempt to define any areas that may be viewed as a deal breaker for the entire BRAC outcome. While he did not see any in the S&S scenarios, potential issues that may approach deal breakers for OSD are issues and/or scenarios in the Northeast, Connecticut, Portsmouth, Red River and potentially Walter Reed as they were currently written.
- General Saloman noted he was concerned about Red River and felt that it alone could be a deal breaker for the entire BRAC.
- VADM Lippert introduced the topics that would be discussed noting that the scenarios that the Red Team had seen before had changed in S&S # 0035 and S&S # 0048.
- VADM Lippert addressed the feedback comments that the Red Team had made during the last session. General Saloman asked if the services agreed with the strategy statements on chart 4. The service representatives present noted that they did agree. VADM Lippert noted he would elaborate on the strategy within S&S # 0048 which he felt was the best example of the expeditionary focus of the strategy.

DCN: 11448

- VADM Lippert commented that he was confident that the documentation underpinning uses of military judgment would be viewed by the Red Team as very sufficient. VADM Lippert further explained how military judgment was used by the S&S JCSG. Specifically the S&S functions are follower functions that required the S&S JCSG to react to preferences from the other MilDepts and JCSGs, Technical and Industrial as example.
- Mr. Johnson noted that the Red Team had some difficulty with the term “military judgment” vice using “business case,” a term which may be easier for non-military observers to understand.
- VADM Lippert briefed the role that Transformational Options played in the creation and evaluation of S&S scenarios.
- General Saloman noted that the military judgment flow chart needed to be amplified to more clearly delineate how military judgment was used. Mr. Johnson asked if the flow chart (especially the top section) reflected the law. Mr. Meyer stated that the chart (which was an OSD chart) contained elements of the law, but that the law did not specify how the components were to be specifically employed, as long as the intent of the law was satisfied. Mr. Meyer added that the Red Team had difficulty working with or understanding the role of the Transformational Options (TOs). This was especially the case since OSD had not published an approved TO list that could be referenced when OSD attempted to justify how the TOs underpin the final recommendations.
- General Saloman noted that Mr. Meyers response and OSD in general still was not answering the question of how the TOs fit in military judgment. VADM Lippert noted that the final outcomes from the S&S JCSG may well have been the same with or without the TOs, but that the TOs reflected one of the tools to gather the best judgment of the group. VADM Lippert reminded the team that TOs were developed in response to SecDef tasking to use TOs. General Saloman noted that OSD’s lack of guidance in this area resulted in each group approaching transformation differently and this was one of the challenges for this BRAC that went well beyond the S&S JCSG.
- VADM Lippert briefed the red team on the use of surge in the S&S scenarios. General Saloman stated that on surge, the best way to answer the BRAC Commission was that each JCSG approached surge in a way that made the most sense to the members of the group. VADM Lippert concurred.
- VADM Lippert addressed customer wait time noting that MilVal metrics and questions contained explicit features of wait time. The same chart noted that the S&S used good business sense to minimize MILCON in the scenarios.

DCN: 11448

- VADM Lippert briefed the previous Red Team comments on DRMOs. A worldwide A-76 had been held that was nearing completion with specific regions already completing the A-76 awards. VADM Lippert noted that much of the DRMO footprint was already privatized, and savings had already been taken for the Department. General Saloman suggested that in any case where the DRMOs were to be placed back into the BRAC process, DLA would have to de-POM the current programming which was a highly undesirable outcome. VADM Lippert agreed. General Saloman added that the only other critique he could envision was that DRMOs should have been included if more money could be saved under BRAC. VADM Lippert added that part of the A-76 contracts were to reduce sites and this meant in effect that BRAC would likely not get additional savings over the A-76. General Saloman was comfortable with the plan noting that he believed these were adequate responses to any questions the BRAC Commission might have.
- VADM Lippert briefed updates to S&S # 0035 and ensured that the Red Team understood what S&S # 0035 contained. Savings strategies and transfers of NICP functions to other sites and DLA were reviewed. Mr. Johnson asked if the services were comfortable with the proposal. No objections were noted from the service principals in attendance. VADM Lippert summarized that earlier in the scenario's evolution, a larger amount of the functions were planned to transfer, but due to the service's concerns for readiness risk and after deliberation with the services, the scenario was revised to accommodate the services concerns.
- General Saloman summarized that he understood the scenario to transfer management of remaining consumables, and DLR procurement. VADM Lippert added that other personnel possessing related (e.g. supply management) skills would also transfer. General Saloman noted that in the past some of the consumables were returned to the Army from DLA but the return of responsibility came with no people. VADM Lippert responded that the number of consumables was nominal and did not require an extensive number of people.
- General Saloman stated that some of the savings seemed to be calculations or estimates vice COBRA outputs and that the S&S JCSG needed to be able to make the case on how the savings were calculated. VADM Lippert defined the savings projections, how they were computed based on OSD guidance of business case analysis, and from former experience with similar business case analyses.
- General Saloman stated that his experience on a science board was that the DLR contracts may not be all that great as a savings generator. General Saloman stated that examples from the OEMs, or major contractors would be helpful in solidifying the case for the savings.
- General Saloman stated that it appeared that MilVal was not effective as a guide in this case, or that the scenario had not made the case based on MilVal but

something else. General Saloman stated it was not clear to him how MilVal was used.

- VADM Lippert responded that the 16 ICP sites were ranked and an optimization tool was used to rank the ICPs based on their MilVal scores. General Saloman stated that when the recommendation was reviewed, MilVal did not stand out and that the use of MilVal needed to be more clearly depicted because now it was evident that MilVal was in fact used effectively in the analysis.
- General Saloman suggested that the S&S JCSG should expand the explanation on the “bifurcation” between what the services would retain and what DLA would do for DLRs.
- VADM Lippert briefed the current savings projection and noted that estimates would likely change as updated data was received. General Saloman tried to follow the logic of how the site selection was being finalized. Mr. Neal assisted in explaining the Army’s preference for the RDECs and how they were integrated at specific sites.
- General Saloman noted that a table that showed how the ICP movements would be done would help the brief. General Saloman noted that the BRAC Commission would be more comfortable with the scenario if they could see what was moving and how specific locations were impacted.
- Mr. Johnson noted that BRAC specific language was required for the S&S # 0035 write up. VADM Lippert stated that while the OGC lawyer had specified the write up, he would take on the rewrite and ensure that it used the correct BRAC terminology. General Saloman suggested that he had a difficult experience with a site in a previous BRAC round. As a result, he stressed that the language needed to be very explicit and cite the legally specific BRAC actions. The takeaway was to ensure that any briefing materials, including the quad charts use the specific BRAC action language.
- General Saloman asked why S&S # 0035 was being done under BRAC since it may not appear to be a BRAC event but could be done by the services independent of BRAC. VADM Lippert noted that a combination of the personnel movements, and the transformational issues compelled the scenario into BRAC. Mr. Meyer asked if the Red Team wanted the department to eliminate all of the transformation discussion since the Red Team was having difficulty with TOs. The Red Team stated that they recognized that they would have to become more comfortable with transformation throughout the BRAC dialogue.
- VADM Lippert briefed S&S # 0048. General Saloman noted that the Red Team had guidance to be especially critical of the Red River closure due to the scrutiny anticipated on Red River. VADM Lippert clarified the changes in the scenario

DCN: 11448

that were driven by DLA assuming depot maintenance supply functions. VADM Lippert also noted the potential for site changes reflected in S&S # 0048.

- General Saloman stated that he did not believe that the S&S had made its case. As example, why would you close Red River based on the maintenance activity closing, when Susquehanna was staying open as a SDP without a maintenance site as well. General Saloman added that the argument worsened when MilVal was reviewed since Red River scored higher than locations such as San Joaquin or Ogden. VADM Lippert noted that S&S as a follower, was facilitating an Army request for a closure since the depot would be the only thing at Red River. Mr. Neal noted that the S&S had selected Red River as the preferred site but that the Army requested the S&S relocate since it wanted a base closure. General Saloman stated that it would be better if the scenario stood on its own since the commission could invite a series of overturned decisions unless each scenario stood on its own.
- General Saloman suggested that chart 28 might be improved if Red River were reflected. VADM Lippert noted that Red River was the optimal choice for the S&S since the MilCon was less and wait times were better. However, S&S was following the Army in this case. In contrast, Susquehanna was retained despite not having a maintenance site due to its proximity to key shipment hubs (e.g. Dover) and customer wait time requirements for its region.
- General Saloman suggested that the Red River depot could remain as an enclave, and that argument was probably likely from the community and its aggressive delegation. VADM Lippert stated that the knitting effort showed the savings from a base closure, and that with an enclave the base would have to stay open with all associated costs. VADM Lippert noted that S&S still remained a follower activity and Army likely had the burden of engaging the Commission on Red River.
- General Saloman stated that chart 26 had good justification and should be incorporated into the candidate justification.
- VADM Lippert addressed the need for a four region SDP arrangement. This included the geographical layout of customers and customer wait time based on distance and transportation routes. VADM Lippert noted how the choice was optimized at four SDPs. General Saloman suggested that with MilCon being so close, the case could be made for three or five sites. Chart 28 showed how the optimal selection was for four SDPs based on MilCon and customer wait time. VADM Lippert stated he could make the case for other than four, but that he could not defend why he had not chosen the optimal outcome for the department.
- Mr. Johnson suggested that the S&S had made some great strides. Mr. Johnson reminded that BRAC terms were required in all materials. Mr. Johnson asked if there were any other questions. There were none.

- VADM Lippert expressed thanks for the efforts of the team and for their comments.
- The Meeting concluded at 1430.

Approved: 


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

Attachments:

1. Briefing Slides

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Supply and Storage Joint Cross-Service Group (S&S JCSG) Briefing for BRAC 2005 Red Team

March 30, 2005

Chair: VADM Keith Lippert



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Overview

- Resolution of Previous Red Team Critiques
- S&S-0035 DLRs to DLA (As presented to ISG)
- S&S-0048 Regional Strategic Distribution and Depot Retail Supply (As presented to ISG)
- Summary



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Critique Resolution Overview

- Strategy approach
- Military judgment
- Transformational options
- Surge requirements documentation
- Great emphasis on Customer Wait Time (CWT) but did not incorporate in strategy or MilVal metrics
- S&S should strengthen the case for going from 2 to 4 Strategic Distribution Platforms (SDPs) (S&S-0048 discussion)
- DRMOs may represent missed opportunity



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Critique Resolution – Strategy Approach

- Pursue those logistics economies and efficiencies that enhance the effectiveness of operational forces as traditional forces and logistics processes transition to more joint and more expeditionary aspect
- Transition traditional Military Logistics' linear processes to a networked, force-focused construct which minimizes the number of sites & reduces excess capacity while providing a more effective & efficient DoD Logistics base



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Critique Resolution – Military Judgment

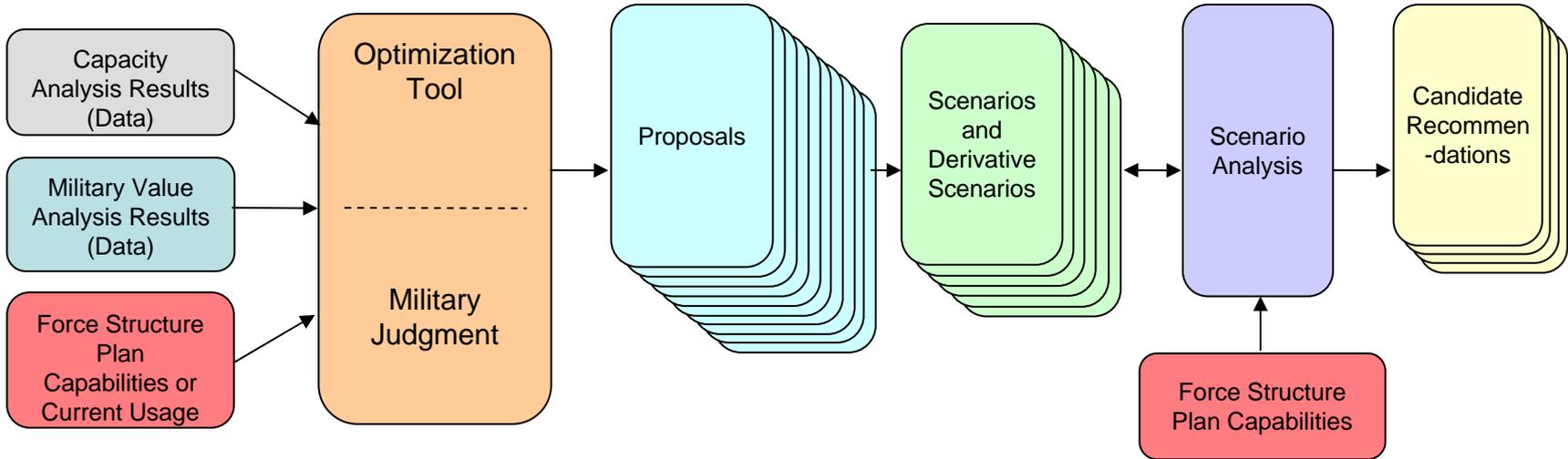
- S&S is a “follower” activity
 - In some cases, final locations of S&S functional activity dependent on actions of other group recommendations, e.g. “fence-line” closures as a result of Industrial, Technical and MilDep candidate recommendations
 - Demands more application of military judgment
- Computer based Optimization Modeling not optimal tool for achieving resolution of all decision sets
 - Follower activity is often subject to unanticipated assumptions, externally derived
 - Transformation Options-based scenarios introduce asymmetric considerations, therefore,
 - Placing a premium on the professional knowledge of the members of the JCSG



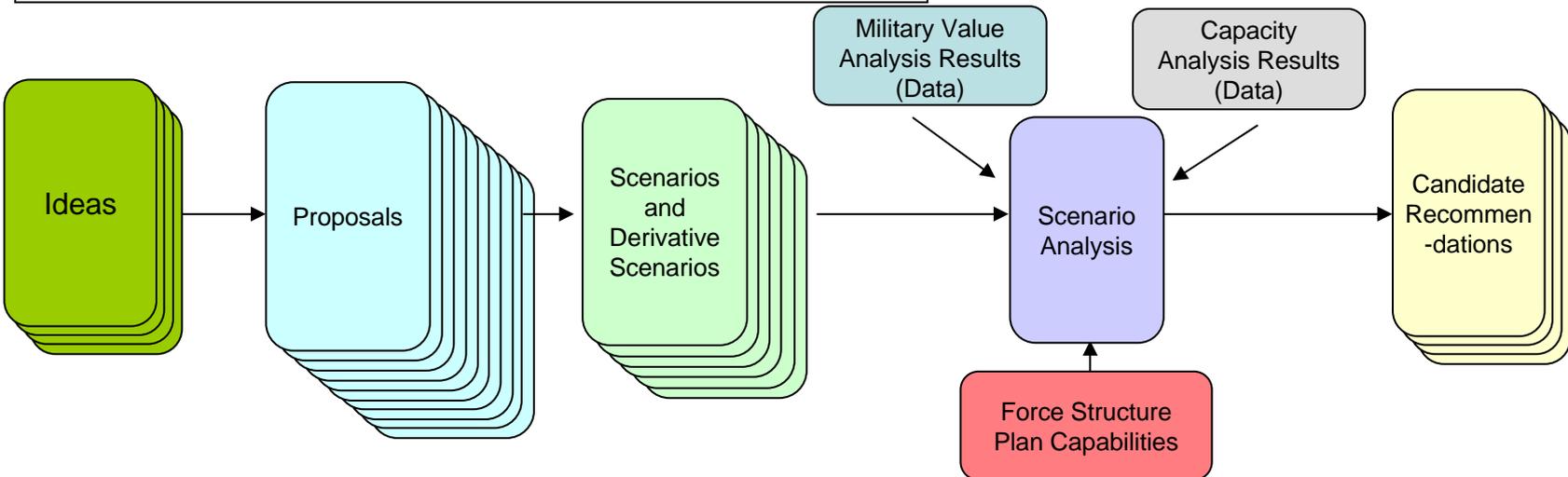
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Critique Review – Military Judgment (Cont.)

Data Driven (Quantitative Assessment)



Strategy Driven (Military Judgment) – Data Verified





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Critique Resolution – Transformational Options

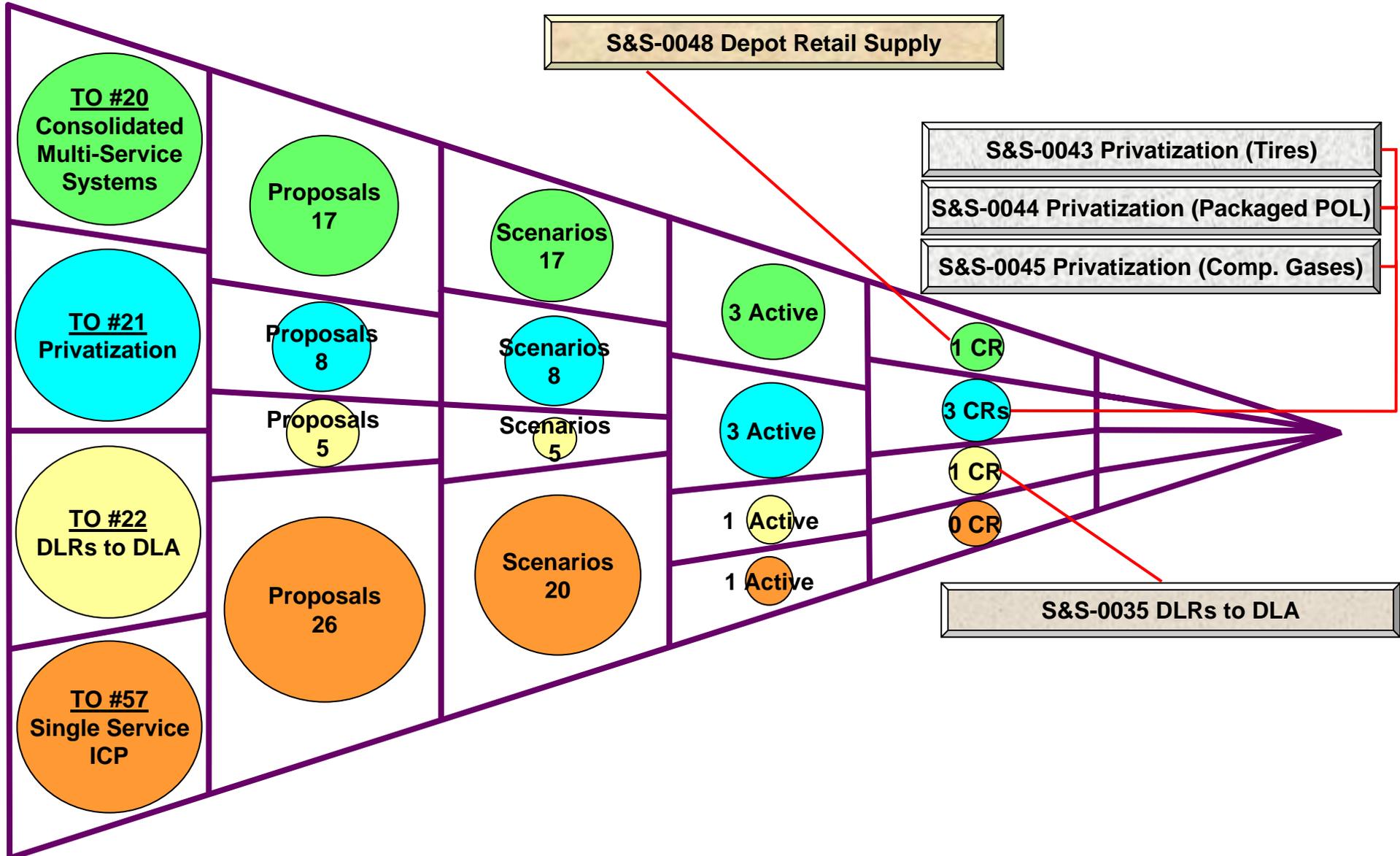
- Transformational Options (TO) at the root of many S&S BRAC ideas, proposals and scenarios; certainly all of the remaining ones

- For S&S JCSG, TO, when coupled with the “follower” proposition, did not lend themselves to the “usual” BRAC mantra of closing or realigning a base
 - Realigned and/or relocated functions and activities can remain at an installation
 - Candidate Recommendations performed transformational activities such as privatization and consolidation of major business processes (these weren’t necessarily location specific)



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Outcomes



CR – Candidate Recommendation



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Critique Resolution – Surge Requirements Documentation

- OSD recommended each JCSG develop its own surge values; did not offer a standard
- S&S JCSG used surge values of +10 and +20% of year 2003 demand data
 - Reasonable short term increases on system demand that could be expected above and beyond the current increases being seen due to the war
 - It represents surge greater than what is currently being experienced in current operations tempo



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Critique Review – Customer Wait Time/MILCON

- Great emphasis on Customer Wait Time (CWT) but did not incorporate in strategy or MilVal (MV) metrics
 - Not accurate: CWT is imbedded in the questions that went out during our Military Value data call. For example
 - “What is the distance, in miles, from the Supply and Storage Activity to the most frequently used distribution nodes?”
 - Responses were weighted and factored into MV algorithms
 - The value used for CWT in MilVal is 8.1% of the total score
 - The relationships for CWT, MilVal and Strategy will be discussed further S&S 0048
- If minimizing new MILCON is justification, it needs to be linked to strategy
 - The JCSG viewed the elimination of the demand for additional resources as a step to improve efficiency and economy
 - Efficiency and Economy is clearly articulated in our overarching strategy



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Critique Resolution – DRMO Opportunity

- Why DRMOs were not included in the S&S JCSG pool of activities for active BRAC determination?
 - JCSG Principals believed that ongoing DRMO A-76 activity would achieve resolution before the commencement of BRAC
 - We wanted to avoid contamination of the ongoing A-76 process
 - Official savings projections based on PBR-06 (POM-06) FY05-11 \$36.3M



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S&S-0035

S&S-0035 Management of Depot Level Repairables (DLRs) to DLA



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S&S-0035

- Realigns procurement management responsibility of Depot Level Repairables (DLRs), Class IX, to DLA
- Transfers select National Inventory Control Point (NICP) functions and sub-functions at DoD's 16 NICP locations to DLA while keeping engineering and related supply NICP functions with Services
- Relocates select functions at 5 ICPs
- Achieves \$2.9B Savings (NPV)



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S&S-0035

Candidate Recommendation (Summary): Realignment of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support and Maintenance Management Service Inventory Control Point functions to Defense Logistics Agency (DLA). *

| <u>Justification</u> | <u>Military Value</u> |
|--|--|
| <ul style="list-style-type: none"> ✓ Mission consolidation ✓ Reduces excess capacity ✓ Provides for significant personnel reductions | <ul style="list-style-type: none"> ✓ Relative military value scores not determinative because all service ICP locations were realigned to DLA |
| <u>Payback</u> | <u>Impacts</u> |
| <ul style="list-style-type: none"> ✓ One Time Cost: \$93.2M ✓ Net Implementation Savings: \$851.8M ✓ Annual Recurring Saving: \$226.6M ✓ Payback Period: Immediate ✓ 20 Yr. NPV savings: \$2,898.8M | <ul style="list-style-type: none"> ✓ Criterion 6: -18 to -691 jobs; <0.1% to .41% ✓ Criterion 7: No Issues. ✓ Criterion 8: No impediments. |

- ✓ 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

*** See clarification page**



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S&S-0035R

- Transfers the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the procurement management and related support functions for DLRs (including oversight) to DLA. All other ICP functions remain with the Services. Relocates some Army & AF ICP functions to preserve Army Life Cycle Management, and provide for continuation of security facilities.



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S&S-0035R

DLRs

- **Performance Based Agreements (PBA) Management**
 - **Supply Expertise**
 - Commodity DLR Expertise
 - Spares Buying (Buyers)
 - Supply Chain Analysis
 - Technical Liaison (Reach back)
 - **Contracting Expertise**
 - Supplier Relationship Management
 - Contracting (FAR Specialist)
- **Management**
 - **Budget**
 - **Process & Procedure Realignment**

Consumables

- **Budget/Funding**
- **Contracting**
- **Cataloging**
- **Requisition Processing**
- **Customer Services**
- **Item Management**
- **Stock Control**
- **Weapon System Secondary Item Support**
- **Requirements Determination**
- **Integrated Materiel Mgmt Tech Support**



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S&S-0035

- * **Eliminates 760 Gov't Positions**
- * **Realigns 1,049 Gov't Positions**
- * **Implementation Years: 2006-2011**
- * **Payback: Immediate**
- * **One-time Cost: \$93M**
- * **Annual Savings: \$227M**
- * **NPV (Savings): \$2.9B**
- * **MILCON: \$ 5M**



NPV Savings
Are in **addition** to any Service
Business Process Improvement
Savings being achieved

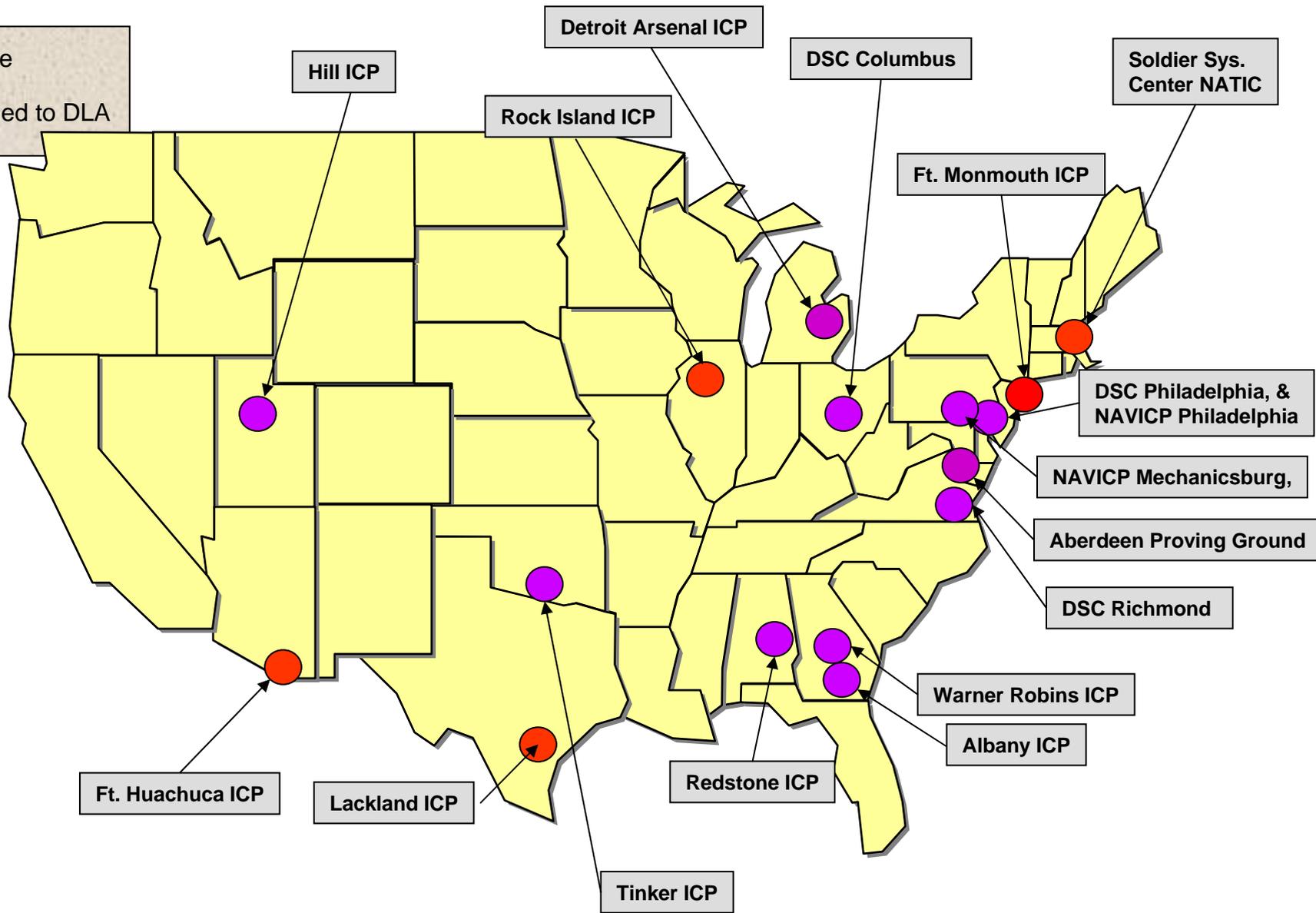


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S&S-0035R

● Relocate

● Realigned to DLA





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S&S 0048

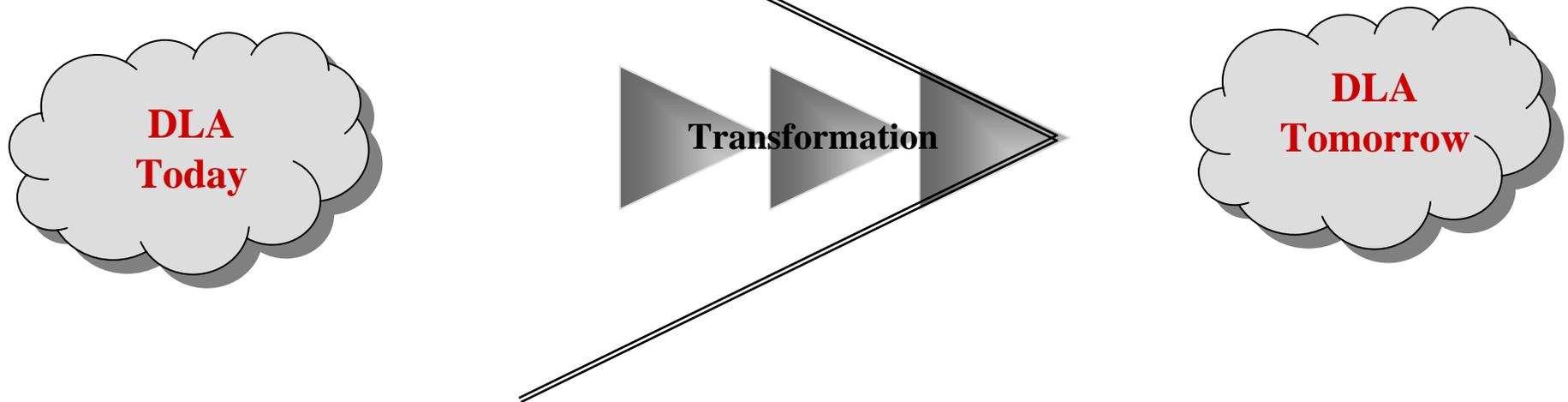
Regional Strategic Distribution and Depot Retail Supply



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S&S-0048

S&S-0048...



- * **Reconfigures Entire Wholesale Storage and Distribution System**
- * **Configures DLA for the Depot-Shipyard S&S Mission**



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What Does S&S-0048 Actually Do?

- * Closes 2 Defense Distribution Depots - Columbus and Red River**
- * Designates 4 Existing Defense Distribution Depots as Strategic Distribution Platforms (SDPs) - Susquehanna, Warner Robins, Oklahoma City and San Joaquin**
- * Assigns Each SDP a Geographical Region for Customer Support**
- * Downsizes Remaining 13 Defense Distribution Depots as Wholesale Forward Distribution Points (FDPs) Under the Command and Control of Regional SDPs**
- * Assigns Depot/Shipyard S&S mission to DLA**
- * At locations with FDPs, Consolidates and Initially Downsizes Depot/Shipyard Resources**
 - * 6.5% Reduction in Personnel**
 - * Potential \$782M Reduction in Duplicate Inventories**



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Candidate S&S-0048

Candidate Recommendation (Summary): Reconfigure wholesale storage and distribution around 4 regional Strategic Distribution Platforms (SDPs): Susquehanna,, Warner Robins, Oklahoma City and San Joaquin. Disestablish DD Columbus and DD Red River. Realign the following DDs as Forward Distribution Points (FDPs) and consolidate their supply and storage functions, and associated inventories with those supporting industrial activities such as maintenance depots and shipyards: Tobyhanna, Norfolk, Richmond, Cherry Point, Albany, Jacksonville, Anniston, Corpus Christi, Hill, Puget Sound, San Diego Barstow and Pearl Harbor.

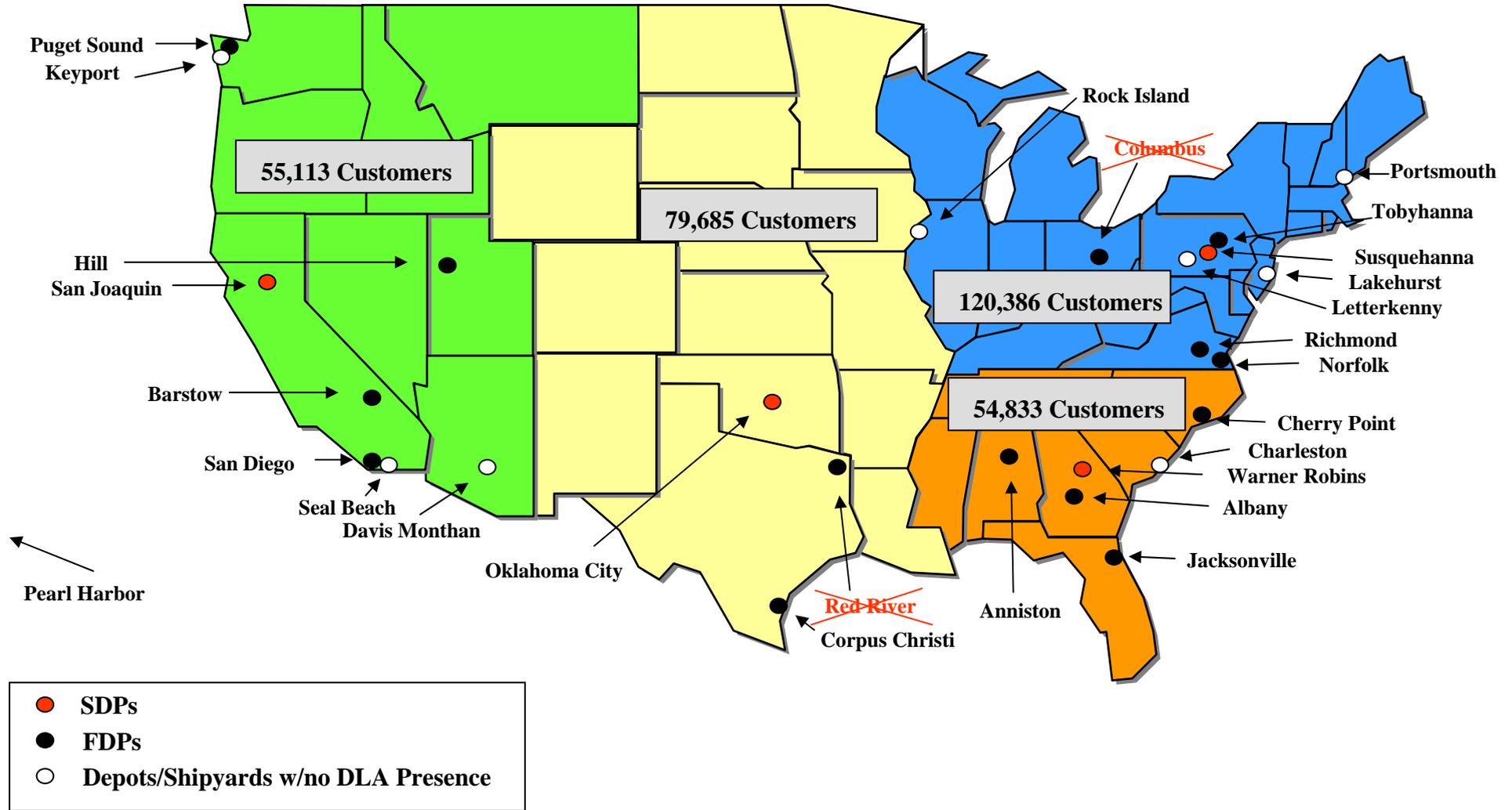
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|---|---|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Provides for regional support to customers worldwide ✓ Enhances strategic flexibility via multiple platforms to respond to routine requirements and worldwide contingencies ✓ Improves surge options and capabilities ✓ Eliminates redundant supply and storage functions at industrial installations | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Relative Military Value Against Peers: Region 1. SDP-Susquehanna: Ranked 1 out of 5 Region 2. SDP Warner Robins: Ranked 4 out of 5 Region 3. SDP Oklahoma City: Ranked 2 out of 3 Region 4. SDP San Joaquin: Ranked 2 out of 5 ✓ Military Judgment: Applied in selecting SDPs for regions 2, 3 and 4 to minimize MILCON (capacity) and optimize support to customer organizations (geographical location). |
| <p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One-time Cost: \$232.2M ✓ Net Implementation Savings: \$244.6M ✓ Annual Savings: \$138.7M ✓ Payback Period: 1 Year ✓ NPV (Savings): \$1,513.3M | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6: From 0 to -896 jobs; <0.1% to 0.96% ✓ Criterion 7: No impediments ✓ Criterion 8: Wetland issues, archeological issues, historic properties, additional permits; no impediments |

- ✓ 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



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Candidate S&S-0048



Consolidates supply and storage functions supporting depots and shipyards to eliminate duplication and unnecessary redundancies



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Results

- * **Eliminates 1,012 Gov't Positions**
- * **Realigns 490 Gov't Positions**
- * **Eliminates approximately 50% of all wholesale covered storage capacity**
- * **Implementation Years: 2006-2009**
- * **Payback: 1 Year (2010)**
- * **One-time Cost: \$236.5M**
- * **Net Implementation Savings: \$275.1M**
- * **Annual Savings: \$153.4M**
- * **NPV (Savings): \$2.5B**
- * **MILCON: \$76.6M**



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The Roots of S&S-0048

- **Requirement:** SECDEF Memo #1 - Reduce excess infrastructure

Our Assessment: We had approximately 100,406,676 CuFt of excess covered storage capacity

Scenario Thrust: Examine ways to significantly reduce wholesale footprint

Resulting Scenario Features: Closure of 2 DDs; 13 Downsized FDPs

- **Requirement:** SECDEF Memo #1 - Use BRAC to transform the Department

Our Assessment: Current configuration and processes are not optimized for the future

Scenario Thrusts: Examine new ways of doing business; reduce unnecessary duplication and redundancy of functions

Resulting Scenario Features: 4 customer support regions; Primary Customer support from SDPs; Industrial focus only for FDPs; Merge S&S Functions at industrial activities



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The Roots of S&S-0048 (Continued)

- **Requirement:** TO #20 - Establish a consolidated multi-service supply, storage and distribution system that enhances strategic deployment and sustainment of expeditionary forces worldwide...

Our Assessment: Current wholesale storage and distribution structure resulted in bottlenecks during operations in Afghanistan and Iraq

Scenario Thrust: Beef-up strategic distribution capabilities and maintain acceptable CWT for all customers

Resulting Scenario Features: Four SDPs at Susquehanna, Warner Robins, Oklahoma City and San Joaquin

- **Requirement:** Support the 20 year force structure and stationing plans

Our Assessment: Force size will remain relatively stable; More forces will be CONUS-based

Scenario Thrusts: Examine ways to support larger numbers of CONUS-based forces, their deployment and sustainment

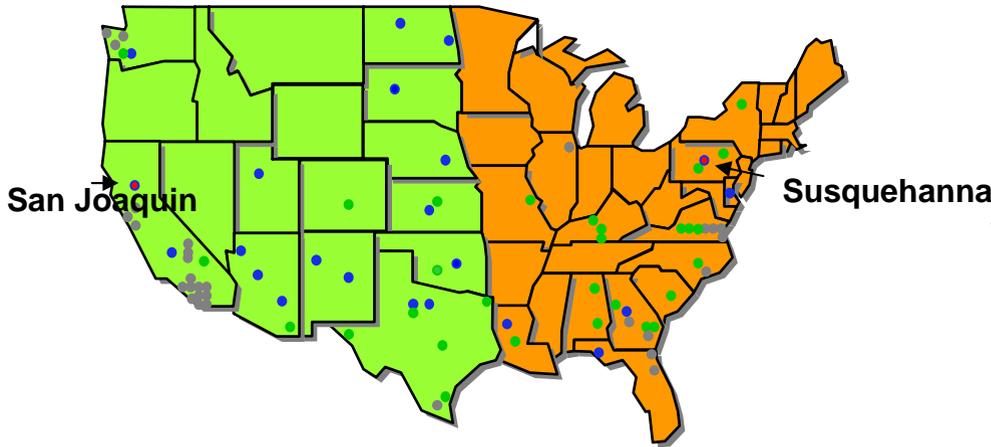
Resulting Scenario Features: Four SDPs located across CONUS providing dedicated support to regional customers, at home station and when deployed



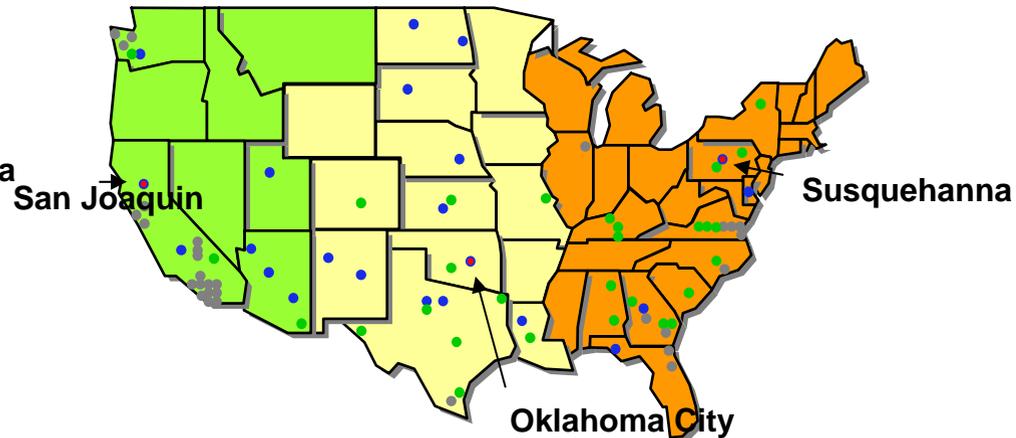
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Regional Options

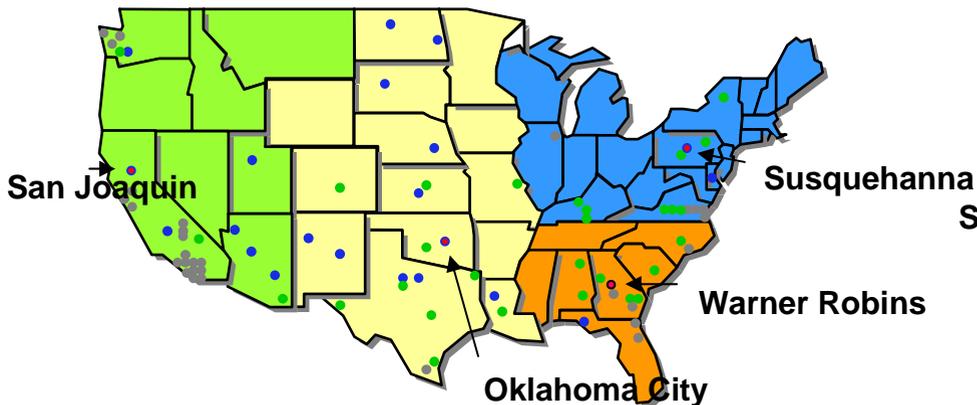
2 Regions



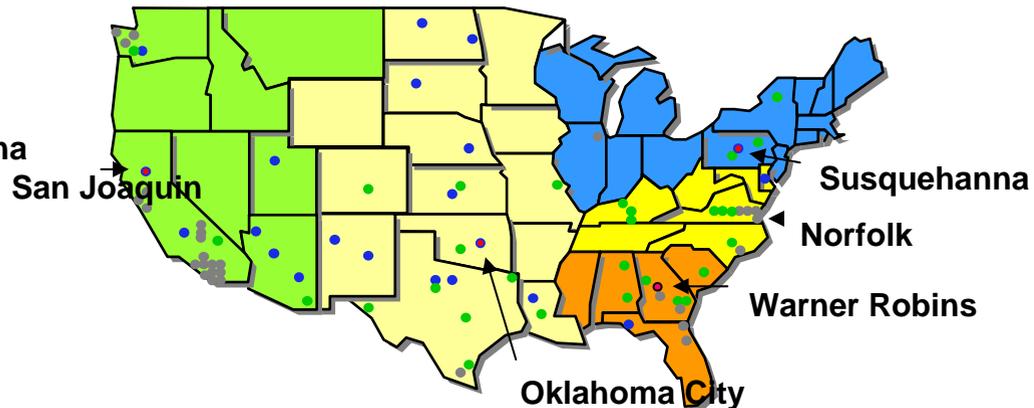
3 Regions



4 Regions



5 Regions

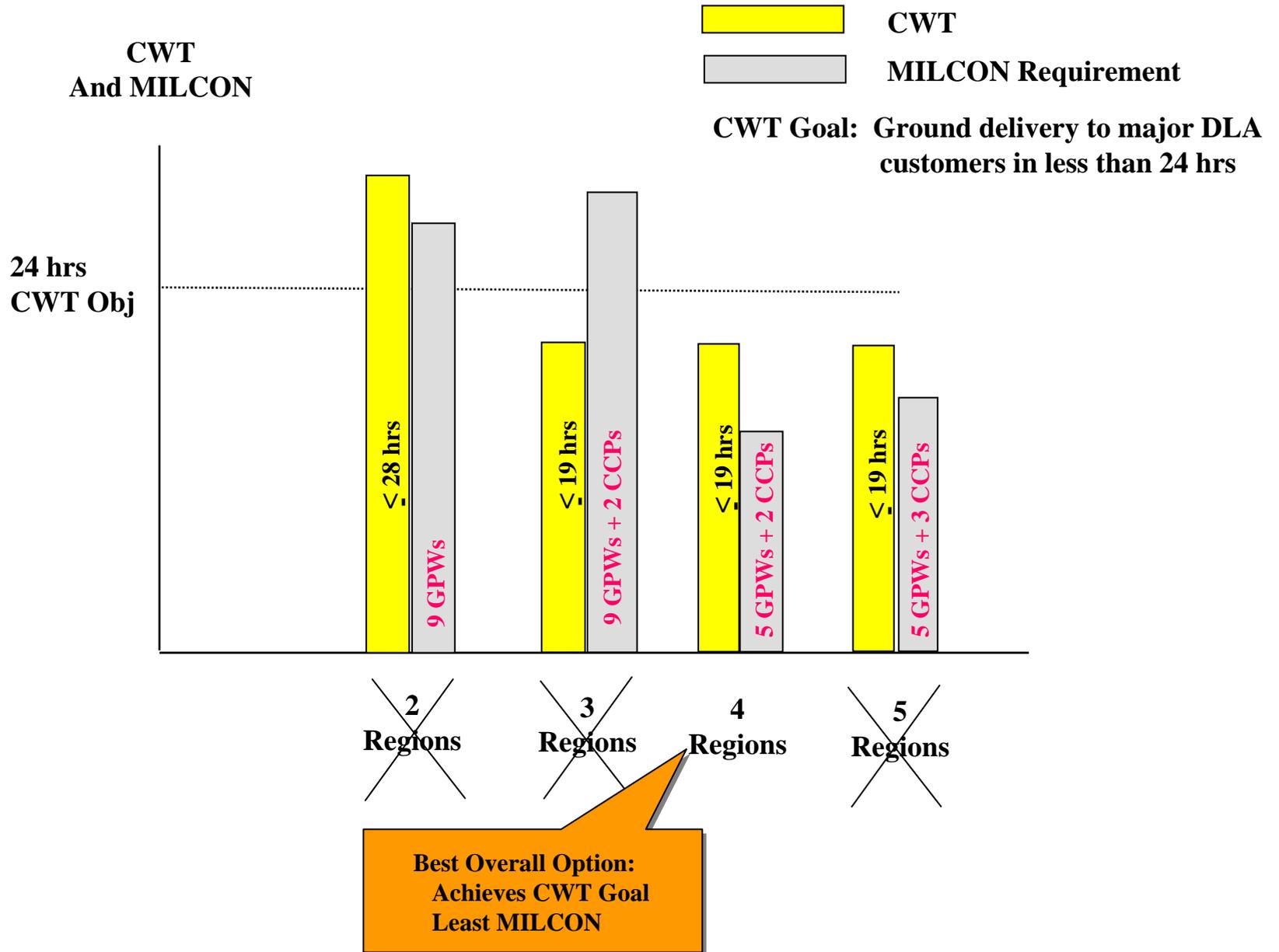


Note: Dots represent major DLA customers...those that receive dedicated truck deliveries today!



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Option Analysis





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Summary

- Resolution of Previous Red Team Critiques
- S&S-0035 DLRs to DLA (As presented to ISG)
- S&S-0048 Regional Strategic and Depot Retail Supply (As presented to ISG)